



# 2023 Mid-Year Performance Report

# Service Pages



23-0031157 ADV-21440

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# Introduction

These Service Pages are a companion to 2023 Mid-Year Performance Report. Each Service Page act as a reference source that allows Council and Calgarians to dive deeper into any areas that are of particular interest to them. They provide details on service performance including updates on initiatives, performance measures, financial performance, and information on how each service is progressing toward its approved 2023 – 2026 service plan and budget. Further, the service pages provide highlights of key accomplishments and service challenges faced during the first six months of 2023.

An update on the progress of each service is provided:

- **Highlights** – outlines key service accomplishments.
- **Challenges** – outlines service challenges, and issues or trends being monitored.
- **Measuring our performance** – performance measures detailing how actual performance compares against the Council-approved expected future performance.
- **Progress on service delivery** – details on how the service initiatives are progressing against the plan and in alignment with Council's refined priorities and results areas. The alignment matrix reflects only the most aligned Council priority and result area for each initiative. Note that initiatives may contribute more than one priority or result area.
- **Service updates on financial performance** – operating and capital budget spend details.

## Limitations with Mid-Year Performance Measure Values

Mid-year performance values are reflective of performance for the first half of the year only. Performance measures may accumulate over the course of the year, therefore, some mid-year values may appear as though they are not progressing as planned. For example, if a service is measuring the number of service calls, the mid-year value would represent calls for six months of the year only. Please note that some performance measures are also influenced by seasonal and/ or time factors (i.e., level of activity in the summer can differ from level of activity in the winter), thus, the value may substantially change in the second part of the year.

## Legend

### Performance Measures Status Icon Legend:

- Actuals
- Expected Future Performance
- ➡ Progressing as planned towards the 2026 expected performance.
- ⊖ Not progressing as planned towards the 2026 expected performance.

### Initiatives Status Icon Legend:

- ✔ The initiative has been completed and objectives have been met.
- ➡ The initiative may or may not have started but is progressing as planned.
- ⊖ The initiative is not progressing as planned due to one or more identified reasons, which may include challenges (e.g., changes in circumstance, direction or resources allocated).

*The Service Pages have been updated for the 2023 – 2026 Service Plans and Budgets and are found here on [Service pages and budgets \(calgary.ca\)](#)*



# Building, Planning and Business





# Appeals & Tribunals

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

## Service Description

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

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

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

## Service Updates

### Highlights

The Assessment Review Board recently upgraded their case management system to ensure continuity of services for Calgarians to file complaints in an accessible, efficient and straightforward manner (Initiative four). The upgrade was moved to production in the fourth quarter of 2022 and throughout 2023, Appeals & Tribunals has been working on resolving minor issues from the implementation.

The Appeals & Tribunals service has made progress in examining potential barriers to accessing justice. A working group has been established to collaborate with internal partners to compile data and research. It is anticipated the report and recommendations will be delivered by the third quarter of 2023. Action taken from this work will help increase social equity for Calgarians (Initiative two).

### Challenges

Staff movements within Appeals & Tribunals led to delays in the accessing justice initiative. While the project report and recommendations, anticipated to be completed in the second quarter, will now be completed in the third quarter. There is sufficient time to consider the results and develop implementation plans to commence work in 2024.



# Measuring Our Performance

**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

<p>PM 1: Decision Timeliness Rate (per cent of decisions rendered on-time)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (%)</th> <th>Expected Future Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>47</td><td></td></tr> <tr><td>2020</td><td>13</td><td></td></tr> <tr><td>2021</td><td>86</td><td></td></tr> <tr><td>2022</td><td>84</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>91</td><td></td></tr> <tr><td>2026</td><td></td><td>90</td></tr> </tbody> </table>	Year	Actuals (%)	Expected Future Performance (%)	2019	47		2020	13		2021	86		2022	84		2023 Mid-Year	91		2026		90	<p>All tribunals have worked diligently to increase timeliness of decisions. There are some outliers where decisions take longer than the legislated timeline due to complexity.</p>	<span style="color: blue;">➔</span>
Year	Actuals (%)	Expected Future Performance (%)																					
2019	47																						
2020	13																						
2021	86																						
2022	84																						
2023 Mid-Year	91																						
2026		90																					
<p>PM 2: Hearing Participants' Rate of Satisfaction with process information (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (%)</th> <th>Expected Future Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>81</td><td></td></tr> <tr><td>2020</td><td>88</td><td></td></tr> <tr><td>2021</td><td>76</td><td></td></tr> <tr><td>2022</td><td>69</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>77</td><td></td></tr> <tr><td>2026</td><td></td><td>85</td></tr> </tbody> </table>	Year	Actuals (%)	Expected Future Performance (%)	2019	81		2020	88		2021	76		2022	69		2023 Mid-Year	77		2026		85	<p>The participants that reported that they did not have enough information also reported they were satisfied with customer service.</p>	<span style="color: blue;">➔</span>
Year	Actuals (%)	Expected Future Performance (%)																					
2019	81																						
2020	88																						
2021	76																						
2022	69																						
2023 Mid-Year	77																						
2026		85																					
<p>PM 3: Assessment Review Board decision publication on-time rate (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (%)</th> <th>Expected Future Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>91</td><td></td></tr> <tr><td>2020</td><td>87</td><td></td></tr> <tr><td>2021</td><td>97</td><td></td></tr> <tr><td>2022</td><td>85</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>92</td><td></td></tr> <tr><td>2026</td><td></td><td>98</td></tr> </tbody> </table>	Year	Actuals (%)	Expected Future Performance (%)	2019	91		2020	87		2021	97		2022	85		2023 Mid-Year	92		2026		98	<p>Files tend to be more complex later in the season which may impact the decision writer's ability to issue the decision within the legislated timeline.</p>	<span style="color: blue;">➔</span>
Year	Actuals (%)	Expected Future Performance (%)																					
2019	91																						
2020	87																						
2021	97																						
2022	85																						
2023 Mid-Year	92																						
2026		98																					
<p>PM 4: Cases filed with a tribunal on which a decision is issued (per cent cases filed)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (%)</th> <th>Expected Future Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>31</td><td></td></tr> <tr><td>2020</td><td>32</td><td></td></tr> <tr><td>2021</td><td>20</td><td></td></tr> <tr><td>2022</td><td>22</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>7</td><td></td></tr> <tr><td>2026</td><td></td><td>20</td></tr> </tbody> </table>	Year	Actuals (%)	Expected Future Performance (%)	2019	31		2020	32		2021	20		2022	22		2023 Mid-Year	7		2026		20	<p>There are numerous complaints not heard yet at the Assessment Review Board, however, they are scheduled to be heard in the second half of 2023. It is anticipated that mutual agreements and withdrawals will continue to be made prior to hearing dates.</p>	<span style="color: blue;">➔</span>
Year	Actuals (%)	Expected Future Performance (%)																					
2019	31																						
2020	32																						
2021	20																						
2022	22																						
2023 Mid-Year	7																						
2026		20																					

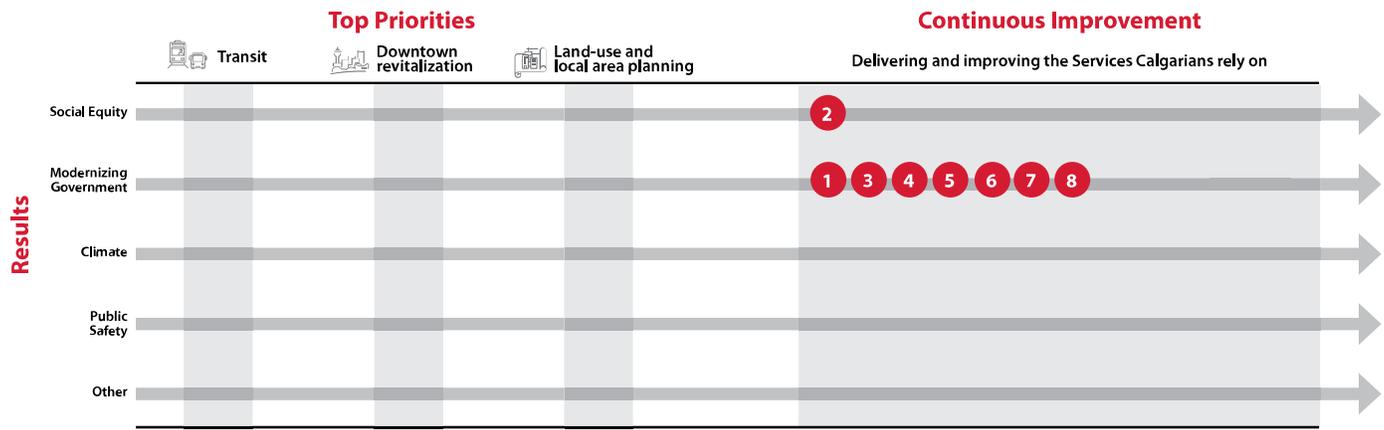
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.alberta.ca/service-plans-and-budgets-calgary-ca). Additional measures that will be included in the 2023 year-end performance report include:

PM 5: Tribunal decisions overturned by an appeal body in a calendar year (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

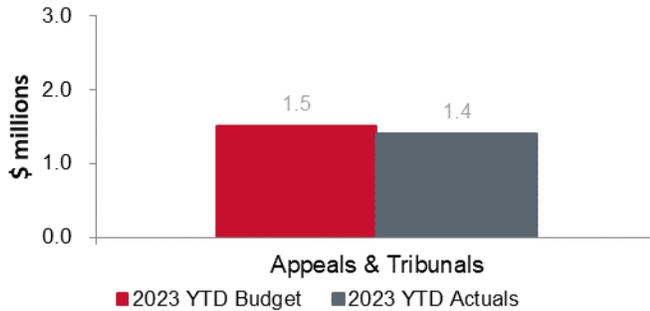
Initiative	Initiative Update	Status
1 Increase efficiency and adjust to varying volumes of appeals across all boards by training all tribunal clerks to support all three tribunals, rather than the specific-to-a-tribunal training approach that has been used historically.	Cross training of Tribunal Clerks is progressing as anticipated after adjusting timelines due to staff movement. To date, all manuals are updated and knowledge has been transferred between subject matter experts. The rest of the year will be focused on creating eLearning.	
2 Reduce barriers to participation and improve access to justice by investigating, planning and potentially expanding communication and outreach activities.	There were some delays in this initiative due to staff movement. The project is still progressing at a good rate with expected completion in the third quarter of 2023.	
3 Adhere to legislative requirements and provide timely service to Calgarians by continuing to render and publish adjudicative decisions within the specified timeframes.	All tribunals have worked diligently to increase timeliness of decisions and balancing this mandate while focusing on producing quality decisions.	
4 Provide an improved public user experience by upgrading the Assessment Review Board's file management software.	The upgrade was moved to production in the fourth quarter of 2022 and the final changes will be put into the production environment in July 2023.	
5 Ensure accessible processes by providing multiple channels for parties to file complaints and/or appeals, including in-person, online, mail, email and secure physical drop box.	All methods continue to be offered.	
6 Ensure accessible processes for participants by expanding support for various tribunal hearing formats, including virtual, in-person and written.	All formats continue to be offered.	
7 Identify opportunities for continuous improvement by seeking out feedback from hearing participants and input from members of the public.	Surveys are sent out with the issued decision to get feedback from participants. There continues to be a low completion rate from participants. It is anticipated there will be findings from the research project on barriers to accessing justice that can be applied to finding better ways to hear feedback from participants.	

Initiative	Initiative Update	Status
8 Increase transparency and accountability by continuing to publish hearing decisions, statistics, and information online including via the City of Calgary Open Data Portal, and the CanLii database.	More efficient ways have been found to share datasets with Collaboration, Analytics and Innovation to ensure information is updated at regular intervals.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of June 30, 2023**



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Appeals and Tribunals had a favorable year-to-date operating variance of \$0.1 million. The Assessment Review Board member remuneration expenditure was lower than budgeted due to a lower number of property assessment complaints and higher number of negotiated settlements between The City and complainants. This, in turn, led to fewer hearings and fewer Assessment Review Board member hours. Reduced property assessment complaint volumes also contributed to fewer staff being required to provide administrative support, which contributed to a \$0.2 million savings in salary, wages, and fringe benefits, and \$0.2 million savings in contract and consulting cost. These positive variances are partially offset by (\$0.3) million lower assessment complaint filing fee revenue.

### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

The Appeals and Tribunals service does not have a capital budget for 2023.

# Building Safety

Led by: Director of Development, Business & Building Services

## Service Description

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

## Service Updates

### Highlights

- Housing affordability is crucial for Council's priority of reducing inequity to deliver a better quality of life for all Calgarians. The housing crisis has highlighted the need for access to safe affordable market housing to supplement the current availability of subsidized affordable housing. Secondary suites are a crucial solution to the concerns around housing affordability, but they also need to be a safe option. Pursuing safe, registered suites will continue to provide safe housing at a more affordable cost to Calgarians. The secondary suite's registry has grown to 10,000 registered suites since 2016. There are processes in place to support Calgarians to add safe, registered secondary suites to their property.
- Public Protection Site Safety Plans (PPSSPs) are hitting 100 per cent for every building that is five or more storeys. Permit approval timelines are up to 69 per cent as of June 2023 which is up from 51 per cent in 2022.

### Challenges

Hiring and training poses some challenges as internal movement across different positions in Customer Advisory Services (CAS) causes higher attrition and poses hiring and training challenges. Training Safety Codes Officers (SCOs) to do CMF files is an adjacent challenge directly related to this. Planning Safety Codes Customer Advisors (PSCCAs) are being hired to replace PSCCAs promoted to SCOs. The service line is also in the process of replacing a leader moving to Building Safety Inspection Services (BSIS). It remains challenging to hire and train while permitting volumes are high. Resourcing challenges are being experienced in the Electrical SCO team. We have hired eight new staff in May and June to better support our increased permit requests, address and close open permits, succession planning, mentoring and training. Hiring new staff can impact the performance of the existing team as it draws on the time and experience of the experienced SCO's.



# Measuring Our Performance

**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

<p>PM 1: Building permit applications where issuance timeline commitments were met (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (%)</th> <th>Expected Future Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>86</td><td></td></tr> <tr><td>2020</td><td>78</td><td></td></tr> <tr><td>2021</td><td>57</td><td></td></tr> <tr><td>2022</td><td>51</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>69</td><td></td></tr> <tr><td>2026</td><td></td><td>80</td></tr> </tbody> </table>	Year	Actuals (%)	Expected Future Performance (%)	2019	86		2020	78		2021	57		2022	51		2023 Mid-Year	69		2026		80	<p>Currently sitting at about 69 per cent, this Performance Measure (PM) is recovering. In 2019, this PM sat at 86 per cent but dipped to 78 per cent in 2020, 57 per cent in 2021 and 51 per cent in 2022 – this is largely pandemic related. With the local economy recovering, this is improving and is on target to meet 80 per cent compliance by or before 2026.</p> <p style="text-align: right;"><span style="color: blue;">➔</span></p>
Year	Actuals (%)	Expected Future Performance (%)																				
2019	86																					
2020	78																					
2021	57																					
2022	51																					
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2026		80																				
<p>PM 2: Inspection booking dates with appointments available within the next two business days (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (%)</th> <th>Expected Future Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>80</td><td></td></tr> <tr><td>2022</td><td>61</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>56</td><td></td></tr> <tr><td>2026</td><td></td><td>80</td></tr> </tbody> </table>	Year	Actuals (%)	Expected Future Performance (%)	2019	80		2022	61		2023 Mid-Year	56		2026		80	<p>At 56 per cent, this PM is being watched closely. Given upward trends in permitting demand, the number of appointments available within the next two business days has dipped slightly. The Analytics group is working on adding resources to the POSSE (Public One Stop Service) system to further define City vs. Applicant timing when gathering metrics.</p> <p style="text-align: right;"><span style="color: orange;">⊖</span></p>						
Year	Actuals (%)	Expected Future Performance (%)																				
2019	80																					
2022	61																					
2023 Mid-Year	56																					
2026		80																				
<p>PM 3: Issued permits for new buildings with 5 or more storeys with an approved Public Protection Site Safety Plan (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (%)</th> <th>Expected Future Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>37</td><td></td></tr> <tr><td>2020</td><td>58</td><td></td></tr> <tr><td>2021</td><td>35</td><td></td></tr> <tr><td>2022</td><td>28</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>91</td><td></td></tr> <tr><td>2026</td><td></td><td>100</td></tr> </tbody> </table>	Year	Actuals (%)	Expected Future Performance (%)	2019	37		2020	58		2021	35		2022	28		2023 Mid-Year	91		2026		100	<p>From 26 per cent in 2019 to 91 per cent YTD as of June 2023, this performance measure is well on track to hit 100 per cent compliance by 2026. Through consistent customer education and information, this is a success story for Building Safety. The upward trend is forecasted to continue.</p> <p style="text-align: right;"><span style="color: blue;">➔</span></p>
Year	Actuals (%)	Expected Future Performance (%)																				
2019	37																					
2020	58																					
2021	35																					
2022	28																					
2023 Mid-Year	91																					
2026		100																				
<p>PM 5: Average customer satisfaction survey result (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (%)</th> <th>Expected Future Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>93</td><td></td></tr> <tr><td>2020</td><td>94</td><td></td></tr> <tr><td>2021</td><td>94</td><td></td></tr> <tr><td>2022</td><td>94</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>95</td><td></td></tr> <tr><td>2026</td><td></td><td>95</td></tr> </tbody> </table>	Year	Actuals (%)	Expected Future Performance (%)	2019	93		2020	94		2021	94		2022	94		2023 Mid-Year	95		2026		95	<p>Customer satisfaction remains consistent within two to three percentage points. Customers are largely satisfied with services rendered and approval ratings are sitting at 95 per cent for 2023 so far. This is an increase of one per cent since 2022.</p> <p style="text-align: right;"><span style="color: blue;">➔</span></p>
Year	Actuals (%)	Expected Future Performance (%)																				
2019	93																					
2020	94																					
2021	94																					
2022	94																					
2023 Mid-Year	95																					
2026		95																				

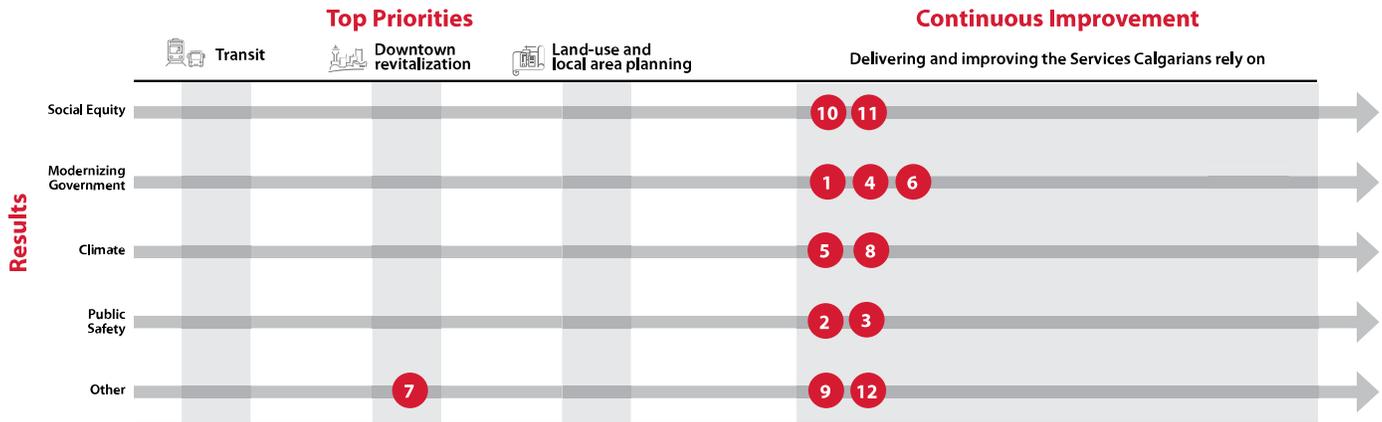
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 4: New low-density dwellings with energy labelling (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

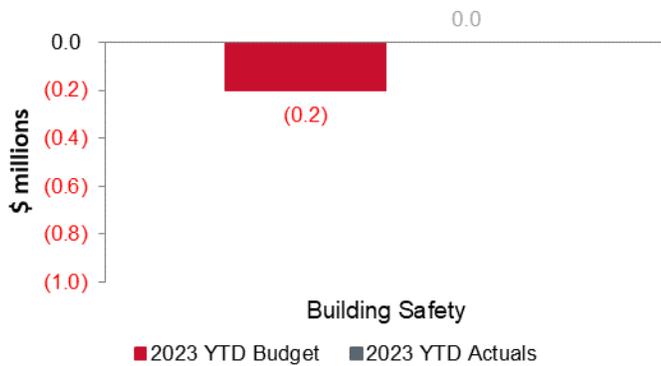
Initiative	Initiative Update	Status
1 Reduce building permit approval timelines by applying capacity, risk, and performance management.	The service line works with Municipal Affairs to resolve issues preventing us from meeting timelines or other safety goals. Municipal Affairs is a Provincial body which works to support cities and towns across Alberta through collaboration and strategic planning while remaining accountable to Albertans. The service line is effective at engaging with the Province to develop solutions while ensuring its own obligations are not compromised. For example, tents used for markets, festivals or film industry activities no longer require a building permit.	
2 Protect the public during construction through the revision of the Public Protection Site Safety Plan and monitoring of key safety indicators.	Public Protection Site Safety Plans (PPSSPs) inspections have seen process enhancements applied over the course of 2023 which is resulting in better service delivery. Contractors are complying with their PPSSPs; this new process ensures PPSSPs are submitted and reviewed in a timely fashion to ensure compliance and quick application. Keeping employees, industry and Calgarians safe and establishing a consistent safety standard is a top priority and will continue to be a focus area for the service line.	
3 Increase the supply of safe and affordable housing options by improving the regulatory environment for secondary suites.	The Secondary Suite Program (SSP) is researching secondary suite units while looking into a potential incentive program and at legislative changes on an as needed basis. Educational material for outreach on SSP safety is being drafted and the service line is exploring ways to increase the supply of safe, affordable units while reviewing potential contractor training. The team operates using an expanded and supportive inspection process, reduced application requirements and through direct enforcement measures where required.	
4 Provide time-saving, easy and convenient options through education for builders and developers, and investment in customer self-serve capabilities.	Educational and informational material has been broadly disseminated across multiple communication channels where customers can access details about their journey through the permitting process. A planned 2023 education campaign aims to equip customers with a more robust understanding of what their responsibilities are and what Building Safety's responsibilities are. This will streamline application and inspection processes. Live chat is available online, as is a contact phone number for customers who need guidance or have questions.	
5 Improve building energy performance by delivering on the Climate Action Plan through education, and incentives.	In partnering with industry, Building Safety is making best use of green, best practice methods of building. To meet 2030 and 2050 emissions targets, building energy performance needs to improve faster than energy codes currently mandate. The Calgary Climate Strategy calls for the use of the current EnerGuide rating system which requires all new residential buildings establish & disclose a building energy label. The Home Energy Label Program (HELP) aligns with the Calgary Climate Strategy Pathways to 2050, approved by council in summer 2022. Mandatory labelling could be in place by late 2023.	

Initiative	Initiative Update	Status
6 Manage inspections by providing industry leadership in risk management techniques that follow the Alberta Safety Codes Council's directive.	The Single Inspection Booking (SIB) system allows customers to self-serve and book their inspection in-person or via video – in person inspections also remain an option. SIB and Remote Video Inspections (RVIs) both fulfill environmental asks as they reduce paper and the need to print permits. Remote, virtual inspections also serve to reduce greenhouse gas (GHG) emissions as the inspector does not need to drive to a location. A pilot for electrical inspectors recently hired is planned for Fall 2023.	
7 Support the Greater Downtown Plan by dedicating resources to the reviewing, approvals and inspections process.	Building Approvals has dedicated resources for pre-application meetings and prioritizing the review of building permits for code compliance in the downtown core. Applicants work with a File Manager post pre-application to assist with their building permit review. File Managers spend time working closely with applicants before the Building Permit application to provide the highest level of customer service and ensure the customer has what they need for their application to progress quickly and correctly.	
8 Contribute to Calgary's environmental sustainability by lowering greenhouse gas (GHG) emissions through the conversion of fleet vehicles to electric vehicles.	An initial \$2M is budgeted for Electric Vehicle (EV) purchases while using life cycling of existing fleet. Short-term leases have been deemed too costly to pursue further and thus ruled out as an option. Due to any vehicles procured primarily being used for inspections and on construction sites, durability is a top consideration and while hybrids appear more durable, a preference for Electric Vehicles has been identified.	
9 Improve convenience for customers and save fuel by enhancing inspection services through the use of remote video inspection.	The Remote Video Inspections (RVI) Pilot is well under way. RVIs are an option for customers who need an inspection; they can self-serve and book this service via an online booking portal. Customers can book an inspector to virtually inspect a building. The Single Inspection Booking System (SIB) is an online system allowing customers to schedule a video inspection online and get an inspection set up in 48 hrs or less. This streamlines inspections as remote inspections do not require the inspector to travel to the location.	
10 Improve employee engagement through a sustained and meaningful coaching and development program.	PDS offers multiple programs for employees including the PDS wellness subsidy which is \$250 per year, per employee for health and wellness programs. Additionally, the PDS mentoring program offers opportunities for employees to grow their career through being paired with an experienced employee as a mentor. This program is based on the Corporate Competency framework. Psychological safety training is also a key priority and provided to all PDS staff.	
11 Act on the intent of Truth and Reconciliation by continuing to grow our partnership with Siksika Nation.	Working with internal partners including The City's Indigenous Relations Consultant, Customer Service and Communications and various team leads, Building Safety is collaborating with the Siksika Nation, The Province of Alberta and the Safety Codes Council to train and mentor members of Siksika Nation who are interested in becoming Building Safety Codes Officers (SCOs). The goal is to renew and grow the relationship between Siksika Nation and The City of Calgary.	
12 Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitments to our employees and Calgarians.	In the first half of 2023, Building Safety Employees attended an employee collaboration session. They were engaged and asked what teams can do to help the service line achieve its goals and to share their feedback on how to achieve these goals. This internal work-planning event centered around collaboration, team building and knowledge exchange to define working together toward desired outcomes.	



## Service Updates on Financial Performance

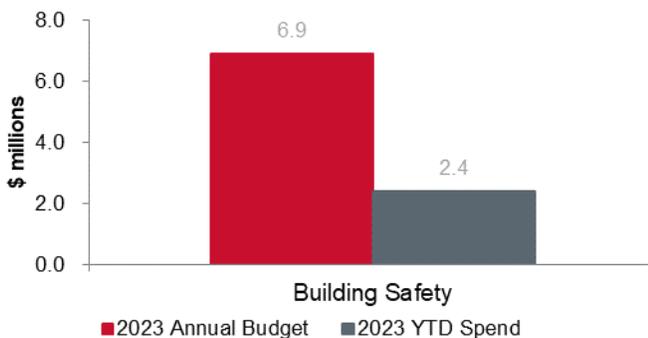
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Building Safety has an unfavorable variance year-to-date variance of \$0.02 million. Variance is due to pending realignment budget clean up. Building Safety variance should be zero since Building Safety is a self-supported service line and any operating surplus would be contributed to the Planning & Development Sustainment Reserve. Building Safety's 2023 year-to-date revenue had been strong due to strong demand in housing and high levels of construction activity. Operating expenditures were lower than budgeted primarily due to position vacancies and less overhead expenses. As a result of strong revenue and savings in expenditures, Building Safety contributed its year-to-date surplus into the Planning & Development Sustainment Reserve.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

In 2023, the Building Safety service line began with a \$6.9M total budget; as of June 30 2023, \$2.4M of that budget amount has been spent.

There are multiple continuous improvement initiatives under way:

- Customers can access online, self-serve tools for permits and applications
- POSSE system upgrade
- Inspection booking upgrades
- Improvements to Business MyID
- Improvements to PDS Shopping Cart enabling one-stop-shopping for permits

Work is underway to improve inspection booking processes via self-serve offerings which save time and money for customers. Each initiative focuses on the customer experience, continuous improvement and finding efficiencies so that the customer journey is predictable, timely and delivers what the customer needs.

# Business Licensing

Led by: Director of Development, Business & Building Services

## Service Description

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

## Service Updates

### Highlights

- The Business Experience Representative (BER) service launched in May 2022. The program's success has led to hiring more BERs and its expansion to all businesses needing a licence. BERs support customers through the approvals and inspections process. Under the BER service, post-permit approval timelines are up five per cent; final approval timelines are up two per cent.
- Since going live in January 2023, Home Based Childcare (HBCC) licensing applicants have a compliance rate of 84 per cent; 389 of 462 HBCC applicants have been licensed. Changes to Short Term Rental (STRs) licenses were approved by Council; the changes increase accountability of property owner and safety for guests while decreasing negative impacts to the community.
- Licensing changes for Salvage Yards, Auto Wreckers, Salvage Collectors, Auto Repair and Service businesses were approved by Council; this will deter catalytic converter thefts.

### Challenges

The reintroduction of licensing fees in March has resulted in some billing issues. These issues are tracked in J-BOSS while POSSE (Public One Stop Service) is tracking contact with customers and response time. Short Term Rentals (STRs) such as Airbnb are an ongoing challenge. 11 charges were laid against five houses in late March.

Enforcement is educating customers on what is permitted, what is unsafe and compliance requirements. Enforcement worked with Airbnb to ensure their customers have a business licence before they list their STRs on Airbnb. This resulted in a large increase in business licence application volume.

A high rate of compliance has been achieved with Home Based Childcare licence applicants, in Q2 the service was challenged with a small number of applicants that had compliance issues. Noncompliance was related to vulnerable sector searches (e.g. applicant shares a name with an offender) and first aid certification. Compliance remains high with Enforcement taking things case-by-case.



# Measuring Our Performance

**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

<p><b>PM 1: Business license applications that have been submitted and completed online - Ease of Service (per cent)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (%)</th> <th>Expected Future Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>0</td><td></td></tr> <tr><td>2020</td><td>0</td><td></td></tr> <tr><td>2021</td><td>0</td><td></td></tr> <tr><td>2022</td><td>48</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>61</td><td></td></tr> <tr><td>2026</td><td></td><td>80</td></tr> </tbody> </table>	Year	Actuals (%)	Expected Future Performance (%)	2019	0		2020	0		2021	0		2022	48		2023 Mid-Year	61		2026		80	<p>Licence applications both submitted and completed online are trending up. This initiative was introduced during the pandemic to ensure Calgarians had fair, equitable access to applications for licenses and renewals. In addition, this shift modernizes services by increasing online self-serve options for customers and reduces the administrative burden on staff so they can focus more on providing high quality service to customers. Digital issuance of licenses only became available in May 2022.</p> <p style="text-align: right;">➔</p>
Year	Actuals (%)	Expected Future Performance (%)																				
2019	0																					
2020	0																					
2021	0																					
2022	48																					
2023 Mid-Year	61																					
2026		80																				
<p><b>PM 3: License Issuance Timeline (per cent of business license applications where issuance timeline commitments were met)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (%)</th> <th>Expected Future Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>72</td><td></td></tr> <tr><td>2020</td><td>66</td><td></td></tr> <tr><td>2021</td><td>70</td><td></td></tr> <tr><td>2022</td><td>71</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>74</td><td></td></tr> <tr><td>2026</td><td></td><td>85</td></tr> </tbody> </table>	Year	Actuals (%)	Expected Future Performance (%)	2019	72		2020	66		2021	70		2022	71		2023 Mid-Year	74		2026		85	<p>Currently at 74 per cent, more Business Experience Representatives (BERs) will be hired to help this PM reach the 85 per cent target. BERs are the guide for customers as they apply for/renew business licenses. Working with partner organizations like Alberta Health Services (AHS), Calgary Fire Department (CFD) and Alberta Motor Vehicle Industry Council (AMVIC), the service team aims to identify efficiencies to improve approval timelines.</p> <p style="text-align: right;">➔</p>
Year	Actuals (%)	Expected Future Performance (%)																				
2019	72																					
2020	66																					
2021	70																					
2022	71																					
2023 Mid-Year	74																					
2026		85																				
<p><b>PM 5: Business Safety (per cent of business licensing complaints that received an initial response within four calendar days)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (%)</th> <th>Expected Future Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>85</td><td></td></tr> <tr><td>2020</td><td>82</td><td></td></tr> <tr><td>2021</td><td>78</td><td></td></tr> <tr><td>2022</td><td>81</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>100</td><td></td></tr> <tr><td>2026</td><td></td><td>90</td></tr> </tbody> </table>	Year	Actuals (%)	Expected Future Performance (%)	2019	85		2020	82		2021	78		2022	81		2023 Mid-Year	100		2026		90	<p>Sitting at 100 per cent, this performance measure shows a consistent upward trend from 2021. The success of this metric is largely due to fast response times to customer complaints. This was achieved by breaking work into zones; officers are paired by zone to ensure calls are dealt with. This works because if one officer is off duty, their partner will contact the complainant to resolve the issue. Files are checked daily by a sergeant and inspector. The zone partners make sure these files are completed on time. Initial responses are typically via phone or email which aids in efficiency.</p> <p style="text-align: right;">➔</p>
Year	Actuals (%)	Expected Future Performance (%)																				
2019	85																					
2020	82																					
2021	78																					
2022	81																					
2023 Mid-Year	100																					
2026		90																				

Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

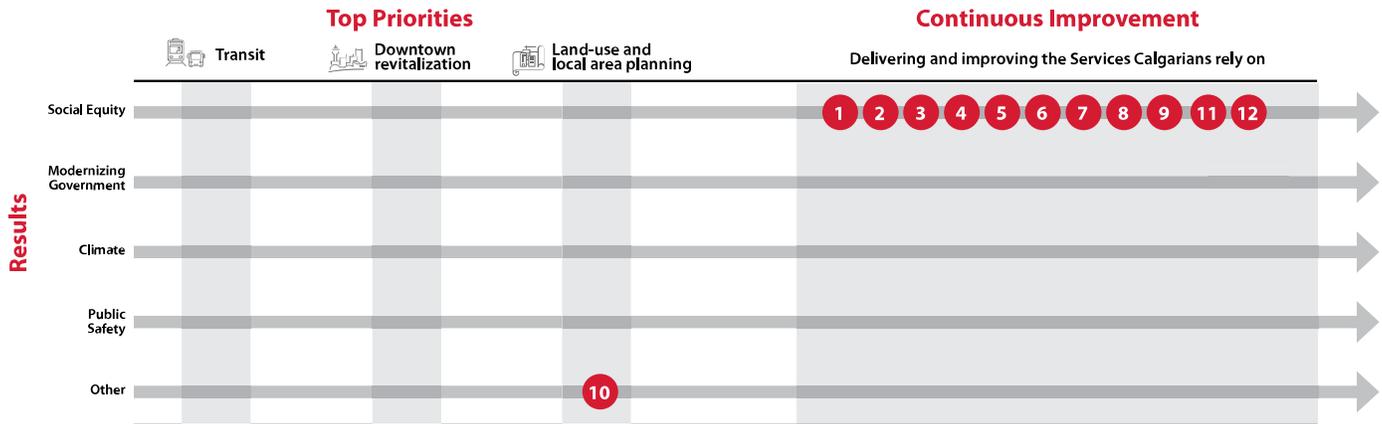
PM 2: Customer Satisfaction (per cent)

PM 4: Business Opening Timeline (per cent of business license applications for commercial-based businesses with license issued on or before the intended open date)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

Initiative	Initiative Update	Status
1 Help businesses open on time by educating them on what they need to do to get a business license, and by providing fast and predictable timelines that are measured and monitored with clear metrics.	Growing the BER service is key for this initiative. 1:1 customer education tailored to business type educates customers on how to navigate the process to open their business quickly. In Q1 2023 the service developed a variety of metrics which are measured and monitored. Timelines are posted on Calgary.ca so customers know what to expect. Online licensing and data collection have been implemented for front counter services. This ensures efficient issuance of business licenses while also granting access to persons who may face challenges accessing in-person (front counter) services.	
2 Provide customer service that is knowledgeable, prompt, and tailored to different business types, ensuring sufficient information is always available and accessible.	Training initiatives are underway to ensure front counter, permitting and licensing employees are at the same level of knowledge/ability when guiding customers through application and/or renewal process. More Business Experience Representatives (BERs) are planned for hire as they act as the single-touch-point for local businesses applying for/renewing a licence.	
3 Improve communication with the business community by focusing on clearly communicating the relevant information that is required for a business customer to be successful in their journey and the internal information to staff in order for them to deliver a consistent and fast service.	Along with resourcing, the Business Experience Representative (BER) is instrumental in ensuring a consistent, quality customer experience for all interested parties. BERs guide customers from start to finish through the entire application and/or renewal process which has direct impact on customer satisfaction and quality service delivery. Additional BER hires will allow for increased attention to be provided to applicants/renewals as they are the single-touch-point to help customers navigate the process.	
4 Make it easier for businesses to navigate getting a business licence through the Business Experience Representative program (a one-stop support for business applicants) by expanding it to more business sectors.	The BER program has been expanded to support all business sectors that require a business licence. Business Licensing participates in the Municipal Benchmarking Network Canada (MBNC) which tracks and compares the number of licences issued. This comparison helps to inform whether Calgary is overregulated compared to other municipalities. Comparing to other municipalities helps to establish and maintain a baseline of standards so that Calgary is viewed as a desirable city to own and operate your own business while living and playing here.	

Initiative	Initiative Update	Status
5 Provide a more tailored customer service, including process improvements, specialized education by business type or need, and targeted communication by taking a customer-focused approach to delivering our service through proactive engagement with business and enhanced customer service data. An example of this is the development of customer journey maps.	The Business Research initiative has planned an online survey and focus group for July 2023. Additional surveys and in-depth interviews are planned between July 2023 and April 2024. Outreach programs are used to help local businesses with various services. 1:1 research is underway to help understand customer needs and where processes can be improved. Acting upon relevant data quickly is a key aspect of this initiative; it's broken into three phases with each phase resulting in an internal report-back. Additional surveys and in-depth interviews are planned for 2023.	
6 Respond to emerging markets and changing legislation by developing adaptable processes that can be expanded or adjusted to include new business types, including new sectors in the shared economy (e.g., short-term rentals, waste & recycling businesses, home-based childcare).	The tragic death of a child in a private day home led to business licensing requirements for private Home Based Childcare (HBCC); this was implemented in January 2023. Police background checks and first aid certifications are now required for all parties operating these facilities once in order to be approved for a license. Additionally, a rise in catalytic converter thefts inspired changes to the business licence bylaw that will make Calgary safer. Council approved the bylaw amendments and they have already been implemented.	
7 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.	Private Homebased Childcare (HBCC) now requires police background checks for all residents of the home being licensed; all staff working at the facility require first aid certification. Short Term Rentals (STRs) now require fire safety reviews, proof of insurance, inspections for problem properties, proof of ownership and (ad hoc) approval from condo boards. Catalytic converter thefts resulted in updates to the business licence bylaw and updates have been implemented. Increased fines related to possessing a catalytic converter that's illegally sold is a requirement covered in this bylaw.	
8 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.	Fees remain at 2022 levels for the next four years with review planned for mid-cycle adjustments at the end of 2024. Revenue should remain at a level where operations can continue efficiently; fees waived due to COVID-19 were reinstated on March 16 2023 except for outdoor patios whose licence fees continue to be waived per Council mandate. This will require a bylaw amendment to be made.	
9 Create more ways for businesses to interact with Business Licensing services by enhancing the use of technology and digitizing processes. This includes improved self-serve functions, a fully online customer support model, digital license, and businessMyID.	Online applications and renewals are fully active allowing customers to self-serve for the entire process. Assistance is available in the form of Business Experience Representatives who act as a one-on-one guide/resource for the customer from starting their journey to being approved for their first business licence or renewing their business licence. We've increased online self-serve options for customers, such as for licence renewals and digital business licences.	
10 Improve availability of information for businesses to understand what buildings might be suitable for their business through data sharing and business maps.	Business Map is an online business licence mapping tool, launched in January 2023; it's available for public use. It shows information about licensed businesses and the land use their premises are approved for. When a business is looking for a new location, this map is a useful self-serve tool that helps them identify whether a space is right for their business. Planned next steps are to add a feature for 'no licence required' business information and approved land use details for those businesses.	
11 Meet Calgarians' desire for safety and consumer protection by monitoring compliance with bylaws and provincial statutes. Our first goal is voluntary resolution through education, using enforcement where it is necessary.	Short Term Rentals now all require a Fire Inspection; all vape retailers operating in Calgary now require Alberta Health Service (AHS) Inspections; Catalytic Converter thefts are being addressed by prohibiting the removal of etchings or other defacing via an amendment to Bylaw 32M98; salvage collectors, auto wreckers and salvage yard businesses must retain a comprehensive record including the seller's details, buyer's details, the VIN, make, model, colour and year of the car the catalytic converter originated from; the sale of damaged catalytic converters is prohibited.	

Initiative	Initiative Update	Status
12 Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to (our employees).	The service is implementing the Development, Business and Building Services (DBBS) Business Unit 2023 Strategic Plan. The plan includes promoting psychological safety to employees, investing in the growth and development of the team, sustaining a meaningful coaching and development program, and delivering strong engagement results as measured by the corporate survey. The goal is to cultivate good relationships based on trust and support with employees while providing them with an environment where they know they can give their best and be supported to be their best.	

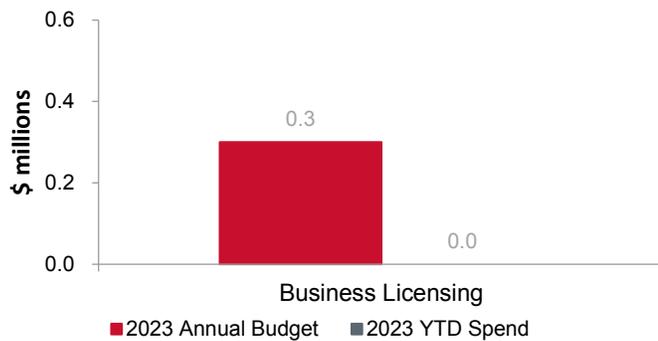


## Service Updates on Financial Performance

### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Business Licensing has no year-to-date operating budget variance for the reporting period. Business Licensing is a self-supported service line and any operating surplus or deficit would be contributed to the Business License Sustainment Reserve. As of June 2023, Business Licensing had an operating surplus, due to salary savings from intentionally managing the workforce, which was contributed to the business licensing reserve. COVID-19 relief package was approved by Council in 2021 to waive business license and renewal fees from 2021 March to 2023 March. Business license fees waived for Q1 of 2023 are approximately \$0.95M, which was offset by a draw from Corporate funding.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Business Licensing service line has spent 6 per cent of the 2023 approved capital budget. Year-to-date, capital expenditures includes modernization of government through technology initiatives such as the One City Coordinated Records Management System (OCRMS) program; for which spending is on track with budget for 2023. Annual acquisition and lifecycle of equipment required for Business Licensing Peace Officers is being done under a larger program for which Bylaw Education & Compliance is the steward.

# City Planning & Policy

Led by: Director of City & Regional Planning

## Service Description

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

## Service Updates

### Highlights

City Planning & Policy started the City Building Program by defining the scope of work, identifying the corporate team and hiring a consultant group. The program will spearhead the Calgary Plan revisioning, Land Use Bylaw renewal, and Complete Streets policy update.

An independent consultant-led equity audit of key City planning policies and regulations was also completed. It reviewed the Municipal Development Plan, North Hill Local Area Plan, and Land Use Bylaw. Work is currently underway to integrate findings into policy initiatives.

In June, the Citywide Growth Strategy team presented its new approach to growth applications to the Infrastructure and Planning Committee. Council decision on this work is expected in July 2023.

Finally, the Local Area Plan (LAP) Program received Council approval of the Westbrook Communities Plan, first reading of the Heritage Communities Plan, and is working on the Riley, Greater Forest Lawn Communities, South Shaganappi and Chinook Communities Plan.

### Challenges

Calgary faces a housing affordability crisis. Administration is addressing it to assist Calgarians and ensure Calgary continues on a strong economic path. How The City responds to this crisis may have implications for ongoing policy work and may require adjustments to the service line's workplan and initiatives. More clarity will be gained when Council discusses the Corporate Housing Strategy in September.

A continued challenge is posed by the constraints to staff capacity due to multiple overlapping initiatives drawing effort, including the City Building Program, Area Structure Plans, mobility planning, climate action and efforts towards improving Equity Diversity Inclusion and Belonging (EDIB).

The Corporate Realignment has introduced new corporate team dynamics and beneficial collaboration. However, work continues to properly transfer policy content and responsibility to new teams. This may influence the progress of initiatives, their scope and their anticipated timelines.



# Measuring Our Performance

**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

<p><b>PM 2: Calgarians living in communities where a modernized Local Area Plan has been recommended to Council for approval (per cent)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (%)</th> <th>Expected Future Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>0</td><td>0</td></tr> <tr><td>2020</td><td>0</td><td>0</td></tr> <tr><td>2021</td><td>3</td><td>0</td></tr> <tr><td>2022</td><td>3</td><td>0</td></tr> <tr><td>2023 Mid-Year</td><td>9.2</td><td>0</td></tr> <tr><td>2026</td><td>25.1</td><td>0</td></tr> </tbody> </table>	Year	Actuals (%)	Expected Future Performance (%)	2019	0	0	2020	0	0	2021	3	0	2022	3	0	2023 Mid-Year	9.2	0	2026	25.1	0	<p>City Planning &amp; Policy is making good progress towards completing two Local Area Plans (LAPs) this year. In April, Council approved the Westbrook Communities Plan, and the Heritage Communities Plan received its first reading in June.</p> <p>In addition to the above, we are currently working on four plans in the communities of Riley, Greater Forest Lawn, Shaganappi, and Chinook Communities. All are on track to begin the next phase of work in the Fall. A fifth plan, the West Elbow Communities Plan, will also launch in the Fall.</p>	<span style="color: blue;">➔</span>
Year	Actuals (%)	Expected Future Performance (%)																					
2019	0	0																					
2020	0	0																					
2021	3	0																					
2022	3	0																					
2023 Mid-Year	9.2	0																					
2026	25.1	0																					
<p><b>PM 3: Land area where middle density housing is allowed, per 100,000 Calgarians (hectares)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (hectares)</th> <th>Expected Future Performance (hectares)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>339</td><td>339</td></tr> <tr><td>2020</td><td>337</td><td>337</td></tr> <tr><td>2021</td><td>333</td><td>333</td></tr> <tr><td>2022</td><td>326.4</td><td>326.4</td></tr> <tr><td>2023 Mid-Year</td><td>310</td><td>310</td></tr> <tr><td>2026</td><td>340</td><td>340</td></tr> </tbody> </table>	Year	Actuals (hectares)	Expected Future Performance (hectares)	2019	339	339	2020	337	337	2021	333	333	2022	326.4	326.4	2023 Mid-Year	310	310	2026	340	340	<p>A major contributing factor to this measure is the growth of Calgary's population compared to middle density zoning availability. The city is projected to grow three per cent, while middle density zoning has increased only about one per cent annually since 2019.</p> <p>Several Land Use Bylaw changes were adopted in 2023 to encourage middle density housing, including the new Housing Grade-Oriented district (H-GO). Despite enabling the market, progress continues to require approval through public hearings. Accelerated progress on this measure will require decisive action from The City and Council.</p>	<span style="color: orange;">⊖</span>
Year	Actuals (hectares)	Expected Future Performance (hectares)																					
2019	339	339																					
2020	337	337																					
2021	333	333																					
2022	326.4	326.4																					
2023 Mid-Year	310	310																					
2026	340	340																					
<p><b>PM 4: Land area designated for industrial uses, per 100,000 Calgarians (hectares)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (hectares)</th> <th>Expected Future Performance (hectares)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>464</td><td>464</td></tr> <tr><td>2020</td><td>458</td><td>458</td></tr> <tr><td>2021</td><td>457</td><td>457</td></tr> <tr><td>2022</td><td>572.6</td><td>572.6</td></tr> <tr><td>2023 Mid-Year</td><td>444.9</td><td>444.9</td></tr> <tr><td>2026</td><td>575</td><td>575</td></tr> </tbody> </table>	Year	Actuals (hectares)	Expected Future Performance (hectares)	2019	464	464	2020	458	458	2021	457	457	2022	572.6	572.6	2023 Mid-Year	444.9	444.9	2026	575	575	<p>Industrial land supply has stayed relatively flat compared to previous years. Although there were increases in industrial land inventory in one area of the city, there were corresponding redesignations in other areas which have resulted in net zero growth. Industrial lands continue to face conversion pressures into non-industrial land types.</p> <p>The Industrial Action Plan will address some of these concerns through regulatory improvements, investment opportunities and other means. This work requires time to implement, but once fully integrated it is anticipated to positively impact performance.</p>	<span style="color: blue;">➔</span>
Year	Actuals (hectares)	Expected Future Performance (hectares)																					
2019	464	464																					
2020	458	458																					
2021	457	457																					
2022	572.6	572.6																					
2023 Mid-Year	444.9	444.9																					
2026	575	575																					
<p><b>PM 5: Serviced land supply for new communities (hectares)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals (hectares)</th> <th>Expected Future Performance (hectares)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>1,135</td><td>1,135</td></tr> <tr><td>2020</td><td>1,836</td><td>1,836</td></tr> <tr><td>2021</td><td>0</td><td>0</td></tr> <tr><td>2022</td><td>1,882</td><td>1,882</td></tr> <tr><td>2023 Mid-Year</td><td>1,818</td><td>1,818</td></tr> <tr><td>2026</td><td>1,250</td><td>1,250</td></tr> </tbody> </table>	Year	Actuals (hectares)	Expected Future Performance (hectares)	2019	1,135	1,135	2020	1,836	1,836	2021	0	0	2022	1,882	1,882	2023 Mid-Year	1,818	1,818	2026	1,250	1,250	<p>This measure captures the amount of land supply available to accommodate the Calgary's growth. A balanced approach enables growth while reducing The City's financial risk associated with the cost of infrastructure and service delivery.</p> <p>Although there has been a reduction of inventory in 2023 compared to 2022, this is largely due to absorption where building permits have been issued, signaling that development is under way. The 2023 numbers represent approximately 10-13 years of land supply, well above the Municipal Development Plan's target of three to five years of serviced land supply.</p>	<span style="color: blue;">➔</span>
Year	Actuals (hectares)	Expected Future Performance (hectares)																					
2019	1,135	1,135																					
2020	1,836	1,836																					
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2022	1,882	1,882																					
2023 Mid-Year	1,818	1,818																					
2026	1,250	1,250																					

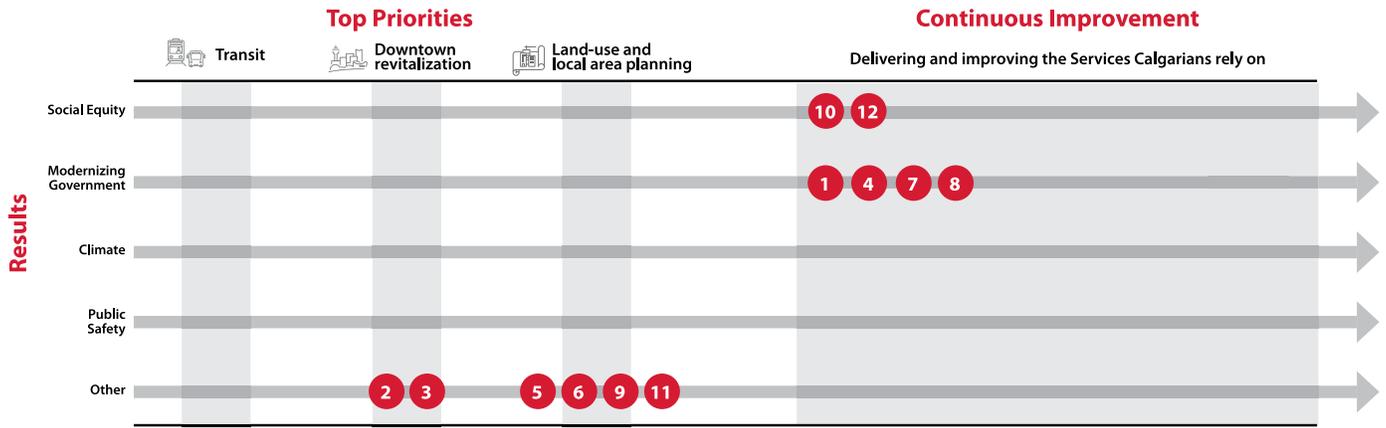
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 1: Downtown Surplus Office Inventory Reduction (million sq ft)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend**

- Completed
- Progressing as planned
- Not progressing as planned
- Initiative number

Initiative	Initiative Update	Status
1 Continue to rank as one of the most livable, attractive, and successful cities in the world, by aligning and combining the Municipal Development Plan and the Calgary Transportation Plan into one user-friendly document, The Calgary Plan. This new policy will enable us to effectively address the climate emergency, social equity, diversity, inclusion, belonging, anti-racism, and Truth and Reconciliation.	The City’s project team has been largely identified and contract negotiations with an external planning consultant were completed in June. In this phase of work, the team has already tackled and finalized its program charter and is currently working to clarify scope, timelines, and create communication channels to ensure collaboration and integration with other initiatives. Adjustments to this initiative may be required in the future to support The City’s efforts to address the housing affordability crisis.	
2 Revitalize Calgary’s downtown by investing in (1) major civic projects to support trade, tourism, job creation and building strong regional economies; and (2) priority public infrastructure projects to provide necessary public amenity for a thriving community and that complement developer investment.	Downtown Strategy has committed funding for priority capital projects like Eau Claire Plaza, Olympic Plaza, Stephen Avenue, 8th Street SW, 1st Street Underpass and RiverWalk. In collaboration with the Calgary Downtown Association and Inn from the Cold, The City established the Downtown Safety Leadership table - a group tasked with taking immediate action to address public safety concerns in the downtown core.	
3 Diversify the mix of uses and increase housing opportunities in the downtown core to attract new residents and increase vibrancy in the heart of our city by implementing the Downtown Calgary Development Incentive Program, which, offers financial incentives to building owners to convert surplus office space into non-office uses and homes for Calgarians.	10 projects were approved through the Downtown Calgary Development Incentive Program and two additional projects approved through other city-supported office conversion grants. Once completed, these projects will create approximately 1,420 new homes and remove approximately 1.35M square feet of vacant office space. We have also supported several Business Improvement Area and Community Association programming initiatives like Mount Royal’s AccelerateU and activated public spaces with design, like the wayfinding mural installed at the Municipal Building to connect downtown with East Village.	

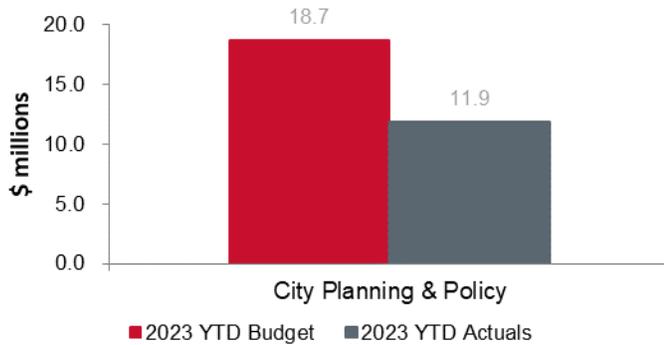
Initiative	Initiative Update	Status
<p>4 Deliver the residential, commercial and industrial opportunities that will continue to make Calgary one of the world's most livable and attractive cities by renewing the Land Use Bylaw to implement the vision of the Municipal Development Plan more effectively, while removing barriers from desired development and business activities.</p>	<p>The Land Use Bylaw, Calgary Plan and Complete Streets Policy and Guide renewal have been integrated into the City Building Program. The project team has been largely identified and an external planning consultant was identified in June.</p> <p>The team is currently working to clarify scope, timelines, and create communication channels to ensure collaboration and integration with other initiatives. Next steps are being reassessed due to the housing affordability crisis and a report to Council in September 2023. Council's direction may influence the timing and approach to the renewed land use bylaw.</p>	
<p>5 Attract further investment, create jobs and support climate mitigation efforts, while supporting growing communities and business areas, by refining and improving our Citywide Growth Strategy to achieve compact, strategic and sustainable growth through targeted and balanced investments.</p>	<p>Work has progressed on redesigning and implementing a new process for growth applications that was presented to Infrastructure Planning Committee in June. In established areas, the team has defined the workplan for Phase 3 of the strategy. This includes delivering an update to Committee on financial tools and activating internal and external working groups. Main Streets and Transit-Oriented Design strategy are prioritizing nodes and corridors for action in support of redevelopment in established areas. Finally, the team delivered an update on the Industrial Action Plan to committee.</p>	
<p>6 Enable industrial growth through the modernization of Calgary's industrial policy and regulation and incentivize strategic short and long-term sector growth by pursuing growth-focused land use policy, regulatory and development initiatives to streamline city planning processes for industrial development and increase development flexibility and competitiveness.</p>	<p>The Industrial Action Plan includes actions ranging from policy improvements, utilizing public lands to enable growth, creating awareness of competitive advantages in Calgary, and adjusting development standards. The plan was presented to Infrastructure Planning Committee and will be brought to Council in July.</p> <p>The team also received the final draft of a consultant-led report that provides an updated view of the industrial sector and future land supply. Information from this report will feed into several City initiatives and will be published publicly.</p>	
<p>7 Enable The City to make transparent, informed, and sustainable investment decisions by evolving The City's understanding of the full financial impacts of a fast-growing city.</p>	<p>The evaluation criteria for growth applications has been refined to better reflect capital costs required to build communities, incorporate The City's funding from off-site levies, and make improvements to cost and revenue assumptions in the operating model. Financial impacts of established area growth continue to be explored with a report delivered to Council on the North Hill Property Tax Uplift Pilot in Q2 of 2023. Improvements to the Off-site and Centre City Levy reports include increased clarity and transparency of the \$166M investment in levy-funded growth-related capital infrastructure.</p>	
<p>8 Provide a consistent approach to funding new infrastructure, that supports growth and development, increases awareness of the impacts of growth decisions; provides a more sustainable funding source for complete communities; and improves timing between levy collection and infrastructure investment by refining, implementing and continuously improving Calgary's Off-site Levy Program.</p>	<p>The Off-site Levy Bylaw is currently under review and on track to be brought to Executive Committee by the end of the year, with a Public Hearing anticipated for early 2024. Since the start of the year, the team has engaged and consulted with industry working groups on the financial formulas or rates for the new levy bylaw. Additional broader consultation with the building and development industry is planned throughout the year until September. In addition to the Off-site Levy review, the team has also nearly completed the development of a new greenfield offsite levy calculation and rate.</p>	
<p>9 Support efforts in planning for up-to-date, livable, equitable and diverse communities by updating, replacing, and implementing over 250 outdated policy documents with approximately 40 new multi-community local area plans.</p>	<p>The LAP team has made significant headway this year. Council has approved the Westbrook Communities Plan and has given first reading to the Heritage Communities Plan. Riley and Greater Forest Lawn Communities will launch Phase Three of their plan, while Shaganappi and Chinook will launch Phase Two. Finally, West Elbow will start Phase One all in the Fall. The \$20 million Local Area Plan Fund Governance Framework is also nearing completion, with a review of projects anticipated near the end of 2023.</p>	

Initiative	Initiative Update	Status
10 Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to (our employees).	Planning & Development Services has formally recognized the importance of supporting its people as a foundational goal in our strategic blueprint document, Making Places for People. This means actively engaging and integrating staff feedback, expanding professional and personal development opportunities, and enabling health, wellness, and safety amongst staff. To support this initiative the People and Culture Oversight Committee has been re-envisioned as the People Experience Committee, with supporting working groups to action focus areas like celebration & recognition and health & wellness.	
11 Increase supply of industrial and residential lands within Calgary to meet increasing demands on market supply by implementing Council-directed annexations in Rocky View County and Foothills County.	The Rocky View Annexation project expanded its scope under Council direction and the team is exploring alternatives to annexation and investigating collaborative options for servicing a joint planning area. The Foothills County Annexation progressed as planned and the team completed its first phase of public engagement in the first half of the year. However, City Council gave direction to cease work on the Foothills Annexation project on July 25th.	
12 Cultivate a food system that works with partners to ensure food is consistently available, accessible, appropriate, and healthy for all Calgarians by developing a Council-approved Food Resilience Plan.	The Food Resilience program continues to be a collaborative effort between the City Planning & Policy Service Line and Climate & Environmental Management Service Line. This program supports food security for all Calgarians by developing a Council-approved plan. With the 2023-2026 Service Plans and Budgets, Council approved funding to expand the team in 2023. The hiring of two food strategists is currently underway. These strategists will better enable the program to reach more communities, as demand has proven to be strong.	



## Service Updates on Financial Performance

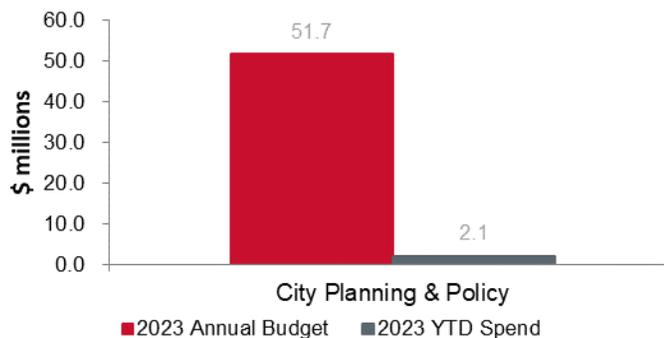
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

City Planning & Policy has a favourable year-to-date operating variance of \$6.79 million. The main reasons that have contributed to the variance are savings in salary and wage costs from vacancies and intentionally managing the workforce, coupled with savings in consulting, contracted service providers and communication costs due mainly to timing of actual spend versus budget.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

City Planning & Policy has spent 4% of the 2023 approved capital budget. Year-to-date, the capital expenditures have been used to advance various strategic initiatives, including Downtown Revitalization, Public Realm (EAGCS), Transit Oriented Development (TOD) and Local Area Plans. The capital budget was underspent primarily due to lower spending in Downtown Revitalization and Public Realm (EAGCS) as a result of design and construction timelines, while spending in Transit Oriented Development (TOD) and Local Area Plans have been delayed as these are new programs currently within the planning and onboarding stages.

# Development Approvals

Led by: Director of Community Planning

## Service Description

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

## Service Updates

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### Highlights

To address high application volumes, Development Approvals hired several new staff at the start of the year to support the approvals process.

In 2023, Development Approvals initiated research to identify ways to improve its digital tools and systems which support the integration of urban design principles into its applications process.

Additionally, work commenced in the summer to verify and identify the correlation between quality urban design and equity indicators in the city which will help us to better communicate urban design benefits to developers, customers, and Calgarians.

A new project team was formed to deliver technological enhancements that support development engineering. Improvements planned include cleaning up underground utility inspection data, developing a tiering system for the inspections and approvals process, and building a system workflow for consultant construction completion certificates.

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### Challenges

As of June 2023, there has been a 28 per cent year-over-year increase in the number of Development Approvals Review Team (DART) pre-applications. While pre-applications add to workload volumes, they conversely and ideally contribute to better quality application submissions and thus more efficient reviews and improved timelines for formal applications.

Significant hiring occurred early in 2023 and we anticipate seeing improvements to workload capacity and performance starting in the second half of the year.



# Measuring Our Performance

**Legend**

- Actuals
- Expected Future Performance
- Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

<p>PM 1: Significant development proposals approved with a better-than-satisfactory urban design rating (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>51</td><td></td></tr> <tr><td>2020</td><td>52</td><td></td></tr> <tr><td>2021</td><td>42</td><td></td></tr> <tr><td>2022</td><td>25</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>59</td><td></td></tr> <tr><td>2026</td><td></td><td>80</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	51		2020	52		2021	42		2022	25		2023 Mid-Year	59		2026		80	<p>Despite improvements to the quality of submissions amongst repeat applicants, the low volume of significant files means each urban design rating has a sizeable impact on this measure. Technical enhancements and system improvements are currently being explored to support this performance measure. These changes are anticipated to require time upfront to develop, but once fully implemented and adopted, are expected to have a positive impact on this measure.</p> <p style="text-align: right;"><span style="color: blue;">→</span></p>
Year	Actuals	Expected Future Performance																				
2019	51																					
2020	52																					
2021	42																					
2022	25																					
2023 Mid-Year	59																					
2026		80																				
<p>PM 3: Technical development applications where decision timelines were met (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>86</td><td></td></tr> <tr><td>2020</td><td>81</td><td></td></tr> <tr><td>2021</td><td>85</td><td></td></tr> <tr><td>2022</td><td>60</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>89</td><td></td></tr> <tr><td>2026</td><td></td><td>90</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	86		2020	81		2021	85		2022	60		2023 Mid-Year	89		2026		90	<p>Performance of this measure has been stable over the first half of 2023, with 88% of files consistently meeting decision timelines in the last quarter. While technical application volumes remain high, they are beginning to return to pre-COVID levels, contributing to improved performance in 2023. Significant hiring at the end of 2022 and in 2023 is anticipated to continue improving performance of this measure, as new planners complete onboarding and familiarize themselves with the applications process.</p> <p style="text-align: right;"><span style="color: blue;">→</span></p>
Year	Actuals	Expected Future Performance																				
2019	86																					
2020	81																					
2021	85																					
2022	60																					
2023 Mid-Year	89																					
2026		90																				
<p>PM 4: Multidisciplinary development applications where decision timeline commitments were met (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>77</td><td></td></tr> <tr><td>2020</td><td>83</td><td></td></tr> <tr><td>2021</td><td>84</td><td></td></tr> <tr><td>2022</td><td>85</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>72</td><td></td></tr> <tr><td>2026</td><td></td><td>85</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	77		2020	83		2021	84		2022	85		2023 Mid-Year	72		2026		85	<p>In 2023, application volumes continue to be approximately 33% higher than they were at the same time in 2020, pre-COVID. This additional volume, including increased pre-applications, has increased the workload for Development Approvals staff. Despite significant hiring early in the year, new staff require time for onboarding and continued support from senior planners to develop the expertise necessary to manage these complex applications. We anticipate continued improvement to this performance measure as staff are onboarded throughout the remainder of the year.</p> <p style="text-align: right;"><span style="color: orange;">⊖</span></p>
Year	Actuals	Expected Future Performance																				
2019	77																					
2020	83																					
2021	84																					
2022	85																					
2023 Mid-Year	72																					
2026		85																				
<p>PM 5: Average customer satisfaction from post-application surveys (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>91</td><td></td></tr> <tr><td>2020</td><td>90</td><td></td></tr> <tr><td>2021</td><td>91</td><td></td></tr> <tr><td>2022</td><td>88</td><td></td></tr> <tr><td>2026</td><td></td><td>95</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	91		2020	90		2021	91		2022	88		2026		95	<p>Planning &amp; Development Services (PDS) uses customer satisfaction surveys at various milestones of the application process to report on this performance measure. PDS is developing a proposal to gather additional data for better sampling, data analysis opportunities, and inclusion of customer feedback nuances. Additionally, PDS will be reviewing and revisiting its Customer Service Oversight Committee and identifying opportunities to better integrate customer feedback into service improvements.</p> <p style="text-align: right;"><span style="color: blue;">→</span></p>			
Year	Actuals	Expected Future Performance																				
2019	91																					
2020	90																					
2021	91																					
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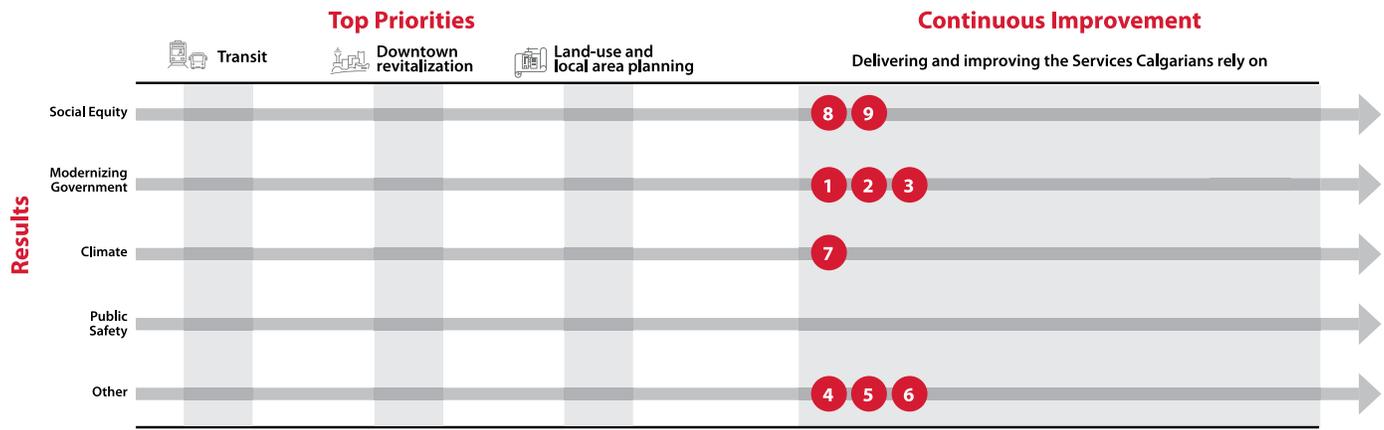
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 2: Civil engineering designs approved with one or no revisions (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

Initiative	Initiative Update	Status
1 Support the realization of development in Calgary, enhance the consistency of application reviews, and encourage greater certainty and predictability for customers by increasing the responsiveness and timely review of development applications. Continuous improvement towards a streamlined applications process, including better ways to track and measure effort along the approvals continuum, and improvements and updates to systems and tools.	Development Approvals has worked to streamline the Development Permit application process for file managers by removing redundant steps, minimizing the number of clicks needed, and increasing the time savings for staff. Additionally, the Agile teams have also started to transition the erosion sediment control submission from a manual process to a digital process, consistent with other submission types. They are also identifying the internal processes required to enable the use of virtual reality as a planning tool to aid in the visualization of a development.	
2 Support quality service delivery by ensuring we have the right resources at the right time to support the changing customer demands and market conditions. This can be accomplished through resource management, volume forecasting and proactive data analysis.	Time tracking is an important but burdensome tool for Development Approvals to monitor and make decisions based on staff capacity and work commitments. A new time-tracking pilot was started in June 2023 that minimizes impacts to staff while still gathering valuable data for decision-making. The Performance Analytics team has also started preparing for the service demand forecasting project, which aims to build a robust predictive model that will help inform performance management strategies, monthly metric reviews, and business planning activities based on forecasted application volumes.	
3 Improve the experience and interaction of customers and Calgarians with the applications process through enhanced online service delivery that leverages technology to modernize, consolidate and streamline the products offered. This includes products on ApplyCentral, transitioning to digital advertisement, and building a “mobile friendly” development map.	Since the start of the year, Development Approvals has completed many small enhancements and ongoing maintenance and improvements to address bugs and other user interface issues. Additionally, we have added a fee calculator for land use outline plans and updated information for construction drawing submissions, land use redesignations, and outline plan applications on the calgary.ca/buildwithus webpage.	

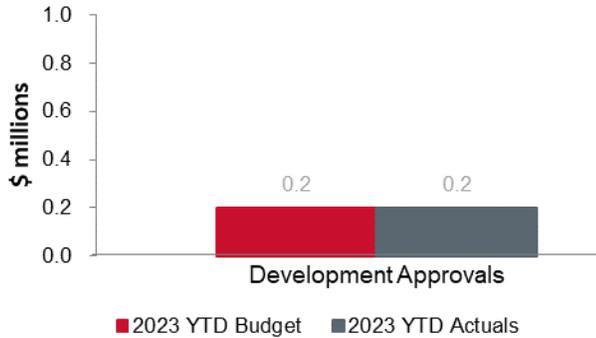
Initiative	Initiative Update	Status
<p>4 Encourage high quality development aligned with the urban design principles identified in the Municipal Development Plan by reviewing, rating, and monitoring the urban design merits of applications. This includes regularly reviewing the evaluation criteria and current processes to ensure customers receive the appropriate feedback to improve quality where and when necessary.</p>	<p>The Urban Design team added two new members to help manage file volumes and explore the correlation between urban design qualities and equity indicators in the city. Additionally, a research spike was initiated with the technological enhancements program to identify opportunities to improve and efficiently integrate urban design feedback into the approvals system. The team has also updated its Urban Design website and internal tools to ensure accuracy and consistency of information is available for both external applicants and internal planners.</p>	
<p>5 Promote the successful realization of residential, commercial, and industrial development that reflects community and Calgarian interests through execution of a clear, consistent, easy to understand and updated Land Use Bylaw developed in partnership with City and industry partners.</p>	<p>The Land Use Bylaw renewal, along with the Calgary Plan and Complete Streets Policy and Guide have been integrated into the City Building Program. The program charter has been finalized and program team has been largely established and will be onboarding a consultant shortly. The team is currently clarifying scope, timelines, and collaborating with other initiatives. The next steps in this initiative are being reassessed due to the need to address the housing affordability crisis. Council direction in September may alter the timeline and delivery of this work.</p>	
<p>6 Ensure customer and industry expectations around value for service are met and reflected in user fees. This enables The City to continue delivering superior and equitable approvals service.</p>	<p>Development Approvals has not increased its 2023 fees from 2022, but will look to review all its fees in alignment with the User Fee and Subsidies Policy in 2024. Additionally, we will look to integrate some of the detailed recommendations generated from a 2022 review of the department's fees schedules by the consulting firm, KPMG. Work to align with the User Fee and Subsidies Policy and implement the recommendations from this review will begin in 2023 and continue into mid-cycle.</p>	
<p>7 Advance the City's building and energy performance objectives through the implementation of the Net Zero Prioritization pilot program, by offering a prioritized development review process to builders that exceed the current minimum code requirements and meet the strict requirements of nationally recognized labelling and certification programs.</p>	<p>In 2022, 87 net-zero ready units were approved in Arbor Lake through the Net Zero Prioritization pilot program. The success of this pilot launched the Green Buildings Priority Stream program in February 2023. The new priority stream improves on the pilot by having a dedicated Enmax resource for applicants, enabling earlier collaboration with safety enforcement, subdivision, and code officers, and improving the coordination of urban design reviews with prioritized green projects. Two projects are currently under review and will result in a minimum of 260 net-zero ready units if approved.</p>	
<p>8 Advance the work of the White Goose Flying Report's Calls-to-Action by identifying and mapping areas of cultural importance to the Nations that were signatories to Treaty 7, Metis and urban Indigenous peoples in and around the Calgary area. This initiative will gather Four stories central to Calgary's downtown, including the creation story for Elbow/The Confluence (Moh-kins-stis in Blackfoot; Wicispa Oyade in Stoney Nakoda; Gut'stis'sti in Tsuu'tina; and Otokwunee in Cree/Michif).</p>	<p>The Indigenous Heat Mapping project aims to identify, collect, and map important Indigenous areas of significance in Calgary. In 2023, the project has completed its charter, identified its core project team, and has been approved to start building the GIS layer and populating the heat map. This initiative also includes activities spearheaded by the Planning &amp; Development Services department, which includes the formation of the PDS Network for Indigenous Foundations for Truthing and Action and the launch of the Seasons of Reconciliation learning pilot project.</p>	

Initiative	Initiative Update	Status
<p>9 Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to our employees.</p>	<p>Planning &amp; Development Services has formally recognized the importance of supporting its people as a foundational goal in our strategic blueprint document, Making Places for People. This means actively engaging and integrating staff feedback, expanding professional and personal development opportunities, and enabling health, wellness, and safety amongst staff. To support this initiative the People and Culture Oversight Committee has been re-envisioned as the People Experience Committee, with working groups to action focus areas like celebration &amp; recognition and health &amp; wellness.</p>	



## Service Updates on Financial Performance

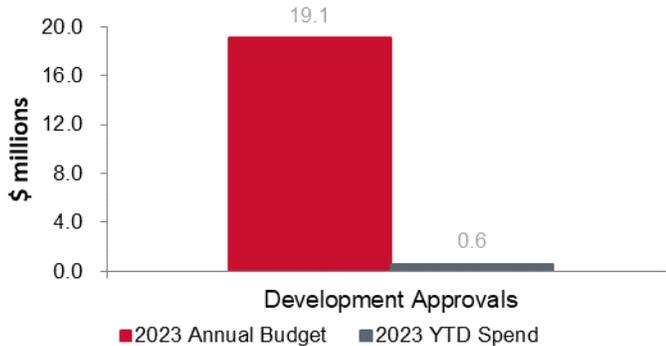
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Development Approvals has no year-to-date operating budget variance for the reporting period as it is a self-supported service and any variances are transferred/withdrawn from the Planning & Development Sustainment Reserve.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

As of June, just over \$680K of the \$19M capital budget for 2023 has been spent. All capital projects are on track, except for the Working Space Initiatives which is on target with its new timeline:

- Most of 2023’s budget was allocated to the Working Space Initiative, which has been met with delays due to COVID-19, Realignment, and the gradual return to the office over 2023. Planning is on track for the second half of 2023, with construction planned for 2024. The \$17M budget allocated to this initiative will be recast into future years.
- System process workflows were streamlined to improve the efficiency and effectiveness of the application process.
- Development Approvals continued with systems improvements to address bugs, user interface issues and updated customer facing websites and online tools to improve customer experience.
- The Indigenous Cultural Heat Mapping project has identified its core project team, completed its charter, and has started to build out the GIS map layer.

# Economic Development & Tourism

Led by: Director of Partnerships

## Service Description

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

## Service Updates

### Highlights

- The Opportunity Calgary Investment Fund continues to spur economic development and is projected to create \$900M in output. Calgary was selected by Terrestrial Energy, a Canadian nuclear technology company, for a research and development office, and by Appexus, a global leader in digital innovation, for its Canadian headquarters.
- Business events are returning to pre-pandemic levels and the Calgary TELUS Convention Centre sought a competitive advantage by rebranding in Q2.
- A five per cent increase over 2019 visitation numbers is forecasted in 2023. Hotel occupancy hit eight-year records in February and March, with the downtown seeing the largest gains. March saw an all-time record of rooms sold and hotel revenue up 18 per cent over 2019.
- The Platform Innovation Centre welcomes over 300 visitors a day and is seeing growth in programs, including an over 200 per cent increase in applicants for the Calgary Fintech Award that helps growing fintech startups (45 (2022) & 145 (2023)).

### Challenges

- Calgary TELUS Convention Centre staffing has returned to 2019 levels, but in-house supplier labour challenges and the timing of client requests has created service challenges that are being mitigated through increased collaboration with partners.
- Platform Calgary has served the community with limited resources by finding efficiencies to ensure quality experiences while balancing increasing demand to collaborate and host. The completion of the building fit-out required closing main areas of the space.
- Calgary Economic Development leveraged core project funding with other levels of government that required a 50 per cent contribution and use of internal resources. Limited funds required the assessment of project opportunity costs and forgone benefits for Calgarians and impacted overall capacity to influence Calgary's global positioning and reputation.



# Measuring Our Performance

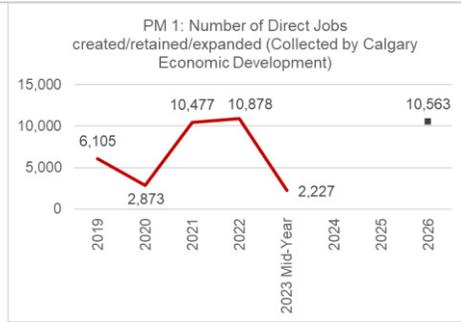
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

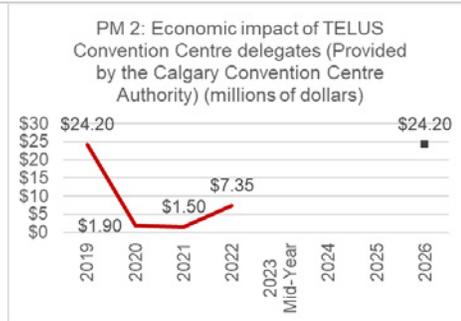
## Performance Measures

## Story behind the numbers

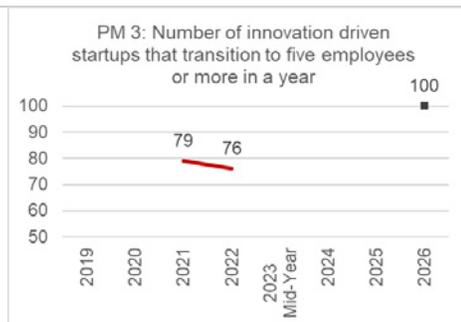
## Status



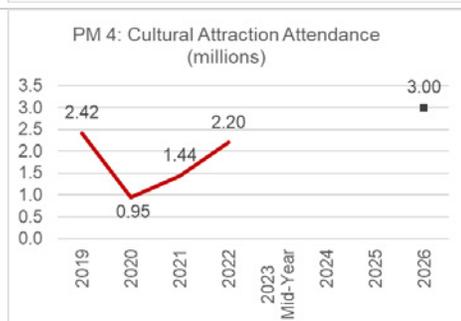
Calgary Economic Development's mandate is to attract, expand and retain companies, capital and talent to drive long-term prosperity for all Calgarians. The first half of 2023 saw job creation in companies across a diverse range of sectors: agribusiness, technology, aerospace, clean technology and the creative industries. This work supports economic diversification and resilience as we strive to achieve the economic strategy's vision for Calgary to be the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges.



2023 continues to be a year of compression with Q2 and the remainder of the year set to be back on track to meet or exceed 2019 levels. The Calgary TELUS Convention Centre is one of the few convention centres in Canada who can claim this. Work continues with city partners and others to ensure Calgary and our downtown are positioned to be the ultimate host city – one that welcomes local, national, and international delegates to experience our diversity. This measure is available annually at year end.

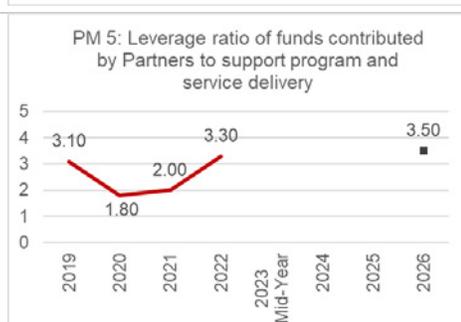


Platform Calgary works closely with technology companies looking to start or grow in Calgary. Platform's membership program has attracted over 400 Calgary-based startups and technology companies. Programming has directly assisted over 500 founders and the Platform Innovation Centre brought together over 120 partner organizations to build an easy to access gateway for Calgary's technology entrepreneurs. The facility has booked more than 1,800 donated hours to non-profit organizations and meetup groups to support the innovation sector. This measure is available annually at year end.



Cultural attractions managed and operated by The City's Civic Partners are unique destinations offering educational programs and opportunities for Calgarians and visitors to learn about history, science, aviation, and conservation.

The Cultural Attraction Attendance measure tracks data from five Civic Partners managing and operating City-owned assets. 2023 data is an annual measure that will be available after the Civic Partner Annual Report in 2024 May.



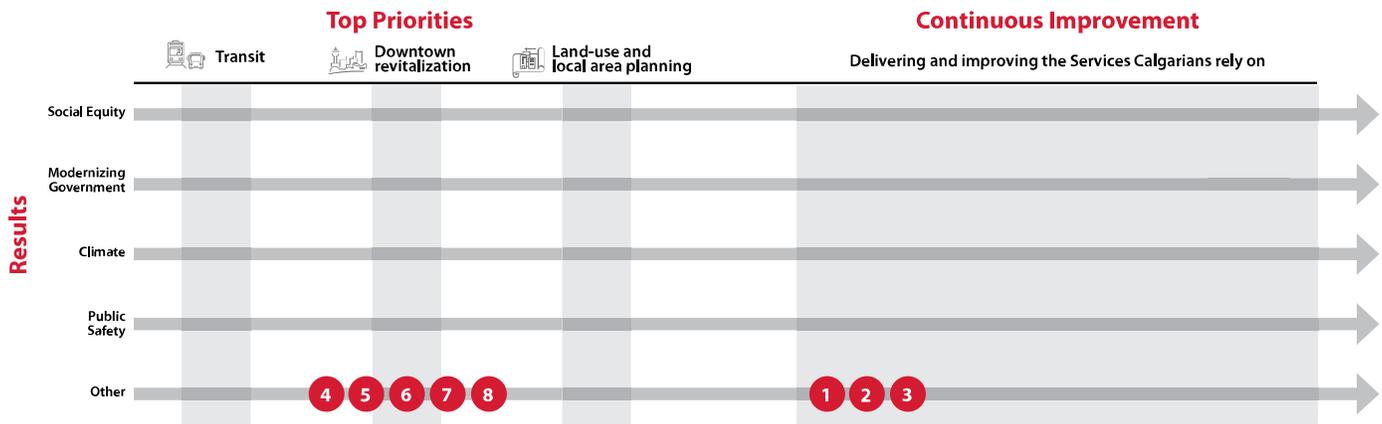
Partnering to deliver economic development services benefits The City, Calgarians, visitors, and the local economy. Partners leverage The City's investment with volunteers and other revenue streams including earned revenues, grants, sponsorships, and donations. The leverage measure demonstrates how much Civic Partners contribute to deliver economic development services and reflect the mutually beneficial nature of these relationships. 2023 data is an annual measure that will be available after the Civic Partner Audit Report in 2024.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

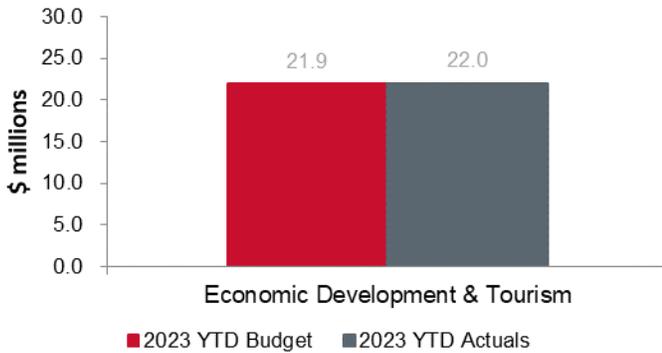
Initiative	Initiative Update	Status
1 Support the promotion and sustainability of the local economy and placemaking by supporting the governance and operation of Calgary's Business Improvement Areas.	A Request for Proposal is being finalized to award a contract for a third-party consultant to support a capacity building and continuous improvement initiative for all 15 BIAs and City Administration. Through engagement and research, the project will provide recommendations to improve governance and capacity building for BIA boards and staff, and to help improve The City's processes to meet legislative requirements.	
2 Provide access to vibrant and high-quality cultural attractions for Calgarians and visitors by strategically investing in the lifecycle maintenance of City-owned assets managed and operated by Civic Partners including the Calgary Zoo, Fort Calgary, Heritage Park, TELUS Spark, Arts Commons and the Hangar Flight Museum.	Over \$20 million of lifecycle maintenance and improvements are underway in 2023 at various City-owned facilities managed and operated by Civic Partners, and facilities housing City-owned assets. Investments include accessibility upgrades at the Hangar Flight Museum, audio upgrades in Arts Commons' Max Bell Theatre, refurbishment of the Club Café at Heritage Park, refurbishment of the feature gallery at TELUS Spark, and lifecycle maintenance of the Penguin Plunge exhibit at the Calgary Zoo.	
3 Support the delivery of economic development and tourism services, including implementation of Calgary in the New Economy: An economic strategy for Calgary, by collaborating, investing in, and supporting the governance and operations of Civic Partners.	This service includes operating funding for 10 Civic Partners and City administrative support for Civic Partners and 15 Business Improvement Areas (BIA). To date, each Civic Partner and BIA has worked individually and collectively to achieve results for Calgarians including a rebound in meetings and conventions at the Calgary TELUS Convention Centre, Calgary Economic Development showcasing Calgary at national and global forums and events, Platform Calgary's programs and services for local entrepreneurs and startups, BIA activations and seasonal offerings at Calgary's cultural attractions.	
4 Provide access to arts and cultural opportunities for Calgarians and visitors that support a vibrant downtown by investing and supporting the Arts Commons Transformation Project.	The Arts Commons Transformation Project is the largest cultural infrastructure project in Canada and Phase One (Expansion) is currently in the design phase with groundbreaking anticipated in late 2024/early 2025. The Calgary Municipal Land Corporation allocated an additional \$30 million of Community Revitalization Levy funds to support continued progress for Phase One. The additional budget was approved as a proactive measure to address the impacts of realized and anticipated inflationary pressures and market escalation due to adverse market conditions.	
5 Support the promotion of Calgary as a destination for business travel, and large-scale meetings and conventions by investing and supporting the BMO Expansion Project.	With upwards of 600 crew members onsite daily, project construction is progressing on budget and is on schedule to open during the Calgary Stampede event in 2024. The project recently marked two significant construction milestones. The expansion is now energized and weathertight, and drywall, mechanical and electrical works are well underway.	

Initiative	Initiative Update	Status
6	Provide access to high quality museum experiences for Calgarians and visitors through investing and supporting the Glenbow Renovation Project.	
7	Attract unique and diverse sport, recreation and cultural events by supporting Tourism Calgary to manage the Calgary Sports and Major Event Committee and Special Events Fund.	
8	Grow the number of startups and entrepreneurs in Calgary and enhance the innovation ecosystem by investing in targeted programs and services delivered by Civic Partners including Platform Calgary and Calgary Economic Development.	



## Service Updates on Financial Performance

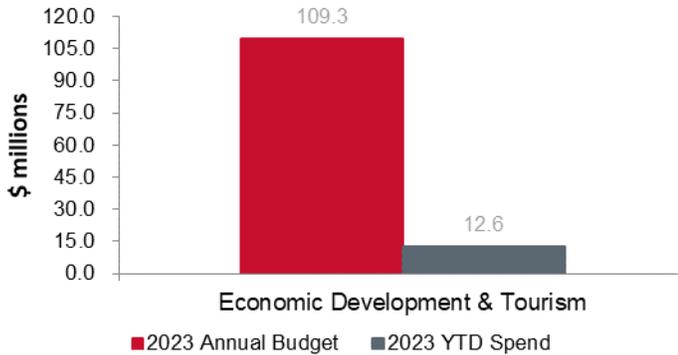
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Operating budgets are on target with no significant variance overall. The Economic Development and Tourism budget is mainly comprised of operating grants that are disbursed to Civic Partners.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Economic Development and Tourism has spent \$12.6M (11 per cent) of its 2023 capital budget to date. Capital spending levels in this service were impacted by delays, changes, and match funding for a number of Partner-led capital projects. Changes to the Event Centre project was one of the main reasons for the underspend to date in 2023.

# Land Development & Sales

Led by: Director of Real Estate & Development Services

## Service Description

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

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

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

## Service Updates

### Highlights

Midfield Heights was designed to provide increased density around the Max Orange BRT route. A major development priority was creating a transit accessible design with high quality pedestrian connections and ample lighting to encourage safe, day and evening use. Providing a range of open spaces including a linear park was also intended to promote walking, cycling and other alternative modes of transportation. A major milestone achieved was the tender award for stripping and grading and deep utility construction which signals the start of the project's first phase of construction.

Another success was creating a procurement program to enable a quick and efficient response to procuring available fill material. Large quantities of fill material are difficult to source; this unique approach will enable our service to procure quickly while also securing the best unit price to support the construction of the first phase of Constellation Industrial Park.

### Challenges

Several existing site constraints including an existing residential community, a sound wall and a sanitary line created a design and location challenge for the future at-grade pedestrian crossing at 16th Avenue N.E. connecting Midfield Heights to Renfrew.

With the relatively flat topography of the Constellation Industrial Park, significant amounts of fill material are needed to begin construction. Securing an adequate quantity of fill has been a continuing challenge due to the quantity of material needed and the cost.



# Measuring Our Performance

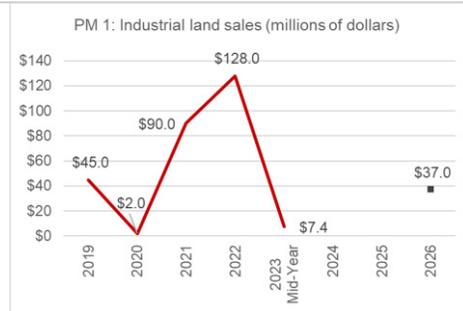
**Legend**

- Actuals
- Expected Future Performance
- Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



Sales are currently below our budgeted sales, however there are several large transactions expected to close in 2023 which will bring us into alignment with our sales target.

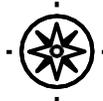


Due to a record year of industrial sales in 2022 with the entire Phase 2 of Point Trotter sold for development of a future logistics park, our inventory levels are lower. Development of Constellation Industrial Park will begin this summer to replenish the supply.



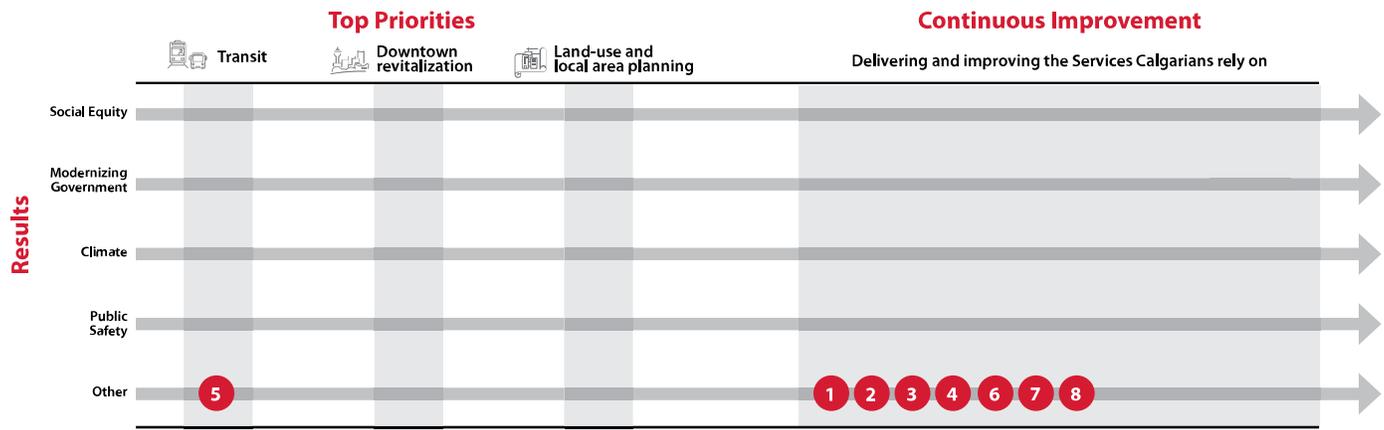
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

- PM 2: Increase in assessed value from land improvements (millions of dollars)
- PM 3: Number of permanent jobs created
- PM 4: Private capital investment (millions of dollars)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend**

- Completed
- Progressing as planned
- Not progressing as planned
- Initiative number

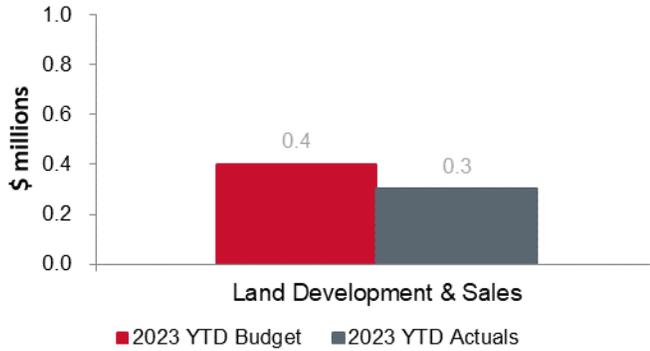
Initiative	Initiative Update	Status
1 Enable businesses to start, grow and invest in our city and support Calgary's economic resilience. We will accomplish this through the development and sale of serviced land opportunities located in Great Plains Starfield Phase 1.	With the goal of increasing serviced land supply to support a range of business opportunities, entering the construction phase is a top priority. Our consultant team has been diligently undertaking engineering design, environmental investigations and planning approvals to begin construction this summer.	
2 Promote economic diversification and growth for Calgary by supporting new business investment through the sale of serviced industrial land in Point Trotter Industrial Park Phase 1.	As an important distribution hub with excellent transportation access to three major highways including Stoney Trail ring road, this phase has several small and medium-sized parcels available for sale and are being actively marketed by our sales group.	
3 Attract new business investment and promote economic diversification and growth for Calgary through the sale of serviced industrial land in East Lake Industrial Park.	Strategically located near the CP Calgary Intermodal Terminal, this over 38 acre lot will be sold with its existing land use of S-FUD. At present sales negotiations are in progress for this parcel.	
4 Improve the quality of life for Calgarians by offering more housing and commercial options through the sale of lands in Aurora.	With the amendment on allowable land uses within the Airport Vicinity Protection Area, the land use mix is being revisited for this site with planning and consultation with interested parties underway.	
5 Create great places to live, work and play for Calgarians through the redevelopment and sale of lands from our Midfield Heights urban village site.	The much anticipated new urban village for the community of Winston Heights/Mountview has achieved significant progress. Final remediation excavation is now complete as well as engineering design. Achieving these major development milestones means earthworks and deep utility construction is on track to begin this year.	
6 Create great places to live for Calgarians through the marketing and sale of lands at Richmond Green.	Identified as a future mixed use development site from which the sales proceeds are intended to cover future on-site public realm improvements and sports field upgrades, the sale of this parcel is on hold until more favourable market conditions.	
7 Remove barriers to business investment and offer more housing options for Calgarians through the planning and feasibility analysis of the former RB Bennett school site.	Work is underway towards a Site Redevelopment Master Plan to revitalize this former school site. Land use planning and consultation with interested parties continues towards a final design concept plan that will support the current needs and aspirations of the Bowness community. Items being considered include a public open space amenity and a potential housing that supports low to mid-rise residential development.	

Initiative	Initiative Update	Status
<p>8 Attract new business investment and promote economic diversification and growth for Calgary through the redevelopment of lands at South Hill.</p>	<p>Now known as the Riverbend TOD project due to its proximity to a future Green Line LRT station, efforts to redevelop 15 acres of brownfield lands in east Riverbend to support future transit-oriented development business opportunities are on track. The Outline Plan development application for phase one of the project was submitted in Q1 2023. The proposal is intended to accommodate a range of low and medium-rise residential housing supported by a vibrant green space system.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of June 30, 2023

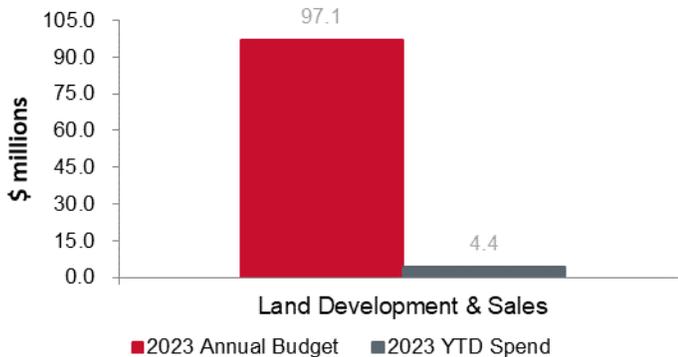


### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Land Development & Sales has a favourable variance to the end of June of \$0.05. This is primarily on account of expenditures for some internal services not yet charged to the service line budgets. These are expected to be recorded in the second half of the year.

Revenues within the service line from sale of industrial lands are currently below our budgeted sales. However, there are several large transactions expected to close later in 2023 which will bring us into alignment with our sales budgets.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Land Development & Sales has a spend rate of 4.52% of the 2023 approved capital budget to the end of June. Year-to-date the capital budget has been used on construction activity on the first phase of the Constellation Industrial Park project and the Midfield Heights project.

Most of the planned construction activity for the year is planned to commence in the second half of the year. As a result, higher spend rates are projected for the balance of the year.

# Real Estate

Led by: Director of Real Estate & Development Services

## Service Description

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

## Service Updates

### Highlights

In 2023, Real Estate was recognized among the top sales firm in Calgary as the CoStar Power Broker Award for the Top Sales Firm in 2022. This award honours brokers and brokerages in commercial real estate with the highest overall transaction volumes. Another award was also given to a member of the Sales & Acquisitions team and named one of the Top Sales Broker by CoStar Group. CoStar Group analyzed and measured transactions for 2022 against all active brokerages in Calgary.

The application period is now closed for the three properties which have been released as part of the Non-Market Land Sales #3. Housing Solutions is in the process of evaluating all the submissions. This third release is expected to create approximately 100 units of affordable housing.

### Challenges

There are challenges in understanding the role clarity and responsibilities regarding stewardship of land, funding needs and requirements, and where land decisions are made, within the new corporate realignment.

Internal staff movements generate a cascading effect of vacancies across the business unit. Major corporate projects have positions which often are filled by existing staff, creating vacancies within existing teams. This results in numerous recruitments and increased workload for staff. These positions are often filled as limited term, but the vacancies continue beyond a 24-month limited period which creates a conflict with internal reversion policies and increased complexities for ongoing recruitment.



# Measuring Our Performance

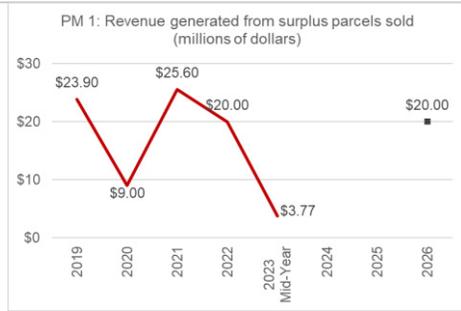
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

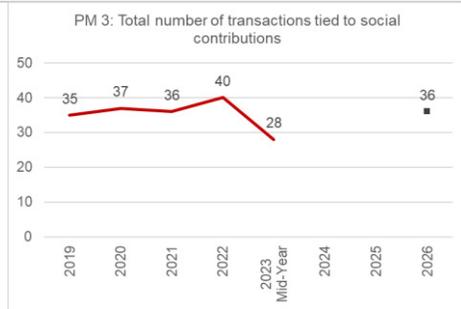
## Status



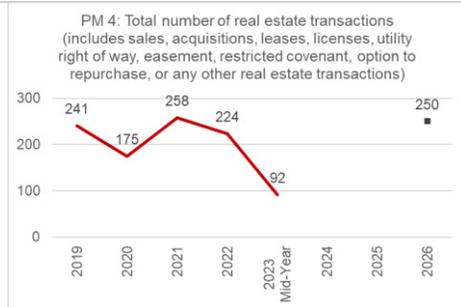
A total of approximately \$3.77M of revenue have been generated for the first two quarters of 2023. The team is working diligently to sell City-owned surplus lands with all the uncertainty challenges in the market. The revenue created from surplus sales will also further add towards the City's tax base. There are many complexities and external factors tied with a sales transaction that impacts negotiations and administrative effort. For example, land is rationalized and priority is given to non-market land sale considerations, or challenging parcel shape/size can both lead to lower sale revenue returns.



The annual target of \$5.8M remains, as the cumulative revenue generated by active leasing agreements for the first six months of 2023 are estimated at \$4M. The business has been focused on negotiating renewals that were outstanding during the pandemic.



The annual goal of 36 transactions remains achievable, as we are reporting a total of 28 transactions in the first six months of 2023 that are associated with social contributions, including transactions for nominal values to assist not-for-profit, charities, and non-market housing.



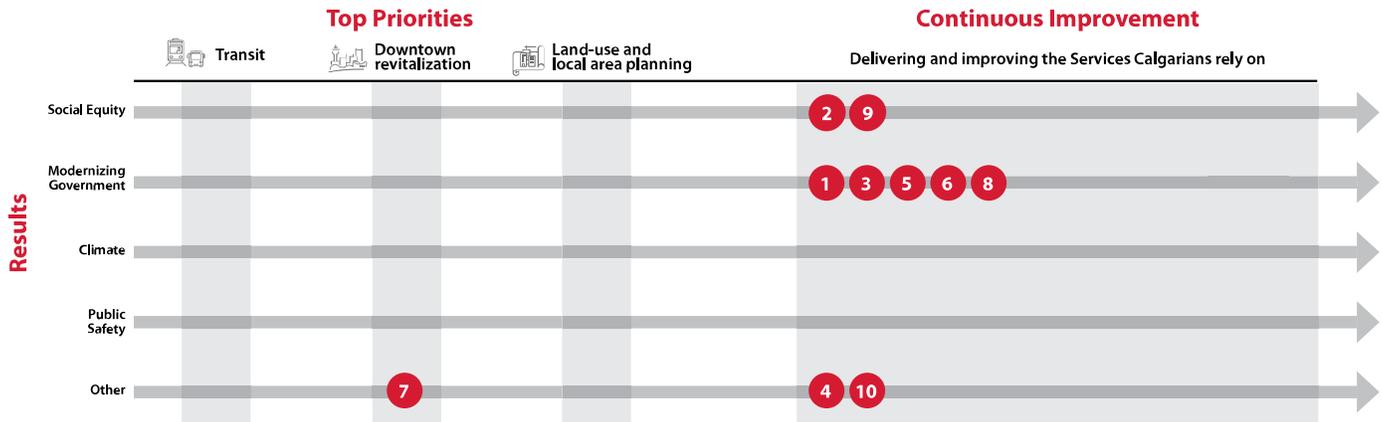
This service line saw a total of 92 real estate transactions for the first half of 2023. This measure reflects the increase in complexity of transactions requiring more effort, time, and expertise. External market factors including increasing interest rates and market unpredictability has also led to properties being on the market longer. However, we are not currently modifying our year end targets.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

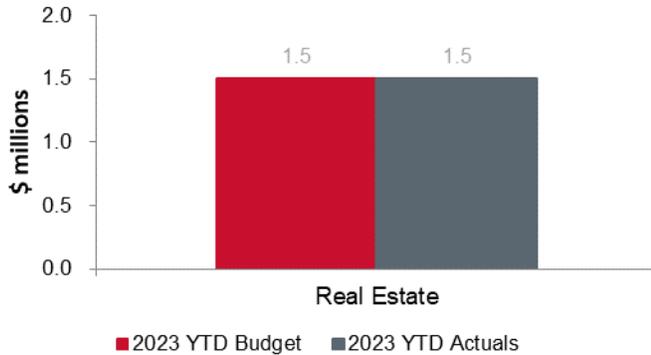
Initiative	Initiative Update	Status
1 Provide efficient and effective land administration through polices and business practices. This includes managing corporate land inventory, encroachments, land titles, land support and general utility right-of-way agreements, while continually improving standards and bylaws to reflect changes within the Corporation.	Approved corporate governance structures continually guide the effective management of The City's land inventory. We are working with Business Units to address land requirements, fund requests, land transfers, and coordinating with new and existing land representatives. Land Administration continues to provide encroachment, land titles and land support services to internal and external customers through Bylaw and legislative compliance and continuous improvement to business processes.	
2 Increasing the value and benefit that Calgarians receive from The City's land inventory. This will be achieved through reduction in maintenance costs, disposition of surplus properties, as well as activating and creating interim uses for underutilized parcels for social/environmental return and increased general revenue and tax opportunities.	A total of nine properties have been deemed surplus; and 62 properties for alternate use. This includes 15 potential Housing Solutions opportunities. Administration disposed of 8 properties for ~\$2.6M, bringing total program sales to ~\$4M. This also provides ~\$400k in maintenance savings, and an annual tax uplift of ~\$21K. Three properties are anticipated to close in 2023 for ~\$1.5M, including a Non-Market Land Sale that will contribute ~\$70k to enhance park amenities. An interim lease opportunity has also been identified.	
3 Generates revenue that contributes to the Real Estate Revolving Fund Reserve, which funds future acquisition budgets and activate properties within communities. Properties are held for future use to ensure amenities that The City would provide (food vendors at sporting facilities) are available to communities by leasing Corporate real estate to the public.	We have focused on outstanding renewals that could not easily be negotiated during the pandemic due to the lack of predictability in the leasing market. Meaning, we have worked with tenants to negotiate arrangements for the recovery of outstanding deferred rent. Additionally, we currently have near zero vacancy in our market rate, developed, retail spaces.	
4 Property management of corporate real estate holdings held for future municipal infrastructure.	We continue to develop and improve our maintenance processes, including the year-end account reconciliation for buildings, standardized forms, templates, and documenting guidelines for managing assets. We are actively demolishing buildings which are past their lifecycle and are not able to be leased, resulting in operational savings. We continue to refine our capital plan to ensure we are enhancing the leasing potential of buildings or extending their current useful life.	

Initiative	Initiative Update	Status
<p>5 Streamline business processes to improve efficiency and speed of transactions. Improve the clarity of lease and license agreements and related information for Corporate approvals. Continuously improve risk management, audit trails and repeatability of lease and license transactions through Corporate lease and license standardization.</p>	<p>The lease management software integration with PeopleSoft will be completed in 2023 including the uploading of all lease agreements. This ensures clients will have access to their lease files in the future. Clients are currently being trained on this process and will have full access to the system by year end. The standardization of Lease terms and conditions is underway in collaboration with City Legal resources. This work addresses various lease types as well as templates for agreements such as a License of Occupation (LOC).</p>	
<p>6 Strengthen The City's reputation through enhanced people and culture initiatives, compliance in safety, reporting, and enhanced governance. Drive the business forward by modernizing policies, processes, technology, and strategies to keep ahead of shifting demands with innovative marketing techniques, market analytics and data driven metrics.</p>	<p>People and Culture strategies were created and implemented during the return to the corporate workspace. Eight business processes were reviewed for efficiencies and documented. An outdated technology system has successfully been decommissioned in June and fully replaced by a Customer Relationship Management system. The Real Property Bylaw triggered a review of existing policies and frameworks to ensure alignment, with the next phase including the development of guidelines for internal use.</p>	
<p>7 Acquire real estate to deliver capital infrastructure and community service projects, including streamlining intake of files from Planning &amp; Development Services.</p>	<p>The Sales and Acquisitions team continues to support infrastructure and community service projects. These projects include the Event Centre that will support Council's vision of Rivers District; fire hall acquisitions that will support growth in StoneGate and the Hotchkiss community; the expansion of Bonnybrook Wastewater Treatment Plant to accommodate population growth; and continuous pathway network improvements.</p>	
<p>8 Enable redevelopment and increase the tax base while supporting Calgary's growth and revitalization by marketing and selling City-owned surplus lands.</p>	<p>The Sales team continues to provide their expertise in redevelopments and the marketing and selling City-owned surplus lands. The team is developing and evolving marketing strategies in order to effectively market properties, as well as address the current market volatility. This volatility includes fluctuations in valuations, interest rates, inflation in development costs, and new competitors entering the market. The success of sales and marketing directly contributes to the tax base.</p>	
<p>9 Increase the amount of below market housing in Calgary by partnering with Housing Solutions to support the continued implementation of the Non-Market Housing Land Disposition Policy.</p>	<p>The sales team continues to bring non-market land dispositions to the market. Currently, Housing Solutions is selecting successful candidates for the Non-Market Land Sale #3 with a total of nine applications were received for the three properties.</p>	
<p>10 Supporting internal clients for Corporate projects by providing real estate expertise such as, land acquisition strategy for capital projects, expropriation, and valuation.</p>	<p>The Client Services team continues to provide high quality real estate expertise and support to internal clients (Business Units) for their successful delivery of capital projects. The increasing complexity of projects is causing an increased demand for this team's resources and expertise.</p>	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals as of June 30, 2023**

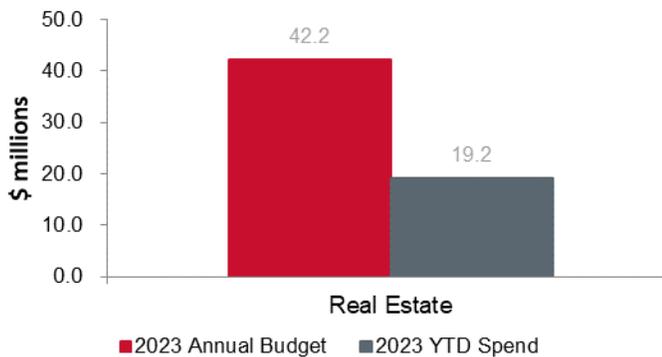


**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Real Estate operating budget has a spend of favourable year-to-date. Active lease agreements in the first half of 2023 have generated a revenue of \$4M. Outstanding renewals that were difficult to negotiate during the Covid-19 pandemic are being prioritized.

2023 saw a total of nine transactions for surplus land sales, which equated to an amount of approximately \$3.77M in revenue. Both surplus land sales and active lease revenue are important factors that help to sustain the Revolving Fund Reserve for General Land Purchases. Both are tied to Real Estate performance measurements that displays the financial sustainability of the business unit.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The capital budget saw a spend rate of roughly 45.62 percentage of the \$42.2M approved budget for 2023. The Business Processes program has focused on the lease management software integration into PeopleSoft, which includes uploading all agreements into the system. This upgrade will allow clients to have access to lease files and data and is expected to be completed in 2023.

The Technology Advancement project has successfully decommissioned an outdated system, which have now been replaced with the Customer Relationship Management (CRM) system. Another milestone for this project included adding a historical search functionality within CRM with the ability to search and access older information. New system implementation work has started to support the Land Administration team for land title services.



# City Auditor's Office





# City Auditor's Office

Led by: City Auditor

## Service Description

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

## City Auditor's Office Accountability Framework

City Auditor's Office standard practice, in accordance with Schedule "A" of The City Auditor Bylaw 30M2004 (as amended), is to provide public reporting on our accountability, delivery against our performance measures and budget spend through quarterly and annual reports to Audit Committee. City Auditor's Office reporting is available via the City Auditor's Office public website.



# Information and Communication



## Help shape Calgary's next four years

We are working on the 2023-2026 Service Plans and Budgets. These outline how we will deliver, plan and fund City services and programs over the next four years.



Provide your thoughts at  
[engage.calgary.ca/YourServices](https://engage.calgary.ca/YourServices)

## Continuing the conversation

We are continuing to build the 2023-2026 Service Plans and Budgets. We will share a preview with Council in September. Then Council deliberations and decisions are in November. But before we do that, we want to continue our conversation with you. Council will consider your feedback when making decisions in November.



Provide your thoughts at  
[engage.calgary.ca/YourServices](https://engage.calgary.ca/YourServices)



# Citizen Engagement & Insights

Led by: Director of Customer Service & Communications

## Service Description

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

## Service Updates

### Highlights

#### 1. Translation on the Engage Portal

The Engage Resource Unit implemented translation services on the Engage Portal into 10 prominent languages spoken by Calgarians (chosen from 2021 StatsCan Census data). The expansion of languages on the Portal supports the service result of providing equitable and inclusive engagement. This work also aligns with the service line's first initiative and will allow for more accessible and representative opportunities for input from Calgarians. Cost-savings have been realized from this work, as it has reduced the need for costly external translation services.

#### 2. Spring 2023 Research Results

Council and the Executive Leadership Team were presented with the Spring Pulse 2023 Research results in the first half of 2023. This work aligns with Citizen Engagement & Insight's key result for this cycle, which aims to provide City decision makers with greater insights into the perspectives, lived experiences, values, and expectations of all Calgarians.

### Challenges

#### 1. Engaging with under-represented groups

Receiving appropriate resources and timelines from customers to break down barriers to engaging traditionally under-represented groups remains an obstacle for the service. This challenge has the potential to affect the service line's initiative to improve engagement opportunities for equity-deserving Calgarians. The Engage Resource Unit continues to make recommendations and advocate for resources to reach under-represented segments of society on a project-by-project basis.

#### 2. Resourcing

Current demand is being met through prioritizing work and finding efficiencies where possible. Continuous review of resources needed to meet demand is under way.



# Measuring Our Performance

**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

<p><b>PM 1: Participation in decision-making</b> (per cent of Calgarians that say The City allows them to have meaningful input into decision-making)</p> <table border="1" style="margin-top: 10px;"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>60</td><td></td></tr> <tr><td>2020</td><td>63</td><td></td></tr> <tr><td>2021</td><td>62</td><td></td></tr> <tr><td>2022</td><td>59</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>62</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td>63</td><td>63</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	60		2020	63		2021	62		2022	59		2023 Mid-Year	62		2024			2025			2026	63	63	<p>This measure reflects perceptions of how well The City is meeting the expectations of Calgarians for participation and input into decision-making. While scores have consistently been in the low 60s, the service line expects performance to remain stable over the cycle. The 2026 target considers these previous results, as well as ongoing efforts to champion the inclusion of hard-to-reach Calgarians as they are typically under-represented in larger summaries and outcomes.</p>	<span style="color: blue; font-size: 24px;">➔</span>
Year	Actuals	Expected Future Performance																											
2019	60																												
2020	63																												
2021	62																												
2022	59																												
2023 Mid-Year	62																												
2024																													
2025																													
2026	63	63																											
<p><b>PM 5: Opportunities for input</b> (per cent of Calgarians who agree they have enough opportunities to provide input into decision-making about City projects and services)</p> <table border="1" style="margin-top: 10px;"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td></td><td></td></tr> <tr><td>2020</td><td>66</td><td></td></tr> <tr><td>2021</td><td>61</td><td></td></tr> <tr><td>2022</td><td>61</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>63</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td>65</td><td>65</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019			2020	66		2021	61		2022	61		2023 Mid-Year	63		2024			2025			2026	65	65	<p>This measure reflects Calgarians' perceptions regarding the number of opportunities they have to participate in engagement and research activities. While results have decreased since 2020, the 2026 target has been set at 64 per cent. An increased score of 63 per cent for mid-year may illustrate the service's focus on improving equity and accessibility, more in-person opportunities for engagement and research, and conducting more field work in general.</p>	<span style="color: blue; font-size: 24px;">➔</span>
Year	Actuals	Expected Future Performance																											
2019																													
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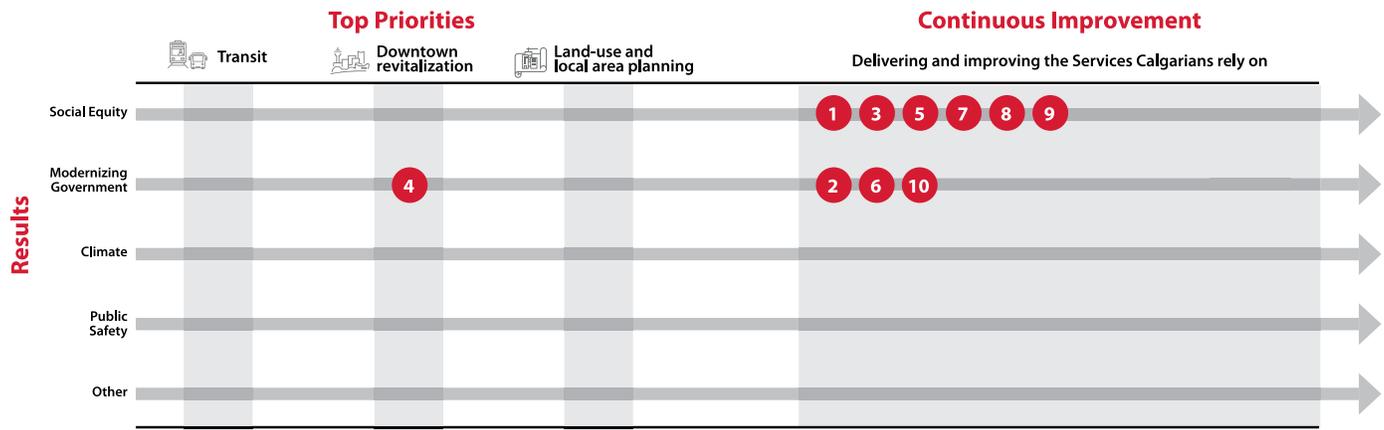
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

- PM 2: Research contribution (per cent of customers who indicate research results contributed to decision-making)
- PM 3: Engagement projects that report back to participants on how input was used (per cent)
- PM 4: Engagement participants who indicate that the engagement gave them the chance to provide input on issues or decisions that are important to them (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

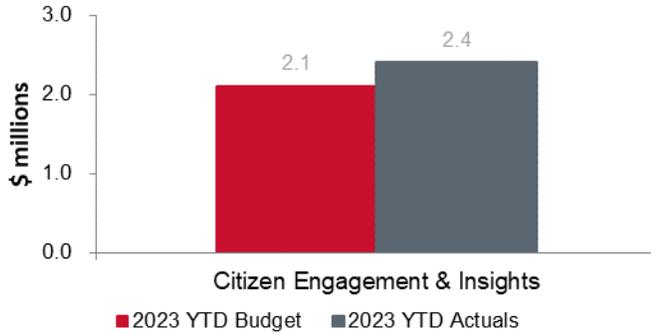
Initiative	Initiative Update	Status
1 Provide opportunities for input on City programs and services that are safe, fair, accessible, and representative of all Calgarians through the new target research and engagement activities and further implementation of the Inclusive Engagement Guide.	Citizen Engagement & Insights completed numerous initiatives in the first half of 2023. The Engage Resource Unit implemented translation on the Engage Portal, which involved incorporating support of 10 languages. The Corporate Research team began actively working on multiple equity approaches and strategies, exploring and developing methods to foster fairness and equal opportunities for Calgarians.	
2 Improve organizational understanding of our scope and scalability through education, awareness and expectation-setting as an input into City decision-making.	In spring 2023, the Corporate Research team re-initiated update meetings with City leadership to provide greater detail and conversation on The City's research results. These meetings also allow for an opportunity to provide accurate perspectives of Calgarians for consideration in decision making.	
3 Improve The City's ability to provide social equity and more accurately reflect its diverse population through the enhancement and expansion of online research panels. Larger panels with a wider population increase the overall representation of individuals and businesses and are critical to the success of the panels research program.	A number of improvements to Research's business panel work occurred in the first half of 2023. The business panel continues to grow (addition of 108 new panelists) and there is a large list of respondents (~700) from other studies that have expressed interest in joining. Research is also developing an approach to better understand diverse populations on the Citizens' View panel. This will include a series of demographic and firmographic community checks as well as other approaches.	
4 Deliver broader context and insights into business leaders' attitudes and behaviours by initiating additional qualitative research. This work will provide critical information for key corporate initiatives such as the downtown revitalization and will aim to enhance The City's global positioning.	Research is currently in field with the first wave of 25 business leader in-depth interviews, with an additional 25 interviews scheduled for the fall. These conversations will enhance The City's understanding of the challenges and opportunities of businesses operating in Calgary.	

Initiative	Initiative Update	Status
<p>5 Gain insight into perspectives, lived experiences, and expectations of equity-deserving Calgarians by conducting primary research and advanced analytics. Research has seen increased demand for further analysis of Calgary's diverse communities. Advanced analytics and new data collection will address this need and provide insights into communities to improve social and service equity.</p>	<p>Equity Deserving Community analysis has been conducted, and additional analysis and analytics will be applied to other research approaches (if sample size allows). This work contributes to ensuring the perspectives and values of all Calgarians are considered in decision making.</p>	
<p>6 Improve access to data by expanding and better-leveraging external partnerships through benchmarking, academic research and partnering with other municipalities. Expanding collaboration will enhance connections, build relationships and knowledge-sharing opportunities and provide The City with enhanced global positioning.</p>	<p>The 2023 Benchmarking survey was in field in the first half of 2023. Plans are underway to meet with Calgary Economic Development and Calgary Chamber of Commerce to align on business research for building relationships and knowledge-sharing opportunities. This information will provide information to The City and its strategic partners regarding how Calgary performs against other municipalities.</p>	
<p>7 Provide online engagement that is accessible to all Calgarians by enhancing The City's capabilities and mirroring the in-person experience of engagement.</p>	<p>All in-person engagement sessions now have an online equivalent. In-person and online engagement remove as many barriers to participation as possible, giving more Calgarians an opportunity to provide input and feedback.</p>	
<p>8 Provide greater digital equity for Calgarians who do not have access to technology by leveraging external partnerships to provide access to digital devices capable of gathering online engagement.</p>	<p>The service line has a relationship with the Calgary Public Library to offer engagement on library computers, providing greater digital equity for Calgarians who do not have access to technology. Engage Resource Unit is also working with community groups to identify those areas of the city that have lower access to online engagement and continuing to plan specific in-person engagement to meet those needs.</p>	
<p>9 Improve engagement opportunities for equity-deserving Calgarians through the development and piloting of new tactics, tools and processes. Based on resource evaluation and reporting on effectiveness of the new actions, all of the recommended actions will be incorporated into future engagement projects.</p>	<p>In the first half of 2023, the Forest Lawn Local Area Plan and Connect: Calgary's Parks Plan incorporated new equity tools and tactics for their respective projects, with subsequent learnings being slated for use in future engagement projects, providing more engagement opportunities for all Calgarians.</p>	
<p>10 Build community trust, deliver greater efficiencies and reduce community fatigue with multiple project engagements in specific geographic areas by working to transition the community relations engagement pilot into a fully operational program.</p>	<p>The Chinatown community relations concluded in the first half of 2023 and resources moved to other projects. Citizen Engagement &amp; Insights will continue to monitor the viability of this initiative as well as explore other ways for The City to foster long-term relationships with communities.</p>	



## Service Updates on Financial Performance

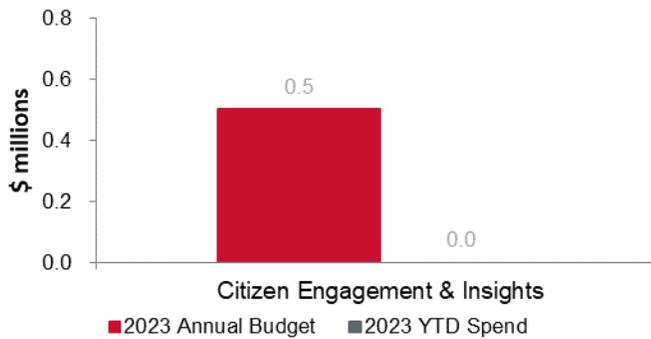
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Citizen Engagement & Insights has an unfavourable year to date operating variance of \$0.3 million primarily in salary and wages, and recoveries.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Citizen Engagement & Insights has spent four per cent of the 2023 approved capital budget. Capital commitments have been issued for segmentation and email marketing.

# Citizen Information & Services

Led by: Director of Customer Service & Communications

## Service Description

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

## Service Updates

### Highlights

#### 1. Online booking for police information checks

311 deployed an online self-serve booking option for fingerprinting in January 2023 to provide greater accessibility to customers requiring the service. This work was part of a larger financial sustainability initiative focused on cost reduction strategies aimed at bringing more 311 services to online channels. 3,300 bookings have been completed online since the solution was deployed, freeing up capacity for 311 agents to continue to provide information and valued services to Calgarians.

#### 2. Equity in Service Delivery

The User Experience (UX) team submitted a successful application to the Equity in Service Delivery Fund for a User Testing Pilot for Digital Services. The pilot is one of 18 successful applications and has been awarded \$34,000 to set up a project for user testing in partnership with IncluCity, a non-profit organization. This work aims to ensure that digital services and information are accessible to all Calgarians.

### Challenges

Post pandemic, 311 continues to experience an increased demand for City services and information. 311 received 2023 budget investments aimed at recruiting on-call agents to effectively handle service gaps and manage the surge in call volume during peak seasons. The anticipated benefits of these new hires are challenged by increased population growth, agent sickness and absence (S&A), attrition, and staff movement. To address this concern, 311 remains committed to closely monitoring its performance throughout the remainder of the year and will report back as part of future budget process.



# Measuring Our Performance

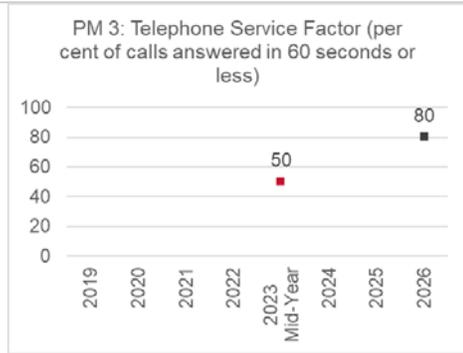
**Legend**

- Actuals
- Expected Future Performance
- ➡ Progressing as planned
- ⊖ Not progressing as planned

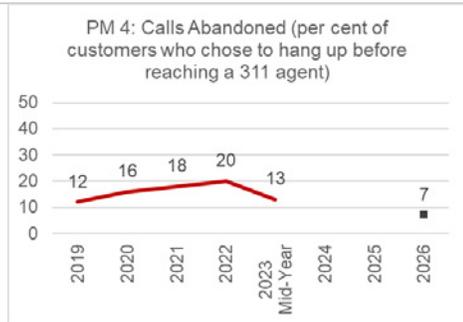
## Performance Measures

## Story behind the numbers

## Status



2023 is the first year 311's Telephone Service Factor (TSF) is being measured with a revised 60 seconds or less calculation. This change was made to ensure 311 was comparable to other large Canadian 311 centres. Efforts to improve TSF through increases in on-call hiring have not been realized yet, as staffing increases in the first half of 2023 have been offset by retirements, staff movement and attrition.



Call abandonment rates in the first half of 2023 are on-track with past performance and expectations. The increases in calls that 311 receives in the summer will elevate the abandonment rate, before it recovers in the second half of the year as calls subside. The deployment of a 311 call-back feature in August should lead to lower abandonment rates over the course of the business cycle.



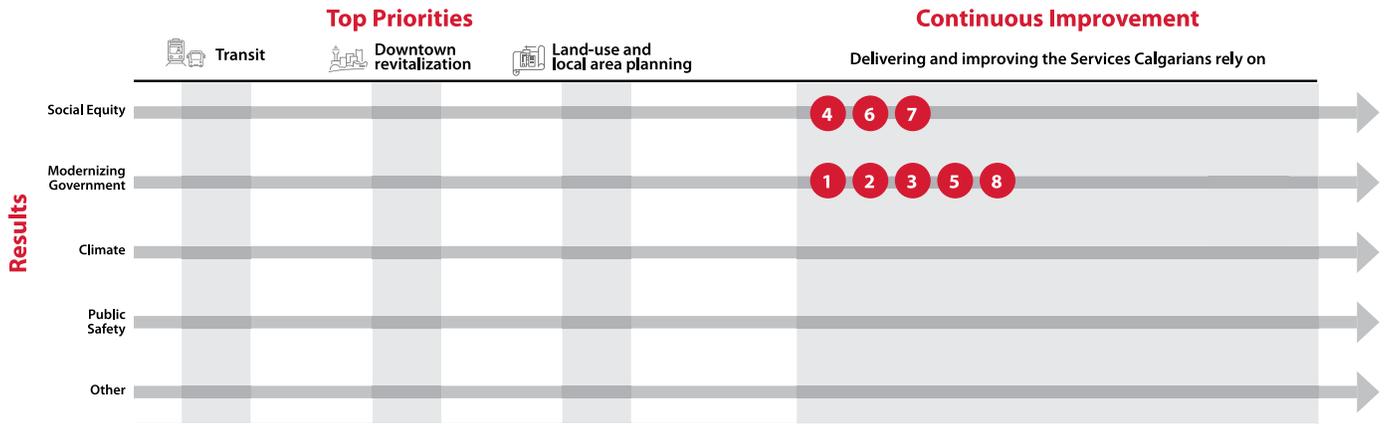
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

- PM 1: 311 Satisfaction (per cent of Calgarians satisfied with the 311 service)
- PM 2: Calgary.ca Satisfaction (per cent of Calgarians satisfied with the City of Calgary website)
- PM 5: Maturity in User Experience Consulting (per cent of new web projects that include User Experience consulting)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

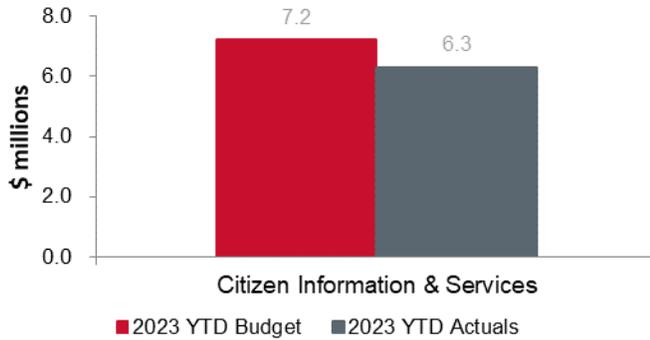
Initiative	Initiative Update	Status
1 Serve as the major access point for City information and services through the provision of The City's web presence and 311. Integration of City-owned data and presenting it back in a user-friendly way, as well as performing ongoing technical maintenance and required upgrades to ensure these channels are available to customers 24 hours a day, seven days a week.	A key recommendation from the June 2021 311 Audit was to approve 311 as the primary intake channel for public contact.  311 hired additional agents to address service gaps and support peak season call volume. Despite this investment, staffing increases are being offset by retirements, staff movement, and attrition. These resourcing challenges may negatively affect performance measures in the summer.	
2 Improve City decision-making, transparency and service delivery by providing the organization, Calgarians, and Council with web data and 311 insights by providing real-time data through dashboards, predictive analytics based on historical data, and detailed reporting.	In the first half of 2023, 311 updated and refreshed its dashboards on both Calgary.ca and myCity. Additionally, a 311 geographic dashboard was deployed to Calgary.ca for the Emergency Operations Centre (EOC) and will be optimized for summer storm season.  311 also produced historical 2019-2022 data reports from each of the city's 14 wards. These reports included hotspot map summary presentations of the top services and information requests broken down by ward and community to help decision-makers better understand issues and opportunities by area.	
3 Provide responsive and dynamic information to customers on Calgary.ca and advance efforts to modernize government by better leveraging existing technology and 311 data. Automatically offering up Calgary.ca pages based on the most popular 311 inquiries, ensures customers have easier access to the most relevant web content.	Technological improvements are being explored and evaluated to support an increased understanding of what Calgarians want from Calgary.ca.  This technology will be able to deliver possible real-time communications to Calgarians, helping them complete tasks or transactions online.	

Initiative	Initiative Update	Status
<p>4 Increase the convenience and accessibility of information and services for customers by providing multi-channel solutions. Continue to advance the shift of services online and evaluate a call back option, while maintaining telephone service as a means for reliable two-way, real-time information sharing and dialogue with customers.</p>	<p>Over 80 per cent of the 311 service request volume submitted annually now has a digital self-serve option. One example of shifting services to digital occurred in the first half of 2023, with police fingerprint bookings now available online.</p> <p>Work is currently underway at 311 to deploy a callback option for callers in 311 in the second half of 2023, providing an alternative to waiting on hold when call volumes are high.</p>	
<p>5 Provide a modern municipal website to Calgarians through ongoing improvement initiatives and the adoption of new technologies. This includes the use of automation to improve site consistency and functionality, while also providing savings to the Corporation. Throughout the cycle continue to explore the capabilities, efficiencies, and service improvements available by on The City's web platform.</p>	<p>The way Calgary.ca and myCity “look and feel” has been improved in the first half of 2023. Web development released five new outward facing components to enhance the ways information is presented on Calgary.ca and myCity. Design improvements to the overall user experience of Calgary’s digital channels continue to be explored.</p>	
<p>6 Increase the sustainability, scalability and resilience of the 311 subservice by leveraging an on-call pool of 311 agents which will support the efficient delivery of net new inquiries related to Calgary's anticipated population growth and projected increases in unplanned events (extreme weather, bylaw changes, social disorder, etc.).</p>	<p>By mid-year 2023, nine on-call agents were hired to mitigate 311’s typical summer seasonal rush. Nine permanent vacant agent positions have also been filled to offset the challenges meeting ongoing and increasing demand.</p>	
<p>7 Provide digital equity to Calgarians through partnering with City service providers to review, evaluate, recommend and implement improvements to User Experience (UX). This will provide an intuitive and responsive experience to customers of Calgary.ca, its associated sites and applications while ensuring digital services and information are accessible to all.</p>	<p>Web development initiated a user testing pilot for equity-deserving groups in the first half of 2023. This work included completing the initial scope planning, assembling project teams, and drafting out the initial user tests. There will be five user test groups planned for the pilot across several City of Calgary digital services. This innovation seeks to better understand the experience a variety of Calgarians have when utilizing Calgary.ca.</p>	
<p>8 Offer an improved, personalized experience for customers of Calgary.ca by modernizing The City's eCommerce capabilities to support revenue generation through digital development with a service that is more scalable and efficient to maintain.</p>	<p>Work related to this initiative will begin towards the end of this business cycle (2024 and beyond). This work will provide a straightforward and secure financial transaction with Calgarians doing business with The City.</p>	



## Service Updates on Financial Performance

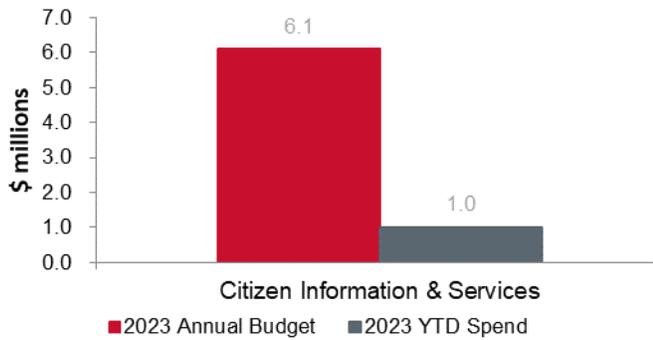
**Net Operating Budget and Actuals as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Citizen Information & Services has a favourable year to date operating variance of \$0.9 million. This is primarily due to savings in salary and wages as a result of vacancies and positive variances in software expenses.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Citizen Information & Services has spent 16 per cent of the 2023 approved capital budget. Year to date capital expenditures have been invested in 311 software licenses and resourcing for ongoing web development and improvement initiatives.

# Records Management, Access & Privacy

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

## Service Description

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

## Service Updates

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### Highlights

A new archival collection management software system including an online research portal was launched in the second quarter of 2023. Since implementation, there have been over 15,000 views on the research portal and an increase of 15 per cent in ArchivEra requests for permission to use photographs within The City of Calgary Archives holdings. This demonstrates the public's interest in the enduring historic information in the Archive holdings. (Initiative three).

Although access to information requests have increased year over year, 96 per cent of requests have been completed on-time (Performance Measure one).

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### Challenges

Interest in municipal records and decision-making is evident in the increasing access to information requests The City of Calgary is processing. As a result, other service delivery in Records Management, Access and Privacy has been impacted. Despite reprioritizing, workload to focus on legislatively required tasks have been implemented but it impacts efforts to implement Privacy by Design principles. A service improvement initiative has identified opportunities to address resourcing gaps and help ensure privacy is built into all City programs and services by design.



# Measuring Our Performance

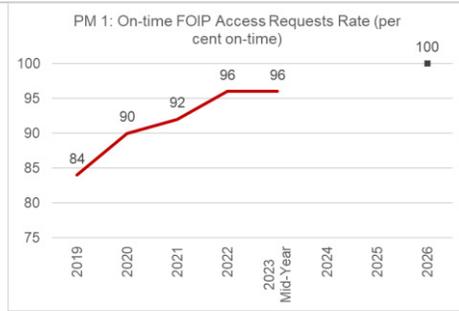
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

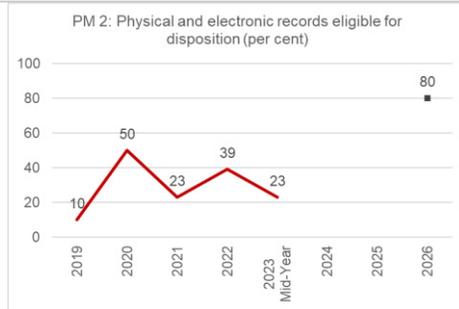
## Performance Measures

## Story behind the numbers

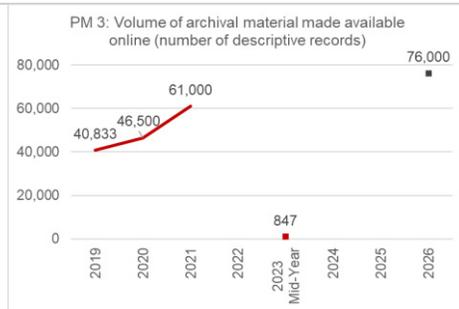
## Status



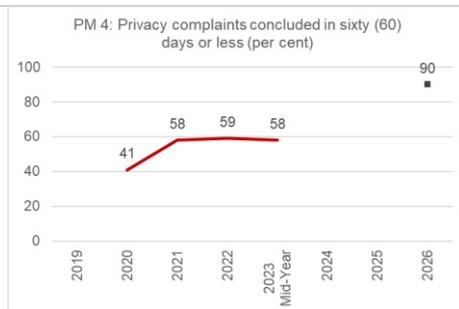
The percentage of on-time completion is the result of increasing service demand, additional staffing resources, better management of timelines and efficiencies created in the internal access request process.



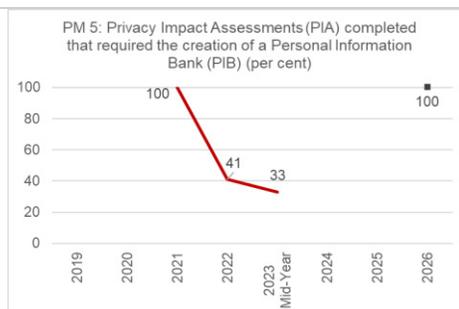
Records disposition is on track to meet the expected future performance targets. New processes are expected to allow for greater rates of disposition of both electronic and physical records in the coming years.



A combination of factors are impacting this performance measure. The ArchivEra launch activities took away from processing activities in the first quarter and a significant number of historic records have been received but have not been processed.



Some privacy breach investigations take longer to complete because of the incidents' complexity; for example, understanding the scope, containing the privacy breach, and identifying risk mitigations.



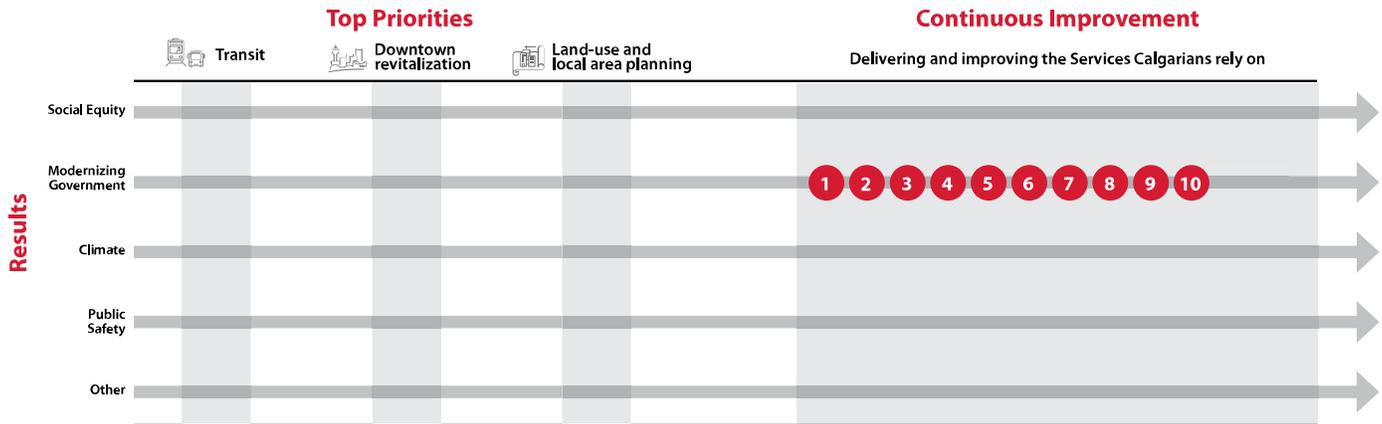
The Personal Information Bank creation process was reviewed in 2023 including the revamp of the form and website.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

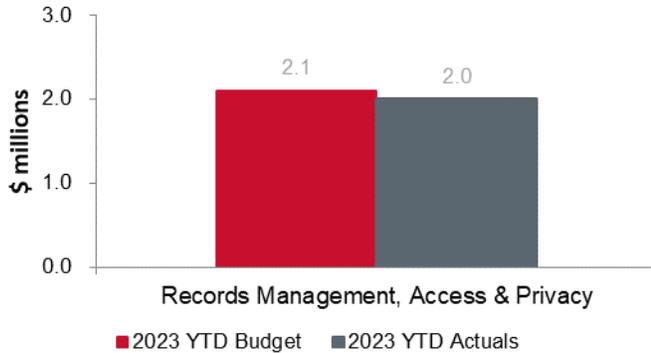
Initiative	Initiative Update	Status
1 Will foster openness, transparency and public trust through the effective and consistent management of City records through their lifecycle and an overarching Protection of Privacy Administration Policy.	Preparation of the records management and protection of privacy governance documents are progressing.	
2 Demonstrate The City's commitment to earning and maintaining public trust by exceeding privacy requirements prescribed by Freedom of Information and Protection of Privacy legislation and being transparent about The City's internal governance structures and privacy practices by developing and implementing the recommendations of the Privacy Program Strategic Plan.	All 15 initiatives in the Privacy Program Strategic Plan are progressing as planned.	
3 Improve the public user experience by increasing access to archival records and maintaining that access to information for future generations through the launch a new archival collection management software system, ArchivEra.	Implementation complete, online research portal launched in 2023.	
4 Increase records and information disposition compliance by promoting an increased rate of submission and faster, simpler processing through changes designed to modernize and simplify the disposition process.	Process and technical changes are progressing within the current framework. Collaboration with numerous departments is allowing for faster and simpler records disposition. Completion of this initiative is reliant on the enactment of the records management governance documents.	

Initiative	Initiative Update	Status
5	A centralized file management system will automate workflow and streamline processes to ensure effective and efficient resolution of access and privacy files.	
6	The privacy management program will enable The City to identify weaknesses, strengthen good practices, demonstrate due diligence, and raise the protection of personal information above the minimum legislated requirements.	
7	Assist with high-volume electronic records accessioning into The City of Calgary Archives by investigating technology solutions.	
8	Generation of a road map to prioritize digitization efforts and activities to ensure that preservation is approached in a methodical and prioritized manner by developing a long-term preservation strategy for corporate records, including the approval of a digital preservation framework will identify tools or software / storage costs.	
9	Modernize the Content Server electronic records management software will allow for additional functionality of this enterprise solution to a vendor supported version, including a richer feature set and user interface which will improved the practice of information management at The City.	
10	Expand routine disclosure and proactive dissemination of City records.	



## Service Updates on Financial Performance

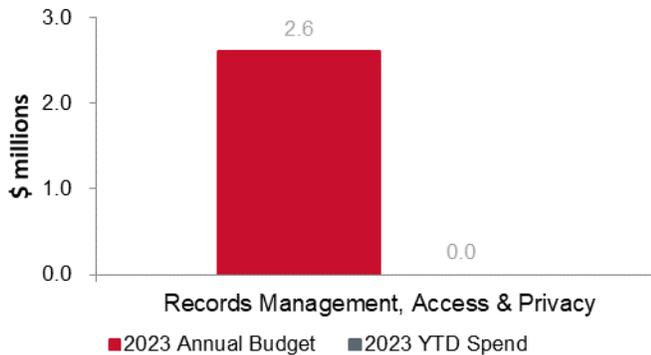
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

The Records Management, Access, and Privacy service had a favorable year-to-date operating variance of \$0.1 million favourable. The variance was mainly due to lower spending on business expenses and communication services.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The Records Management, Access and Privacy service has allocated capital for two projects. The first project is a multi-year upgrade to Content Suite. This application is used by Records Management to manage and track corporate records throughout the lifecycle. The project budget is \$2.0 million with a projected year-end spend of 43 per cent.

The second project is a file management system for access to information requests pursuant to the Freedom of Information and Protection of Privacy Act. The project is in the initial phase of scoping and requirements gathering. The budget for the new system is \$0.6 million with an estimated year-end spend of 8.4 per cent. The project is proceeding at a reduced pace due to resource constraints. When the implementation phase begins, resourcing and spending will increase.

# Strategic Marketing & Communications

Led by: Director of Customer Service & Communications

## Service Description

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

## Service Updates

### Highlights

#### 1. Award for No Average Calgarian Campaign – Climate Change

The No Average Calgarian campaign has received a Gold Quill Award of Merit from the International Association of Business Communicators for its storytelling approach to discussing climate change. By using video to share how one Calgary family incorporated energy efficiency into their new home, the campaign encouraged viewers to engage with the message and visit No Average Calgarian (Calgary.ca) for useful information on combatting climate change.

#### 2. Topic-Based Web Navigation

Calgary.ca has transitioned from departmental and business unit-focused navigation to a more user-centric, topic-based approach. Tied to initiative eight, which focuses on accessibility, this shift makes it easier for site visitors to find relevant content, supports more efficient social media monitoring and will make it faster and less costly to update the website to reflect future changes in The City's organizational structure.

### Challenges

Having a recognizable City brand and visual identity helps ensure Calgarians can identify City services and the value provided for tax dollars. Strategic Marketing & Communications is experiencing compliance issues with the Corporate Brand Identity and Identifiers policy due in part to a rise in new suppliers and staff being onboarded throughout The City. With this shift in personnel and contractors, the need for education and oversight of The City's brand has grown, placing additional pressure on staff with brand expertise. Failure to protect The City's brand by not complying with the policy could impact The City's reputation and threaten investment and public support for City services and initiatives.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

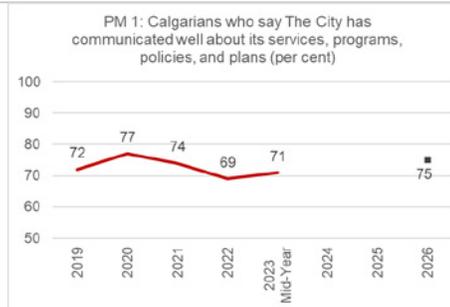
➔ Progressing as planned

⊖ Not progressing as planned

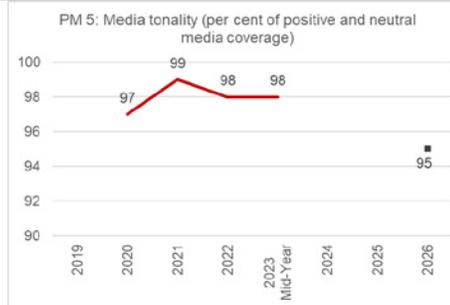
## Performance Measures

## Story behind the numbers

## Status



The increase in communication effectiveness in 2020 was primarily due to frequent news conferences and updates regarding the COVID-19 pandemic, which addressed major concerns for Calgarians. Currently, communication efforts have returned to a normal pace, almost on par with 2019. Also contributing to the present score are the polarization of public discourse and divisions regarding social issues, which can further impact the effectiveness of City communications.



Media coverage in the first half of 2023 has been mainly positive or neutral, which is reflected in the service's high media tonality score. The score also reflects the non-controversial nature of the majority of City decisions and information picked up by the media in the early part of 2023. With the implementation of a new communications issue/risk identification process to help create awareness, mitigate risks, and support Council decisions, it is anticipated that tonality scores will remain in the high 90s.



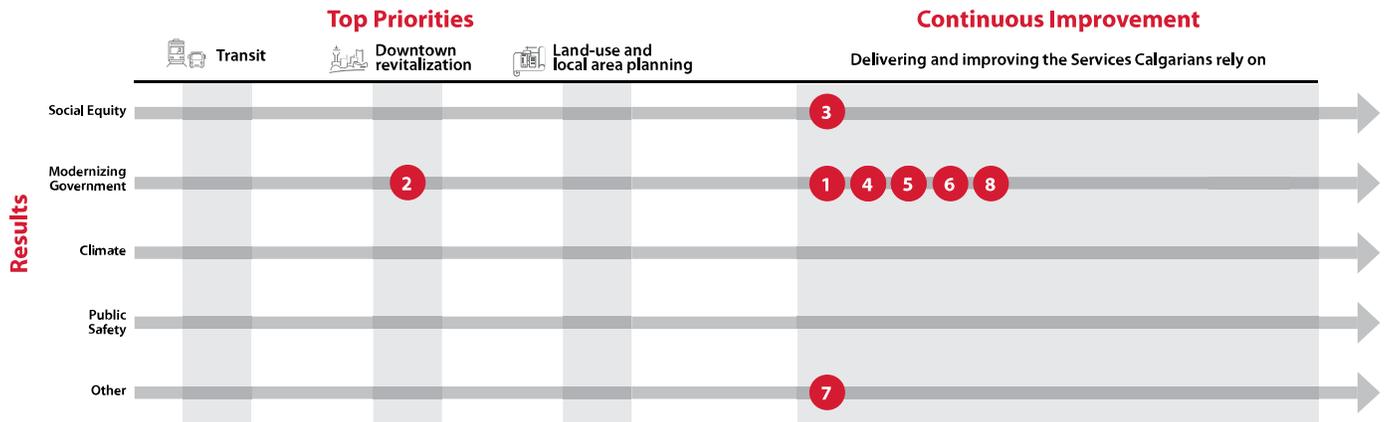
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

- PM 2: Calgarians who say they trust the information that The City provides on Calgary.ca (per cent)
- PM 3: Paid investment from overall spend allocated to multicultural communications and marketing advertising (per cent)
- PM 4: Customers that are satisfied with their overall experience working with external communications to achieve business objectives (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

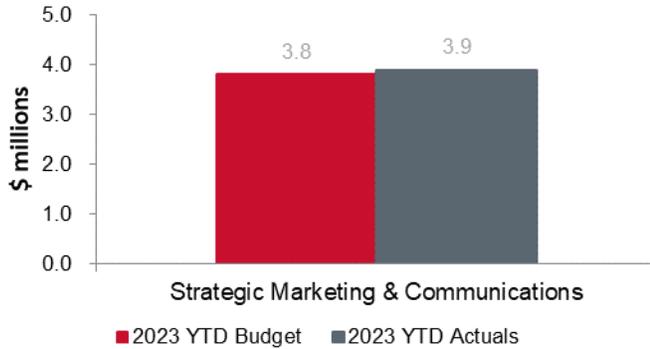
Initiative	Initiative Update	Status
1 Maintain The City's relationship and reputation with the public and media by focusing on the effectiveness and responsiveness of The City's social media and media relations efforts. This requires the service to manage of increased demand for timely, two-way communication within the existing budget, while also ensuring The City is able to adapt to the changing media and social media preferences of Calgarians.	The service has seen a rise in negative/hateful comments versus misinformation on City social media channels. Typically, the team sees up to 10,000 comments a month, but March saw over 20,000 comments. The Social Media team corrected misinformation contained in those comments 60 times. Media Relations received 432 media inquiries in the first quarter of 2023. Both areas are trending up from the previous year.	
2 Support economic recovery and resilience priorities such as the Downtown Strategy, investment in Calgary and revenue generation for City services through the development and implementation of marketing and communication strategies. This includes leveraging data and analytics to better target audiences and partnering with Citizen & Information Services to implement e-commerce solutions to make doing business with The City faster and easier.	Strategic Marketing & Communications completed a search engine optimization project for recreation programs that increased leads generated to program registration pages by 147 per cent.  The service implemented advanced analytics software on multiple applications (i.e. Live and Play, Assessment Search, Engage Portal, myID). This ensures that Calgarians looking to enroll in recreation programs are better able to find the class best suited for them, and register easily.	
3 Advance social equity through communications and marketing support to City services. This includes continuing to champion inclusive and accessible City communications through the Multicultural Communications & Engagement Strategy and Equitable Standards for Communications.	The service continues to support vendor management and language service requests on behalf of all business units. All marketing recommendations continue to include multicultural recommendations to further support social equity by reducing language barriers. With the release of the 2021 census data, the focus is to update the multicultural insights and tools, providing information in the languages most commonly spoken in Calgarian homes.	

Initiative	Initiative Update	Status
<p>4 Improve the effectiveness and level of trust in City communications by addressing the growth of misinformation about The City. This includes providing staff with tools and training to identify, monitor, and correct misinformation when responding to Calgarian and media inquiries, and address increased demand within existing budget.</p>	<p>Strategic Marketing &amp; Communications is actively correcting all misinformation where The City has been @mentioned or tagged on social media using its social media management tool. Media Relations reaches out to any media outlet that publishes incorrect information to ask for a correction.</p> <p>Trust in City communications is being enhanced by creating a process to internally elevate reputational risks associated with programs and projects where mitigation strategies can be applied to reduce the risk.</p>	
<p>5 Protect and enhance The City's visual identity and brand by educating staff on the related policy and conducting regular reviews of City communication and marketing materials for brand compliance.</p>	<p>Oversight and provision of Creative Services continues on City campaigns to ensure alignment with the Corporate Brand Identity and Identifiers (GN-023) policy. The service is exploring opportunities to further educate leaders on The City's brand in 2023 to reduce non-compliance within departments and business units. Customer Service &amp; Communications will present on brand at a future session of the Corporate Management Team to refresh understanding of the role The City's brand has in informing Calgarians of The City's services and programs.</p>	
<p>6 Ensure staff are connected, informed, equipped and engaged as ambassadors of The City by providing coordinated messaging to employees in support of The City's goals to modernize government and improve organizational culture. This includes maintaining core employee communications activities and channels, while also providing communication strategy and tactics for large corporate initiatives such as the Rethink to Thrive Strategy within the existing budget.</p>	<p>New initiatives to connect staff (City's Got Talent, new polling tool with more information) have been added. These initiatives are very popular and great tools to connect City staff to the great work they do on behalf of The City. Other initiatives (video feature on interesting jobs/skills and return of News Flash in a Dash video) are being explored for the future.</p>	
<p>7 Uphold public trust and confidence in The City by delivering ongoing communications and campaigns to raise Calgarians' awareness and understanding of The City's services, financial position, and the value Calgarians receive for their taxes and fees.</p>	<p>The Customer Review Period campaign achieved 60 million media impressions and over 50,000 visits to The City's online tax calculator, a 57 per cent improvement from 2022. With a 12 per cent increase in property assessments, inquiries surged in January and in June (12 per cent) when tax bills were mailed. Despite the influx of 311 calls, requests for the Tax Instalment Payment Program (TIPP) increased over 15 per cent, reaching 300,000 participants for the first time, providing a valued service for many Calgary homeowners.</p>	
<p>8 Improve the accessibility of Calgary.ca by making the content and services provided online easier to find and understand. This will help streamline the process of communicating with The City and help to manage high demand for in-person and telephone support.</p>	<p>Improvements have been made to the site structure and organization of Calgary.ca. This update transitioned the previous department and business unit format to a new user-tested topic structure. This change will make it easier for Calgarians to find information and complete tasks.</p> <p>Content improvement projects related to taxi, livery, and ridesharing have recently been completed, offering more relevant and up-to-date information to Calgarians.</p> <p>Content improvement projects for City bylaw information, city-wide growth strategy, and local area planning are now underway.</p>	



## Service Updates on Financial Performance

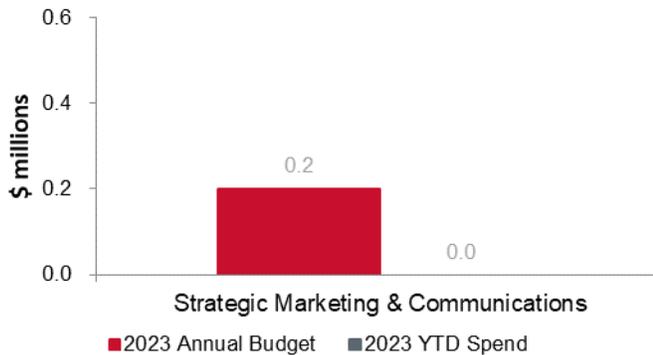
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Strategic Marketing & Communications has an unfavourable year to date operating variance of \$0.11 million primarily due to timing differences between salary and wages and recoveries.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Strategic Marketing & Communications has spent 12 per cent of the 2023 approved capital budget to date. Delays in capital expenditure are attributed to the research and assessment of technology replacement. The research phase is complete, and commitments will be realized in the second half of 2023 for a new email marketing tool and the replacement of aged audio/visual equipment, which will improve the capital spend rate by the end of the year.

# Mayor and Council





# Mayor & Council

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

## Service Description

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

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

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

## Service Updates

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### Highlights

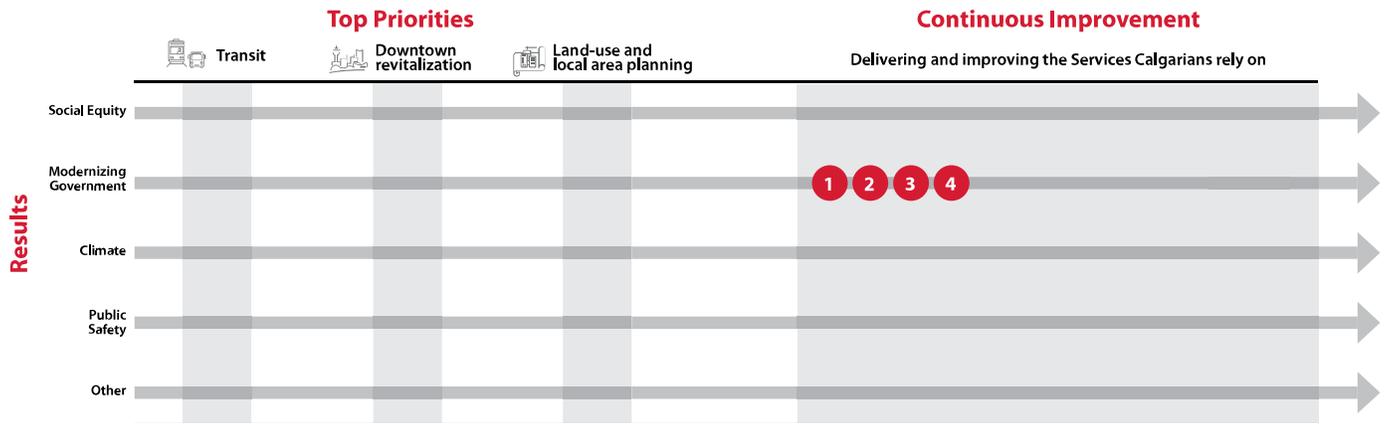
Members of Council continue to serve Calgarians and provide direction that reflects the best interests of the city. Audit Committee continues to support The City's commitment to increasing accountability and transparency by reviewing reports and programs. The Integrity and Ethics Office continues to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

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# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



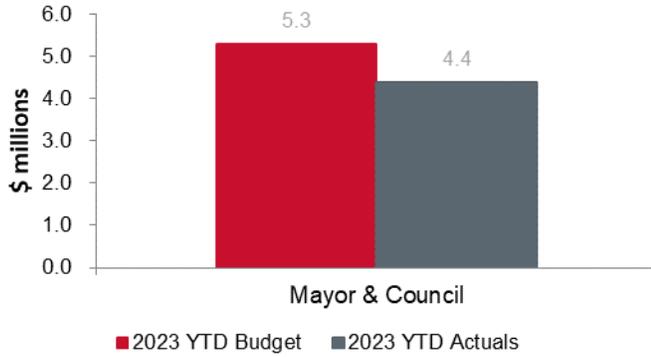
**Legend** Completed Progressing as planned Not progressing as planned Initiative number

Initiative	Initiative Update	Status
1 The Councillors and their Ward Offices will continue to represent the interests of Calgarians and set direction for The City of Calgary.	No update available at this time.	
2 The Office of the Councillors will continue to evaluate service levels for the Ward Offices and Councillors.	The Office of the Councillors supported review and presentation of recommendations for changes to the Ward Budget.	
3 The Audit Committee will continue to provide oversight of The City of Calgary's annual financial statements, internal control processes, risk management, and the performance of internal and external auditors.	No update available at this time.	
4 The Ethics Advisor and the Integrity Commissioner will continue to support Members of Council in meeting ethical standards of conduct when carrying out their public functions.	No update available at this time.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Mayor and Council had operational savings of \$0.9 million. This was mainly attributable to savings in salaries and wages and savings in contract and general services due to lower spending on travel and business expenses for the Mayor and Councilors' offices.

### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

The Mayor and Council service does not have a capital budget for 2023.



# Parks, Recreation and Culture





# Arts & Culture

Led by: Director of Partnerships

## Service Description

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

## Service Updates

### Highlights

- Arts & Culture worked collaboratively to establish culturally relevant elements in parks for Indigenous people. Tipis and a trappers tent were created for downtown parks. Two tipis were gifted to The City by the Nations and with continued relationship building there are plans for additional tipis, a Metis trappers tent and Red River cart. These structures are temporary Indigenous Placemaking to celebrate Indigenous culture as part of Truth and Reconciliation.
- The updated Corporate Public Art Policy was approved by Council in March. It reflects Council's direction to move the commissioning arm of the Public Art Program to the Calgary Arts Development Authority (CADA). It also established the financial mechanism to pool funds, enabling CADA to operate the program in a strategic and flexible way.
- Arts & Culture projects contributed to the Downtown Strategy, including Tomorrow's Chinatown, the Downtown Programming & Activation Strategy, and the activation of Historic Firehall 1 and Lot 6.

### Challenges

- Canada Day plans to transition from high level fireworks to stage level pyrotechnics resulted in strong perspectives from Calgarians being raised. As a result, the decision was made to revert to traditional high-level fireworks. The Arts & Culture team quickly pivoted by engaging the Calgary Stampede and secured approval to host high-level fireworks on the Stampede grounds.
- Logistical challenges have impacted Arts & Culture's ability to efficiently contribute to the Downtown Strategy's Revitalization goals. Project leads must be well versed in corporate processes to be effective in coordinating with interested parties and partners. Recent structural changes impacted links of established relationships. This required additional effort to find contacts within the corporation. Additionally, procurement processes have been challenging and time-consuming. In certain cases, this has prevented budget and project timelines from proceeding as planned.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

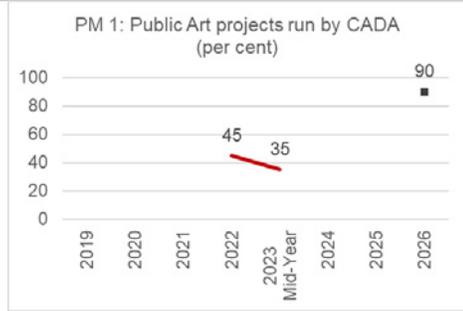
➔ Progressing as planned

⊖ Not progressing as planned

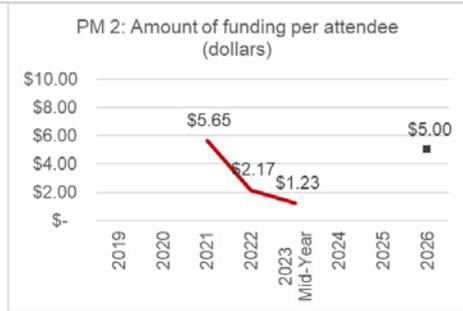
## Performance Measures

## Story behind the numbers

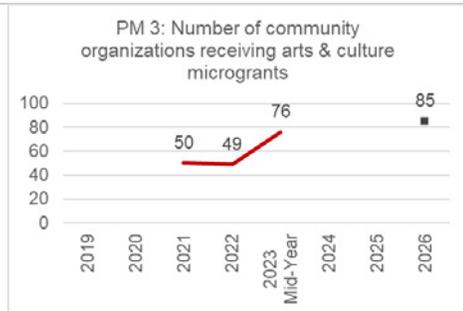
## Status



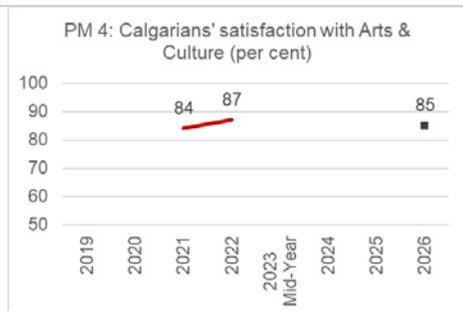
The Public Art team is completing projects which began prior to the program's transition to Calgary Arts Development (CADA). These projects include Microgrants, the Inglewood Bird Sanctuary Crossing Structure, and the NE Public Art Initiative. The City will continue to lead the public art collection and deliver on Truth and Reconciliation commitments. CADA has started several initiatives such as the Centre City Banners and the Open Spaces program and is working with City departments to deliver integrated public art through opportunities like the North Central BRT and Memorial Parkway projects.



The reduction in spending per attendee seen at mid-year shows that more events are being supported and more opportunities are being created for Calgarians to engage and experience low or no cost festivals and events. The mid-year numbers exceed the expected future performance due to the number of reoccurring events that receive Festival and Events Subsidy Program support.



Applicants are prompted to select either Festival & Event Subsidy Funding or Arts & Culture Microgrant Funding. This increases the number of organizations receiving financial support overall through both streams. With more organizations receiving support, there is increased diversity in the opportunities being offered. With 58 per cent of the funding allocated to date, the Arts & Culture Microgrant is projected to exceed the expected future performance outlined in the Arts & Culture service plan.



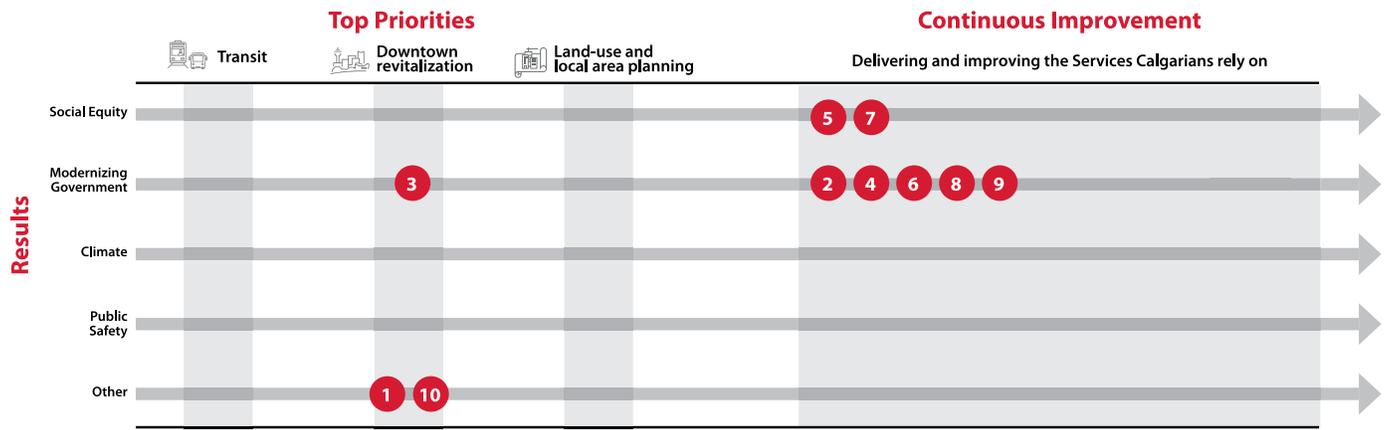
Processes are continuously reviewed with the Cultural Leadership Council (CLC) for consultation and advice on alignment with the cultural sector. Processes reviewed with the CLC included the Arts & Culture Microgrants program and the Festivals and Events Subsidy program. In addition, two Arts & Culture stewarded policies were updated to improve alignment with Council direction in consultation with the CLC. This included the Festival and Event Policy (proposed update in progress) and the Corporate Public Art Policy (update approved). This measure is captured annually, not at mid-year.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

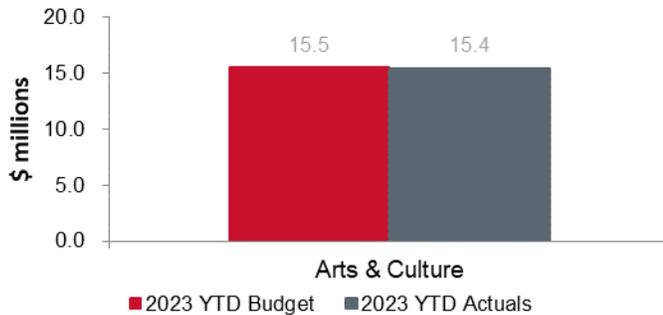
Initiative	Initiative Update	Status
1 Support year-round meaningful cultural experiences by progressing the promotion of the Winter City and Eventful City strategies.	The Winter City Strategy supported the third annual Chinook Blast, Calgary's winter festival celebration, which brought 400,000 people to the downtown in February and \$13.8 million in economic impact. Increased operational funding is required to develop ongoing winter city brand development and increase awareness at home and abroad. One-time funding for the Eventful City Strategy is addressing the impacts of events on adjacent communities which supports the goals within the strategy. Progressing the implementation of both strategies continues through collaboration with partner initiatives.	
2 Support our partners in the film and creative industries by progressing the film friendly strategy.	ELT2021-0803 directed the Film Friendly Team to be established. The Film Program Lead was hired in March. Realignment of existing staff from Arts & Culture to the Continuous Improvement and Integration team in Operational Excellence was completed in April. Budget has been allocated to support the team and program. A cross corporate Oversight Committee has been struck to develop governance and reporting systems. Program mapping is underway, and chartering will kick off for the two core projects in Q3.	
3 Support economic, social and cultural opportunities downtown through Arts & Culture initiatives by investing in partners.	Arts & Culture partnered with the Calgary Downtown Association (CDA) to activate a low-use parking lot, Lot 6, through a collaborative and innovative approach to programing. CDA also participates in the ongoing implementation of the Downtown Programming and Activation Strategy.  A partnership with Calgary Arts Development Authority features a Public Art initiative currently in progress in Chinatown. The project includes commissioning a series of three murals on panels that reflect shared Indigenous and Chinese heritage and relationships.	
4 Invest in Calgary's cultural future through supporting Calgary and Chinatown Cultural Plans.	The Calgary and Chinatown Cultural Plans are unfunded plans that remain in a state of stability. Initiatives are supported cross corporately and are maintained through engagement with partners, including the Cultural Leadership Council, to track progress.  The Chinatown Cultural Plan facilitates relationships with the cultural community. It supports the community through cultural opportunities developed through municipal and provincial grant programs. Arts & Culture approved five initiatives under The Chinese Immigration Act Centenary Microgrant, including the Canada Day Light Show.	

Initiative	Initiative Update	Status
5 Increase equitable access to festivals and events by delivering low-cost and no-cost festivals, events, and programming directly and with our partners.	The Direct Event Program is an initiative that is increasing The City's direct delivery of events and programming that are free to the public. Chinook Blast increased the overall number of events available to Calgarians. Canada Day provided a full day of accessible family-friendly activities that included education, reflection, and celebration. Planning is progressing for Orange Shirt Day. The event includes an increase in scope from previous years, featuring Indigenous artists, addressing Truth and Reconciliation, and sharing Indigenous cultures with all Calgarians.	
6 Improve alignment and service delivery to citizens and modernize the arts and culture sector by reviewing and revising the Civic Arts, Public Art and Festivals and Events policies.	The Corporate Public Art Policy update, approved by Council on 2023 March 14, resulted in the Public Art Program being able to formally pool percent-for-art funds, allowing for a separation between capital project delivery and public art commissioning. This separation improves the service delivery to Calgarians and allows for more creativity in the creation of artworks.  The Festival and Event Policy update is scheduled for presentation to Council in October 2023. The update ensures alignment with the current governance policies and procedures for City-supported festivals and events.	
7 Contribute to Truth & Reconciliation outcomes through Public Art by ensuring Calgary's Public Art Program provides equitable opportunities for Indigenous artists to participate and be reflected in the collection.	Building relationships and trust with Indigenous artists and communities takes time. Arts & Culture has had to make significant changes to The City's application processes to ensure opportunities are accessible to artists in these communities.  The Art in Council Chambers opportunity did not receive enough applicants. As a result, a delay occurred, and a curatorial approach will be taken to deliver this initiative. The Indigenous Placekeeping opportunity was extended and is now well underway, receiving significant interest.	
8 Lead the ongoing development of the arts and culture sector in Calgary through strategic planning, investments and partnerships.	In 2023, the Cultural Leadership Council (CLC) provided valuable expertise on cultural development work at The City to ensure diverse perspectives are represented and heard, including guidance on the Corporate Public Art Policy and Arts & Culture Microgrants. The CLC met four times in the first half of the year. The CLC serves as a championing body for sector advocacy, to promote the advancement of arts and cultural plans, initiatives, and strategies, including the Cultural Plan for Calgary. The CLC continues to work on its strategic planning and continuous improvement to achieve this mandate.	
9 Lead the ongoing development of Public Art leadership and conservation in Calgary through strategic planning, investments and partnerships.	Plans are currently in progress for three major artworks to be re-sited as part of larger downtown revitalization and safety initiatives. The Public Art conservation team provides ongoing support and guidance to other business units, civic partners, community groups, and municipalities regarding public art maintenance best practices and supports and advises artists during the design phases of their projects to ensure artworks are constructed with future maintenance in mind.	
10 Increase vibrancy in the downtown by contributing toward activities in the Downtown Strategy.	The Downtown Programming and Activation Strategy project started in the first half of 2023. Lot 6 has emerged as an optimal venue on the west-end of downtown Calgary to support events which have been displaced from other venues. Historic Firehall 1 is again bustling with activity with weekly vendor markets, all-ages events, and musical performances. This venue is enhancing the lives of Calgarians through vibrant programming and activations.	



## Service Updates on Financial Performance

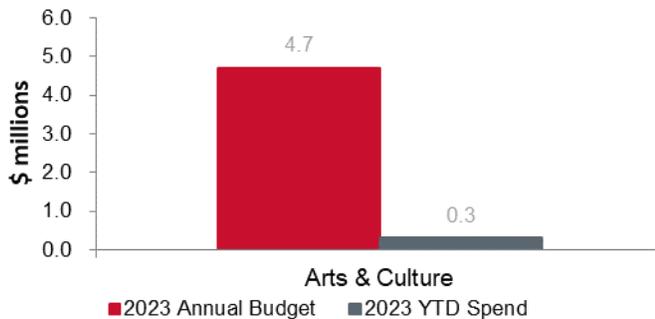
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Operating budgets are on target with no significant variance overall. To date, over 68 per cent of the total budget is the operating grant paid to Calgary Arts Development Authority.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Arts & Culture has spent \$0.3M (6 per cent) of its 2023 capital budget to date. Low spend is related to transfers to Calgary Arts Development Authority in accordance with the outsourcing of the Public Art Program and delays with the Millican-Ogden Brownfield Site project.

# City Cemeteries

Led by: Director of Parks & Open Spaces

## Service Description

The City has two active operating cemeteries that offer a wide range of interment products and services: Prairie Sky Cemetery and Queen's Park (although the land supply for casket interments at Queen's Park will likely end in 2023). The City also has a new regional park and cemetery being planned (in central north Calgary) and four historic cemeteries (Union, Burnsland, Chinese and St. Mary's). The Government of Alberta's Cemetery Act states that only municipalities and faith-based organizations can provide new cemeteries. There is a provincial obligation to maintain cemetery sites in perpetuity.

## Service Updates

### Highlights

City Cemeteries continues the transition of most of its operations from Queen's Park Cemetery (opened in 1940) in central northwest to the Prairie Sky Cemetery (opened in 2021) in the southeast.

This transition was marked by the end of available casket burial space at Queen's Park Cemetery in December 2022. Columbarium, Mausoleum, and cremation interment space and services are still available at Queen's Park in the coming years.

Capital work at Prairie Sky Cemetery in 2023 includes the design and development of a new customer service and administration building and supporting landscape work on site. This project is underway and proceeding well on timeline, budget with a completion target of 2026.

### Challenges

City Cemeteries continues to meet increased service demands again this year for interments. The increase is a result from families postponing interment services in 2020 and 2021 due to COVID-19- restrictions for public gatherings and funerals.

There is a risk in the coming years that revenues will decline with a transition of operations to the south Prairie Sky Cemetery as this new cemetery builds customer awareness and clientele. To mitigate potential revenue declines, City Cemeteries is supported by a Perpetual Care Fund, which consists of 40 per cent of previous year's burial plot and memorialization revenues being reinvested into sustaining operations in perpetuity.

Other risks include the exploration into a long-term potable water source at Prairie Sky Cemetery, severe weather impacting maintenance and unfunded capital for a new north regional park and cemetery. City Cemeteries management continues to work with internal and external partners to mitigate these risks.



# Measuring Our Performance

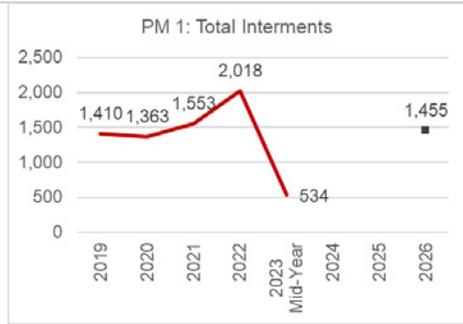
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

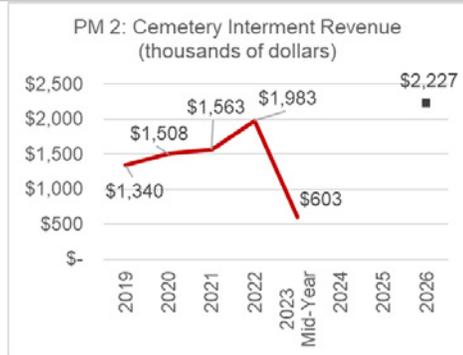
## Performance Measures

## Story behind the numbers

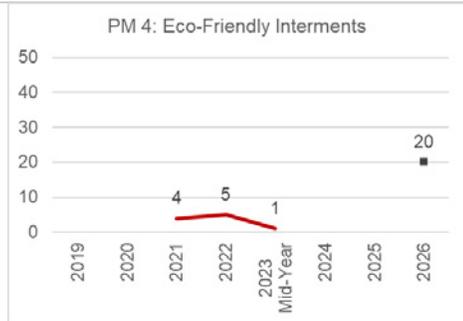
## Status



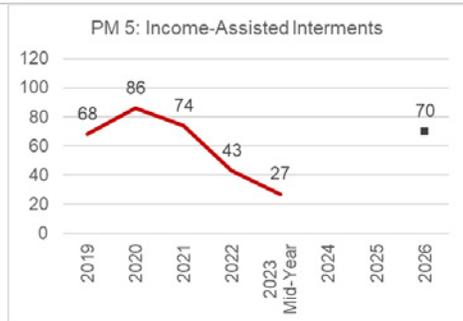
This measure represents annual burial plot, cremation, and mausoleum interments. Annual interment totals have been steady since 2019. In 2021 and 2022, there was an overall increase with the lifting of restrictions for public gatherings due to the pandemic. Looking towards 2026, a slight decline in total interments is expected due to the end of the service's land supply for casket burials at Queen's Park Cemetery.



This measure captures annual burial plot, cremation, and mausoleum interment revenues. Revenue surpassed projections in 2022 after negative pandemic and inflationary impacts in 2020 or 2021. Looking towards 2026, revenues are expected show a gradual increase. Current numbers are impacted by loss of inventory at Queen's Park Cemetery and the gradual growth through more advance planning and at-need plot purchases at Prairie Sky Cemetery. Revenues will continue increase due to incremental price increases to better reflect market levels and inflation.



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. Slower growth is expected in the coming years.



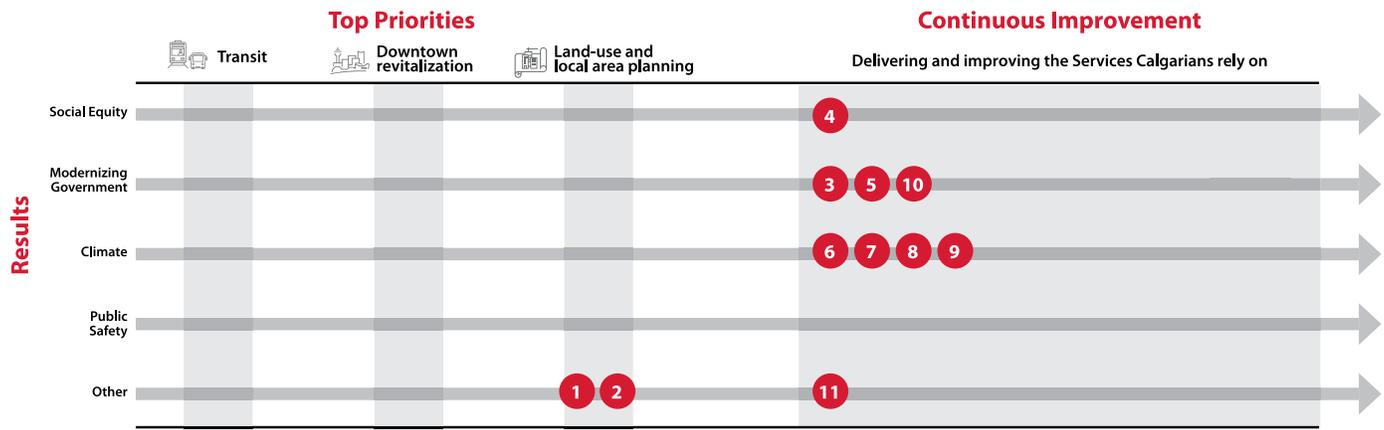
City Cemeteries operates under a not-for-profit business model. In addition to a wide variety of dignified, value-based services and pricing options for all Calgarians, City Cemeteries provide services to customers in financial constraints who would likely not be able to afford interment services provided 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.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

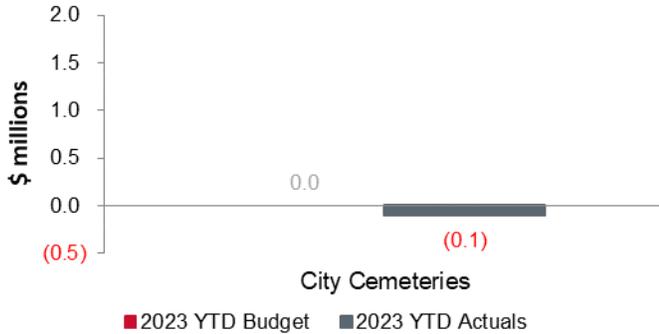
Initiative	Initiative Update	Status
1 Complete Phase One of development at Prairie Sky Cemetery by 2026 to continue providing this provincially legislated service for the coming decades of Calgarians.	This priority capital project is progressing as planned. Completion of this phase is expected in 2026.	
2 Meet Calgarian’s needs and expectations for cemetery services by designing and constructing a customer service and administrative building at Prairie Sky Cemetery by 2024 (the service is currently working out of the nearby Ralph Klein Park building).	This priority capital project is progressing but not as planned. A project charter has been completed and procurement for a prime consultant has been put into motion. Completion of this facility is now expected in 2026.	
3 Manage Calgarians' expectations by implementing a closing strategy for Queen’s Park Cemetery once casket interment space land supply ends in 2023.	The City of Calgary sold the last casket burial plot for Queen’s Park Cemetery in December 2022 (cemetery opened in 1940). Looking towards 2023, the site will still have columbarium, mausoleum, and cremation burial sites available for purchase. Cemetery sales information has been updated, proactive communications underway, including media stories.	
4 Provide a diverse range of affordable and value-based cemetery products and service options by conducting an annual cemeteries price benchmark analysis.	Customer service and product option price lists were updated as part of the 2023-26 budget process. Prices will continue to be reviewed annually to respond to market and industry trends.	
5 Connect with Calgarians by re-establishing interactive community events (i.e., Mother’s and Father’s Day flowers, historic cemetery tours, etc.) and exploring new opportunities.	This initiative is progressing as planned. Events to date include providing cemetery visitors with free flowers on Mother’s and Father’s Day in Q1/2. Future events this year include historic Cemetery Tours for the public and supporting Remembrance Day ceremonies for military and veteran groups.	
6 Support climate resilience by implementing climate-friendly initiatives through the strategic design, development and operations of the Prairie Sky Cemetery and new north cemetery-regional park (i.e. tree planting, seeding vs. sodding, natural landscapes, etc.).	A proactive, eco-sensitive maintenance program has been implemented at Prairie Sky Cemetery. As a result of this initiative, graves will be cleaned on a more frequent basis to prevent artificial flowers or other materials being blown off graves and into the surrounding wetlands and farmlands.	

Initiative	Initiative Update	Status
7 Reduce water use by implementing innovative, alternative products and strategic cemetery design (i.e., monument rain shadowing, drip irrigation, open green space).	This work is progressing as planned. For example, exploration of different arid condition grass seeds reducing water needs that are tolerant throughout the dry summer months. Progressive cemetery design, creating greater areas with reduced upright monument, reducing rain shadowing allowing for better overall irrigation.	
8 Support The City's climate strategies by introducing more natural landscape spaces within current cemetery spaces (i.e., reduced mowing cycles, less irrigation, native grasses, support wildlife and biodiversity, etc.).	This work is progressing as planned. For example, the green burial site, a natural area within the cemetery planted with prairie grasses minimizing maintenance and supporting the biodiversity of the site.	
9 Continually improve service and mitigate environmental impacts by exploring actionable and effective emerging interment trend opportunities (i.e., green burial, scattering gardens, cremation alternative interment options, etc.).	This work is progressing as planned. For example, the green burial site, a natural area within the cemetery planted with prairie grasses minimizing maintenance and supporting the biodiversity of the site. The addition of a scattering garden provides a valued alternative to families choosing cremation as their final disposition.	
10 Ensure service sustainability in the coming decades by continuing to allocate 40 per cent of annual interment and memorialization product sales to The City of Calgary's Perpetual Care Fund.	The City transfers 40 per cent of annual interment and memorialization product revenue (based on an industry best practice) to a Perpetual Care Fund (PCF). This fund helps support and pay for cemetery maintenance (e.g., turf care, monument rehabilitation). The PCF will likely decline in 2020-30 to help support establishing the new Prairie Sky Cemetery and currently unfunded new north regional park and cemetery.	
11 Provide a safe and healthy environment for cemetery visitors, employees, contractors and volunteers by strengthening the commitment to safety and well-being.	Initiatives in 2023 to date include: additional onsite signage with respect to speed limits and support for the eco-sensitive programs within the Prairie Sky cemetery. Continued tailgate talks and participation in corporate Health and Safety programs, including increased onsite inspections supporting the City's safety initiatives and programs.	



## Service Updates on Financial Performance

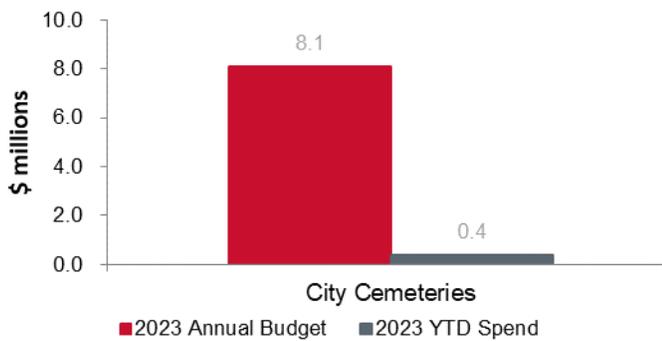
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

City Cemeteries has a minimal favourable variance as a result of the timing of procurement and supply, the work will be completed this year

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

City Cemeteries has spent 4 per cent of the 2023 approved capital budget. Year-to-date, the capital expenditures have been used to deliver the following:

- installing two Columbarium Wall Units at Prairie Sky;
- some of the budget funded by the Cemetery reserve, was setup for potential lifecycle needs. Currently no projects have been identified so budget is being pushed out until a need arises;
- spend is delayed as a result of supply issues and delayed.

# Library Services

Led by: Director of Partnerships

## Service Description

Calgary's libraries are vibrant community hubs that not only provide access to resources and learning that Calgarians are seeking, but also foster connection, belonging, and empowerment. The Calgary Public Library Board is an independent City of Calgary Civic Partner that leverages The City's investment of operating and capital grants and assets through volunteer support, partnerships, and donations. As a separate legal entity, costs for the Library's separate governance and corporate services (Human Resources, Information Technology, Financial Services, Security and Facility Management) are included in the Library's operating budget breakdown.

## Service Updates

### Highlights

- The first half of 2023 showed very strong user activity for nearly all the Calgary Library's service offerings. In-person visitation was 48 per cent higher compared to same period last year. Materials circulation, programming, room rentals and more are all notably higher than they were at this point in 2022.
- The member base is showing similarly strong growth, with approximately 72,000 new members added in 2023. This takes the total active member base to over 777,000, the highest it has ever been by a considerable margin.
- Membership and visitation drive all other services, and a strong early showing in 2023 suggests a busy and successful year to come.

### Challenges

The cost of materials and furniture is increasing, as is the amount of time required to procure it. Manufacturing and delivery times are getting longer, which is having an impact on planned lifecycle and library upgrades.



# Measuring Our Performance

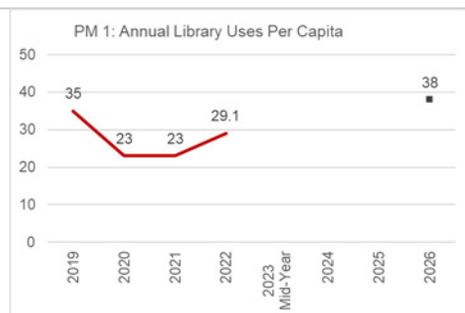
## Legend

- Actuals
- Expected Future Performance
- Progressing as planned
- Not progressing as planned

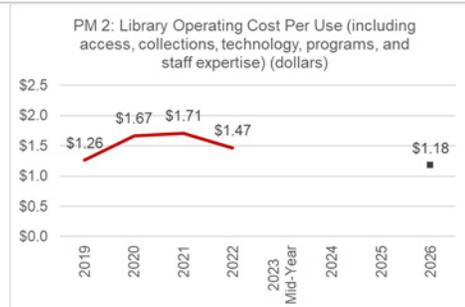
## Performance Measures

## Story behind the numbers

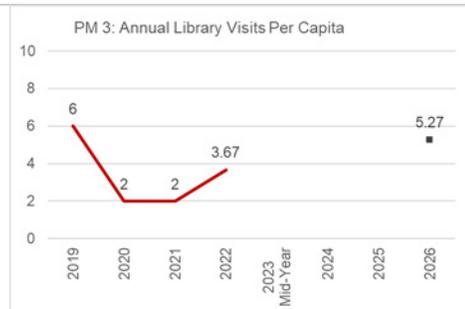
## Status



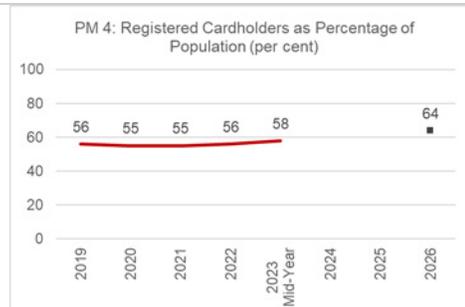
This measure reflects the annual total Library uses divided by population. Of the 11 different service points that contribute to total uses, only seven are available mid-year. The remaining four measures are dependent on data collection activities in the second half of the year. Of those seven available measures, six have increased compared to the previous year. Library visits in particular, a primary driver of all other services, have increased 48 per cent relative to 2022. The full calculation of total uses, as well as the comparative ratio to population, will be available in early 2024.



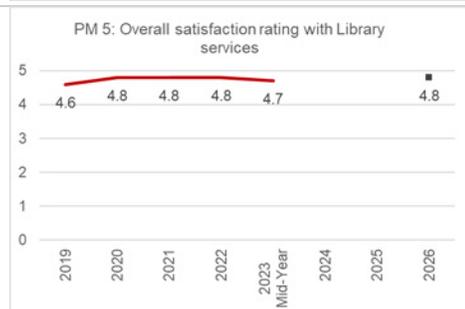
This measure reflects the annual total Library uses divided by Library operating budget. Like performance measure one, this value cannot be calculated prior to end of year. Given that the available total use data points are currently 12 per cent higher than last year, it is expected that this measure will improve favorably throughout the year. The full calculation of total uses, as well as the comparative ratio to operating budget, will be available in early 2024.



This measure is only partially calculable given that it is an annual metric. It reflects the annual total in-person Library visits divided by population. Though the ratio is less useful at mid-year, if we compare sum total visits in the first half of 2023, we see an increase of 48 per cent over the same period in 2022. While not yet at the levels seen pre-pandemic in 2019 (a year which saw peak visitation due to the opening of the new Central Library), visits are steadily increasing quarter over quarter. The full calculation of annual Library visits per capita will be available in early 2024.



Library membership continues to increase steadily each month. As of 2023 June 30, the Library had 777,373 active members. Active members denote those who have used their Library card within the past 36 months. Relative to per capita, this shows that 58 per cent of Calgarians have a membership and have interacted with Library services within the past three years. This period represents the fourth quarter in a row where the Library set a new record membership.



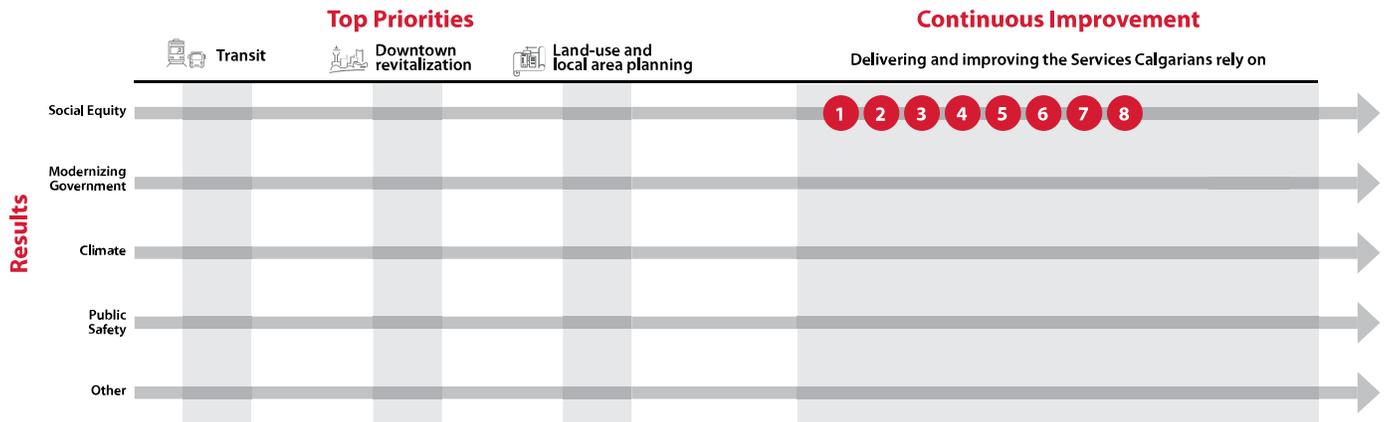
This measure is derived from a third-party phone survey conducted semi-annually. Of the 400 Library members surveyed in June, 137 (31.9%) rated their experiences as very satisfying, and 270 (62.8%) rated as extremely satisfying. This gave an overall satisfaction score of 4.7/5. Members are selected randomly and represent a broad spectrum of Library users, engaging with a wide variety of Library services. This measure has remained consistently high since 2019, showing considerable resilience during the years of the pandemic. It is indicative of the quality and breadth of the offerings.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

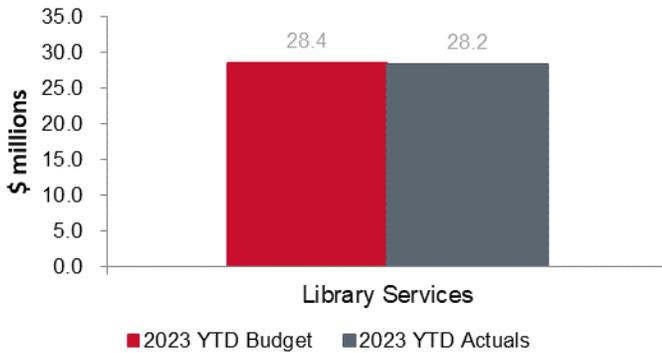
Initiative	Initiative Update	Status
1 Provide exceptional service to Calgarians by operating the existing 21 service locations, maintaining the current service level of 1,450 open hours per week (average 70 hours per location).	Library hours have not been altered and are on track with expectations. Exceptional service is reflected in membership and visitation levels, and member satisfaction. Membership continues to grow quarterly, with a total of 71,680 members added year to date (YTD). The active membership base is six per cent higher compared to this period last year. Visitation continues to increase as well, with 48 per cent more total visits YTD than in 2022. Member satisfaction continues to remain extremely high, with 95 per cent of respondents indicating their experience were very, or extremely satisfying.	
2 Increase quality of life for all Calgarians by operating outreach services to mobility-challenged populations, groups experiencing vulnerabilities, and those residing in areas without a convenient Library service location.	Community outreach is an area that has been slower to return to pre-pandemic levels due to a variety of reasons including staff and partner capacity, and community need. It highlights newfound efficiencies as many outreach experiences have been translated to virtual delivery. Though in-person outreach is still a priority and receives most of the resource allocation, advances in virtual programming has allowed staff unprecedented reach into schools and classrooms. Facilitators regularly engage with thousands of students concurrently, extending the ability to connect with communities.	
3 Enhance pathways to wellness for Calgarians by improving and expanding services offered through Wellness Desks.	The wellness desk continues to be a well utilized service. Average monthly engagements have increased 88 per cent compared to 2022. Most visitors reported they received the help they needed and had a clear step forward in addressing their concerns.	
4 Enhance support for school-aged learning by developing pop-up and loanable versions of current Questionarium content and materials.	Formal work has yet to begin on this initiative. Piloting of a mobile Questionarium is currently underway. Full work on this initiative is expected to begin in 2024.	
5 Maintain a “Good” rating in building condition assessments by conducting lifecycle investment in existing service locations.	Lifecycle and Library updates play an important role in remaining relevant to the changing needs of Calgarians. Shawnessy Library received a renovation this year, adding bookable rooms among other updates. Fish Creek Library is scheduled for a Lifecycle update in 2024.	
6 Increase quality of life for Calgarians by building four new library service locations by end of 2026.	Library construction in Walden, Belmont, and Symon’s Valley are proceeding according to planned timelines. The new facility in Skyview is unlikely to meet the 2026 deadline.	
7 Improve early learning capacity by creating three new outdoor early learning centres by end of 2026.	Work on this initiative has yet to begin. Other capital asset projects have taken precedent in 2023. Work is expected to begin on this initiative in 2024.	

Initiative	Initiative Update	Status
8 Increase sense of belonging by creating additional opportunities for Indigenous Placemaking within current service locations.	This initiative is currently in Phase Four, with artists creating work for Fish Creek, Village Square, and Judith Umbach Libraries. This phase is focused on mentorship, and pairs previous experienced placemaking artists with emerging artists.	



## Service Updates on Financial Performance

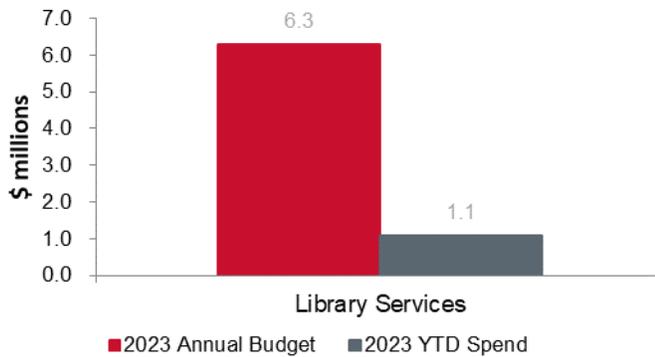
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Operating budgets are on target with no significant variance overall. The Library Services budget represents the operating grant distributed to the Calgary Public Library.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Library Services has spent \$1.1M (18 per cent) of its 2023 capital budget to date. Project spends are scheduled to be invested in the latter half of the year aligning to the construction season.

# Parks & Open Spaces

Led by: Director of Parks & Open Spaces

## Service Description

Calgary's parks and open spaces are cherished places that connect Calgarians with nature, our heritage and each other. The citywide parks system provides Calgarians with safe, inclusive, active-living opportunities. The system includes regional and neighbourhood parks, natural areas and the river valleys. The service maintains and stewards almost 8,700 hectares of public spaces (the equivalent of 11,000 football fields spread out citywide over 5,200 parcels of land). Parks and Open Spaces conserves and promotes biodiverse ecosystems and cultural landscapes. It supports park stewardship among Calgarians through volunteer and education programs.

## Service Updates

### Highlights

Parks and Open Spaces saw several highlights so far in 2023, including:

- A Washroom Attendant Pilot Project launched at Olympic Plaza and Century Gardens. The City is partnering with Alberta Alliance Who Educate and Advocate Responsibly with the goal to improve public safety in two busy downtown parks. The pilot is funded in part by the Province of Alberta.
- The City's inclusive playgrounds won Calgary Child's a 2023 Parents' Choice Award in Q1 as the Best Accessible/Inclusive Experience for Kids. Inclusive playgrounds are meant to be engaging, fun spaces where everyone can play regardless of their abilities.
- Parks and Open Spaces initiated a Tipi Project this year with partners at the Tsuut'ina, Blackfoot, Stoney and Metis Nations. Tipis from these Signatories of Treaty 7 partners will be in City parks this summer for all to enjoy. This cultural learning opportunity for Calgarians is one small step in the journey toward reconciliation and celebrating unique traditions and practices.

### Challenges

In recent years, there has been an increase in real and perceived safety concerns in downtown parks for the public and City staff. In response, the service is working closely with a Downtown Park Safety Committee whose mandate is to optimize public safety through investigating and implementing strategies. Various initiatives have been launched: e.g., park activations (free events) to encourage more Calgarians into the parks, enhanced communication between partner organizations, increased staff training and awareness and a Washroom Attendant Pilot Project.

The service is working towards full implementation of a new Parks Asset Reporting and Information System (PARIS 2.0) for greater insight and accuracy on parks data for sustainable improvement for operations. Technical challenges include integration with the 3-1-1 system and large-scale staff training requirements. The service has added more resources to this project and collaborating with Information Technologies and Human Resources.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

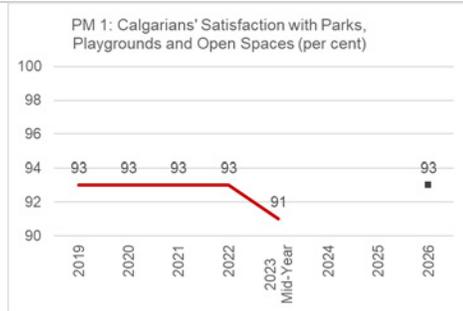
➔ Progressing as planned

⊖ Not progressing as planned

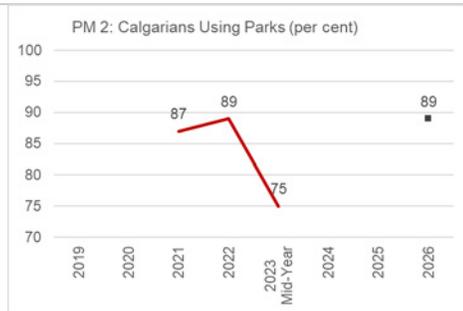
## Performance Measures

## Story behind the numbers

## Status



Calgary's parks have consistently scored high since the introduction of the annual Calgarian satisfaction survey. The 91% score is from the 2023 Spring Survey of Calgarians Report. The slight decline may reflect the lower usage of parks in the winter months by Calgarians and the stress the system absorbed during high usage during the pandemic. For 2023-26, Parks and Open Spaces aims to maintain high public satisfaction with requested funding to maintain current service levels (with annual growth funding) and lifecycle capital funding for repairs and replacements of aging park amenities.



This Pulse on Parks survey result for the mid-year report reveals the percentage of Calgarians who reported using parks in months with snow (October to March). The year-end score should be higher with more Calgarians using parks in the warmer months (April to September). For example, in 2022, park usage peaked at 89 per cent in the months without snow, while in months with snow usage was still strong at 75 per cent. The service aims to increase the use of parks in winter months with the continuation of cold-weather park attractions (such as skating, cross-country ski trails, firepits, etc.).



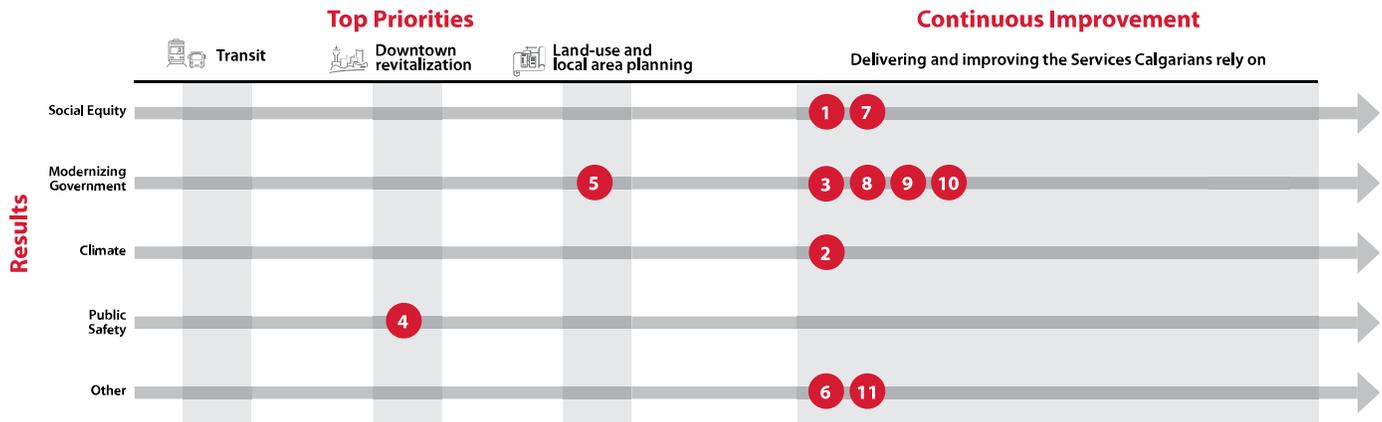
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

- PM 3: Park Assets in Acceptable, Good or Excellent Condition (per cent)
- PM 4: Hectares of New Parkland Added (hectares)
- PM 5: Hectares of Park Habitat Restoration (hectares)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

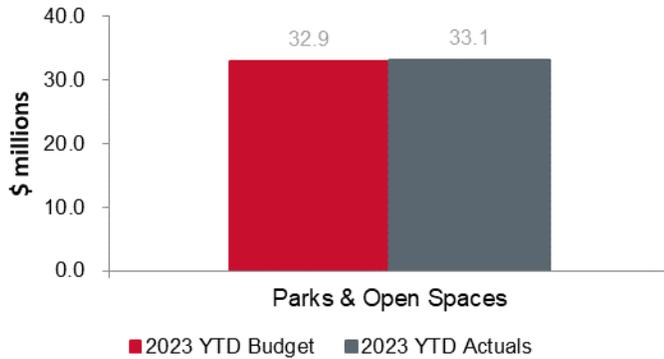
Initiative	Initiative Update	Status
1 Enhance the quality of life of Calgarians, Parks and Open Spaces by providing safe, inclusive, vibrant and accessible parks and open spaces.	Parks and Open Spaces is maintaining 2022 service levels with its available budget, including newer winter amenities introduced during the pandemic. Capital highlights so far include the Bow to Bluff Corridor that was completed in Q2. Bow to Bluff began as an independent, citizen-led initiative that borders the Northwest LRT line between the Bow River and McHugh Bluff. The reimagined corridor now includes an upgraded pathway connecting three separate public spaces – Bow Landing Park, Harvest Park and Play Park – each outfit with unique amenities bringing people together.	
2 Support climate resilience, focusing on improving the health of the ecological network, through the development and implementation of Habitat Management Plans.	The Ecological Network (EN) model was integrated into policy and open data layer. Urban Conservation and Climate & Environment apply EN to park planning in new community development. Habitat management plans (HMP) for four City natural areas (Edworthy, Douglasdale, Weaselhead and JH Woods parks) are in planning stages and due by end of 2023 with major Capital restoration design & site preparation scheduled to begin at each site in Q3. The Weaselhead-Glenmore HMP has completed restoration feasibility study and public engagement; consultation with Tsuut'ina Nation on the plan has begun in Q2.	
3 Assist and encourage commercial activities in City parks by continuing to improve processes for interested businesses and citizens who can enhance the park user experience.	In Q1, Parks and Open Spaces finalized our Vendors in Parks guidelines and shared them with previous vendors to further provide more transparency and structure around the program. Part of this work included expediting previous vendors applications in hopes to stagger applications and create a more efficient process. As of Q2, we have activated 12 vendors in parks with four more in the process and applications still arriving. This includes new vendors to the program.	
4 Support downtown revitalization to increase community safety and enhance Calgarians' experiences in our downtown parks and open spaces by working with our partners, including public sector, private sector and non-government organizations.	A new Washroom Attendant Pilot Project launched at Olympic Plaza and Century Gardens in Q2. The City is partnering with Alberta Alliance Who Educate and Advocate Responsibly (AAWEAR) with the goal to improve public safety in two busy downtown parks. The pilot is funded in part by the Province. Other ongoing efforts include park activations (e.g., free events) and more collaboration with other organizations and City services.	
5 Improve the sustainability and resiliency of Calgary's parks and open spaces system by updating the Parks Open Space Plan which is the overarching policy that governs use, provision and preservation of our municipal parks system.	Public engagement was completed for Connect: Calgary's Parks Plan in Q2 2023. Once finalized, this plan will be a new guiding document on how The City will develop and manage an exceptional, inclusive and sustainable parks system into the coming decades.	

Initiative	Initiative Update	Status
6 Maintain community connections and Calgarians' wellness by providing year-round amenities and activities, including winter activities and new attractions as opportunities arise.	Parks and Open Spaces is maintaining its 2022 service levels in 2023, including maintain new cold-weather park programs and amenities introduced during the pandemic to provide the public with safe, fun and healthy activities during the winter (e.g., outdoor skating ponds, cross-country ski trails, firepits). This year, the service is planning to extend its popular skating paths where feasible.	
7 Celebrate Calgary's past and strengthen The City's commitment to Truth and Reconciliation by continuing to maintain and celebrate Calgary's historic and cultural landscapes.	Parks and Open Spaces initiated a Tipi Project this year with partners at the Tsuut'ina, Blackfoot, Stoney and Metis Nations. Tipis from these Nations of Treaty 7 partners will be in City parks this summer for all to enjoy. This cultural learning opportunity for Calgarians is one small step in the journey toward reconciliation and celebrating unique traditions and practices.	
8 To maintain Calgary's high quality parks and open space system, Parks and Open Spaces will continue exploring new funding mechanisms and partnerships that can provide value and benefits for Calgarians.	Parks and Open Spaces is working on a significant naming rights, sponsorship and capital improvement opportunity and submitting a proposal by the end of Q2. Additionally, we are seeing more naming, gifts-in-kind and smaller sponsorship opportunities present and are near completion on a project with Kal-Tire Foundation on enhancing safety and access in North Glenmore Park. Park volunteer programs also benefit our service, including the 56th Annual Pathway and River Cleanup that took part this Spring.	
9 Connect more Calgarians with their parks and open spaces system by developing and implementing a marketing and communications strategy to engage Calgarians on the value and benefits of using parks and accessing nature in the city.	Park and Open Spaces public communications, social media updates and park outreach activities are ongoing. Planning for a revamped public education campaign is slated for later this year.	
10 Support continuous improvement of the service by exploring more data and technology options to improve decision making, sustainability and service delivery.	A major and complex transition is underway for Parks and Open Spaces' Geographic Information System-based asset management and work tracking information system. This new system aims to help optimize processes, reporting and provide more data-based decision making for the service. Implementation and staff training for the new system is slated to be complete by the end of 2023.	
11 Provide a safe and healthy environment for park users, employees, contractors and volunteers by strengthening commitments to safety and well being.	The service is strongly focused on the continuous improvement of health, safety and environmental improvements for its staff, customers and partners. Initiatives this year include a Washroom Attendant pilot project for Calgarians in our downtown parks and expanding safety training for staff to deal with potentially challenging situations and environments.	



## Service Updates on Financial Performance

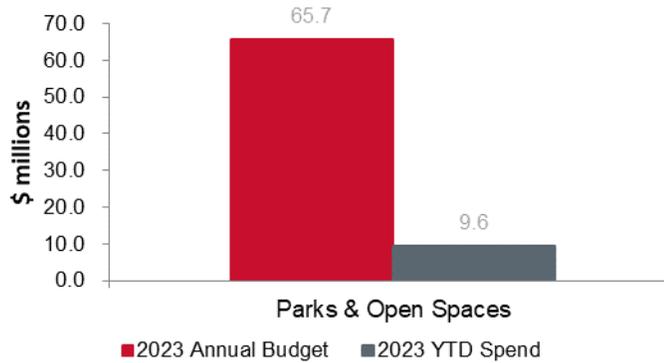
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Parks & Open Spaces is closely tracking with the budget and expect to be at zero at the end of the year. The small YTD variance showing in June will be covered by scheduled corporate allocations coming in July.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Parks & Open Spaces has spent 15% of its capital budget and is projecting that 55% of its 2023 capital budget will be spent by the end of the year. The lower spend is being driven by deferred/extended construction timelines, resulting from limited resource capacity and delays in procurement. The reduced spend is also being caused by delays in the execution of design/development plans for new park development and major park upgrades.

# Recreation Opportunities

Led by: Director of Recreation & Social Programs

## Service Description

Recreation Opportunities leads and invests in Calgary's publicly funded recreation sector, creating, planning and delivering spaces, programs, and services to help Calgarians thrive. We provide accessible and equitable recreation opportunities that improve quality of life, contribute to inclusive communities, and promote social, mental and physical wellbeing. We develop strategies to increase equitable access to year-round indoor and outdoor active living and play opportunities that meet the evolving and diverse needs of Calgarians.

## Service Updates

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### Highlights

Recreation Opportunities is making progress on returning to an optimized staffing level to provide Calgarians the level of service they expect. Work supporting the initiative to recover our workforce post-pandemic has achieved good results, with communications and staffing is at 86 per cent of optimal levels, up from 75 per cent at the beginning of the year. Council approved the Foothills Multisport Fieldhouse amenity mix and direction to proceed with design.

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### Challenges

Inflation has been a significant factor in several capital projects, including MNP Leisure Expansion Aquatics Project (LEAP), which are experiencing a gap in project costs vs. total project budget. Both internal and consultant capacity is delaying the progression of several strategies and projects, including GamePLAN and GamePLAN for Facilities. In affected projects, work is being reallocated to teams with the capacity to successfully undertake the work and strategies are underway.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

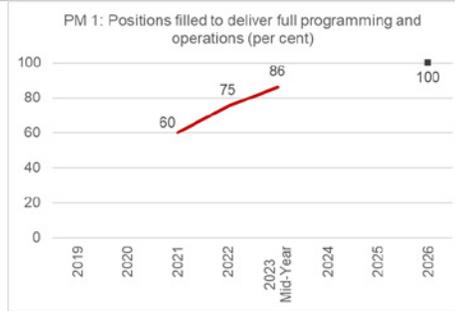
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



Good progress has been made to improve operational staffing levels; however, programming staffing levels continue to experience challenges. Combined operational and programming staffing levels are at 86% of the positions required to meet optimal levels. As of May 31, 2023, operations staffing levels are at 88% whereas programming staffing levels are at 61% of optimal levels. Recreation Opportunities will continue to focus on staff recruitment and retention.



Compared to fully optimized schedules, decreased operating hours continue at City-operated aquatic facilities. Due to a reduced workforce, summer service adjustments are in effect to maximize service delivery to Calgarians. These adjustments consider the facility use habits, patterns and service expectations of customers which change for summer. For example, the pools at Village Square and Southland Leisure Centres have increased to seven days per week to meet increased demand over the summer.



Demand for Fee Assistance continues to grow as available recreation offerings recover from COVID-19 pandemic impacts. In the first five months of 2023, the value of the subsidies provided to low-income Calgarians is significantly higher than the same period in 2022. Recreation Opportunities will continue to implement strategies to support usage of Fee Assistance among those qualified through Fair Entry.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

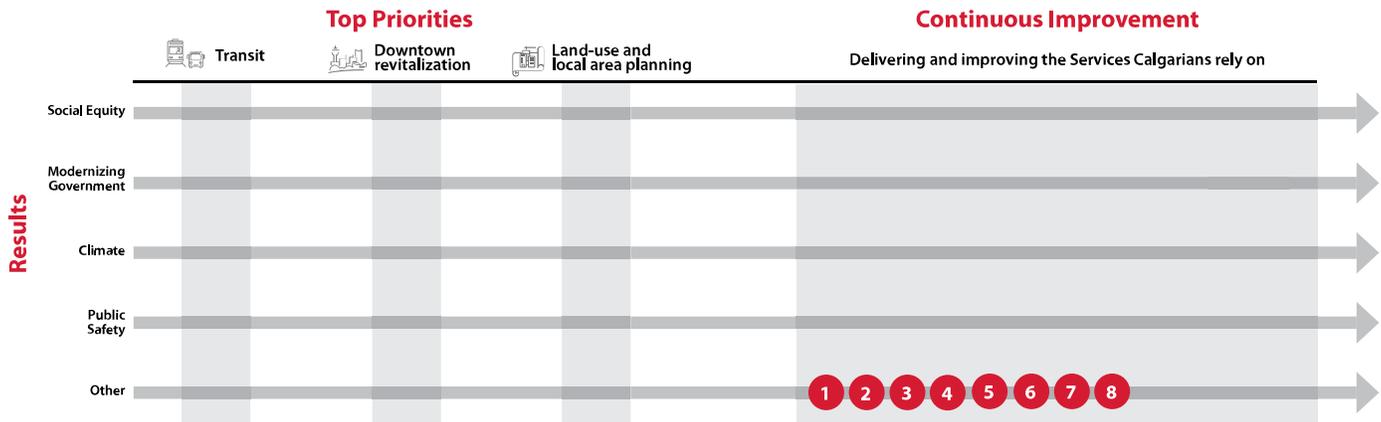
PM 3: Customers that agree City of Calgary Recreation provides good value for money (per cent)

PM 5: Calgarians living within a catchment area that have access to facilities with both specialized and fundamental aquatic amenities (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend**

- Completed
- Progressing as planned
- Not progressing as planned
- Initiative number

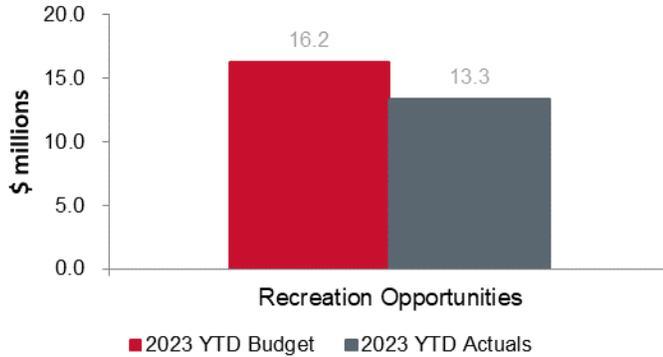
Initiative	Initiative Update	Status
1 Offer full programming and operations by recruiting and retaining the required complement of staff to recover our workforce post-pandemic.	Staff well-being is critical to both recruitment and retention. A project to strengthen a respectful workplace is progressing, with training and staff supports rolling out. The service line has reached 86 per cent staffing target, up from 75 per cent at the beginning of the year, to add additional operational hours at our facilities that are not yet fully open. The Succession planning tool has been implemented with leadership.	
2 Return to full amenity and service hours to meet the recreational needs of Calgarians by stabilizing and recovering direct delivery of recreation opportunities post-pandemic.	Having open and accessible facilities with a full complement of programming will help bring service offerings in line with Calgarians' expectations. The Arts Centre Staffing Model is underway, with a review of facility operations planned. With an increased staffing complement, the service line can run more program hours and relaunch new and previously enjoyed programming opportunities.	
3 Support Calgarians' ability to experience the benefits of recreation by providing a range of equitable and accessible recreation opportunities that encourage active daily living.	Following realignment, the Recreation & Social Programs business unit is developing a Program Strategy to support a coordinated approach to program delivery for Recreation Opportunities, Social Programs and Parks & Open Spaces. This project has experienced scoping delays through the first half of the year but has been prioritized for delivery moving forward.	
4 Deliver equitable and accessible recreation opportunities by stewarding the publicly-funded recreation system to enable and support partners.	Recreation Opportunities stewards public recreation in Calgary and works with its partners to fill amenity gaps. Inflation has been a significant factor in several capital projects, including MNP LEAP, which are experiencing a gap in project costs vs. total project budget. We are working with the consulting team to undertake a peer review to look for optimized design solutions and cost savings. Council approved the Foothills Multisport Fieldhouse amenity mix and direction to proceed with design. Fieldhouse design will be led by Infrastructure Services.	
5 Provide sport leadership, sport partnership, sport opportunities, and sport experiences by progressing the Sport For Life Policy.	The Sport for Life Policy focuses on working with partners to provide Calgarians access to participate in sports. Funding agreements with Sport Calgary have been executed and initiatives related to the policy have been prioritized for implementation. Work is progressing on an audit tool for identifying low-cost improvements to facilities to make them more welcoming to equity-deserving groups.	
6 Better demonstrate the value of the publicly-funded recreation system, through work with our partners to develop and report on performance measures.	This work is resourced to begin in a future year.	

Initiative	Initiative Update	Status
7 Lead and invest in the future of Calgary’s publicly-funded recreation system by resourcing and prioritizing the GamePLAN and Facilities Investment Plan.	GamePLAN is the 10-year vision for the public recreation system and will define what we and our partners are collectively striving for. Both internal and consultant capacity is delaying the progression of several strategies and projects, including GamePLAN and GamePLAN for Facilities. Alternate resourcing is being put in place and timelines have been adjusted to allow for the progression of work while still aligning with key related projects and Corporate initiatives.	
8 Optimize current service delivery through a strategic approach to pricing, product and service offerings, and policy to meet market demand.	Informed by key learnings from other municipalities, a Digital Strategy is in development that will identify opportunities to improve online access to recreation services for Calgarians (i.e., online pass sales, self-serve refunds, chatbot support, digital report cards, etc.) and tools to support staff (i.e., staff scheduling software, online services training, etc.). The Project Team is collaborating with Law to explore the use of digital forms and waivers. Additional projects such as online pass sales, tennis court and meeting room bookings, kiosks and chatbots are in the discovery phase.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of June 30, 2023**



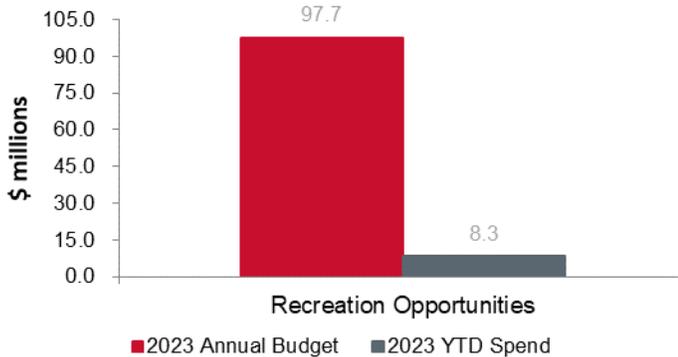
**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

As of mid-year 2023, Recreation Opportunities has a favourable variance of \$2.8 million:

\$1.7 million due to savings associated with post-pandemic recovery of City-operated recreation facilities. While attendance and program bookings are showing a positive recovery trend, they remain below historical levels. Current revenue shortfalls are offset with expense savings and intentional workforce management which will result in net savings in 2023.

\$1.1 million due to a positive start of the 2023 golf season at City-operated golf courses. Revenues which exceed the break-even position at the end of the year will be transferred to the Golf Reserve.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Recreation Opportunities has spent 8.5% of the 2023 capital budget. Key projects include design of the Glenmore Twin Arena and Belmont Fieldhouse, and construction of the Glenmore Athletic Park Track & Field Upgrades and the Vivo Expansion project. The lower spend rate is primarily due to cost escalation and resulting funding shortfalls which have delayed capital projects.



# Public Safety and Bylaws





# Bylaw Education & Compliance

Led by: Director of Emergency Management & Community Safety

## Service Description

Bylaw Education & Compliance develops and maintains community standards in Calgary to promote healthy and safe communities and to help Calgarians live in harmony with their neighbours. Community peace officers provide bylaw education to achieve compliance and enforce municipal bylaws and provincial statutes in the interest of community safety.

## Service Updates

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### Highlights

Community Safety peace officers continue to ensure the safety, security and supports to the unhoused community and surrounding residents in the East Village by providing regular patrols on bike and foot. With funding from the Downtown Revitalization Fund, maintenance around Dermot Baldwin Way has increased from five to seven times per week. Improved client safety and a reduction in criminal activity has been seen outside of the Drop-In Center.

There has been an increase in collaboration with Calgary Police Service (CPS), Calgary Transit, Downtown Ambassadors, Calgary Municipal Land Corporation (CMLC), Human-Centered Engagement Liaison Partnership (HELP) team and RioCan Security Staff as result of weekly meetings at the East Village Safety Hub. The meetings provide the opportunity to discuss actions at the 'ground level' to address challenges such as petty crime and social disorder. The meetings are proving successful to bring agencies together, to strategize and to move forward.

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### Challenges

COVID 19 has impacted the ability to recruit sufficient staff and fill vacant positions for the last two years. This is being addressed now, with a class of 12 new officers recruited in May 2023, and another class planned for year end. This has led to limited staff resources. Priorities have changed from traditional enforcement of bylaws to increased enforcement during the proliferation of protests in the downtown core and combating the increasingly visible substance abuse on public property. This has required Community Safety to prioritize coverage in these non-traditional areas. The combination of limited staff resources, changing priorities and the need to coordinate with other agencies to combat social disorder has been a key challenge for Community Safety.



# Measuring Our Performance

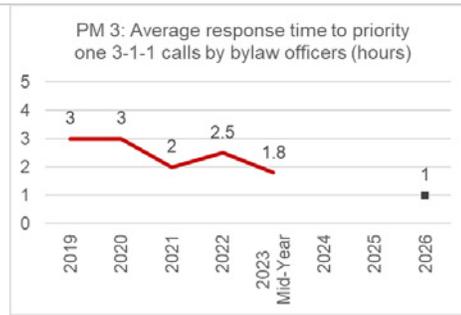
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

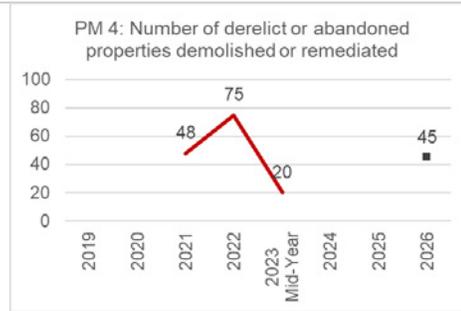
## Performance Measures

## Story behind the numbers

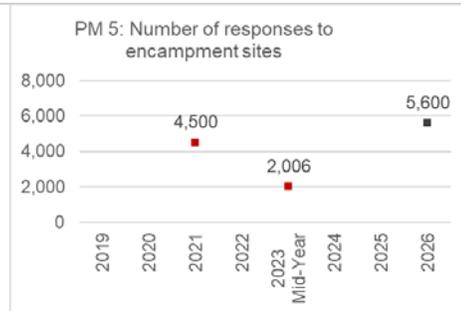
## Status



Community Safety has maintained responsiveness in a complex environment that has been challenged by emerging issues and trends that impact community safety. For Emergency 3-1-1 calls created between January 1 to May 31, the average response time by bylaw officers has improved from 2.5 hours in 2022 to 1.8 hours in 2023 (Jan. 1 – May 31) despite evolving community needs such as protest response. Contributing factors include more operational staff and a new team model for improved responsiveness.



From January 1 to May 31, Community Safety has demolished or remediated 20 derelict or abandoned properties across the city. With appropriate resources, Community Safety will continue to develop and maintain an established response and monitoring program to address the broad spectrum of problem properties and aim to meet the 2026 expected future performance.



From January 1 to May 31 there have been 2006 encampment concerns recorded and 2489 responses by officers including subsequent visits. Bylaw Education & Compliance has observed an increase in the number of encampment sites citywide. Response to encampment sites require a coordinated approach between the Partner Agency Liaison Team and other support services. Through this coordination, bylaw officers continue to protect public safety and the unhoused community.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

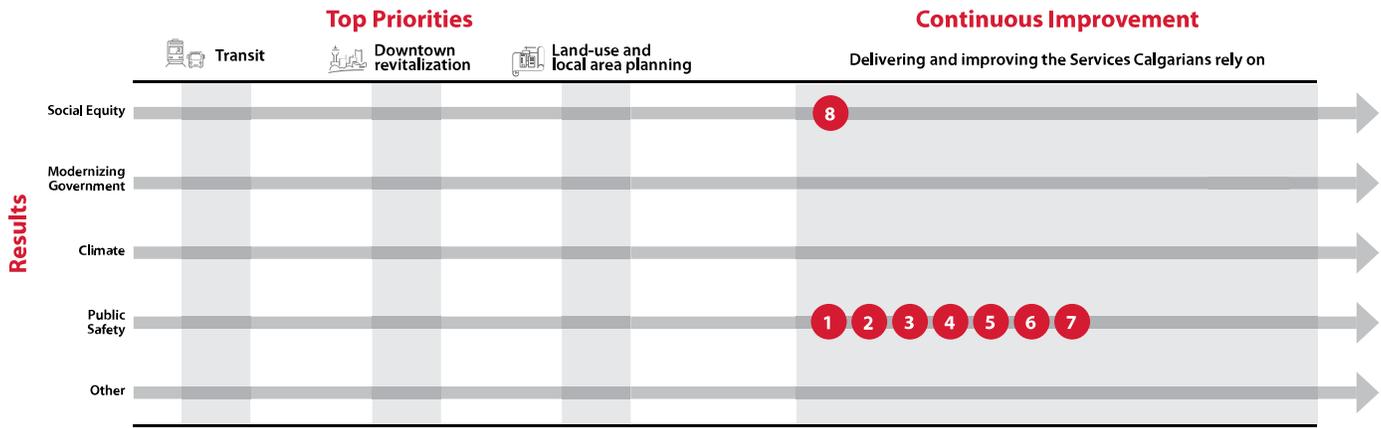
PM 1: Bylaw calls for service resolved through education and voluntary compliance (per cent)

PM 2: Satisfaction with the job The City is doing providing Bylaw Education & Compliance service (per cent of Calgarians satisfied)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

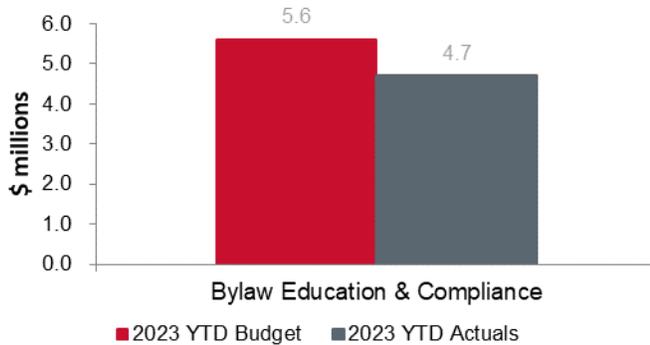
Initiative	Initiative Update	Status
1 Link populations experiencing vulnerabilities with partnering agencies and support services by evolving the front-line officer outreach model.	The three Partner Agency Liaison (PAL) teams are continuing their unique working model focused on creating positive relationships to support vulnerable populations. They coordinate outreach activities with the Alpha House Human-Centered Engagement Liaison Partnership team to connect persons in encampments with social services, including temporary shelters.	
2 Address localized social disorder and improve safety in the downtown core by increasing community peace officer capacity.	The number of Partner Agency Liaison (PAL) teams who work with the vulnerable population has been increased from two to three. Community Safety has also deployed an extra nine members to our downtown office from the 12 new hires earlier in the year in order to increase officer presence in the same areas where the rise in social disorder is concentrated. Another peace officer competition has been scheduled for Q4 2023 with as many as 15-20 new officers to be hired. This increase in staffing will contribute greatly to addressing social disorder and improving safety in the downtown core.	
3 Strengthen employee resiliency by delivering training and resources designed to improve officer safety and support mental and physical wellness.	In order to promote increased learning and development, training opportunities are being communicated to staff on a regular basis. Opportunities this year have included: Boat Patrol and Water Safety Training, Field Training Officers, Control Tactics Instructors and Illegal Dumping Camera Project Lead. To support staff wellbeing, when staff are dealing with traumatic events, the Peer Support Team provides knowledge, practical help and emotional and social support to affected staff. The team is embedded into the daily operations schedule and is called upon regularly to provide support.	
4 Improve responsiveness to emerging local issues and citizen needs by leveraging new technology to modernize service delivery.	Our One City Records Management Solution (RMS) is a single system that features efficient workflow, modern technology, and integrated information, reducing the need to access multiple applications and manual workarounds. This system is currently in the test phase and is scheduled to go live in Q1 2024.	
5 Address problem properties in Calgary by increasing capacity to develop and maintain an established coordinated response and monitoring program.	Community Safety has identified bylaw amendments, advocacy approaches, and operational changes to more effectively address concerns related to problem properties. Proposed bylaw improvements will increase Administration's ability to address complex property related situations by providing Community peace officers with more flexibility to deal with unique challenges where there were previously barriers. This brings efficiencies to service delivery, removes redundancy in the bylaw, and provides general housekeeping amendments to help citizens understand bylaw requirements.	
6 Promote bylaw compliance and community safety by increasing community engagement efforts.	The Community Safety team has been actively involved in attending local schools to promote community safety and present on bylaws. We have two new positions that will come online by Q4 2023 to carry out this type of community engagement through schools on a full-time basis.	

Initiative	Initiative Update	Status
<p>7 Improve citizen awareness on illegal dumping and temporary sign bylaws through targeted education, programming and increased enforcement practices.</p>	<p>Community Safety has been actively enforcing the illegal placement of signs in areas known to be experiencing sign proliferation. Officers have partnered with Ward 5 Councilor’s office to educate business owners and impound sign. Officers have targeted oversized signs along portions of Metis Trail, and with the help of the Roads service, have removed 35 signs to date. ‘Trail cams’ have been placed at known hotspots and are being monitored. The cameras have proven to be a deterrent, with a drop in illegal dumping taking place at these locations.</p>	
<p>8 Promote inclusive public engagement by strengthening relationships with Indigenous and Racialized communities and aligning enforcement practices with the Corporate Anti-Racism strategy.</p>	<p>Community Safety has worked closely with members of the Anti-Racism Strategy to deliver training to new recruits and to develop new training for existing staff. This work has focused on current Standard Operating Policies and ensuring that moving forward, the team is consulted on many aspects of Community Safety’s business practices. Community Safety is working closely with outreach groups such as the Drop-In Centre and Alpha House to address the imbalance of unhoused minority groups in the downtown core.</p>	



## Service Updates on Financial Performance

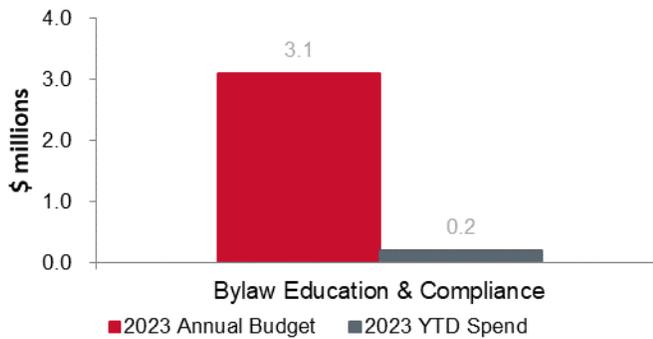
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Bylaw Education & Compliance operational savings of \$0.9 million were driven by temporary vacancies through reprioritization of recruitment activity and training resources towards public transit safety initiatives.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Bylaw Education & Compliance has spent 7 per cent of the 2023 approved capital budget. Year-to-date, the capital work includes acquisition and life cycle of equipment required for Community and Vehicle Standards Peace Officers; as well as modernization of government through technology initiatives such as the ongoing investment in the One City Coordinated Records Management System (OCRMS) program and assessment of a solution to replace and enhance the functionality of the existing Animal Licensing Payments Online (ALPO). Bylaw is also the steward of capital programs for technology modernization and equipment lifecycle across Community and Vehicle Standards. Spend is expected to accelerate in the second half of the year, with lower overall anticipated spend when compared to approved capital budget. This is due to reprioritization of funding for OCRMS from other departments (i.e. IT) which has pushed out funding requirements within Bylaw service line to 2024.

# Calgary 9-1-1

Led by: Director of Emergency Management & Community Safety

## Service Description

Calgary 9-1-1 connects Calgarians with the emergency services they require by evaluating and dispatching 9-1-1 and non-emergency calls from within Calgary and for client agencies located outside of the city. We coordinate with our partners to deliver accurate and timely information to first responders.

## Service Updates

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### Highlights

Calgary 9-1-1 has onboarded 25 new hires year-to-date and has expanded existing employee skillset development and training opportunities, supporting Calgary 9-1-1's commitment to the public and first responders.

Regional Fire contracts have been renewed and a Regional Partners Service program initiated to strengthen and enhance the relationships and service delivery with regional partners.

An external communications plan has been initiated to provide public education and awareness regarding 9-1-1 services. This includes outward facing public engagement, community involvement, and social media posts. This will lay a foundation for many of the initiatives and performance measures, including the citizen satisfaction survey, call re-allocation initiatives, and the move from analog 9-1-1 service to the digital Next Generation 9-1-1 network.

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### Challenges

Staffing challenges continue due to attrition and a competitive hiring market. Key employee initiatives are underway including reviewing the master shift schedule for 9-1-1 employees, enhanced psychological health and safety programs and continued staff engagement.

An increase in unintentional 9-1-1 calls, due to cell phone vendor emergency feature upgrades and international telemarketing robocalls, has contributed to a higher call volume. Corrective actions are in place including increasing staffing to combat the issue in the short term, and continued analysis of technical, procedural, regulatory and staffing solutions for the long-term.

The complexity and workload of individual dispatch positions at Calgary 9-1-1 has increased, placing increased demand on Fire and Police dispatchers. Partner agency requests for dispatch resources have also increased. Efforts are underway, with partner agencies to conduct internal reviews to identify mitigation strategies to manage this challenge.



# Measuring Our Performance

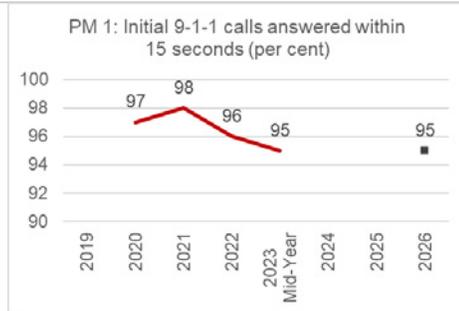
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

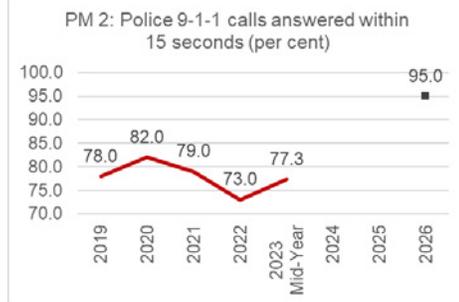
## Performance Measures

## Story behind the numbers

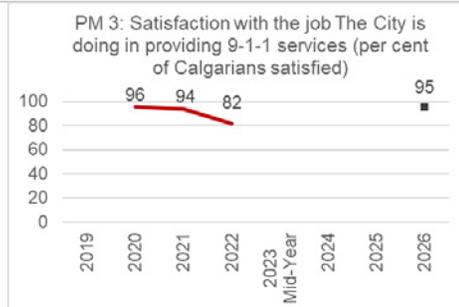
## Status



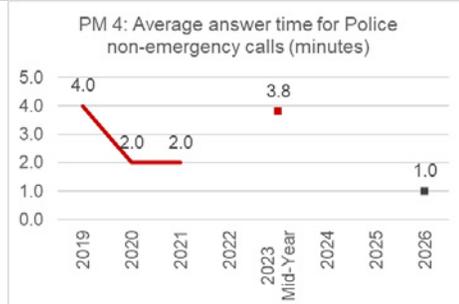
Results are on par with previous years and Calgary 9-1-1 strives to continuously improve this metric through training, and technology and policy enhancements. This metric stems from the Alberta 9-1-1 Standard to provide prompt and reliable answering of emergency calls to benefit customers and resolve their emergency situations as promptly as possible.



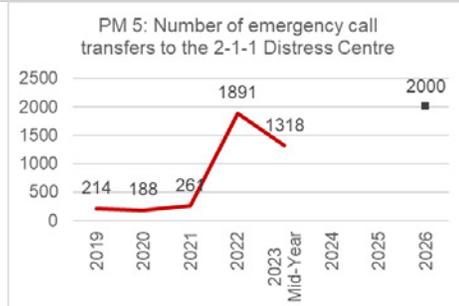
Citizens calling 9-1-1 with a police emergency are waiting on the line longer than should be expected. Calgary 9-1-1 is committed to improvement of this performance measure and is actively working through strategic initiatives focused on police call answer time, including recruitment of new police call taking staff as approved in new 2023-2026 budget, cross-training of existing staff, and continuous improvement of internal policies and practices.



2022 result: 82% (2023 result not yet available). Staffing challenges, increased call complexity, and wait times impact this metric. The restructuring of Emergency Medical Services (EMS) dispatching to Provincial jurisdiction also presents challenges as citizens may not realize the distinction between 9-1-1 and EMS. Planning is underway to improve this metric, such as reduction of wait times (See PM #2), and distinction around Calgary 9-1-1 and provincial EMS dispatch service.



Citizens expect prompt service for both emergency and non-emergency calls. To improve this grade of service, Calgary 9-1-1 is focused on recruitment, staff training, continuous improvement of processes and technology, and exploration of municipal benchmarking of like centres.



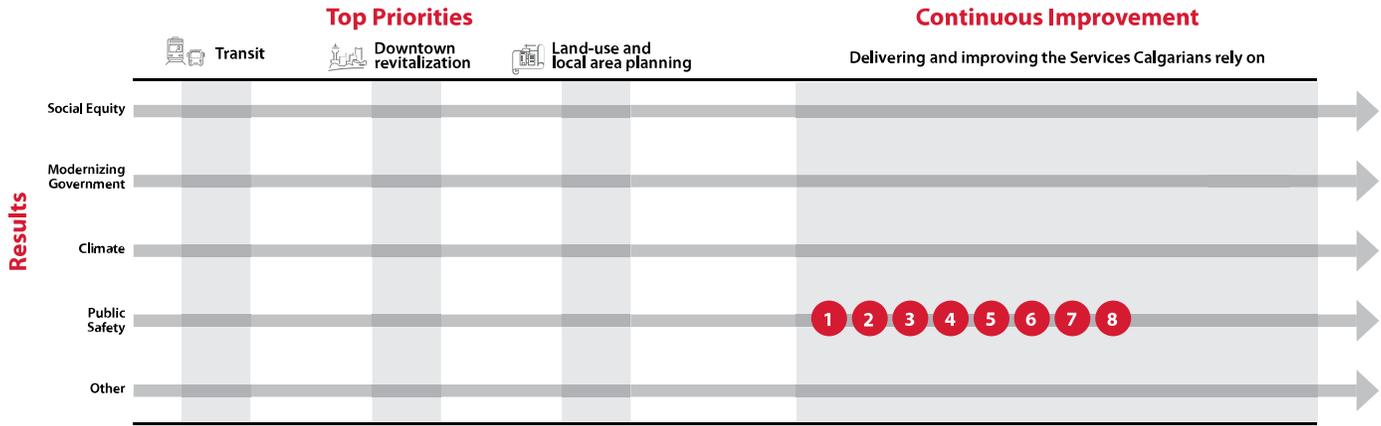
The goal is to reach 2000 calls transferred by 2026; it is expected that this will be achieved ahead of 2023-year end. This level of performance is highly impactful to the population experiencing vulnerabilities and callers in crisis, who will benefit from being connected to the right resource and service.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

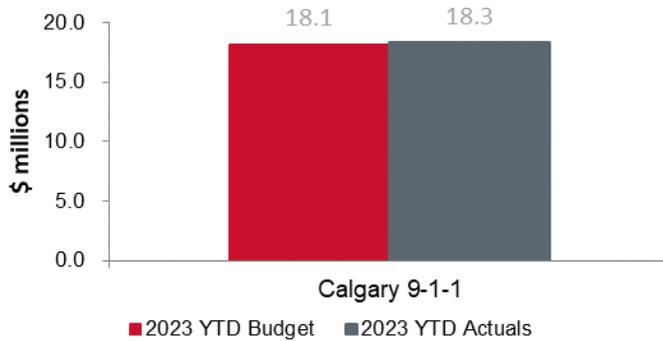
Initiative	Initiative Update	Status
1 Improve emergency response coordination and reduce 9-1-1 processing times by unifying Police and Fire incident management systems.	Coordinating Police and Fire incident management systems will allow for improved service to citizens and ability to respond to calls. It will also create a more efficient support model by streamlining technology and equipment across the 9-1-1 center.	
2 Enable ongoing adoption of the emerging capabilities of modern communication networks by deploying Next Generation 9-1-1 infrastructure.	Calgary 9-1-1 is well underway with its migration to the NG911 network, which will move all 9-1-1 calls within the service area from the existing analog to a new digital phone network.	
3 Meet emerging and evolving expectations of Calgarians through ongoing staff training and development on systems and service changes.	9-1-1 has a dedicated Learning and Wellness team that supports all 9-1-1 operational training initiatives and is working to enhance the training model across our agency. This includes a cross-training program, regular refresher training for 9-1-1 Emergency Communications Officers, ongoing training for new systems and policies, and a roadmap for modernizing and standardizing curriculum for all staff, which is currently underway.	
4 Improve the caller experience by optimizing the Calgary 9-1-1 service delivery model and reducing call transfers.	Service delivery model and continuous improvement opportunities including leveraging ECOs trained in both Fire and Police call-taking functions allows for staffing agility during call surges.	
5 Ensure resilience and continuity of 9-1-1 operations through proactive risk-based planning and mitigation for emerging and evolving threats.	Calgary 9-1-1 is working closely within the business unit to create proactive and risk-based plans. To date, updated Emergency Response Plans for all 9-1-1 staff locations have been created, coordinated mutual aid and interoperability exercises and training have been implemented, and the Tactical Dispatch Team with enhanced interoperability training has been improved. Work is underway to continue refinement of the strategic roadmap for long term planning around this initiative.	
6 Promote employee resilience, retention and a healthy work environment by strengthening psychological health and safety supports.	Calgary 9-1-1 is working to expand existing support services, develop new programs for staff, and contribute to the development of an overarching CoC psychological safety framework. This includes expansion of an existing Peer Support team, additional counselling services for staff, expansion of staff within our Learning and Wellness team, enhanced training programs for the peer support team and expanded training programs for employees on mental health and resiliency. This work will be ongoing and adapt to specific issues and needs necessary to support employee psychological health and safety.	

Initiative	Initiative Update	Status
7 Improve interoperability with partnering agencies, regional municipalities and First Nations.	Calgary 9-1-1 has 12 Regional Partner contracts, including Tsuut'ina First Nation and Stoney Nation. These contracts include a fee for service for Calgary 9-1-1 to provide emergency call taking and Fire dispatch services for 11 regional fire agencies, as well as Peace Officer monitoring and dispatch services for Chestermere Municipal Enforcement. Eleven of these contracts were recently up for renewal, with all renewals slated to be finalized in June 2023.	
8 Better serve populations experiencing vulnerabilities by strengthening community partnerships and engagement.	This service initiative is well underway and is exceeding targets for call re-allocation. This service initiative has seen a growth in partnerships and support for vulnerable populations, including collaboration with the Calgary Alpha House and their Human-Centered Engagement Liaison Partnership (HELP) team (formerly DOAP), and the Community Mobile Crisis Response team (a partnership between Calgary Police Service and the Alex Community Health Centre). Continued strategic planning around enhancements and ongoing support for this service initiative are underway.	



## Service Updates on Financial Performance

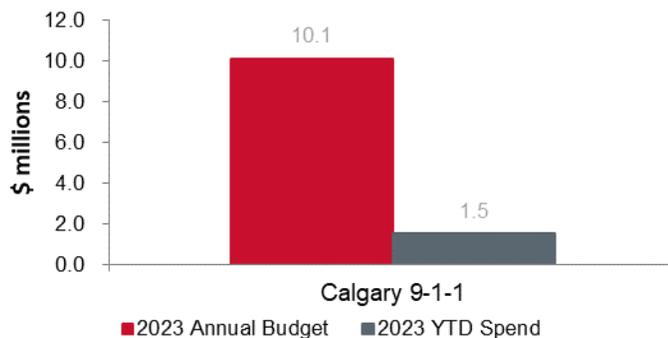
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

911 direct operational spending nets to zero through application of revenue against eligible expenditures, reserve for landline revenue and capital deposit for unallocated Provincial grant funds from 911 wireless levy. The overspend is due to budget timing on the allocated overhead support.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Calgary 9-1-1 has spent 15 per cent of the 2023 approved capital budget. Year-to-date, the capital expenditures include continued progress on the migration to the Next Generation 9-1-1 network and subsequent upgrades that will follow (i.e. Real Time Text). The replacement of the Computer Aided Dispatch system is well into vendor selection, with spending delays into 2024 expected due to a longer than anticipated timeline during the Request for Proposal (RFP) phase. Annual acquisition and life cycle of equipment required for emergency communication call taking and dispatching proceeding as planned. Spending is expected to accelerate ahead of year end to approximately 75 per cent spend of 2023 budget.

# Emergency Management & Business Continuity

Led by: Director of Emergency Management & Community Safety

## Service Description

Emergency Management & Business Continuity is legislated to assess preparedness for and recovery from emergencies, disasters, and business disruptions. We help Calgary withstand emergencies by coordinating efforts of the Calgary Emergency Management Agency (Agency), which includes The City, businesses, non-profit groups and government agencies. We educate on disaster risk, create preparedness networks, develop risk reduction strategies, and deliver emergency social services. Business continuity planning enables delivery of essential services during and after an emergency. Regional and national disaster response support is provided through Canada Task Force 2, Alberta's disaster response team.

## Service Updates

### Highlights

The service has been coordinating City support to the 2023 wildfire season in Alberta and across Canada. The successful response is a result of the significant investment the service has made in risk-informed planning, training, mitigation and resources. These types of responses are expected to be more frequent in the future due to climate change and the service has been proactively preparing for more severe extreme heat, wildfire and other natural hazard events.

Canada Taskforce 2 has provided nine deployments of Incident Management Teams (IMT) to support communities across Alberta and Nova Scotia. The Mobile Command Centre has also been provided for use as an Incident Command Post for impacted communities in Alberta.

Locally, the Emergency Operations Centre was opened to coordinate City response and Emergency Social Services was activated to support evacuees from impacted communities. To date, the service has supported 82 evacuees from seven different communities in Alberta.

### Challenges

As a service that relies on other services to achieve deliverables, the realignment has prompted business units to adjust to the new structure. New demands placed on business units are competing with emergency management requirements and this impacts the service's ability to meet objectives. A business continuity risk has been exposed as new services adjust how they operate. The service has received indications from several business units that compliance with the corporate business continuity policy will not occur in 2023. This risk is being actively managed through existing processes.

Emergency Social Services membership has declined through attrition and the realignment (members moved under new management, new assignments, etc.). A new recruitment strategy is in development, but short-term risk remains. The significant demand of the current hazard season and new post-realignment responsibilities has also exposed capacity issues in the Emergency Management Operations Section.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

<p>PM 2: Participants who completed emergency preparedness programming who feel more prepared for emergencies (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>89</td><td></td></tr> <tr><td>2020</td><td>91</td><td></td></tr> <tr><td>2021</td><td>91</td><td></td></tr> <tr><td>2022</td><td>91.5</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>91.5</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>91.5</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	89		2020	91		2021	91		2022	91.5		2023 Mid-Year	91.5		2024			2025			2026		91.5	<p>This measures the service’s role in preparing the community for emergencies. The target was based on historic baseline data. Research indicates that focusing on increasing capacity (awareness, knowledge, attitude, and skills) of Calgarians and our partners can positively contribute to changes in self-protective behavior, practice, and performance. The focus is on maintaining the high standard and continuing to expand access to programming.</p>	<p>➔</p>
Year	Actuals	Expected Future Performance																											
2019	89																												
2020	91																												
2021	91																												
2022	91.5																												
2023 Mid-Year	91.5																												
2024																													
2025																													
2026		91.5																											
<p>PM 3: Agency members who feel confident in their ability to fill their role if called to the Emergency Operations Centre (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td></td><td></td></tr> <tr><td>2020</td><td></td><td></td></tr> <tr><td>2021</td><td>81</td><td></td></tr> <tr><td>2022</td><td>81</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>81</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>90</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019			2020			2021	81		2022	81		2023 Mid-Year	81		2024			2025			2026		90	<p>This measures the service’s role in preparing Agency members for their role in the Municipal Emergency Plan. The target was set based on the 2021 Agency survey. There has been an increased demand for onboarding new members over the last year. The target is expected to be reached by 2024. Initial focus is on onboarding new members as soon as possible and maintaining members’ abilities through regular training and exercises.</p>	<p>➔</p>
Year	Actuals	Expected Future Performance																											
2019																													
2020																													
2021	81																												
2022	81																												
2023 Mid-Year	81																												
2024																													
2025																													
2026		90																											
<p>PM 4: Agency members who are satisfied in the leadership provided to the Calgary Emergency Management Agency (per cent)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td></td><td></td></tr> <tr><td>2020</td><td></td><td></td></tr> <tr><td>2021</td><td>98</td><td></td></tr> <tr><td>2022</td><td>98</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>98</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>98</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019			2020			2021	98		2022	98		2023 Mid-Year	98		2024			2025			2026		98	<p>The target was set based on a survey of Agency members conducted in 2021. The focus will be to maintain high standard by providing leadership and support to Agency members through continued engagement, collaboration, and partnership opportunities.</p>	<p>➔</p>
Year	Actuals	Expected Future Performance																											
2019																													
2020																													
2021	98																												
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2026		98																											

Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

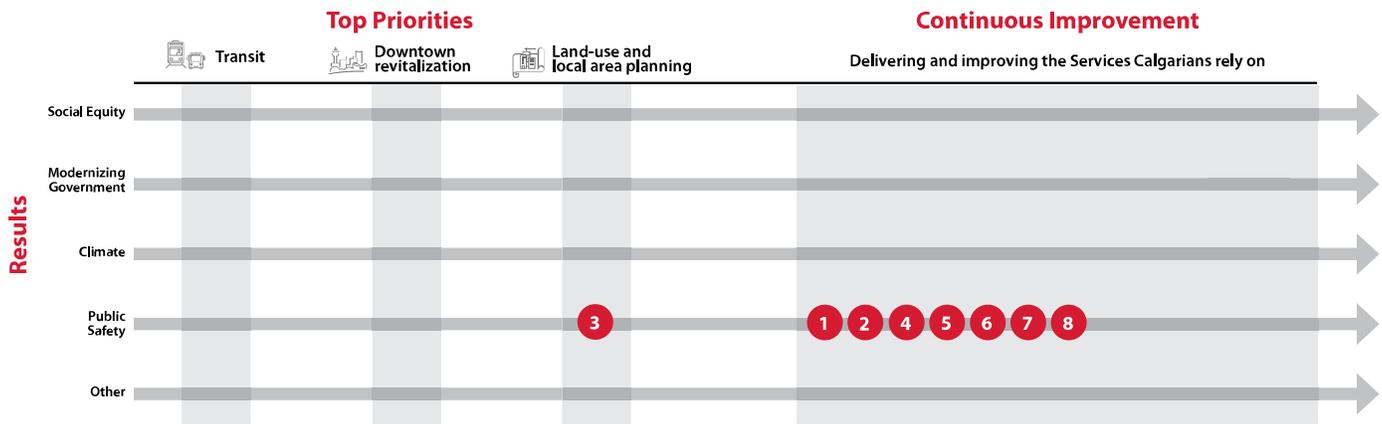
PM 1: City services that are compliant with corporate business continuity policy (per cent)

PM 5: Agency members who are confident in their understanding of local disaster risks (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

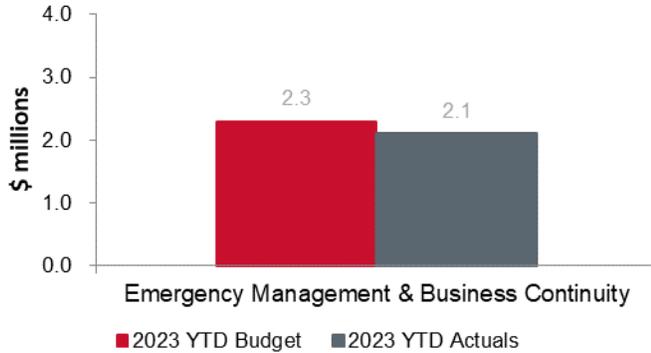
Initiative	Initiative Update	Status
1 Increase awareness and understanding of local hazards within the Agency, City services, and our communities by assessing, analyzing and communicating disaster risk.	The service hosted the first of two risk panels with the Emergency Management Committee of Council scheduled for 2023. The focus was on heat-related risks and subject matter experts (e.g., Environment & Climate Change Canada) were invited to present. These panels are used to inform Council of local risks and activities underway to manage them. The service also completed the annual review and update of Disaster Risk Assessment. The assessment ensures that priority risks are identified and managed to an acceptable level.	
2 Increase the capacity of the community to prepare for emergencies by providing emergency preparedness awareness, education and training.	The service has started to focus on preparedness amongst equity-deserving groups, as they often face increased vulnerability to disasters. Equity in Service Delivery funding is supporting work to increase the capacity of equity-deserving groups to prepare for emergencies by reducing barriers to tools, resources, programs, and supports. The service coordinated Emergency Preparedness Week programming focused on equity-deserving groups and hosted a Neighbour Day event focused on emergency preparedness, building networks, and strengthening community resilience at the Genesis Centre in the NE.	
3 Strengthen disaster risk governance and risk reduction practices within municipal plans, policies, and strategies by collaborating with Agency members, partners, and customers to reduce disaster risk through prevention and mitigation.	The service receives over 100 formal circulations from Development Applications Review Team per year and is also included in dozens of pre-application meetings and informal discussions regarding land-use planning in Calgary. The service submits comments and requirements to ensure our city is being built responsibly within the context of the disaster risks. Furthermore, the service works directly with private critical infrastructure providers on planning, design, and operational considerations to heighten the resilience of these sectors and better prepare Calgary for its top disaster risks.	
4 Increase the capacity of Canada Task Force 2 Disaster Response Team to support local and regional disaster response and recovery by delivering funding, training, exercises, and equipment to ensure alignment with international standards and maintain a continual state of readiness.	After disruptions to in-person training during the pandemic, Canada Taskforce 2 has a renewed focus on training and exercises. The team has onboarded 35 new members brought on in 2022 and has provided tactical and incident management training to members and other response personnel from across the province. The team has demonstrated its purpose by sending several deployments of Incident Management Team members to support municipalities and the Government of Alberta with the 2023 wildfire response, as well as interprovincially to support Nova Scotia with their wildfire disaster.	

Initiative	Initiative Update	Status
5	<p>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.</p>	<p>The service facilitated the first of two functional exercises scheduled for this year with the Agency. It was based on an extreme heat and drought scenario. The training program has also delivered foundational emergency management and Incident Command System courses to new Agency members. In addition, planning for the Calgary Stampede and the World Petroleum Congress is underway. The update of the Municipal Emergency Plan has been initiated and will include a review of the Disaster Recovery Plan and the Mass Casualty Incident Plan annexes. The update remains on target for completion in 2023.</p> 
6	<p>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.</p>	<p>This spring, Emergency Social Services ran a training course for members, focused on using 311 services to assist with the registration process for evacuated residents. Ongoing training initiatives include Psychological First Aid, scenario workshops, and emergency management courses offered by the service. In support of the ongoing wildfires, the service collaborated with the Province of Alberta to open a Reception Centre to provide registration and temporary housing supports to evacuated individuals. The 16-day response was supported by 45 ESS members and provided supports to 82 individuals.</p> 
7	<p>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.</p>	<p>Business continuity planning is now in a cycle of continuous improvement, whereby our advisory and educational services are reviewed, shared, and implemented throughout the corporation and community on an annual basis. This program was fully reviewed by peers during the Covid-19 pandemic, and the policy that governs the service will be reviewed and updated again in 2023 as part of its triennial review process.</p> 
8	<p>Reduce the impact of major emergencies, planned events and service disruptions by coordinating corporate and Agency response and recovery activities.</p>	<p>The service opened the Emergency Operations Centre and activated the Municipal Emergency Plan to support the wildfire response and deployment of local resources. An After-Action Review is underway to ensure lessons learned from the activation are captured. The service has also dedicated resources to emergency management and public safety planning for the World Petroleum Congress. The planning is underway, and the priority is on ensuring the Agency is well informed and prepared for potential disruptions or impacts. The Emergency Operations Centre will open in support of the event in September.</p> 



## Service Updates on Financial Performance

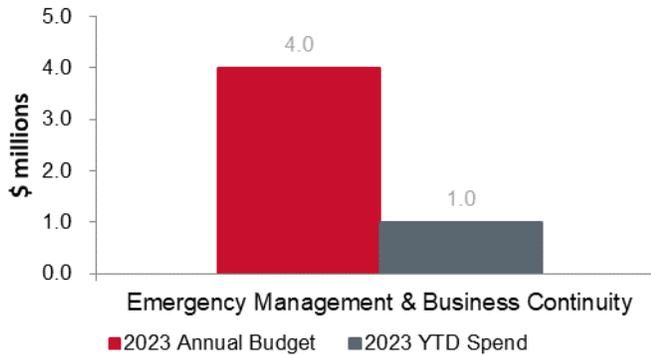
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Emergency Management & Business Continuity operations savings of \$0.2 million due to intentionally managing the workforce for ongoing assessment of changing service demands.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Emergency Management & Business Continuity has spent 24 per cent of the 2023 approved capital budget. Year-to-date, the capital expenditures includes continued investment into Canada Task Force 2, disaster preparedness (including infectious disease and emergency social supplies), as well as equipment and technology upgrades across all Emergency Operations sites. Recent deployments to support wildfire response likely to lead to a lower than expected spend in 2023, when compared to overall 2023 budget; with risk mitigation planning underway to accelerate spend in 2024.

# Fire & Emergency Response

Led by: Chief of Calgary Fire Department

## Service Description

Supported by 42 fire stations and 1,328 firefighters, Fire & Emergency Response provides life-saving emergency assistance to Calgarians and visitors across 848 square kilometres. This includes responding to over 70,000 fire and fire-related incidents, critical medical interventions, motor vehicle collisions, hazardous conditions, specialized technical rescues including water rescues, and calls for public service assistance annually. The service also supports Fire Safety Education and Fire Inspection & Enforcement by helping to deliver community risk reduction programs like general fire prevention education and Fire Safety Reports.

## Service Updates

### Highlights

The service opened a temporary station structure to begin providing essential emergency response coverage that enables further City growth and development in the Belvedere area. The service is on track to recruit and train up to 160 new firefighters for duty in 2023 which will bolster staffing levels to maintain core emergency response services while balancing other operational demands, including training and wellness. In alignment with Council direction and industry best practice, the service is on track to receive four new aerial units this year and will begin increasing the staffing to four person crews in 2024.

### Challenges

The continued trend of increasing service demand is straining resource availability and hindering efforts to improve system performance. The service has responded to over 36,000 emergency incidents so far in 2023, a 19 per cent increase compared to the same period in 2022. Fires have increased by eight per cent and critical medical interventions have increased by 20 per cent.

The increase in service demand, especially for critical medical interventions, has been disproportionately greater in the downtown core, particularly in Station 01 district where medical calls volumes are 150 per cent greater compared to 2021. The service is watching this trend closely and evaluating ways to address risks to the system.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

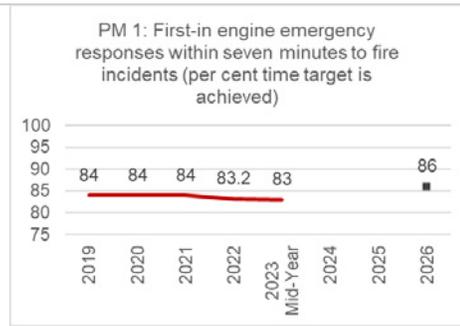
➔ Progressing as planned

⊖ Not progressing as planned

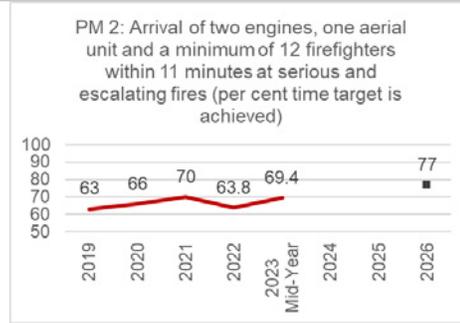
## Performance Measures

## Story behind the numbers

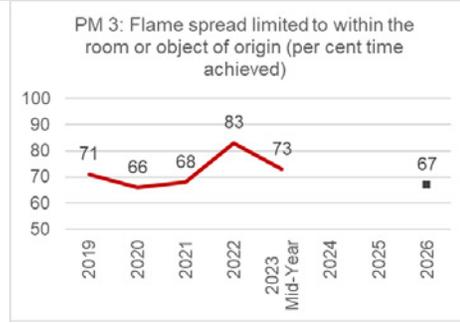
## Status



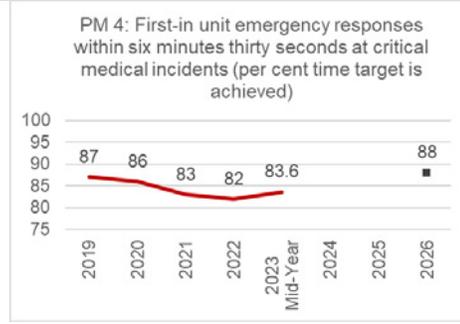
Analysis shows that the 90th percentile time of 7 minutes 36 seconds is 26 seconds slower compared to the same period last year. The service is applying strategies to maintain staffing levels and improve response time performance, but the relaunch of large group training and other programs that were suspended during the pandemic is impacting resource availability. The system is also strained by a nearly 20 per cent increase in emergency call volumes compared to the same period in 2022, putting it on track to exceed the record demand for service experienced in 2022.



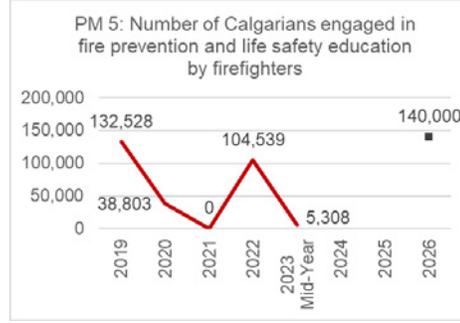
The service has taken numerous steps to improve response times, including enhanced station alerting systems, quarterly reporting of response performance statistics to District Chiefs to inform decisions, and increased hiring to ensure adequate frontline staffing. The service observed improved response times despite responding to over 36,000 emergency incidents in the first half of 2023, including an 8 per cent increase in structure fires. Since the number of serious and escalating fires tends to be small, there can be significant variation in the 90th percentile statistic for this measure.



The service observed a deterioration in the percentage of time flame spread is contained to room or object of origin compared to 2022. Flame spread is influenced by many factors including the type and location of the fire, structural design considerations, fire safety systems and preventative measures. Combined with an 8 per cent increase in fire incidents in 2023, this could be contributing to the deterioration in performance despite the improvement in the time to assemble essential resources at serious fires. The overall performance trend is still within the target range.



Medical response performance remained steady despite the service attending 20 per cent more medical calls compared to the same period in 2022. The greatest increase in medical calls was observed in the downtown core where response times tend to be faster compared to other areas. Still, firefighters continue to spend longer on-scene waiting for AHS-EMS support which impacts the overall system reliability. The number of interactions with Calgarians experiencing vulnerabilities is also increasing, with overdose/poisoning incidents increasing by 40 per cent compared to the same period in 2022.



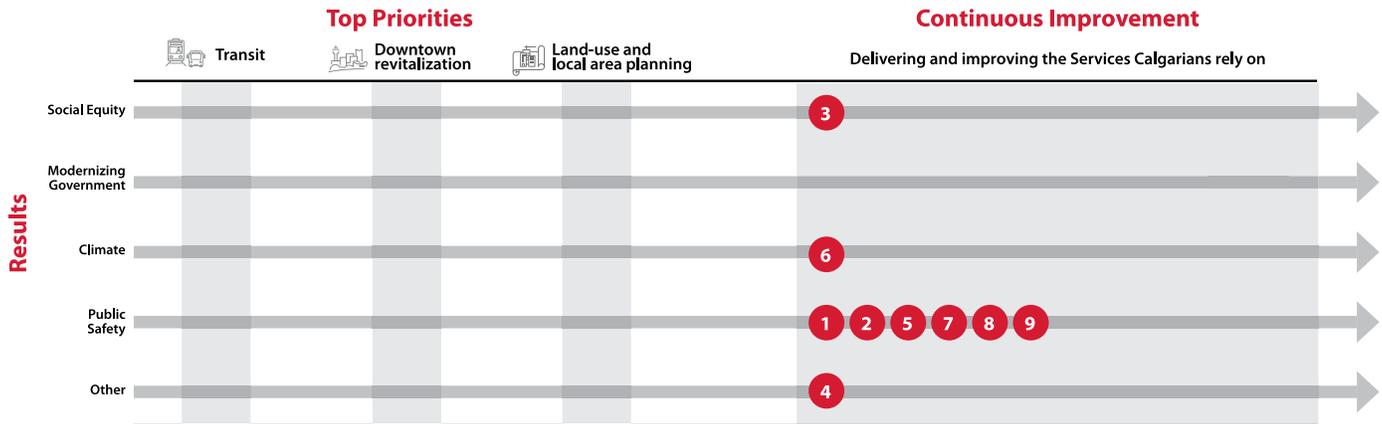
Key engagement programs like the Home Safety Program and Fire Safety Reports program are launching later than planned this year due to competing operational priorities. Firefighters continue to deliver education to Calgarians through other programs, including School Fire Drills, Firefighter Storytime, and Station Tours requested via 3-1-1, although the volume of people reached by these methods is considerably lower.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

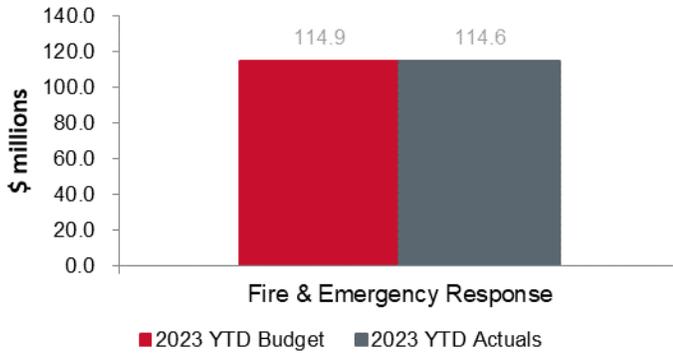
Initiative	Initiative Update	Status
1 Improve emergency response and outcomes at serious fires by decreasing the time needed to assemble essential firefighting resources (two engines, one aerial, and a minimum of 12 firefighters) within 11 minutes at the incident. The service will focus on increasing the number of aerial units deployed across the city and the number of firefighters staffing those units.	The service is replacing four aerial apparatus this year as it shifts to a new deployment model that will help improve the time required to assemble critical firefighting resources at escalating fires. One aerial has been commissioned as is being used for training due to changes in design that impact operations. The service is on track to receive three more aerials in 2023 and will be ready to increase staffing on these apparatus to four people in 2024.	
2 Maintain service levels by ensuring adequate staffing levels to balance operational demands including emergency response, community risk reduction initiatives, training and wellness.	The service is on track to train up to 160 new recruits for frontline operations which will help manage staffing levels to meet service demands. The service is also evaluating overall Sickness and Accident benefit usage to identify and address underlying issues, and attendance levels appear to be improving.	
3 Foster an equitable, diverse and inclusive workplace that understands and represents the community served and where staff feel valued and experience a sense of belonging. The service will expand learning opportunities for, and remove barriers to, equity, diversity, inclusion and belonging, explore more equitable recruitment, selection and promotion processes, implement recommendations from The City's Anti-Racism Program, and practice Trauma Informed Leadership.	The service is currently focusing on improving the competencies and skills of leaders and future leaders in Operations. Respect and Inclusion and Human Resources are providing support to District Chiefs to strengthen interpersonal skills and relationship building capacity with crews. The service is improving individual performance through structured dialogues between leaders and frontline firefighters, while also focusing on improving how we engage with, recognize and express the value of staff.	

Initiative	Initiative Update	Status
4 Improve employee health, wellbeing and resilience by expanding mental health and psychological supports, reducing stigma in the workplace and culture and continuing to support medical health and physical wellbeing.	The service continues to ensure that all frontline members receive annual health screenings. Permanent funding approved by Council for the Psychologist program has improved availability of this service offering and each recruit now receives a mental health screening and information on other available services.	
5 Enhance service efficiency and effectiveness by leveraging new and emerging firefighting equipment and technology.	The service is working on establishing specialized portable, on-demand units (POD) to support emergency responses at high-risk events and incidents. The Decontamination POD is on track for September 2023. Upgrades to the Wildland Firefighting Program tools and equipment are on track for Fall 2023, despite delays in the procurement process. The service is also implementing technology upgrades to improve frontline alerting and communications during emergency responses.	
6 Mitigate the environmental impact of fire service delivery by assessing the feasibility of alternative fuel sources to power the heavy fleet while continuing to explore emerging firefighting technology and equipment to mitigate environmental impacts.	The service continues to investigate ways to mitigate the environmental impact of fire service delivery. A contract for an electric engine pilot is in the final stages of negotiations and media support is being organized to generate awareness amongst the general public. As part of the long-term plan to reduce environmental impacts, a project is being developed to identify potential solutions and prepare business cases for action.	
7 Maintain the standard of service delivery by improving processes for frontline firefighters to maintain and enhance the necessary skills and competencies to perform their roles effectively and meet legislated Occupational Health and Safety requirements.	The efficiency and effectiveness of the recruit training program has been improved to embrace change and meet the needs of the service. The service is on track to train up to 160 new recruits with the essential skills for success in their role in a shorter period while maintaining the standard of quality. The service is also meeting the needs of incumbent firefighters by delivering approximately 75,000 hours of training over the last six months to maintain skills and competencies all while stretching available resources to meet the increased workload.	
8 Mitigate risks related to the Green Line project, including construction accidents like tunnel collapses, and the potential for service impacts due to road closures and traffic pattern changes. These risks are new ground for the service and require working with service partners to determine emergency response needs, impacts from construction work, response protocols, training requirements and specialized equipment needs.	The service is preparing for planning and design work with Green Line Department and Construction Consortium and the subsequent development of CFD support plan for construction phases. A more substantive update is expected by December 2023.	
9 Align the expansion of fire service delivery with community growth and development and meet the needs of Calgarians by ensuring that capital assets and infrastructure are timely, adequate, and well-maintained.	The service successfully opened a temporary structure to deliver fire and emergency response services to the Belvedere community in East Calgary. Operations will move to a temporary station later in 2023 when the infrastructure is complete. A station optimization study is also underway to identify and recommend improvements that would enhance emergency response operations and employee wellbeing. The service is also working to improve stewardship of the capital budget by reviewing and enhancing processes for capital forecasts, purchase and lease agreements, and service agreements.	



## Service Updates on Financial Performance

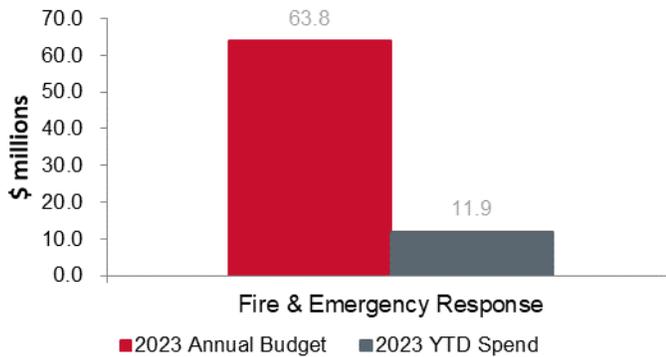
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

The favourable variance of \$0.3 million was driven by favourable variances in Salaries and Wages caused mainly by vacancies due to temporary limits of training capacity offset by unfavourable variance in Materials and Equipment from increases in materials and maintenance costs.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Fire & Emergency Response has spent 19 per cent of the 2023 approved capital budget. Year-to-date, the capital expenditures have been used to deliver mainly new fleet and firefighting equipment. Our projected year end spend rate is 45%. Lower spend rate due to delays in Integrated Civic Facility Planning process and construction of new fire stations due to slower community growth.

Belvedere temporary station was opened on April 17th, beginning Fire service in the community and support further development in the area.

# Fire Inspection & Enforcement

Led by: Chief of Calgary Fire Department

## Service Description

Fire Inspection & Enforcement provides fire inspections of commercial, industrial, and multi-family residential occupancies, fire code consultations, and technical services to enhance public safety, ensure compliance with legislation, minimize fire-related risks, and protect lives, property and the environment. All fires are investigated in accordance with the Safety Codes Act to identify trends and advocate for code changes and product recalls to support community risk reduction efforts.

## Service Updates

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### Highlights

The risk-based inspection program has been effective in identifying high-risk occupancies in Calgary and has completed over 400 risk-based inspections to date in 2023. The service is directing resources to maximize impact on community risk levels in Calgary, improving the efficiency and effectiveness of Fire Inspection & Enforcement services. Many of these properties would likely not have been inspected under the previous request and complaint model and over the last year, the city-wide risk occupancy risk level has begun trending downward. This year, the service is collaborating with partners including Water Services, Alberta Environment and Waste & Recycling to inspect high risk industrial properties in Calgary.

### Challenges

There are occupancy types in Calgary that currently would not be included in the service's inspections database since the service does not currently participate in occupancy inspections and certain business types that are governed by other authorities, like medical clinics and dental clinics, do not require a fire inspection after occupancy. This presents a potentially significant risk to the community in the event of an emergency, like the evacuation of sedated patients, or the storage and use of compressed gases or other potentially hazardous materials. The service is currently working on solutions that would improve its awareness of these types of businesses and developing plans to address the risks.



# Measuring Our Performance

**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

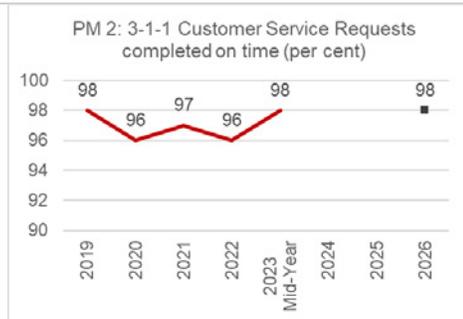
## Performance Measures

## Story behind the numbers

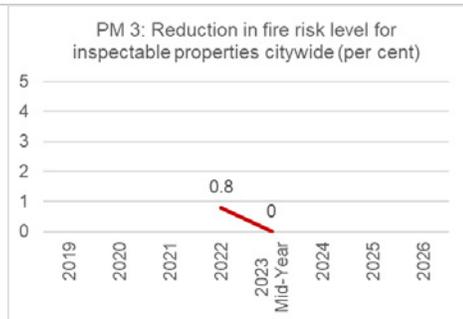
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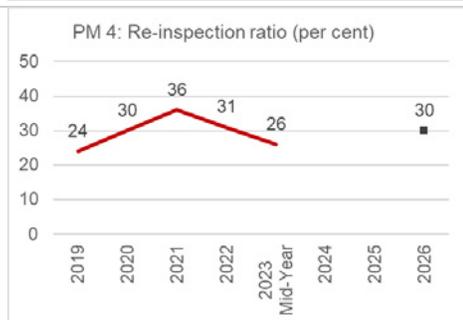
As the service shifts to delivering more targeted, risk-based inspections to optimize resource utilization and value, demand for inspections is expected to remain consistent. Risk-based inspections tend to be more complex and resource intensive, and although the number of inspections may be fewer, the reduction in risk levels is expected to be significant.



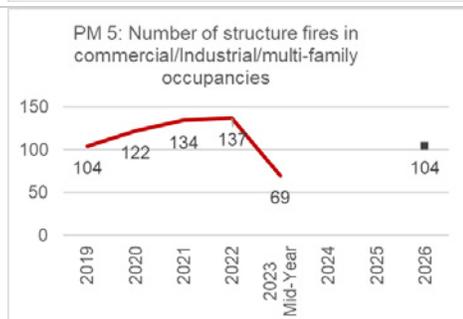
On-time completion rates for 3-1-1 request and complaint inspections improved to 98 per cent. The number of 3-1-1 service requests continues to trend downward as the service moves towards alternative intake processes. The service is also moving to more proactive services, including risk-based inspections and offering more streamlined direct service requests through Calgary.ca.



The service completed over 400 risk-based inspections to date in 2023. The nature of risk-based inspections and the method for assigning risk levels for occupancies means that the overall fire risk level in the city is expected to fluctuate in the early phases of the program. As the number of inspectors increases, the service will be better positioned to keep pace with the number of high-risk occupancies identified through the program each year for inspection and the overall risk level is expected to trend downward in the long-term.



In 2023 the service is partnering with Water Services, Alberta Environment, and Waste & Recycling to inspect high risk industrial properties. The service has increased education and communication with the business community to preempt issues and reduce the need for reinspections stemming from violations that could be easily corrected or avoided.



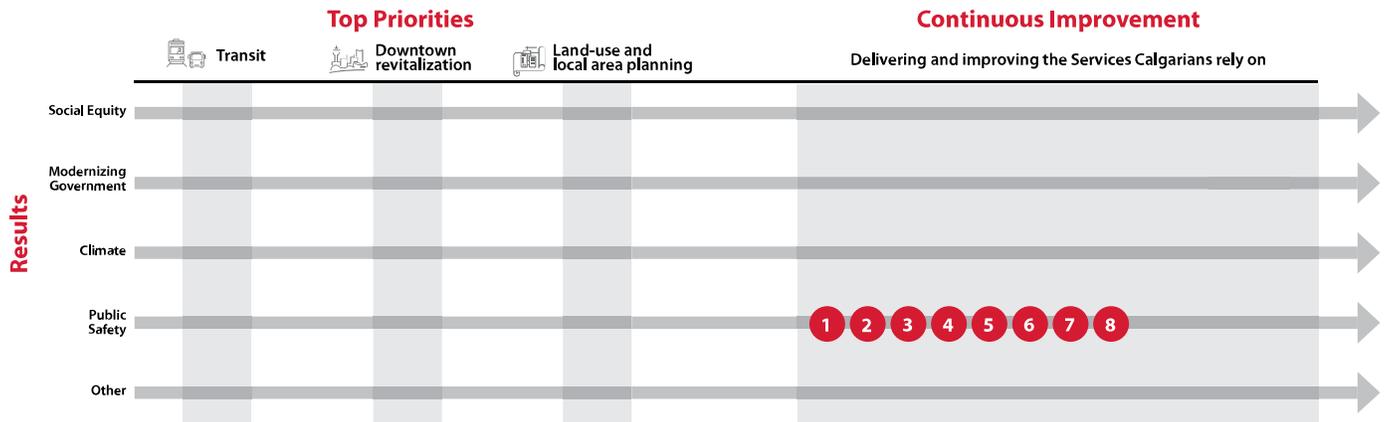
The number of fires in inspectable properties, including commercial, industrial, and multi-family occupancies continues to trend lower compared to the general increase in fire incidents citywide. There is increasing evidence to support the hypothesis that proactive risk reduction efforts delivered by the service are working to decrease the frequency and severity of fire incidents in inspectable properties. The service is exploring delivery models that will enable expansion and enhancement of its program offerings to further reduce community risks.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

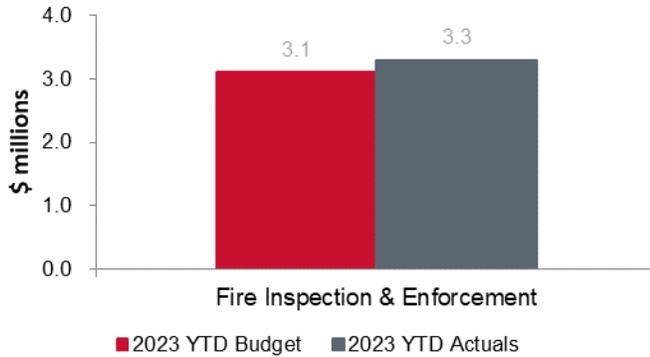
Initiative	Initiative Update	Status
1 Support safe public spaces and events through ongoing fire inspections, education and compliance monitoring while implementing a proactive risk-based inspections model to deliver targeted inspections for higher risk occupancies.	The service has completed over 7000 inspections to date in 2023 to ensure the safety of Calgarians as they live, work and play in public spaces. The Risk-Based Inspections team is collaborating with Water Services, Alberta Environment, and Waste & Recycling to inspect high risk industrial properties in Calgary this year. Finally, Film and TV industry activity is increasing in Calgary, and this is leading to increased demand for service and compliance monitoring.	
2 Ensure that the city continues to grow and develop safely by providing plans review, technical services support and planning for new communities, occupancies and commercial operations.	Demand for technical services, including development and building permits, is trending upward. Some major projects are nearing completion or have been completed recently, including Calgary Cancer Centre and the Amazon Warehouses.	
3 Strengthen the sustainability of the service by investigating and recommending a funding model that supports the full breadth of services provided.	The service has begun work to document the current state service model to identify gaps. This includes a review of the Community Risk Reduction Strategy for updates, alignments with other services, and begin exploring potential solutions.	
4 Improve service levels for Calgarians by optimizing workforce capacity to align with service demand and workloads.	The service is delivering education as part of a strategy to reduce false alarms in Calgary which are becoming a strain on the emergency response system. Each false alarm represents unnecessary deployment of emergency response resources and increased risk to the community when these resources are unavailable to respond to emergencies. Although the rate of false alarms in 2023 is 24 per cent higher than the same period in 2022, the service is monitoring the trend and continuing to educate Calgarians.	
5 Reduce community risks and enhance public safety and socioeconomic resilience by providing investigation services to identify fire trends and drive code changes, education efforts and product recalls.	There has been a continued increase in demand for fire investigations. The number of fires requiring investigation has increased by about 30 per cent each year for the past three years. Changes to the model have improved capacity and Fire Investigators have been able to investigate fires as required. The service is also participating in a committee providing National Fire Code change recommendations to the National Research Council.	
6 Enhance fire prevention, loss reduction and safety codes compliance by maintaining staffing levels to support attendance of fire investigators at all fires according to the Safety Codes Act.	The service implemented a pilot program of three investigators per platoon during each 24-hour shift period. So far, benefits include improved report compliance, mental health and wellbeing of staff, and incident attendance. There is evidence that cost savings have been realized compared to OT use.	

Initiative	Initiative Update	Status
7 Fulfill The City's commitment to the Province under the Quality Management Plan (QMP) to ensure compliance of buildings and businesses with the Safety Codes Act for the safety of Calgarians.	The service submitted a draft of the revised QMP to the Safety Codes Council, documenting the shift in the community risk reduction approach to include more proactive, risk-based inspection efforts. Based on feedback, edits are being made and a final draft is on track to be submitted in Q3 2023.	
8 Support emergency response enhancements, safety education and fire prevention initiatives by improving the collection, quality, and analysis of incident data.	The service has moved to an electronic submission model for Fire Safety Reports. This will help reduce community risks by enabling real-time data collection and timely responses to serious safety codes issues at inspectable properties.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Fire Inspection and Enforcement had an unfavourable variance of \$0.2M due to additional staffing costs for Investigators and Safety Code Officers to help with the increased workload offset partially by higher revenue from business license inspections.

To help the business community due to the impact of COVID-19 pandemic, City Council approved a relief package which waived the business license collection along with fire inspection fees until March 2023. Fire Inspections and Enforcement was able to draw on the Fiscal Stability Reserve to address the revenue shortfall in the first few months but has now begun to collect revenue for business license.

### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

There is no capital budget or expenditures associated with this service line.

# Fire Safety Education

Led by: Chief of Calgary Fire Department

## Service Description

Fire Safety Education provides fire prevention and life safety education to reduce community risk levels, including risks to Calgarians, property and the environment. The service develops and delivers educational programs and materials tailored to address specific risks to diverse populations experiencing vulnerabilities that may put them at greater risk of harm from fire and related emergencies. The service also develops programming and training to assist firefighters with general outreach including school fire drills, home safety visits and fire station tours. The service is responsible for the Fire Department's public engagement programs to improve community safety and resiliency.

## Service Updates

### Highlights

Programs that have been developed and delivered by Fire Safety Education are proving to be effective as evidenced by positive feedback from participants. So far in 2023, 96 per cent of contacts feel that their level of preparedness for an emergency improved after receiving education. The new Virtual Reality (VR) platform is being finalized with an official media launch set for 27 July 2023. The program will initially be delivered in schools within communities that experience higher risk factors for emergency incidents based on current assessments. The simulations have been developed in multiple spoken languages, including Cantonese, Spanish, Arabic, Tagalog, and Blackfoot to improve accessibility and are focused on improving fire and life safety knowledge and preparedness to reduce community risks. The simulations also contain pre- and post-education questions to determine positive behavioural changes resulting from the experience and inform future improvements.

### Challenges

Community risks in Calgary are increasing due to multiple factors including an absence of education during the pandemic, an increase in the number of emergency incidents city-wide, new and emerging community risks like lithium battery fires, opioid overdoses and poisonings, and an increase in remote workers. The service is facing challenges in reaching a critical mass of the population in Calgary to deliver critical fire and life safety information to reduce community risks due to the small size of the service delivery team. Most programs require the entire team for effective delivery making it challenging to manage absences, schedules and demand for service, and the risks of staff fatigue and impacts to wellbeing are high under these conditions.



# Measuring Our Performance

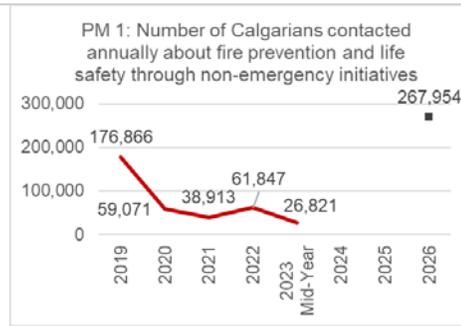
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

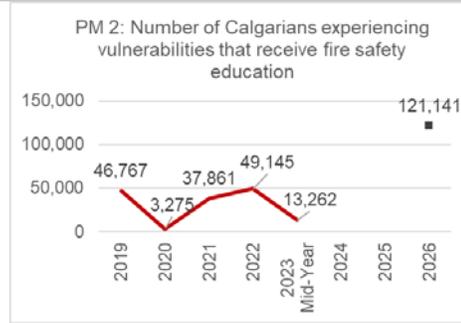
## Performance Measures

## Story behind the numbers

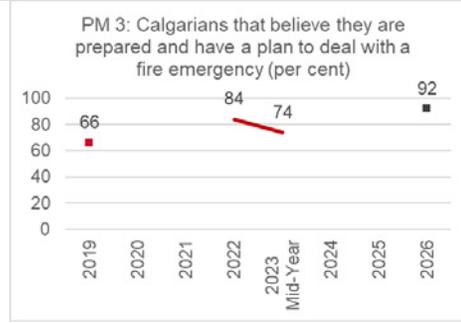
## Status



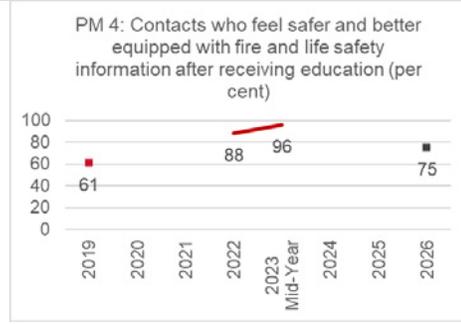
The service is continuing to develop programs for frontline firefighters to deliver education that is accurate, consistent and tailored to the needs of their communities. Community Safety Officers deliver regular programming that has proven to be successful based on outcomes while researching new platforms for service delivery. The limited number of people available to plan, develop and deliver this work while exploring ways to expand the audience and reach is severely impacting the likelihood of achieving the 2026 performance projection.



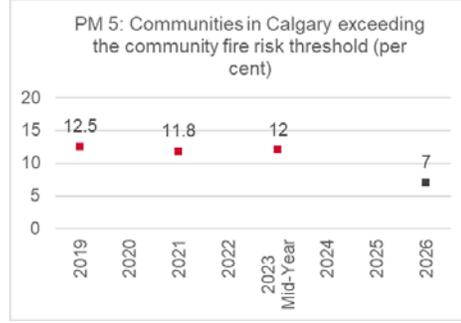
The service is focusing on communities that have been identified as facing increased risk factors based on an annual risk assessment to deliver programs like the Fire Safety Trailer, School Fire Drill follow ups, and the Virtual Reality education program at community events and presentations. Despite partnering with groups like Immigrant Services Calgary and Centre for Newcomers to expand the reach of programs, current staffing levels and the delivery model are constraining the ability to reach more Calgarians.



As the service ramps up engagement with Calgarians through a diverse array of platforms and programs, the goal is to see more Calgarians feel prepared to deal with life safety emergencies. Due to competing priorities and resource constraints, the service is unable to expand the programming to engage a large population of Calgarians which explains why fewer people feel prepared for an emergency.



Programs that have been developed and delivered by Fire Safety Education are proving to be effective as evidenced by positive feedback from participants. So far in 2023, 96 per cent of contacts feel that their level of preparedness for an emergency improved after receiving education. This provides strong support for increasing the reach of the service as a key method of reducing community risks in Calgary.



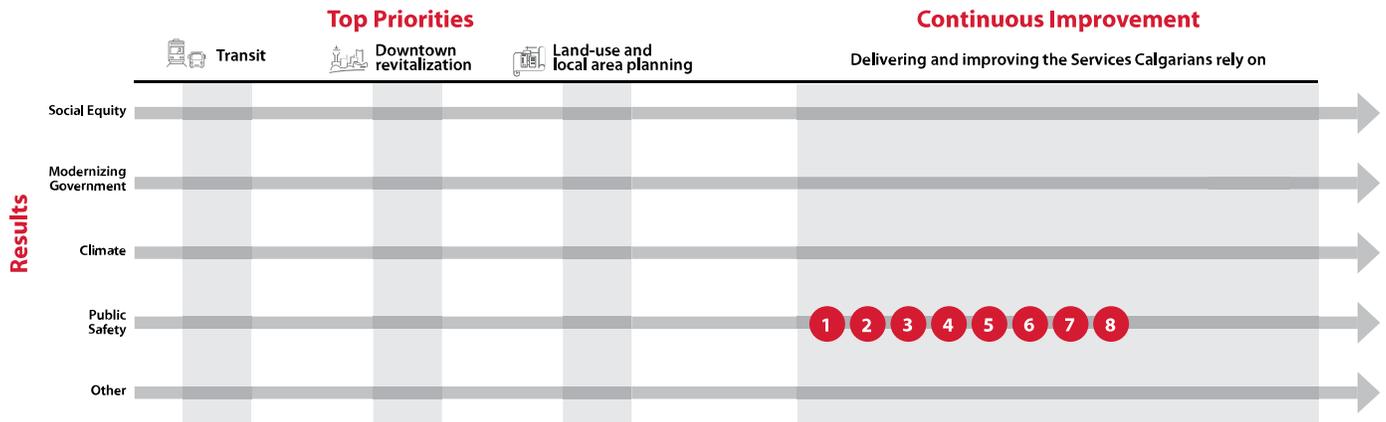
The number of communities exceeding the risk threshold has increased from the baseline due to multiple factors including an absence of education during the pandemic, an increase in the number of emergency incidents city-wide, new and emerging community risks like lithium battery fires, opioid overdoses and poisonings, and an increase in remote workers. The service is currently not adequately resourced to keep pace with these trends and is exploring different service delivery models that would better position it to address community needs.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

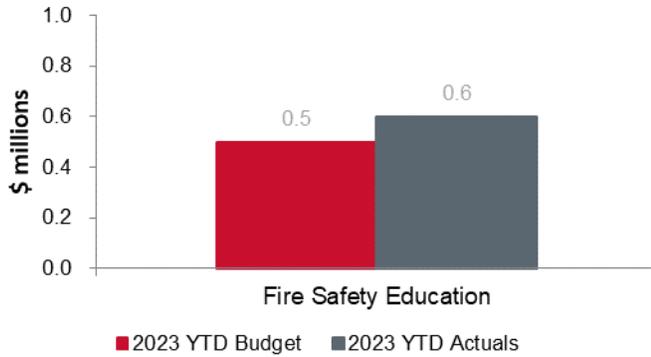
Initiative	Initiative Update	Status
1 Reduce the risk of property loss, injury and death due to fire for people impacted by socioeconomic inequity. The service will achieve this by continuing to develop and provide targeted fire and life safety education to Calgarians experiencing vulnerabilities.	Twelve schools and over 300 students and teachers have participated in the School Fire Drill program in 2023. Once the Station Crew completes a school visit, the service provides specific education that is tailored based on the community risk assessment for that area. This information is provided to the schools to be sent home with students to their families. The Youth Fire Intervention program continues to intervene with youth experiencing vulnerabilities and has educated 12 individuals to date in 2023 and made two home visits.	
2 Build stronger and safer communities by ensuring Fire Operations staff receive adequate education and training to improve the delivery of quality general fire safety education.	The service continues to build and deliver online training modules to develop community safety education competencies for firefighters. The electronic Home Safety Program system is now available to all firefighters to use when visiting homes in their community to deliver fire and emergency prevention education. Tailored education materials are provided to station crews based on the Community Risk Assessment profiles.	
3 Reestablish pre-pandemic community engagement efforts, life safety education programs and other suspended service offerings while developing new modes of delivering education and programs that leverage emerging technologies.	Home Safety Program visits began in June 2023 with frontline firefighters delivering general safety education to Calgarians at home. The service also participated in the Safety Expo this spring and connected with nearly 2000 students to deliver fire and life safety education during the two-day event.	
4 Improve the inclusivity, impact and reach of fire safety education programs by continuing to develop and expand the virtual and in-person hybrid service delivery model.	The new virtual reality education platform will launch officially in July 2023. The program will be taken to schools in communities experiencing higher risk factors for fire and emergency incidents. The simulations contain pre/post educational questions to assess positive behavioral changes and learning.	
5 Enhance targeted community risk reduction programs by developing risk assessments using a community lens combined with fire station district boundaries to better align educational outreach for specific risks.	The service is working with Community Strategies to identify the unique risk profiles for Calgary's communities. This information is being used as part of School Fire Drills, with specific information and educational materials being delivered and sent home with students to their families to reduce community risks. So far, 12 schools and over 300 students and teachers have participated.	

Initiative	Initiative Update	Status
<p>6 Improve the identification of community risks and development of specific risk reduction strategies by collaborating with service partners to leverage their knowledge of Calgary’s diverse communities when completing annual updates to community risk assessments.</p>	<p>The service is currently developing a strategy and plan that will identify key customer groups for service delivery. The plan will emphasize relationships with key figures and groups in communities experiencing higher fire and emergency risk factors and focus on delivering targeted information based on identified needs. A draft is expected in Q4 2023.</p>	
<p>7 Strengthen the sustainability of Fire Safety Education services by developing and maintaining relationships with sponsors and community partners.</p>	<p>A sponsorship from Conoco Phillips has enabled the translation of educational materials into multiple spoken languages in Calgary and has been instrumental in enhancing the inclusiveness and reach of the service. Programs like the Home Safety visits, Fire Safety Trailers and the Virtual Reality program would either not have been possible or have been severely limited in scope and success without the support of partners like Conoco Phillips and Kidde. So far in 2023, the service has reached over 25,000 Calgarians together with the support of partners.</p>	
<p>8 Incorporate social equity outcomes and cultural responsiveness in service design and delivery by deepening the understanding of key barriers, risks and opportunities when engaging populations experiencing vulnerabilities in Calgary.</p>	<p>Through frontline operations, the service is developing strategies for improving responses to incidents involving populations experiencing vulnerabilities in Calgary. This includes working on response approaches with partners like Alberta Processing Unit, Alpha House and the Drop-In Centre, a strategy for responding to encampments, and identified work with the Federal Remand Centre. The Respect &amp; Inclusion team has also identified areas of expertise to support the service with in reaching different communities in Calgary.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Fire Safety Education has an unfavorable variance of \$0.05 million attributable to pending budget adjustments that will be corrected in Q3 2023.

### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

There is no capital budget or expenditures associated with this service line.

# Pet Ownership & Licensing

Led by: Director of Emergency Management & Community Safety

## Service Description

Pet Ownership & Licensing provides citizen education on responsible pet ownership and regulates owners under the Responsible Pet Ownership Bylaw. Animal care services are offered to ensure the health and well-being of recovered animals until they can be reunited with their owners or adopted into new homes.

## Service Updates

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### Highlights

The service continues to assist vulnerable individuals by caring for their pets while they stay in shelters during their transition to permanent housing. This successful service has resulted in 28 pets being cared from January to May 2023. The initiative supports affordable housing and provides benefits to both owners and pets. The animals are cared for in a veterinarian-run facility and receive medical care and/or treatment, food, water, shelter and enrichment programs.

The service entered into a second agreement with The Calgary Humane Society (CHS) along with the Alberta Animal Rescue Crew Society (AARCS), effective March 1, 2023. This successful partnership has resulted in the transfer of 91 pets to be adopted to CHS as of May 31, 2023. The animals are moved out of the short-term shelter and into a more natural environment or a foster home prior to being adopted to their forever home. This results in the animals being exposed to clientele who are interested in adopting.

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### Challenges

The service has experienced significant challenges with the volume of animals impounded and length of stay. For January to May 2023, there has been a 23 per cent increase in the number of animals impounded. Animals driven home is low at 1.4 per cent, which is a significant decrease from 24 per cent in 2015.

The length of stay (average number of days pets housed at Animal Services before returned to owner), transferred, adopted, or euthanized has also increased. For January to May 2022, the average stay was eight days. For 2023, it has increased by 50 per cent and is now 12 days. This has a direct impact on the costs. These challenges have contributed to the facility experiencing capacity restraints negatively impacting the well-being of staff.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

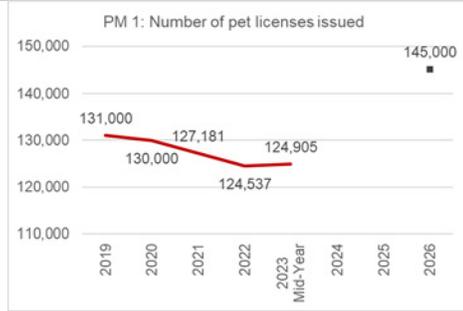
➡ Progressing as planned

⊖ Not progressing as planned

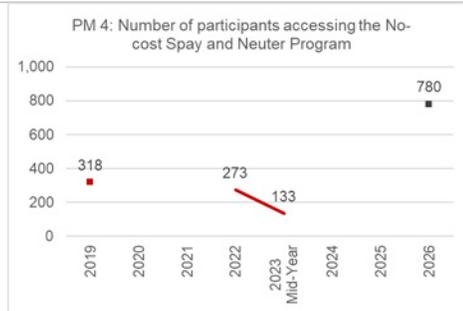
## Performance Measures

## Story behind the numbers

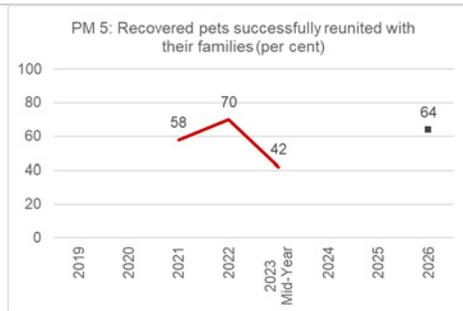
## Status



Economic conditions have resulted in a slow recovery in pet licensing. Technical improvements to the Animal Licensing Payment Online system and the replacement of the current database will enable future improvements to access licensing. Increased marketing of the benefits of licensing with the plan to increase licensing compliance as a result of a communication strategy and Community peace officer follow-up with education.



The number of participants accessing the No Cost Spay and Neuter program was lower than planned due to the increased number of impounded animals, reduced reunification rate and capacity issues of our partners. The shelter has successfully completed as many surgeries as possible given constraints. A backlog of applicants has been created however they are being prioritizing as resources permit.



The socioeconomic state of Calgary has negatively impacted families where they may have to make some difficult financial decisions around their priorities in relation to their pets. The priority is to always reunite a pet with its owner. However, it can only be successful if a pet is wearing an identifier and the owner is looking for their pet.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

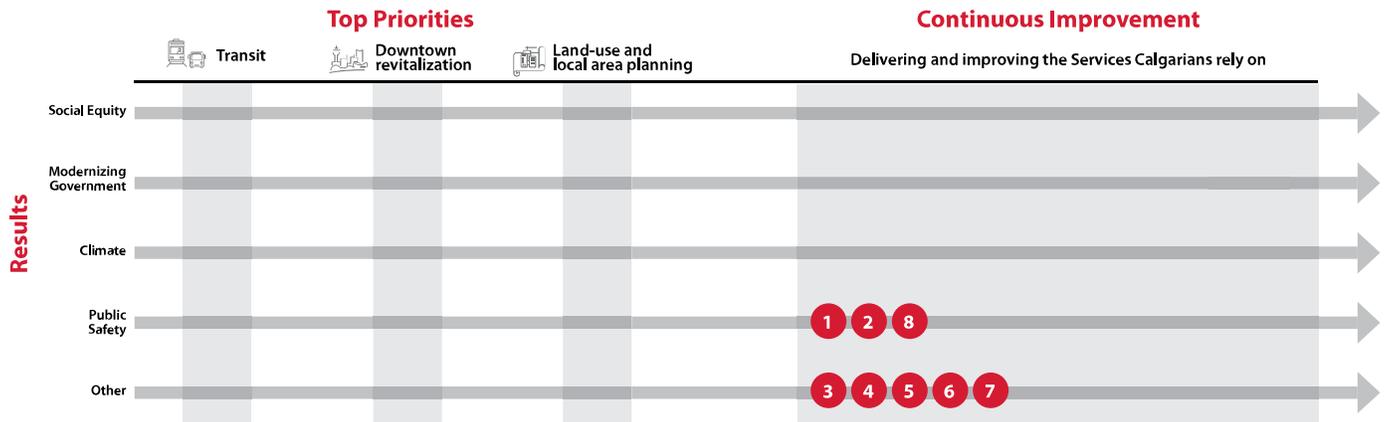
PM 2: Number of volunteer hours contributing to public awareness and animal socialization programs, including the Off-Leash Ambassador Program

PM 3: Calgarians satisfied with the job The City is doing in providing Pet Ownership & Licensing service (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

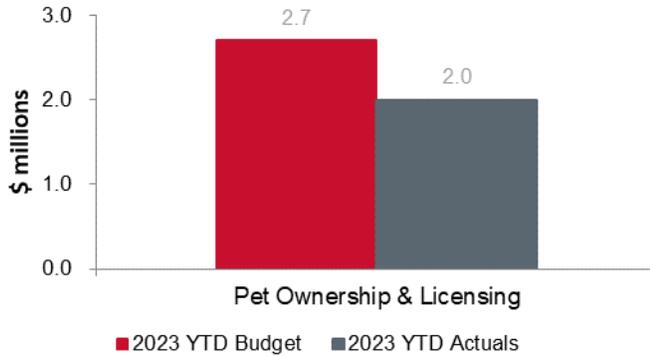
Initiative	Initiative Update	Status
1 Promote responsible pet ownership practices through increased community outreach, advocacy and engagement.	The media team is highlighting 'good news' from the shelter on a regular basis. Communications has developed a series of news stories and campaigns through the media, social media, a video series on Calgary.ca, and on City employee channels to increase animal adoptions, promote our partnerships, and remind citizens of the value of pet licensing. Licences give provide the information needed to return lost pets safely and the fees pay for many animal welfare programs in the City.	
2 Enhance community safety by increasing collaboration with our partners to implement dog bite prevention and dog safety education to Calgarians.	This position is currently being reviewed. It is anticipated the position will be hired before the end of Q3 2023.	
3 Promote bylaw compliance and mitigate impacts to surrounding communities by delivering education and awareness to Calgarians on Livestock Emotional Support Animals and urban agriculture practices.	Within the update of the Responsible Pet Ownership Bylaw (RPO) on 2022 Jan 1, hens, pigeons and bees are now included in the Urban Agriculture program. This change required previous Livestock Emotional Support Animal (LESA) owners to obtain an Urban Agriculture license. The change resulted in a more streamlined process for the applicant. No complaints received for 2023. Education continues with our partnering agencies for new applicants, Community peace officers, and shelter staff. Increased awareness is achieved through media channels, and online.	
4 Expedite animal reunifications and increase compliance with the Responsible Pet Ownership Bylaw by communicating the value of pet licensing.	Prioritizing pet reunification and working with owners wherever possible. 42 per cent of cats and dogs were reunited with their families since January 2023. This is a decrease of 6 per cent from 2022. Pet Licensing directly supports successful reunification of pets. Community Peace Officers can assist with licensing by following up with non-compliant Calgarians. This in turn will contribute to more pets being reunited with their families instead of being housed at the shelter.	
5 Improve responsiveness and access to virtual services by modernizing the technical infrastructure supporting the Animal Licensing Management System.	Consideration is being given to other projects to ensure alignment between the computer systems is effective and mitigate future issues. The One City Records Management project will use Microsoft Dynamics 365 and is being implemented late 2023. A feasibility review is under way to ensure compatibility and compliance. This delay will require a two-way integration to be built until potential implementation date of the shelter system in 2025.	
6 Build employee resiliency by delivering training and resources to support mental health and wellness.	The majority of the team at the Animal Services Centre have participated in the virtual course. This course was offered to the Operations teams as well. There is resource material and workbooks available for the teams use. Access to the 9-1-1 Psychologist program has been made available to all members of Animal Care & Pet Licensing. The combination of programs provide staff tools to manage stress and improve well being.	

Initiative	Initiative Update	Status
<p>7 Enhance animal health and well-being at the Animal Services Centre by strengthening coordination with our partnering agencies that support pet rescue and safe keeping.</p>	<p>Alberta Animal Rescue Crew Society has received 309 cats and dogs whereby Calgary Humane Society has received 91 between Jan 1 – May 31, 2023. Both agencies are experiencing challenges with accepting the number of animals from our facility due to their capacity constraints. To alleviate the increasing number of animals at the Animal Services Centre, the adoption program has been re- instated to relieve the stress for all. As well, expanding the relationship with other rescue agencies in the Calgary area to minimize the number of animals housed in the shelter.</p>	
<p>8 Promote animal and community safety by streamlining and expediting processes that establish nuisance and vicious dog designations.</p>	<p>The streamlined process is now fully operational with improved designations, with help from the law department.</p>	



## Service Updates on Financial Performance

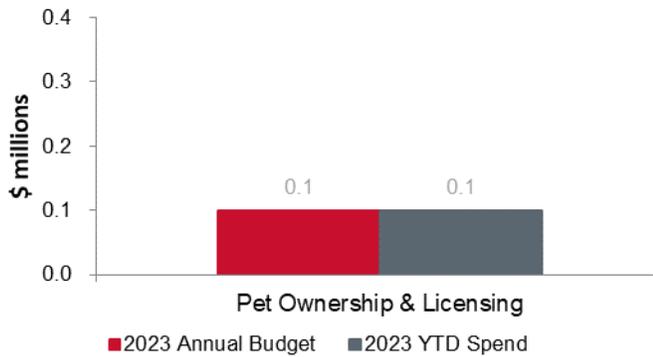
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Pet Ownership & Licensing operational savings of \$0.7 million were driven by temporary vacancies due to temporary reprioritization of recruitment activity and training resources towards public transit safety initiatives.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Pet Ownership & Licensing has spent 86 per cent of the 2023 approved capital budget. Year-to-date, the capital expenditures include major projects focus on modernization of government through technology initiatives such as the ongoing investment in the One City Coordinated Records Management System (OCRMS) program; for which spending is on track with total budget for 2023. Annual acquisition and life cycle of equipment required for shelter and kennel staff being done under a larger program for which Bylaw Education & Compliance is the steward.

# Police Services

Led by: Calgary Police Service / Calgary Police Commission

## Service Description

As the third largest municipal police service in Canada, the Calgary Police Service strives to create a community that is safe, diverse, inclusive, and inspired. Police officers and civilian staff support public safety every hour of every day by responding to emergencies, enforcing laws, investigating crimes and traffic collisions, providing support to victims of crime and trauma, ensuring large events and protests remain peaceful, and promoting safe driving. We also work closely with various partners to prevent crime and help people in crisis due to challenges with homelessness, mental health and addictions.

## Service Updates

### Highlights

- The Calgary Police Service continues to address crime and safety concerns in the city, using innovative approaches, focused investigative and operational resources, collaboration, and increased frontline capacity. In 2023, the city continues to experience noted reductions in certain incidents including domestic violence, break and enters and vehicle crime. The Calgary Police Service continues to prioritize gun crime investigations, seizing over 400 weapons and making 45 arrests in a recent cross jurisdiction operation.
- We remain committed to building and sustaining positive relationships with Calgarians. In 2023 the Calgary Police Service has employed 12 civilian Community Mobilizers to support ongoing work on building relationships between police and community.
- We continue to collaborate with our crisis response and transformation partners. We have partnered with The City of Calgary, the Alex, and the Distress Centre to launch the pilot of the Community Mobile Crisis Response team to deliver person-centered services to persons in crisis. We have also begun the implementation of the Calgary Urban Strategy in collaboration with the Distress Centre, Calgary 911, Alberta Health Services, The Alex and Alpha House and funding through the province. This initiative seeks to provide addiction and mental health supports to individuals that have interactions with the police and may be detained for low-risk issues such as public intoxication.
- The Service continues to work through the Pathways to Engagement initiative to support improved employee morale and engagement. The Service has created a comprehensive communications strategy, introduced opportunities for proactive engagement and outreach and identified 514 items for action based on employee feedback.

### Challenges

- Efforts are continuing to lobby the federal government to introduce targeted changes to the Criminal Code's bail regime. The inherent risk of failures within the bail system increases the potential for the release of persons accused of violent offences back into the community, with implications for officer safety and safety of the public. There is also an associated need with these premature releases, for police to allocate additional resources to monitor these offenders to minimize potential for their involvement in further offending.
- Disorder and crime rates have rebounded since Covid to more typical levels. The highest concentration of disorder is located within the city's core, radiating outwards through the inner-city neighborhoods. Disorder is often highly visible and can have a disproportionate impact on public perceptions of safety. The Calgary Police Service has been working with our community safety partners to address concerns in public spaces and on transit. This work involves tactical operations but also strategic approaches to address issues around mental health and addictions.
- The Service continues to address staffing shortages which continue to have significant impacts on the workload of officers and their capacity to respond to calls for service.



# Measuring Our Performance

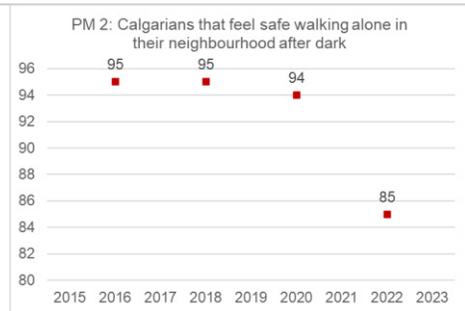
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

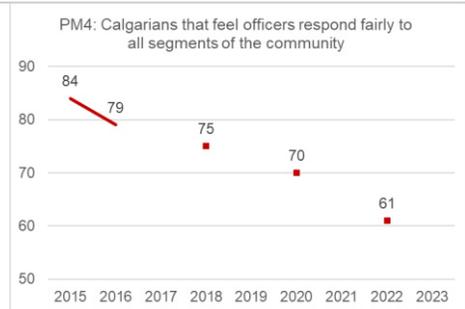
## Performance Measures

## Story behind the numbers

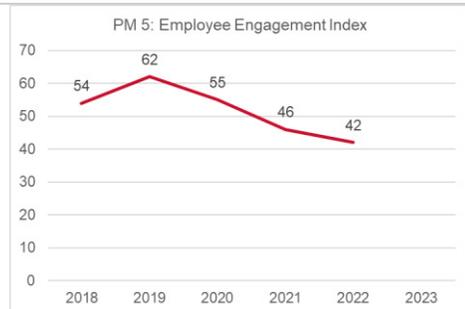
## Status



In 2023, the city continues to experience noted reductions in certain incidents including domestic violence, break and enters and vehicle crime. Disorder and crime rates have rebounded since Covid to more typical levels. The highest concentration of disorder is located within the city’s core. Disorder is often highly visible and can have a disproportionate impact on public perceptions of safety. The Calgary Police Service has been working with our community safety partners to address concerns in public spaces and on transit. This work involves tactical operations as well as strategic approaches to address issues around mental health and addictions.



The Calgary Police Commission (CPC) ran a qualitative Community Perceptions Survey in Spring to identify how Calgarians wanted the Calgary Police Service to communicate with them to improve trust. Listening to both those who have high trust in police and those with lower trust, improves our ability to tailor communications and create a greater understanding of how we are serving our communities. Respondents identified five key areas that the Calgary Police Service can provide information with community to improve trust – what Calgary Police Service is doing to address crime, crime prevention efforts, relevant community-based information, opportunities for citizens to help and the Service’s efforts to collaborate with the community.



Pathways to Engagement achieved the following in 2023:

1. Identified 514 items for action based on employee feedback. To date, work has started on 358 (69.6 per cent) items and a plan is in place to initiate action on the remaining items in 2023.
2. Launched a communications strategy with engagement being approached through a dedicated website, monthly features, channels for anonymous feedback through the website and direct feedback through dedicated email.
3. Enhanced opportunities for proactive engagement and outreach, including Chief Town Halls, ‘Coffee with the Chief’, Quarterly Commander meetings, Executive Liaison Officer outreach, and Patrol Advisory Committee monthly meetings.
4. The revamped Employee Survey will be launched in July



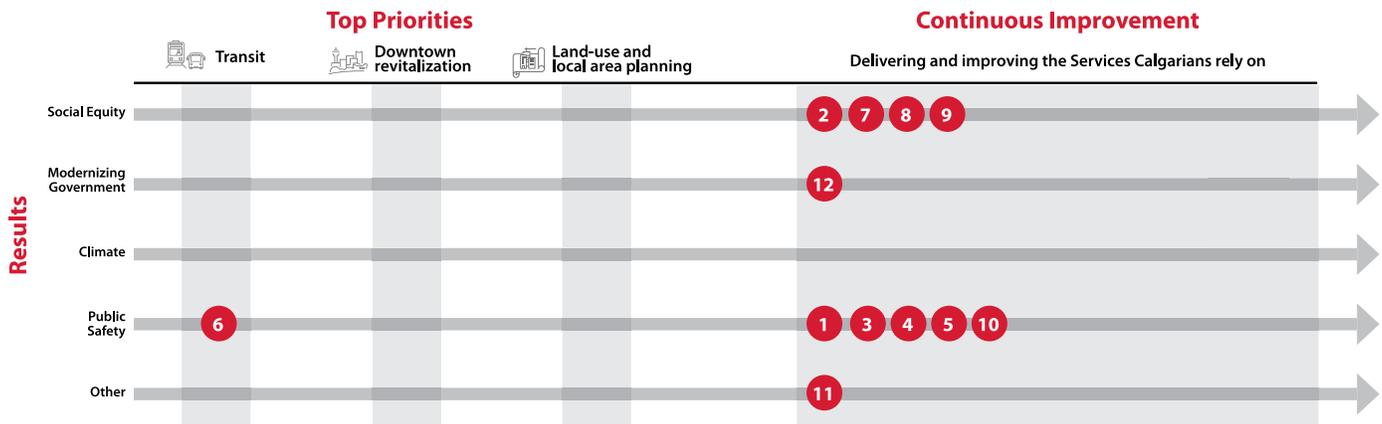
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

- PM1: Crime Severity Index
- PM3: Weighted clearance rate



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

Initiative	Initiative Update	Status
1 Address the recruiting and staffing issues impacting the services we provide.	Outreach event data is essential for identifying opportunities that optimize recruitment resources and reach candidates that reflect the community. As of May 31, the Calgary Police Service has hired 50 sworn officers and 116 civilians. A workshop to address communication challenges for English as a second language (ESL) candidates is in development. The Outreach Team has had the opportunity to participate in several events this year including, Dashmesh, information sessions through the Centre for Newcomers and virtual job fairs through Immigration Refugees and Citizenship Canada, towards strengthening relationships and featuring policing as a professional option.	
2 Continue pursuing the Community Safety Investment Framework and other alternative call response models.	An open call for proposals in 2023 provided a fair and transparent opportunity for organizations to apply for CSIF funding. Through a rigorous review process, led by members of City Administration and the Calgary Police Service, \$9.1 million will be invested into 26 strongly aligned community initiatives.	
3 Develop a Joint Safety Traffic Plan with The City of Calgary.	The Calgary Police Service and City of Calgary Mobility have been meeting monthly to implement the 2022-2023 Interim Traffic Safety Plan and to develop the new plan. <ul style="list-style-type: none"> <li>Developing a 'systems approach' to the plan with work to identify how all Calgary Police Service &amp; City of Calgary processes, policies and work contribute to traffic safety.</li> <li>Reviewing approach to evaluation with the development of robust performance measures, the identification of alternate sources of data, sourcing technology that is consistent, reliable, and timely and which can assist in accurately capture and report on the work being done in support of our traffic safety goals.</li> <li>Work will continue on the engagement of internal and external community traffic safety partners.</li> </ul>	
4 Implement recommendations from the review of the body-worn and in-car camera programs.	In 2023 procured an additional 250 camera to accommodate new hires and expansion of the program to uniformed officers in specialty units; completed the new body worn camera policy, and three additional members of the team became certified body worn camera instructors. Work is continuing with the following areas: <ul style="list-style-type: none"> <li>updates to the external body worn camera webpage which will include information about citizen rights, how police use body worn cameras, procedure for requesting body worn camera videos, the Professional Standards complaint process, etc.</li> <li>joint evaluation with Professional Standards and Records Management to evaluate the use of body worn cameras and specifically its use in processing of complaints</li> <li>collaborating with the Government of Alberta on its efforts to expand the use of body worn cameras to all police services in Alberta •training all law enforcement mutual aid partners involved in the upcoming World Petroleum Congress on body worn camera-in car video operations.</li> </ul>	

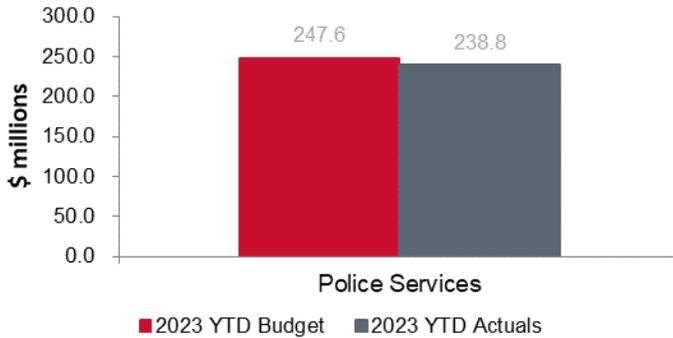
Initiative	Initiative Update	Status
<p>5 Apply an equity, diversity and inclusion lens to our organization and its programs.</p>	<p>The launch of the Equity Lens for the Service is currently underway. This lens will help enhance our capacity to assess and address equity, diversity, and inclusion considerations in our routine work and practices.</p> <ul style="list-style-type: none"> <li>As part of our commitment to inclusivity and collaboration, the Office of Respect and Inclusion has actively engaged with various units across each bureau, seeking valuable input and feedback on the Equity Lens. This iterative process ensures the relevant application of the lens for our Service and incorporates the diverse perspectives and needs of our entire organization.</li> <li>The Office of Respect and Inclusion is now a part of the newly named Wellness and Culture Division.</li> </ul>	
<p>6 Develop a strategy with Calgary Transit to provide prevention and intervention approaches on transit.</p>	<p>A multi-disciplinary transit safety strategy and implementation plan are under development. They aim to improve the safety of customers on the transit system. Involved business units include Emergency Management &amp; Community Safety, Calgary Transit, and Corporate Security, as well as the Calgary Police Service and external parties. The development of the strategy will ensure that partners and stewards of areas of public safety are engaged and have a clear understanding of roles and responsibilities in both its creation and implementation. Administration will report to Council in 2023 Q3 on the strategy and plan for increased transit safety staff and associated infrastructure.</p>	
<p>7 Implement the Anti-Racism Strategic Roadmap from the Anti-Racism Action Committee</p>	<ul style="list-style-type: none"> <li>Six of 12 recommendations provided to the Service by the external Anti-Racism Action Committee (ARAC), have been implemented with ongoing commitments including language and communication, training, and race-based data.</li> <li>The Service completed work on six of 13 commitments in the Anti-Racism Strategic RoadMap:             <ol style="list-style-type: none"> <li>Partner with Mount Royal University to create a website designed to be an interface between the community and the Calgary Police Service for updates, resources, and a calendar of events.</li> <li>Invest in an Indigenous Investigator for the Missing Persons Team.</li> <li>Modernize Advisory Boards/Circles and offer active opportunities for involvement of the Advisory Boards/Circle and ARAC to provide actionable direction and create a reporting mechanism on progress made.</li> <li>Conduct a thorough review of the School Resources Officer Program.</li> <li>Establish a Youth Advisory Board.</li> <li>Continue engagement with the public through the website, email and in person to share regular updates to community organizations, grassroots groups, ARAC and external committees or boards relevant to this work.</li> </ol> </li> </ul>	
<p>8 Implement the Indigenous reconciliation road map under the guidance of local Elders and Nations.</p>	<p>The team accomplished the following:</p> <ul style="list-style-type: none"> <li>Permanently raised the Treaty 7 and Metis Nation flags at the Calgary Police Service Westwinds Campus.</li> <li>Developed mandatory e-learning modules to enhance the knowledge of Calgary Police Service members about the colonialization of Indigenous peoples, and subsequent efforts to reconcile and restore relationships with these communities. At present, 15 of 16 modules are available for the membership to complete.</li> <li>Four Indigenous Community Mobilizers have been hired by Calgary Police Service.</li> <li>Introduced an Eagle Feather for ceremony and special events including for use by new and current officers to affirm their oath. The incorporation of this traditional ceremony also involves the inclusion of an Elder as part of the Calgary Police Service Recruit Grad Inspection Parties.</li> <li>Installation of the retired Calgary Police Service tipi outside the Chief Crowfoot Learning Centre Work continues to develop the Sacred Space as a safe, culturally, and ethically appropriate environment to speak their truth with respect to interactions involving police.</li> </ul>	

Initiative	Initiative Update	Status
9 Implement race-based data collection in more areas and improve collection where it is happening.	<p>The Calgary Police Service continues to provide feedback to Statistics Canada on their six race-based data recommendations. This has led to the establishment of a CACP special committee to ensure data collection is aligned with operational needs.</p> <p>A Calgary Police Service employee has been appointed to this Committee. The Calgary Police Service has worked with the Anti-Racism Action Committees and Diversity Boards to provide training and updates on race-based data collection and to ascertain input into the Service's efforts to provide more inclusive reporting.</p> <p>The Professional Standards Section is evaluating the feedback from its pilot to collect self-identified race of complainants.</p> <p>The RCMP is planning for six jurisdictions to collect RBD, and the Calgary Police Service has been meeting regularly with the RCMP to share lessons learned for application in Calgary</p>	
10 Build a new indoor firearms range to improve employee safety and allow more officers to be trained.	Calgary Police Service has engaged City of Calgary's Infrastructure Project Management team to facilitate the design, bid and build process. Requirements for the 16-bay range are being collected from a variety of interested parties and will be validated in a chartering session.	
11 Implement the internal Pathways to Engagement plan to improve employee engagement.	<p>Pathways has achieved the following in 2023:</p> <ul style="list-style-type: none"> <li>• Identified 514 items for action based on employee feedback. To date, work has started on 358 (69.6 per cent) suggestions and a plan is in place to initiate work on the remaining items in 2023.</li> <li>• Created comprehensive communications strategy with engagement being approached through a dedicated website, monthly features, and channels for anonymous feedback through the website and direct feedback through a designated email.</li> <li>• Enhanced opportunities for proactive engagement and outreach, including Chief Town Halls, 'Coffee with the Chief', Quarterly Commander meetings, Executive Liaison Officer outreach, and Patrol Advisory Committee monthly meetings.</li> <li>• In July the revamped Employee Survey will be launched.</li> </ul>	
12 Implement various technological solutions to improve data reporting and organizational efficiency.	<p>The following key projects are currently being implemented by the Calgary Police Service:</p> <ul style="list-style-type: none"> <li>• Deploying new cell phones across the Service to enhance front line mobility</li> <li>• Procuring new CAD system – proposals being reviewed</li> <li>• Planning for new Learning Management System has started</li> <li>• Improvements to Sentry (Records Management System) in preparation for a new mobile-friendly version release</li> <li>• Work is also continuing with national partners on numerous data initiatives.</li> </ul>	



## Service Updates on Financial Performance

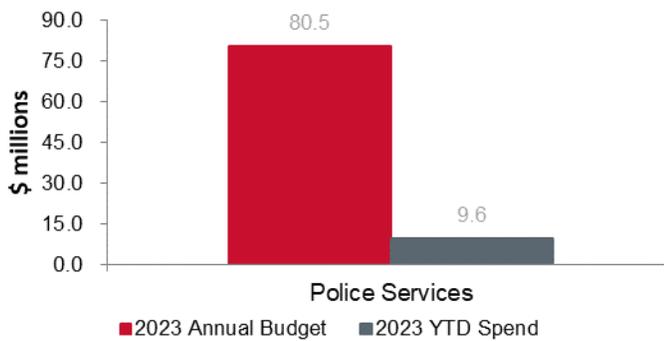
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

- Timing to filling sworn and civilian vacancies continues to ensue, resulting in mid-year salary favourable variance.
- Timing spend to Community Safety Investment Framework (CSIF) is also contributing to the favorable variance, particularly relating to the project RIMHAC (Real-Time Integrated Mental Health and Addiction Centre).
- The Calgary Police Service variance overall will continue to change through the remainder of the year.
- Please note the variance does not yet account for possible contributions to Calgary Police Service Reserves at year end.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

- 53 per cent of the 2023 capital budget is associated to Facility projects of a new district office and new indoor range. These projects are in early stages of planning hence the contribution to reason of low capital spend overall for Calgary Police Service.
- Effects of supply chain issues are having some impact to Vehicle spend.



# Social Programs and Services





# Affordable Housing

Led by: Director of Partnerships

## Service Description

Affordable housing is critical for creating a socially resilient city where Calgarians have vibrant, safe, and secure places to live, work and play.

This service improves outcomes for Calgarians by increasing the supply of affordable housing and improving the housing system. We use municipal initiatives and support the Calgary Housing Company and other partners to create solutions and leverage investments. We supported the creation of 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.

## Service Updates

### Highlights

- Increased the supply of affordable housing for Indigenous people by launching a \$6 million funding program and revising policy to make more City-owned land available.
- Supported non-profit housing providers to build more affordable housing by launching the third round of the Non-Market Housing Land Disposition program with three sites that could yield up to 104 new affordable homes. The program is piloting funding support of up to 20 per cent of eligible development and building costs to a maximum of \$75,000 per unit.
- Continued to leverage federal funding programs. The City received funding through the third round of the Rapid Housing Initiative which will support the creation of new affordable housing units and submitted a cross corporate Action Plan that could get more housing built from the Housing Accelerator Fund.
- The Housing and Affordability Task Force delivered ambitious and bold recommendations to Council to address housing challenges being faced by Calgarians.

### Challenges

- Housing and housing affordability is a complex issue. Calgary urgently needs more affordable housing with nearly one in five households struggling with shelter costs. There are 110,000 people expected to make Calgary their home over the next four years. To maintain its economic competitive advantage of being an affordable city, housing affordability challenges need to be addressed now.
- The City can contribute to lessening this problem by amending planning policies, providing land and/or funding, and bringing partners together to deliver services, and other actions. Mobilizing requires collaboration, coordination, and alignment of support for the issues. Administration is currently refreshing The City's Housing Strategy, informed by the Housing and Affordability Task Force recommendations, which will set Calgary on a path to addressing many of these challenges.
- Other order of government's inconsistency in funding and policies continues to be a barrier to creating new housing.



# Measuring Our Performance

**Legend**

- Actuals
- Expected Future Performance
- Progressing as planned
- Not progressing as planned

## Performance Measures

## Story behind the numbers

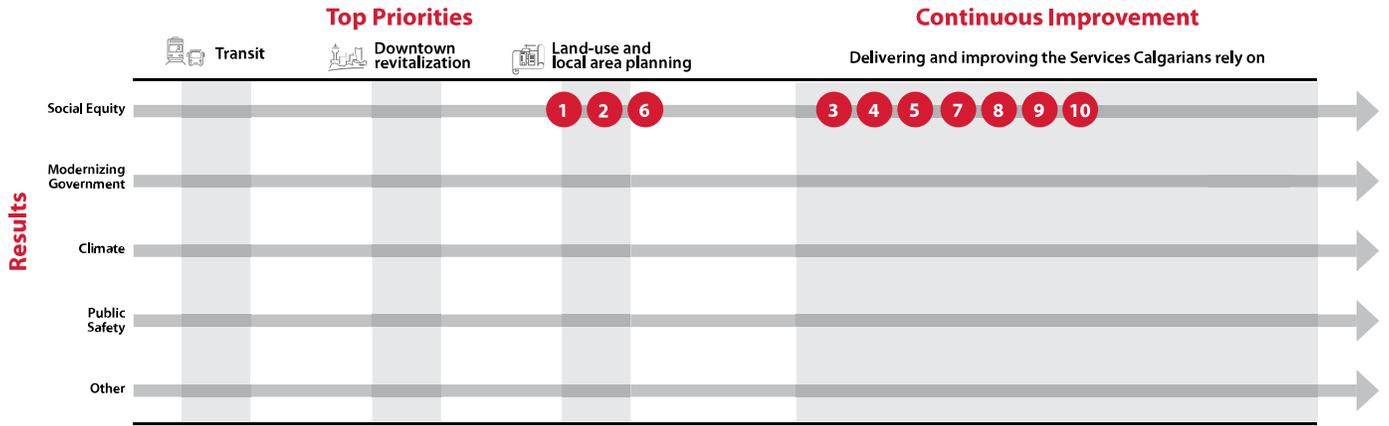
## Status

<p><b>PM 1: Number of new City-owned affordable units development through leveraged federal or provincial funding</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>0</td><td></td></tr> <tr><td>2020</td><td>16</td><td></td></tr> <tr><td>2021</td><td>62</td><td></td></tr> <tr><td>2022</td><td>0</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>0</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>329</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	0		2020	16		2021	62		2022	0		2023 Mid-Year	0		2024			2025			2026		329	<p>Over 81,000 Calgary households cannot afford their housing costs. This is expected to worsen to 100,000 households by 2026. Federal investment is expected through a variety of programs, and this will be targeted as leverage funding for construction of new City-owned units.</p> <p>The data for this measure is counted when the units are opened for occupancy. No units have opened at this point in 2023. The Increased Affordable Housing Program will strive to deliver 329 new City owned housing developments and/or regenerated homes by 2026.</p>	<span style="color: blue;">→</span>
Year	Actuals	Expected Future Performance																											
2019	0																												
2020	16																												
2021	62																												
2022	0																												
2023 Mid-Year	0																												
2024																													
2025																													
2026		329																											
<p><b>PM 2: Number of new affordable units planned for development by non-market housing providers that are supported through City initiatives</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>325</td><td></td></tr> <tr><td>2020</td><td>65</td><td></td></tr> <tr><td>2021</td><td>436</td><td></td></tr> <tr><td>2022</td><td>129</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>74</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>2000</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	325		2020	65		2021	436		2022	129		2023 Mid-Year	74		2024			2025			2026		2000	<p>In 2023, 74 units have been approved at the development approval stage of the planning approval process. The City's Non-Market Land Sale, the Housing Incentive Program, and work to leverage funding from other orders of government, such as the Rapid Housing Incentive Program applications, are critical for enabling the sector to increase supply.</p>	<span style="color: blue;">→</span>
Year	Actuals	Expected Future Performance																											
2019	325																												
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2026		2000																											
<p><b>PM 3: Applicant level of satisfaction with the Home Program (per cent)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>0</td><td></td></tr> <tr><td>2020</td><td>0</td><td></td></tr> <tr><td>2021</td><td>0</td><td></td></tr> <tr><td>2022</td><td>0</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>0</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>75</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	0		2020	0		2021	0		2022	0		2023 Mid-Year	0		2024			2025			2026		75	<p>The 2023 grant application review and approval process is currently underway. Data collection of applicants' satisfaction with the program will be undertaken in the fall. As this is a new measure for the 2023-2026 service plan and budget cycle, no historic data is available.</p>	<span style="color: blue;">→</span>
Year	Actuals	Expected Future Performance																											
2019	0																												
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2025																													
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<p><b>PM 4: Number of affordable housing units built through the Non-Market Housing Land Sale</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>0</td><td></td></tr> <tr><td>2020</td><td>27</td><td></td></tr> <tr><td>2021</td><td>74</td><td></td></tr> <tr><td>2022</td><td>0</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>0</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>119</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	0		2020	27		2021	74		2022	0		2023 Mid-Year	0		2024			2025			2026		119	<p>The data for this measure is counted when the units are opened for occupancy. The first two land sales resulted in 187 new units completed, with another 98 planned for completion by 2026. The application review process for the third Non-Market Land Sale is underway. It is anticipated that the third sale of three surplus City-owned parcels will result in additional units, pending land use and development permit approvals.</p>	<span style="color: blue;">→</span>
Year	Actuals	Expected Future Performance																											
2019	0																												
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<p><b>PM 5: Applicant's level of satisfaction with the Housing Incentive Program (per cent)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>0</td><td></td></tr> <tr><td>2020</td><td>0</td><td></td></tr> <tr><td>2021</td><td>0</td><td></td></tr> <tr><td>2022</td><td>0</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>0</td><td></td></tr> <tr><td>2024</td><td></td><td></td></tr> <tr><td>2025</td><td></td><td></td></tr> <tr><td>2026</td><td></td><td>75</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	0		2020	0		2021	0		2022	0		2023 Mid-Year	0		2024			2025			2026		75	<p>Applications for the Housing Incentive Program are accepted throughout the year. Data collection of applicants' satisfaction will be undertaken later in the year to capture input from those who applied in 2023. As this is a new measure for the 2023-2026 service plan and budget cycle, no historic data is available.</p>	<span style="color: blue;">→</span>
Year	Actuals	Expected Future Performance																											
2019	0																												
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# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ↻ Progressing as planned
  - ⊖ Not progressing as planned
  - 1 Initiative number

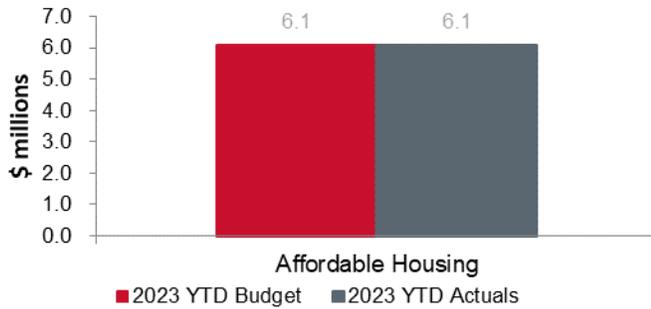
Initiative	Initiative Update	Status
1 Increase the number of affordable housing units by leveraging funding from provincial and federal governments for City-led projects.	<p>The City secured funding from Canada Mortgage and Housing Corporation through the Rapid Housing Initiative 3.0 program. This funding was combined with provincial and municipal capital support. It will result in new permanent homes scheduled to be completed in Q3 of 2024.</p> <p>The Housing Solutions team continues to proactively work with government and sector partners to leverage funding. Most notably, The City applied to the \$4 billion Housing Accelerator Fund based on a Council endorsed action plan comprised of seven transformational initiatives to accelerate the supply of housing in Calgary.</p>	<span style="color: blue;">↻</span>
2 Increase the number of units developed and operated for those in housing need by collaborating with Calgary Housing Company and non-profit housing partners to leverage funding from other orders of government to increase the number of units developed and operated by non-profit housing providers and to strengthen partners' delivery of services.	Calgary Housing Company has secured funds through the Affordable Housing Partnership program to support the delivery of two City-owned developments. The Mount Pleasant project received \$1.47 million dollars to support the development of 16 new units, and the Bridgeland Place Phase 1 retrofit project received \$15.2 million. Additional project funding is being pursued from the federal government.	<span style="color: blue;">↻</span>
3 Support the planning, designing, and building of new City-owned units and maintain existing City-owned units by supporting the Affordable Housing Capital Program.	Approximately \$1.5M worth of lifecycle maintenance projects were completed for City-owned affordable housing properties. This included suite renovations of 82 units that are now in compliance with Minimum Housing and Health Standards. Construction on the Rundle Manor redevelopment and the Varsity Tri-Services projects is progressing and the planned opening for these projects is 2024. The Bridgeland redevelopment project continues to advance with demolition and abatement work to start in Q4 2023. The Mount Pleasant project continues to advance with the re-engagement of the design consultant.	<span style="color: blue;">↻</span>
4 Create an updated Corporate Affordable Housing Strategy to set the high-level direction for the next five to ten years.	Updating the Corporate Affordable Housing Strategy is underway. The strategy will be brought to Council in the fall of 2023. Significant work has been undertaken to inform the development of the strategy, including the Housing and Affordability Task Force recommendations, research, and discussions with other business units and the sector to identify opportunities and best practices.	<span style="color: blue;">↻</span>

Initiative	Initiative Update	Status
5 Respond to Council's Housing and Affordability Task Force Notion of Motion by presenting the Housing and Affordability Task Force's recommendations, findings on a Housing Commission, recommendations for updating the Non-Market Land Sale program and policy, and strategies to undertake with partners to leverage federal funding programs.	Three of the four directives within the Notice of Motion have been reported back to Council. Council received: 1) a plan to increase the supply of land available for non-market housing partners to develop affordable homes, 2) a briefing on strategies to leverage federal funding programs, and 3) The Housing and Affordability Task Force recommendations and actions. The fourth directive, results of research on models for a Housing Commission, will be completed by Q3 2023.	
6 Support the creation of additional affordable housing units by modifying relevant corporate policies and practices to create additional opportunities for the Non-Market Housing Land Sale.	The Land for Affordable Housing Action Plan was approved by Council in early 2023 and is intended to increase the supply of land available for affordable housing. The most notable actions in the plan are to create a Housing Land Fund to increase the supply for the Non-Market Land Sale program, as well as policy changes to support land opportunities for Indigenous non-profit housing providers.	
7 Increase housing stability and successful tenancies for affordable housing residents or people in core housing need by providing grants through the Home Program to non-profit organizations to create and deliver programs that help Calgarians in the areas of education and skill building, financial empowerment, community inclusion and integration and supports during COVID-19.	The Home Program provides \$975,000 in grants to non-profit organizations annually to deliver programs that will improve housing stability and support successful tenancies. The program received 23 applications with a total value of over \$2.1 million for 2023. Applications are in the final stage of evaluation and the successful projects will be announced to Council in Q3 2023.	
8 Help non-profit organizations reduce development costs and enable them to leverage funding from other orders of government and financial institutions, by providing grants to non-profit organizations towards pre-development activities and rebates on eligible City development fees for both affordable rental and homeownership housing projects through the Housing Incentive Program.	The Housing Incentive Program accepts applications throughout the year. To date, six applications with a total requested value of \$1,687,000 have been received. Since 2016, the program has supported the delivery of approximately 2,211 affordable housing units, across 46 projects and 19 organizations.	
9 Improve outcomes for Calgarians in need of core housing by leading policy, research and advocacy that will strengthen the housing system and provide Calgarians to access opportunities and overcome barriers.	Council approved the Indigenous Affordable Housing Recommendations that included 25 actions to address affordable housing challenges facing urban Indigenous people. Housing Solutions advocated for federal and provincial governments' policy and funding support for Calgary to be included in the provincial and federal budgets. The 2021 Canada Census data has been analyzed for the Housing Needs Assessment report that will be completed in Q3 2023.	
10 Fund Silvera for Seniors Lodge Program as required by Ministerial Order under the Alberta Housing Act.	Funding is being provided as per the requirements in the Ministerial Order signed by the Government of Alberta, The City of Calgary, and Silvera for Seniors.	



## Service Updates on Financial Performance

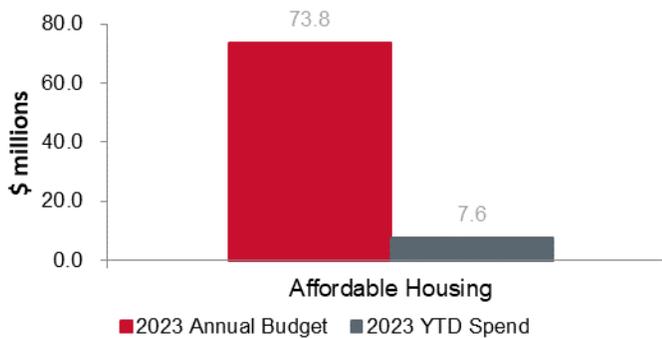
**Net Operating Budget and Actuals as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Operating budgets are on target with no significant variance overall. To date, over 66 per cent of the total budget is the operating grant paid to Silvera for Seniors.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Affordable Housing spent \$7.6M (10 per cent) of its capital budget to date. The spending is mostly for the Rundle Redevelopment project. For the second half of the year, we are anticipating an increase in spending for the Rundle project as well as other projects like Lifecycle Maintenance for City-owned affordable housing, Bridgeland Redevelopment, and the transfer of the Rapid Housing Initiative funds to third party providers.

# Community Strategies

Led by: Director of Community Strategies

## Service Description

Community Strategies creates and implements policies, strategies, action plans and funding frameworks for community partners, non-profit social service providers, City services and the public. The outputs are used to advance the wellbeing and safety of communities to make Calgary a great city for everyone. We take a holistic view of addressing complex problems and emerging issues that impact the social wellbeing of our community. We work for all Calgarians to create equitable outcomes, particularly for those experiencing vulnerabilities, by advancing strategies that improve social inclusion, reduce poverty, enhance safety, address mental health challenges and remove systemic racism.

## Service Updates

### Highlights

Dismantling Systemic Racism, Transforming Lives: The City of Calgary Anti-Racism Strategic Plan (2023 – 2027), was launched in May, after extensive community and City staff engagements. With five focus areas and nine strategic actions in each focus area, the plan serves as a blueprint to achieving a racially-just Calgary.

The 11 projects funded through the 2022 Equity in Service Delivery Fund have been completed and recipient service lines are now integrating findings to their operations.

The Coordinated Community Extreme Weather Response provided 925 transports from LRT stations to emergency shelters during extreme cold nights thus far in 2023. This continues to be a successful partnership between community partners, outreach groups and The City that provides Calgarians in need with the right supports at the right time.

### Challenges

Calgarians are feeling less safe than they did before the COVID-19 pandemic hit. These perceptions drive increased demand for this service and the complexity of the issues requires innovation and new partnerships to address.

Affordability of essential goods and housing, and timely access to social supports such as mental health and addictions services remain major challenges for Calgarians and especially for those experiencing vulnerabilities.

Community Strategies partner organizations continue to be negatively impacted by the rising operational costs and challenges with staff recruitment and retention, thereby limiting services available to those who need them most.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

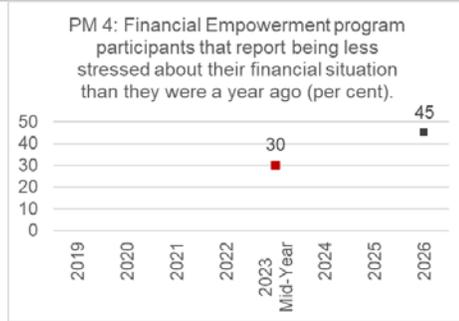
➡ Progressing as planned

⊖ Not progressing as planned

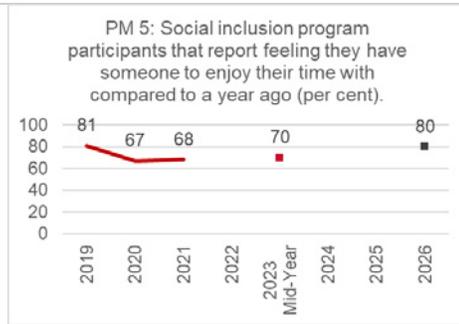
## Performance Measures

## Story behind the numbers

## Status



This measure is captured through the Income and Asset Building survey given to program participants and will be reported on at year-end. Based on data from a similar measure where we saw an overall decrease in the number of participants reporting that their financial situation had improved from a year ago, we anticipate the results for this measure will be lower than originally expected. This may be associated with current economic conditions, particularly, the impact of inflation on cost of essential goods.



A sense of social connection among residents is critical to social resilience. It is also an outcome area of the Family and Community Support Services (FCSS) program. This measure uses pre and post program data from the Social Support and Daily Living survey that participants complete. We will report on this measure at year-end but based on what our funded organizations have shared, we estimate that feelings of social isolation have declined in the past six months to one year.



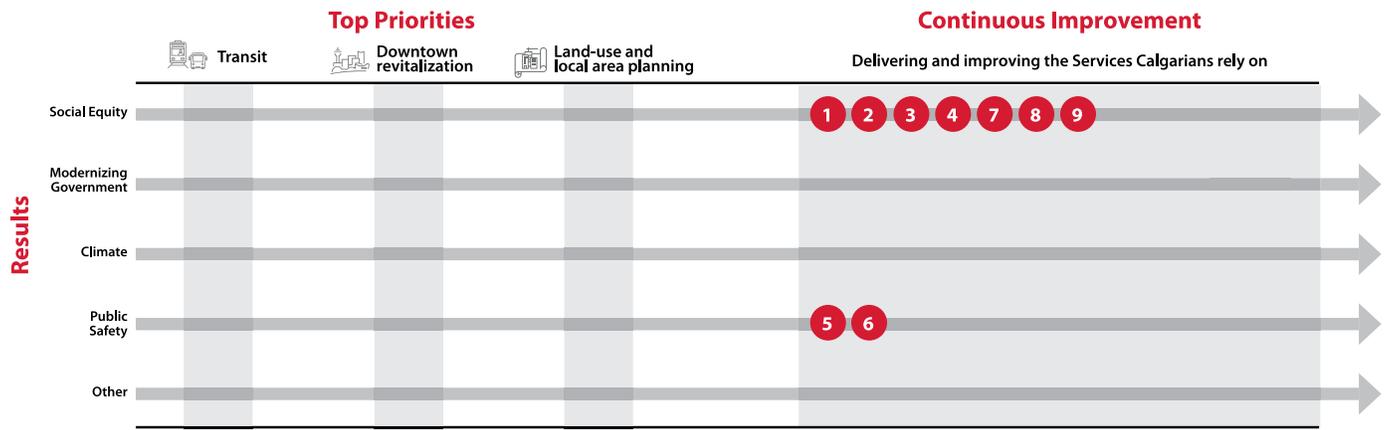
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

- PM 1: Partners, collaborators and advisory board members who agree that Community Strategies is helping prevent social and community issues (per cent).
- PM 2: Partners, collaborators and advisory board members who agree that Community Strategies is helping to remove barriers to participation in civic life (per cent).
- PM 3: Agreement that the Anti-Racism Action Strategy is impactful in removing systemic racism (per cent).



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Initiative number

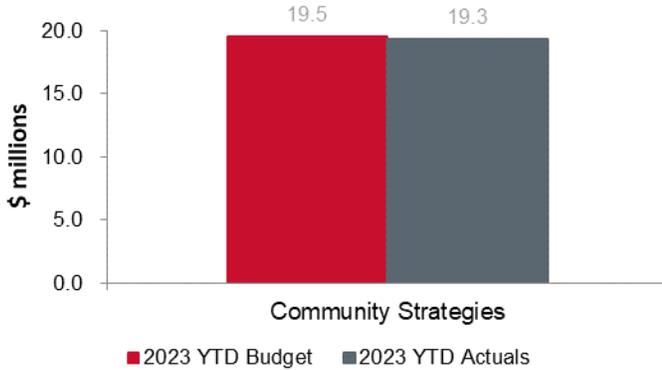
Initiative	Initiative Update	Status
1 Reduce poverty and remove barriers for those experiencing poverty to participate in civic life by advancing the Enough For All Strategy in partnership with Vibrant Communities Calgary (VCC), and other community collaborators working in the poverty reduction and homelessness space.	Vibrant Communities Calgary's (VCC) focus for 2023 is on affordable housing, justice, and health. With the University of Calgary, VCC has critical research underway and continues to convene Champions, and lead on policy and systems change within these levers. The Coordinated Community Extreme Weather Response provided 925 transports from LRT stations to emergency shelters during extreme cold nights.	
2 Improve access and strengthen support for Calgarians experiencing mental health and addictions through the implementation of actions in Calgary's Mental Health and Addiction Strategy.	Calgary's Mental Health and Addiction Strategy guided several investments in the first half of 2023, including \$400,000 over two years for a Mental Health Literacy Community Training and Education Initiative for youth led by and for Indigenous, Black, and diverse Racialized communities. Also, in 2023, the strategy is moving towards a shared impact model with greater community leadership and ownership to better respond to emerging work in the mental health and addictions sector.	
3 Increase the capacity of community organizations to prevent social issues and respond to emerging community need by developing and implementing investment frameworks such as the Family & Community Support Services fund (FCSS) and the Crime Prevention Investment Plan (CPIP).	In February, Council approved funding recommendations of \$40 million to 155 evidence-informed programs and initiatives that increase the social inclusion of Calgarians. Under the Capacity Building stream, FCSS funds are also supporting 31 organizations to strengthen their organizational effectiveness, increase their programs' impact, and address emerging issues and trends that are impacting Calgarians. Reaching our targeted objective, half of these initiatives are offered by organizations that are specifically led by and for Indigenous, Black and/or diverse Racialized communities.	
4 Increase the equity and accessibility of City services by supporting the understanding of the unique needs of Calgary communities and equity-deserving groups through policies, research and evaluation tools such as the Social Wellbeing Policy, the Equity Index, Equity Analysis Tools and the Equity in Service Delivery Fund.	Ten service lines have been selected for the Equity Organizational Maturity Assessment which will begin in August 2023. This will provide a benchmark for the organizational maturity of equity in the corporation and serve as a roadmap for future equity work.	

Initiative	Initiative Update	Status
<p>5 Improve community safety through collaborative investments such as the Community Safety Investment Framework (CSIF) which guides investment in crisis prevention and improved crisis response; and the Building Safer Communities Fund, which seeks to further develop and enhance community-based prevention and intervention programs that reduce gun and gang violence.</p>	<p>The Community Safety Investment Framework (CSIF) is a collaborative investment effort between The City and the Calgary Police Service. Following an open call for proposals in February to March, \$9.1 million was dispersed to 26 community initiatives to improve support for Calgarians in crisis due to mental or emotional distress, or a threat to themselves or others' safety.</p>	
<p>6 Improve the resilience of children, youth and young adults at-risk of gang involvement and criminal activity by partnering with the Calgary Police Service, Alberta Health Services and the Calgary Police Youth Foundation to provide early intervention and prevention programs (MASST, YARD and ReDirect).</p>	<p>The Multi-Agency School Support Team (MASST), Youth at-risk Development (YARD) and ReDirect programs continue to provide early intervention and prevention programming to youth at risk for criminal involvement. All three programs are working with partners to provide service to clients, while also pursuing program improvement projects including: redeveloping the intake process for YARD, refining demographic data collection for MASST, and overall program redevelopment for ReDirect.</p>	
<p>7 Improve racial and social equity by taking actions to eliminate systemic racism in The City's processes, programs, services, practices and policies. We will accomplish this through the development and implementation of an anti-racism strategic plan and framework created in collaboration with internal and external partners.</p>	<p>Dismantling Systemic Racism, Transforming Lives: The City of Calgary Anti-Racism Strategic Plan (2023 – 2027), was launched in May, after extensive community and City staff engagements. The plan outlines five focus areas and nine strategic actions in each focus area to address systemic racism that impact Calgarians, City of Calgary employees and public safety. This is The City's first Anti-Racism Strategic Plan. It serves as a blueprint to achieving a racially-just Calgary.</p>	
<p>8 Improve access and social inclusion of diverse populations through the development and implementation of actions related to the Calgary Local Immigration Partnership, the Gender, Equity, Diversity and Inclusion Strategy, and the Seniors Age Friendly Strategy.</p>	<p>The Calgary Local Immigration Partnership (CLIP) approved and implemented a new governance model. Winter City Safety with a focus on social isolation and belonging, aging well in community through transitions are priority areas for Age-Friendly Calgary in 2023-24. Two new sites in city parks were added for the Free Period project (Olympic Plaza and Century Gardens). The program was also promoted, and dispensers improved through a youth art contest.</p>	
<p>9 Prevent social issues from escalating in severity and complexity for The City's ability to respond by monitoring and addressing emerging trends, and connecting with community members, community organizations, partners and advisory committees.</p>	<p>The Gender Equity, Diversity, and Inclusion Advisory Committee was utilized to help validate The City's Safe and Inclusive Spaces Bylaw. With other City services, we are convening emergency food providers to respond to emerging or persistent needs related to access to emergency food. Projects funded through one-time \$4M from the province for downtown revitalization underway. The Calgary Youth Project, a cross-corporate initiative that will inform a City-wide Youth Strategy released its final report.</p>	



## Service Updates on Financial Performance

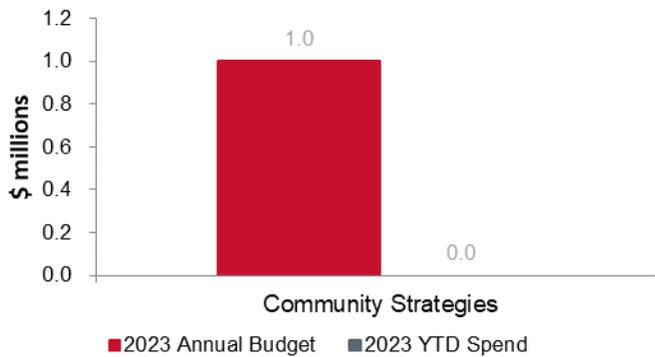
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Community Strategies is on budget with a favorable variance of \$280 thousand mainly attributable to vacancy savings.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The Indigenous Memorial Site is in the engagement/pre-design phase. Most of the capital expenditures are anticipated for 2024.

# Neighbourhood Support

Led by: Director of Community Strategies

## Service 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.

## Service Updates

### Highlights

Sixteen Community Associations received funding in 2023 to date from the Inspiring Neighbourhoods Grant (ING) for community community-led projects and initiatives. These include gathering spaces, community gardens, recreational programming, and community engagement. This grant has an annual budgeted allocation of \$150,000.

The Community Social Work (CSW) program received a grant from the Government of Alberta to support a Home-Based Business Network and employ additional Community Connectors working with CSWs. This added resource will help to leverage existing supports to continue to offer residents ways to develop their capacity, build their social connections and increase their economic participation.

### Challenges

Economic factors and issues continue to impact residents' and groups' ability to fully participate in the development of their communities. Insufficient incomes from either low paid employment or inadequate income replacement programs make it difficult for people to meet their basic needs. Difficulties in meeting basic needs (including pressures of time and family obligations), limits residents' capacity to volunteer in the animation of more inclusive neighbourhoods.

There is also a lack of operating dollars for community groups to cover rising operational costs such as utilities, insurance, and required audits.



# Measuring Our Performance

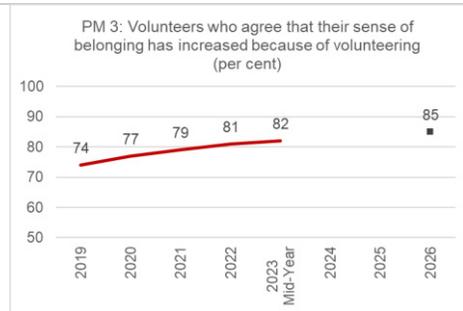
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

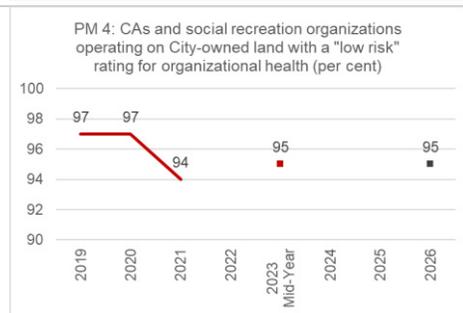
## Performance Measures

## Story behind the numbers

## Status



Since 2019, the percentage of volunteers who agree that their sense of belonging has increased, has been rising steadily, even though the actual number of volunteers had declined during the pandemic. This illustrates the social inclusion benefits that volunteering can offer. Although Community Social Work program volunteers are only surveyed once a year, 2022-year end information, along with a greater number of volunteer program participants in the first half of 2023, suggests an upward trend for this performance measure.



Measuring organizational health is part of an annual review process for community associations and social recreation organizations that operate on City-owned land, to evaluate the overall wellness of community-led organizations supported by neighbourhood partnership coordinators. The negative financial and organizational impacts of the pandemic on these groups was evident in the 2020 and 2021 audit data, however, the trend has now reversed, and we anticipate the recovery to continue.



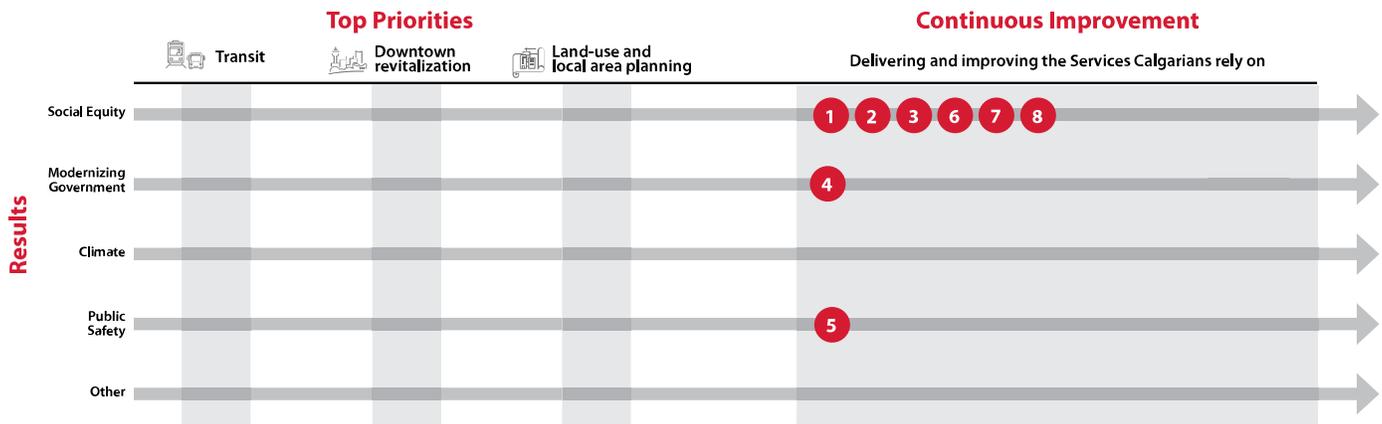
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

- PM 1: Community Social Work partners who agree that community social workers effectively address social issues in their neighbourhood (per cent)
- PM 2: CAs and social recreation organizations who feel neighbourhood partnership coordinators positively impact their overall level of functioning (per cent)
- PM 5: Calgarians who agree that 'I am regularly involved in neighbourhood and local community events' (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

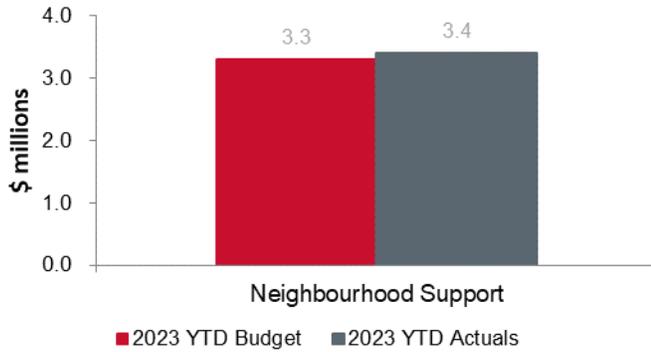
Initiative	Initiative Update	Status
1 Increase the social inclusion and economic participation of residents in neighbourhoods experiencing high levels of inequity through intentional community development including neighbourhood assessments and community-led initiatives.	A community assessment was completed in Southwood and one is underway in Glamorgan, Glenbrook, and Glendale to inform resourcing of a community social worker in these areas. In response to a Notice of Motion, Asset-Based Community Development was explored as an approach to complement existing community development work provided by Neighbourhood Supports. The service received a grant from Government of Alberta to support a Home-Based Business Network and employ additional community connectors working with community social workers.	
2 Foster vibrant and connected communities by strategically investing in community-based organizations and projects through micro-grants and the Inspiring Neighbourhoods Grant.	The Neighbourhood Partnership Coordinator Program supported community associations through the Inspiring Neighbourhoods Grant. A new decision matrix to respond to requests for over 50 per cent of project costs is being piloted. The Community Social Work Program provided community grants to residents with projects addressing social inclusion, economic participation, or reconciliation. The grant advisory committees are comprised of residents.	
3 Engage with community partners to help address and meet the changing needs of their residents by providing information, advice, and support in navigating City and community resources.	The Neighbourhood Partnership Coordination Program continued to connect internally with different business units to gather and share information with Community Associations. Collaboration was improved for some processes with different business units, for example, on the Naming Rights and Sponsorship policy, the maintenance of community entrance signs, and special event permits to support community associations better.	
4 Increase the financial health and organizational resilience of community associations and social recreation organizations by providing in-depth and tailored guidance to strengthen their structure and processes, as well as overseeing compliance of the conditions within the lease or license of occupation.	Post realignment, we are leveraging knowledge across the Partnerships Business Unit on capital processes to improve support to partners while also supporting Facility Management to deliver the Capital Conservation Grant program to address maintenance of aging community infrastructure. In the first half of 2023, we also further modernized and rolled out business planning tools for community associations.	

Initiative	Initiative Update	Status
<p>5 Improve a sense of community belonging and safety by supporting and advocating the activation of safe and inclusive spaces in collaboration with community residents, and internal and external partners.</p>	<p>To date, the Inspiring Neighbourhoods Grant has supported 16 community associations with over \$70,000 in funding for community-led projects and initiatives. These include gathering spaces, community gardens, recreational programming, and community engagement. Seven of the sixteen projects were specifically placemaking and beautification initiatives. Neighbourhood partnership coordinators work closely with community associations and with Facility Management to support access to the Capital Conservation Grant to address building safety issues.</p>	
<p>6 Increase a sense of belonging for local residents, particularly those experiencing vulnerabilities, by creating opportunities for them to connect through community hubs.</p>	<p>The Community Social Work Program, through the Community Hub initiative, implemented the Affordable Hardware Access program at the Village Square, Bob Bahan, and the North of McKnight Hubs as part of the City's Digital Equity Strategy. The Matched Savings youth program was run as a joint initiative with the United Way and the Community Social Work Program. This program teaches youth money management skills to build their financial capacity. Another cohort is scheduled for the fall.</p>	
<p>7 Increase social inclusion of populations experiencing vulnerabilities by engaging with, and facilitating the input of residents and other community groups into the development and implementation of strategies and practices that contribute to social well-being.</p>	<p>Efforts are underway to develop processes for the integration of community information and issues into policy development, implementation, and evaluation on community wellbeing related issues. Community social workers continue to act as subject matter experts on City policies and strategies, and work with residents to frame individual experiences of marginalization within a broader structural context.</p>	
<p>8 Support the social resilience of Calgarians by implementing social wellbeing strategies at the local level such as poverty reduction and Calgary's Mental Health and Addiction Strategy, and through the consideration and inclusion of the needs of diverse populations such as Indigenous and Racialized people.</p>	<p>Neighbourhood Support staff have been assigned in liaison roles with City and community policies and strategies, including the Community Action on Mental Health &amp; Addictions Strategy and Age-Friendly Calgary.</p>	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of June 30, 2023**



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Neighbourhood Support is on budget and has an unfavorable variance of \$114 thousand mainly attributed to pending budget adjustments that will be corrected in Q3 2023.

### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Neighbourhood Support does not have a Capital budget.

# Social Programs

Led by: Director of Recreation & Social Programs

## Service Description

Social Programs provides accessible and equitable programs and services that improve quality of life, contribute to inclusive communities, and promote social, mental, and physical wellbeing of Calgarians. We give Calgarians skills to build social resiliency and the supports they need to thrive. We leverage funds from other orders of government and private foundations through contractual agreements and collaborative partnerships. We offer social recreational programming for families, children and youth; career planning and employment support for youth; coordination of the delivery of senior's home maintenance services; and the administration of the Fair Entry Program.

## Service Updates

### Highlights

Social Programs made good progress advancing priorities, completing several projects in the first half of the year. Some highlights include:

- The Code 86 Wage review, which also supports Recreation Opportunities and Parks & Open Spaces, made The City a more competitive place for program staff to work, improving our ability to hire.
- The Calgary Parking Low-Income Market Permit program went live, providing Fair Entry clients with reduced-cost street parking access.
- The Revised Fair Entry Eligibility review for seniors accessing low-income transit passes is live.
- Long standing partnerships continue to thrive, including work with the Calgary Catholic Immigration Society to provide programming for immigrant children and youth.
- Seniors Services Home Maintenance program is now serving 1,200 low-income seniors, up from 840 in 2019.

### Challenges

More Calgarians are facing challenges due to the lingering effects of the COVID-19 pandemic and pressures from the economy, increasing demand on Social Programs.

Staff capacity has delayed some projects, including the Calgary AfterSchool amalgamation, but project managers are advancing outcomes as capacity allows. Fair Entry's capacity has been expanded through a pop-up location in City Hall School's vacant space to enhance service delivery, despite delays to the renovation of the third floor Municipal Building location.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

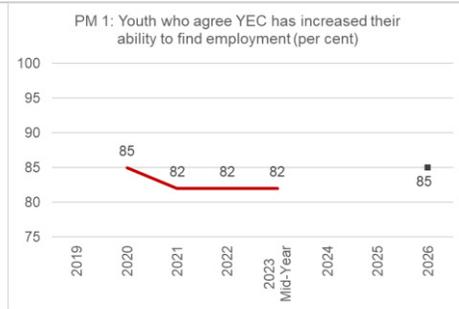
➔ Progressing as planned

⊖ Not progressing as planned

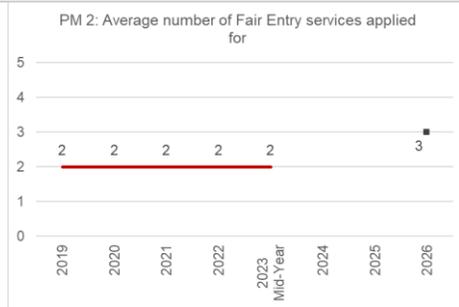
## Performance Measures

## Story behind the numbers

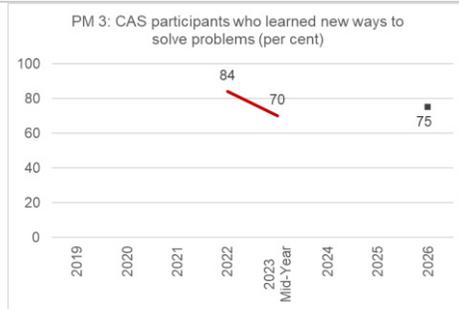
## Status



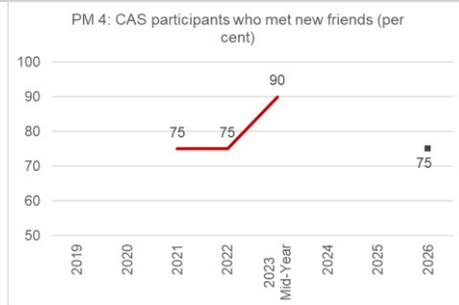
Alberta has the third highest youth unemployment rate in Canada. Youth are an untapped labour market that can assist in addressing the staffing shortage faced by many industries across Calgary. Youth Employment Centre (YEC) equips youth for employment readiness with skills development, enabling youth to confidently secure jobs that provide investment in the local economy and create economic resilience. In April, Youth Employment Centre connected 4,100 job seekers aged 15 to 24 with more than 89 employers looking to fill vacancies at the 2023 Youth Hiring Fair.



Many Calgarians continue to be impacted by the effects of the COVID-19 pandemic and broader economic forces that have worsened their financial circumstances. This has resulted in a need for more reduced-rate services that are essential to their wellbeing. Several Fair Entry projects were added to support Calgarians with low income, including: the Telecom subsidy program; Tax Appeals and tribunals subsidy; the Animal Licensing subsidy; and the Calgary Parking Low-Income Market Permit program.



Calgary AfterSchool offers no-cost programs to children and youth, with a focus on developing social emotional learning. Through participation in Calgary AfterSchool, children and youth say they have developed new skills and gained Calgary AfterSchool needed to solve problems in their lives. By continuing to fund Calgary AfterSchool programs, more children and youth will continue to build resilience, preparing them for life. The variation from 2022 year-end to the current mid-year update may be a result of the low sample size of for the program evaluations to date in 2023.



Calgary AfterSchool's no-cost programs focus on social emotional learning, providing participants opportunities to develop friendships and social skills. These friendships and social emotional skills in turn build resiliency among children and youth facing vulnerabilities. Calgary AfterSchool provides equitable access to opportunities that equip participants with skills and tools for life-long learning and development. The variation from 2022 year-end to the current mid-year update may be a result of the low sample size for the program evaluations to date in 2023.



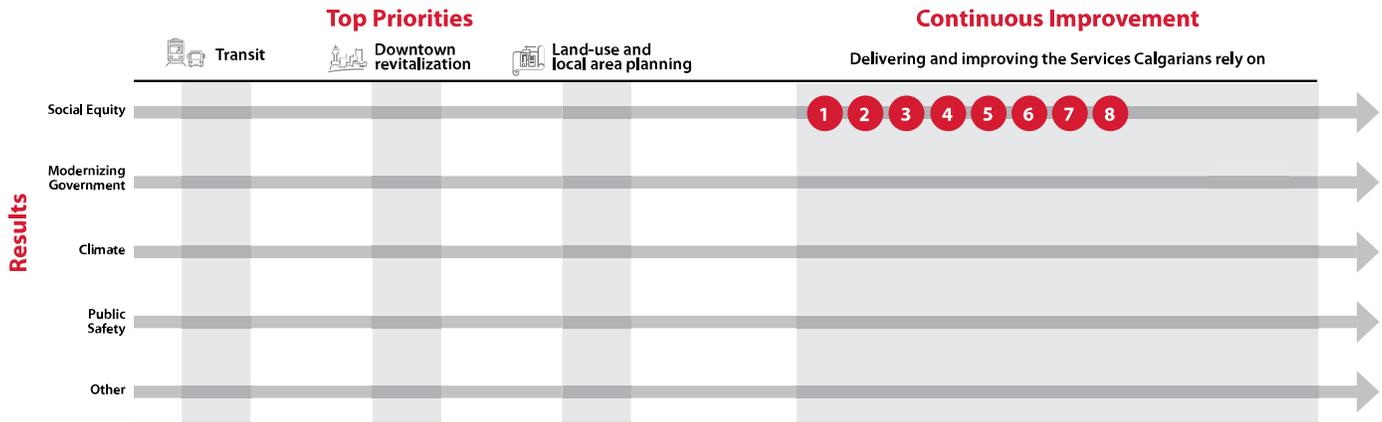
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 5: Parent and guardians of Park n' Play / Stay n' Play participants who say the programming met their expectations (per cent).



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

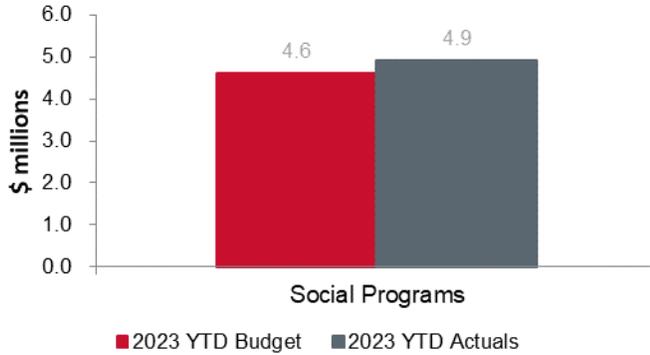
Initiative	Initiative Update	Status
1 Support social wellbeing by providing no- and low-cost, local and equitable programs for Calgarians facing negative social conditions.	Calgary AfterSchool wrapped its 2022-23 season with 16,000 children and youth attending programs. Participants reported making new friends and learning new skills and parents expressed thanks for having safe and accessible sites for their children to attend. The Seniors Services Home Maintenance program has 1200 seniors living with low-income are accessing subsidized snow removal, grass cutting and housekeeping.	
2 Provide Indigenous cultural opportunities for children and youth to further Truth and Reconciliation actions by delivering targeted programming.	The Develop Noticing Me, Noticing You, Noticing Us program is progressing, including the formation of a working group of Elders and staff. Consultation with Elders occurred on topics to pilot in seven Calgary AfterSchool programs this fall, and program curriculum is under development. Recreation & Social Programs (R&SP) hired an Indigenous Program Liaison to support facilitation of the Truth and Reconciliation Calls to Action (as identified in the White Goose Flying Report) that R&SP is accountable for.	
3 Support youth with employment readiness, skills development and employment through the Youth Employment Centre to help them successfully transition into meaningful employment.	The YEC hosted the annual 24th Hiring Fair in April, with 4,100 youth in attendance and a record 89 employer booths. Hiring is underway for a Community Liaison to support youth transitioning into careers. The renovated YEC resource area provides youth with an updated space to access career and employment support. The remaining renovation work will be completed by September 2023.	
4 Provide career development opportunities for at-risk youth by partnering with and supporting potential employers.	This work is resourced to begin in a future year.	
5 Improve service delivery to clients of Seniors Services Home Maintenance Program through file digitization.	Projects supporting this initiative are underway and are included in a larger Subsidy Assistance Management System project to support business process improvements. This includes Robodial, an opt-in telephone system for seniors to receive messages about service delivery information (e.g., snow clearing).	
6 Support community connections for students and their families by streamlining the process for providing access to free and low-cost school space.	The School Connections YYC project is a collaboration with the Calgary Board of Education, the Calgary Catholic School District and The City's Information Technology to automate and address gaps in accessing school space for programs during after school hours. IT has addressed issues and challenges identified with the system to improve access for users. User groups have identified further enhancements to improve ease of use. Work will begin on these enhancements in Q3 2023.	
7 Deliver culturally appropriate and trauma-informed programming for refugee children and youth facing complex social situations.	Social Programs has provided programming to 710 refugee children and youth in the Amenida Residences so far this year. In February and March, participation was lower as many families secured housing and moved out of the hotel; however, several new families arrived in April and these families expressed their gratitude that their children had activities they could get involved with right away.	

Initiative	Initiative Update	Status
<p>8 Meet the needs of low-income Calgarians by maintaining Fair Entry service levels, providing access to City services at reduced rates.</p>	<p>Comparing Q1 2018 to Q1 2023, Fair Entry experienced a 30 per cent increase in demand. Fair Entry continues to process applications within its standard time frame of approximately 10 business days by:</p> <ul style="list-style-type: none"> <li>• Increasing staffing levels in March prior to high seasonal volume demand (April to Sept.).</li> <li>• Coordinating pop-up mobile sites for application processing as required by seasonal volume demand.</li> <li>• Readjusting physical space at Village Square Library to provide a larger seating area for applicants.</li> <li>• Hiring additional staff to bolster the on-call pool and maximize coverage capacity.</li> </ul>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Operating budgets currently have an unfavourable variance of \$263 Thousand due to the seasonality of neighbourhood-based programs and increased demand for targeted programming for new immigrants and refugees. However, 2023 budgets are forecasted to be on target as additional funding sources, such as the Children’s Reserve, will be used later in the year to cover eligible shortfalls associated with increased program demand in the community.

### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Social Programs does not have a capital budget.

# Tax and Property Assessment



# Property Assessment

Led by: Director of Assessment & Tax

## Service Description

The Property Assessment service prepares market value property assessments annually as a mechanism to fairly and equitably allocate municipal and provincial property taxes. These taxes are used to fund the provision of public services. Provincial legislation largely directs our service's activities which, while broad and complex, can be summarized as preparing, collaborating on, and explaining property assessments.

## Service Updates

### Highlights

The Property Assessment service's success highlights for the first six months of 2023 were:

- Extensive engagement with property owners regarding their 2023 property assessments contributed to securing an all-time high of 3,141 agreements for a total of approximately 36.8 billion in 2023 taxable property assessed value. This up-front work led to some of the lowest complaint numbers (2,048) since 1999 when market value assessments were first introduced and 99.6 per cent of properties did not file a complaint.
- The 2023 property assessment roll consisted of over 567,000 accounts and approximately \$352 billion in assessed value. Despite a 1.5 per cent increase in accounts, all required quality standards were met or exceeded.
- Customers made approximately 6,331 phone inquiries throughout the 2023 Customer Review Period up from 3,925 in 2022. Surveys of customers showed an 80 per cent customer satisfaction score in 2023 up from 78 per cent in 2022.

### Challenges

The Property Assessment service's top challenges faced for the first six months of 2023 were:

- The Organization Realignment merged the Property Assessment and Taxation services into the Assessment & Tax business unit in 2022. This has been a positive change overall, but optimization of that merge is resource intensive and continues in 2023 via projects such as integrating Taxation and Property Assessment tools, products and processes; determining the ideal future workplace; renovating workspaces; realigning information storage; and moving a considerable number of staff to a new workspace.
- The CIAO+ (Calgary Integrated Assessment Office) Program has had continued vendor resource challenges which, if not remedied, may lead to the go-live date of this program being extended. CIAO+ will replace Property Assessment's core valuation software, is the primary capital priority, has a target of being completed by the end of 2024, and is having a recovery plan be created to get back on track.



# Measuring Our Performance

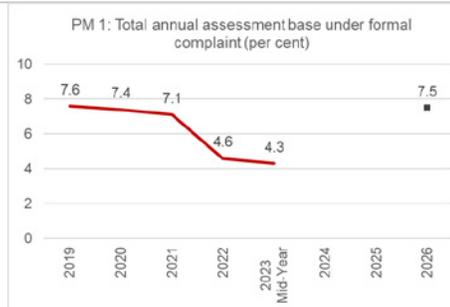
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

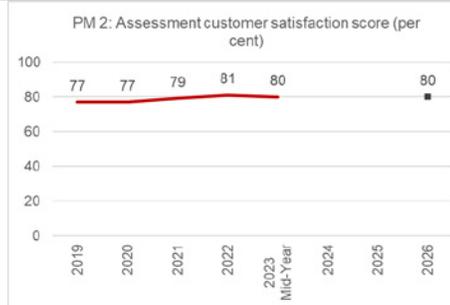
## Performance Measures

## Story behind the numbers

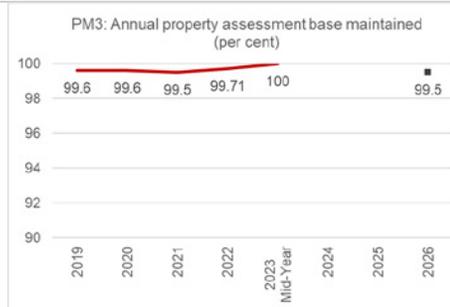
## Status



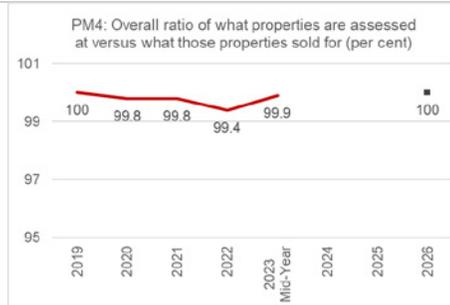
This performance measure had been steadily rising until a significant effort to reverse this trend was made in 2018 leading to 2023 having the lowest result since moving to market value assessments in 1999. This significant turn has been primarily due to increased collaboration with non-residential property owners and their agents before property assessments are finalized and has resulted in decreased financial risk for The City.



Property Assessment conducts a transactional customer satisfaction survey any time a customer who has called in agrees to undertake one. Historically, results had generally stayed over a very healthy 80 per cent but fell below this target in 2018-2021. Efforts to reverse the trend and move back towards the historical 80 per cent level using a combination of organizational/culture change, process/systems improvement, and staff training have been successful in 2022 and so far in 2023.



This performance measure is how Property Assessment measures the overall effectiveness of all parts of its operations. Commonly called “Roll Stability”, results that move too far below 100 per cent erode The City of Calgary's ability to rely on the sizeable and stable property tax base to fund services. Due to wide-reaching internal and external initiatives, recent results have been the best results achieved since moving to market value assessments in 1999 and, while early, initial results in 2023 look to be even better.



This is the most fundamental performance measure to evaluate the quality of the property assessment roll. Commonly called the “Assessment to Sale Ratio”, anything close to 100 per cent means that, on average, properties are selling for close to what they are assessed at. Performance measure results have stayed around 100 per cent for many years due to Property Assessment's continued focus on meeting and exceeding legislated standards.



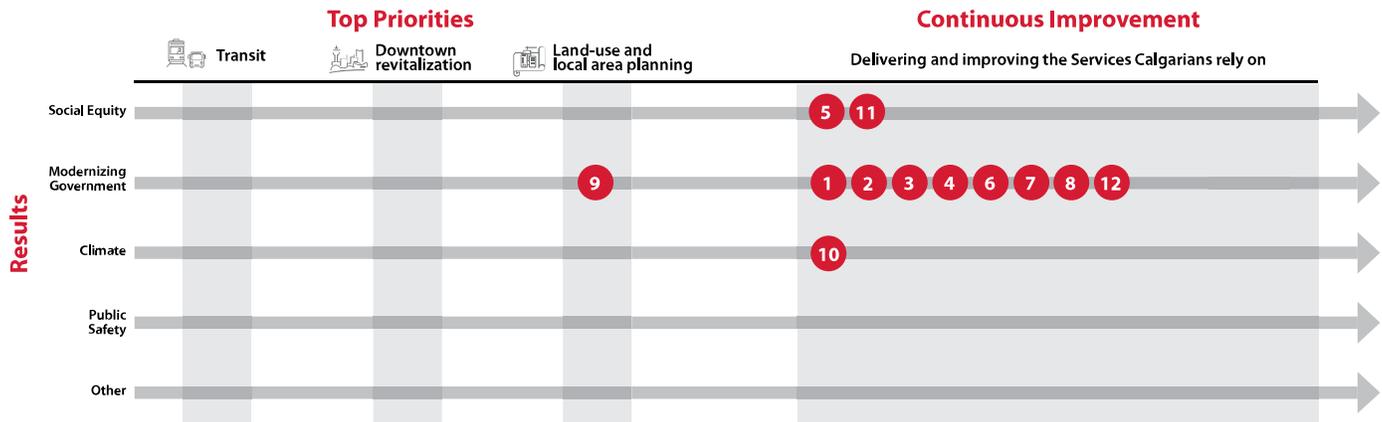
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 5: Service cost per property assessment account (dollars)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

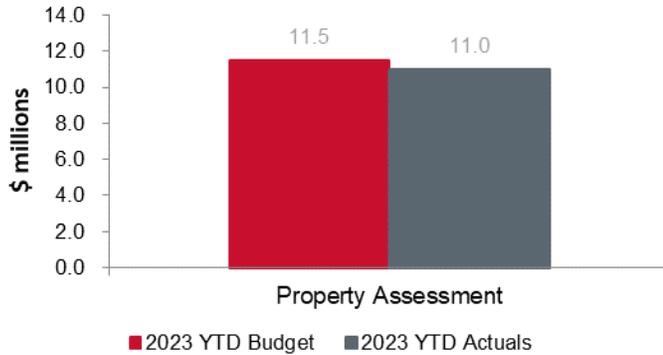
Initiative	Initiative Update	Status
1 Meet and exceed all legislated requirements and industry standards by preparing fair and equitable property assessments for all Calgary properties.	The 2023 property assessment roll consisted of over 567,000 accounts and approximately \$352 billion in assessed value. Despite a 1.5 per cent increase in accounts, all required quality standards were met or exceeded.	
2 Improve the customer experience by focusing on improving Calgarian's understanding and providing more online services and self-service options.	Customers made approximately 6,331 phone inquiries throughout the 2023 Customer Review Period up from 3,925 in 2022. Surveys of customers showed an 80 per cent customer satisfaction score in 2023 up from 78 per cent in 2022 with team members resolving 78 per cent of inquiries on the first phone call.	
3 Manage The City's financial risk and improve relationships with Calgarians by actively collaborating with property owners and agents regarding their property assessments.	Property Assessment extensively engaged with non-residential property owners of their 2023 property assessments which contributed some of the lowest complaint numbers (2,048) since 1999 when market value assessments were first introduced. 99.6 per cent of properties did not file a complaint.	
4 Maintain equity for all property owners by listening, reviewing, understanding any complaints, and working to collaboratively resolve any Calgarian's concern by exchange of information, amended notice, and if necessary, by explaining our assessments before the Assessment Review Board.	Property Assessment again increased its collaboration efforts to all-time highs securing 3,141 total 2023 agreements for a total of approximately 36.8 billion in 2023 taxable property assessed value. After removing Multi-Residential from the above numbers, this represents about 54.5 per cent of the 2023 non-residential taxable property assessment base with signed agreements in place which ensures tax revenue stability and security for The City.	
5 Ensure exemption legislation is correctly interpreted and applied by managing the taxable and non-taxable status of properties.	Property Assessment's property tax exemption processing times stayed below 2023 targets 75 per cent of the year to date.	
6 Better serve Council and Calgarians by smoothly transitioning the Property Assessment and Taxation services into the Assessment & Tax business unit.	The merge of the Property Assessment and Taxation services into the Assessment & Tax business unit was successfully implemented and now there are a number of projects in progress to optimize the new business unit. These projects include integrating Taxation and Property Assessment tools, products, and processes; determining the ideal future workplace; renovating workspaces; realigning information storage; and moving a considerable number of staff to a new workspace.	

Initiative	Initiative Update	Status
7 Make the Property Assessment service a more attractive long-term career choice by focusing on staff attraction, development, and retention.	Property Assessment only has access to a small pool of qualified staff and the overall turnover for the Assessment & Tax business unit is currently at three per cent year-to-date to the end of June 2023 for core employees. In 2018, Calgary had the lowest percentage of appraisal staff accredited in Canada at 14 per cent. Efforts to address this continue and Calgary now sits at 47.8 per cent. Creating a Learning Strategy is a 2023-2026 priority which is currently active and is aimed at improving all aspects of staff development.	
8 Pursue future efficiency and effectiveness gains by continuously investing in technology and process improvements.	Considerable progress was made on the Calgary Integrated Assessment Office+ (CIAO+) Program despite continued vendor resource challenges which, if not remedied, may lead to the go-live date of this program being extended. This program will replace Property Assessment's core valuation software and is the primary capital priority for Property Assessment. The CIAO+ Program has a target of being completed by the end of 2024, and a recovery plan is being created to get the vendor back on track.	
9 Support evidence-based decision-making across The City and the industry by providing property assessment information to internal and external data requesters for such issues as downtown revitalization, affordable housing, etc.	As part of the 2023-2026 service plans and budgets process, the Property Assessment service received additional funding to hire new staff. Those new staff for 2023 have been hired and a part of their focus is on providing property assessment information to internal and external data requesters.	
10 Address the climate emergency by reducing Property Assessment's carbon footprint using both technological and process related tools.	Property Assessment increased efforts to have more property owners use eNotices rather than have their property assessments mailed. As of 2023 June 30, over 58,000 property owners have signed up to receive an eNotice which is up approximately 12 per cent since this time last year. This eNotice participation rate increase along with conducting many Assessment Review Board hearings via videoconference, reducing mailing/printing, and staff working primarily with a telework agreement have all contributed towards reducing The City of Calgary's carbon footprint.	
11 Advance equity efforts at The City by making decisions after first considering all Equity, Diversity, Inclusion, & Belonging implications.	After successfully applying to the "Equity in Service Delivery Fund" the Assessment & Tax business unit has \$70,000 to undertake the ProperTEA (Tax Equity Assessment) project which is expected to conclude by 2024 May 31. This project will see a partnership with the University of Calgary Department of Economics' research group. It will explore issues of equity in The City of Calgary's residential property assessment and tax system and develop targeted and operational refinements to better meet the needs of diverse Calgarians and to support greater equity.	
12 Increase resilience and consider how best to operate in a future that is increasingly volatile, uncertain, complex, and ambiguous by proactively preparing for unexpected challenges.	The Assessment & Tax Business Continuity Plan and the entire internal business planning & reporting process are in the process of being completely rewritten to reflect the changes made as part of the Organization Realignment and bring things up to industry best practices.	



## Service Updates on Financial Performance

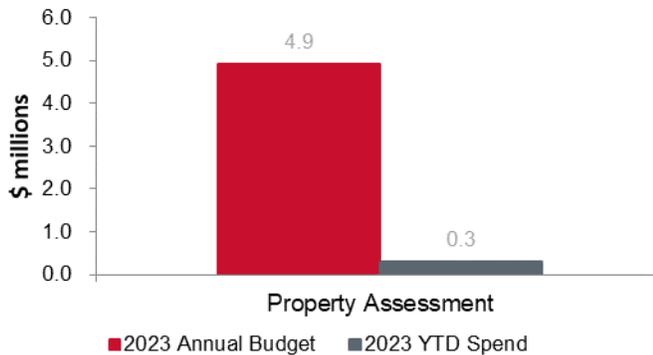
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

The Property Assessment service line favourable variance of \$0.55 million is primary due to savings in salary and wages from intentionally managing the workforce of \$0.46 million, \$0.07 million related to funds received for Equity in Service Delivery program from Community Strategies for which expenses are expected to be incurred late 2023, and the remaining \$0.02 million favourable variance from various small variances.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The capital budget spent by the Property Assessment service line is at 6 per cent. The CIAO+ program will replace Property Assessment's core valuation software and is the primary capital priority for Assessment and Tax. Considerable progress was made on the CIAO+ Program despite continued vendor resource challenges which, if not remedied, may lead to the go-live date of this program being extended. The CIAO+ Program has a target go live of the end of 2024, and a recovery plan is being created to get the vendor back on track. The current spend rate for 2023 is low due to vendor delays in development delivery. Once all development is complete the program will focus on User Acceptance Testing and Training.

# Taxation

Led by: Director of Assessment & Tax

## Service Description

Taxation service ensures property taxes are properly billed, effectively collected, and that customers receive timely and accurate information on property tax matters.

## Service Updates

### Highlights

The Taxation service's success highlights for the first six months of 2023 were:

- There were almost 555,000 2023 Property Tax Notices mailed on 2023 May 25 for a total of \$3,008,989,195 in budgeted property tax revenue which makes up approximately 43 per cent of The City of Calgary's total revenue.
- Despite having well over half a million accounts, only five went to tax sale, of which only one sold. Tax Instalment Payment Plan (TIPP) participation continues to increase as can be seen by the over 300,000 active TIPP accounts and approximately \$150 million of revenue coming in each month.
- The Taxation service works with non-profit organizations and Calgarians in need through various programs including the Non-Profit Tax Mitigation program, tax cancellations for organizations such as the Calgary Housing Company and Silvera, the Property Tax Assistance Program, the Dorothy Motherwell Compassionate Property Tax Penalty Relief Program, etc.

### Challenges

The Taxation service's top challenges faced for the first six months of 2023 were:

- The Organization Realignment merged the Taxation and Property Assessment services into the Assessment & Tax business unit in 2022. This has been a positive change overall, but optimization of that merge is resource intensive and continues in 2023 via projects such as integrating Taxation and Property Assessment tools, products, and processes; determining the ideal future workplace; renovating workspaces; realigning information storage; and moving a considerable number of staff to a new workspace.
- A very active real estate market and record high number of service requests has created workload issues that require careful management. This has proven challenging, particularly while also transitioning the Taxation service into the Assessment & Tax business unit, but efforts continue and progress is being made.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

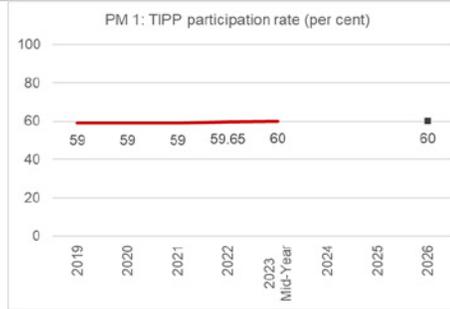
➔ Progressing as planned

⊖ Not progressing as planned

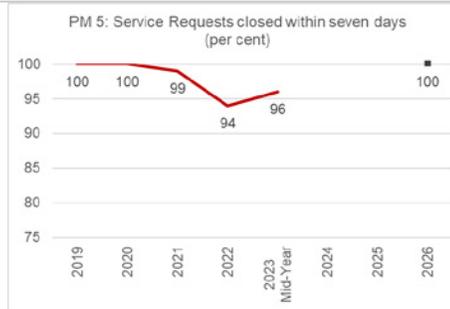
## Performance Measures

## Story behind the numbers

## Status



This performance measure was recently impacted by improved forecasting, better distribution of initial payment if joining after year beginning, and the removal of fees. While the participation rate has remained relatively steady for several years, it has done so while The City has seen an increasing number of property tax accounts. Over 300,000 accounts participate in The City of Calgary's Tax Instalment Payment Plan (TIPP), the TIPP rate is one of the highest in Canada, and the goal is to continue to be so.



This performance measure is a key factor in increasing customer satisfaction and public trust in the Taxation service. Results are commonly at or near 100 per cent but unexpected events sometimes push results lower than expected. 2023 has seen every month over 98 per cent except April when high call volumes did not decrease as anticipated. This has dragged down the overall year-to-date results. Efforts are underway to improve forecasting so that unexpected events are less common and less impactful in the future.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 2: Current year's tax arrears as a per cent of current year's tax levy (per cent)

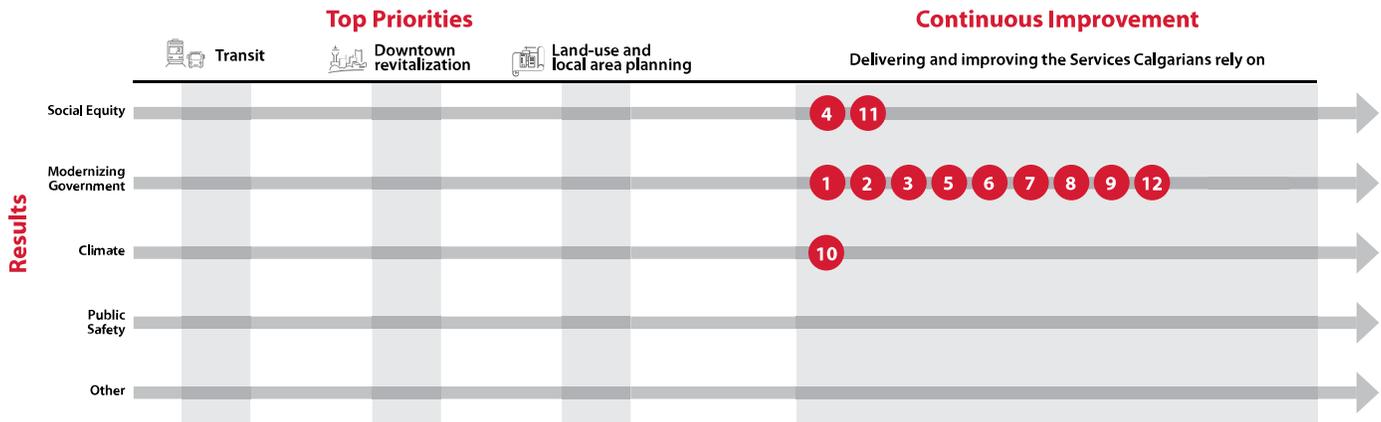
PM 3: Operating cost to maintain property tax accounts per property tax account serviced (dollars)

PM 4: Prior year's tax arrears not collected in the current year as a per cent of current year's tax levy (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

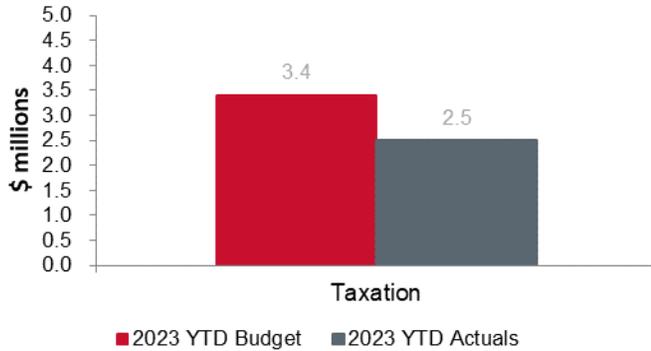
Initiative	Initiative Update	Status
1 Ensure Calgarians have access to their accurate and timely property tax bills by following billing best practices.	The 2023 Property Tax Bylaw was passed on by Council on 2023 March 14. The 2023 Property Tax Notices were mailed out on 2023 May 25 with a due date of 2023 June 30. There were almost 555,000 notices mailed for a total of \$3,008,989,195 in budgeted property tax revenue which makes up approximately 43 per cent of The City of Calgary's total revenue that can be spent on providing the important services that Calgarians use every day.	
2 Improve the customer experience by focusing on improving Calgarian's understanding and providing more online services and self-service options.	Tax Instalment Payment Plan (TIPP) participation continues to increase as can be seen by the over 300,000 active TIPP accounts and approximately \$150 million of revenue coming in each month. Additional customer service-related improvements are expected soon with the further integration of processes and systems between the Taxation and Property Assessment services, the TIPP Self Service Registration project, the Tax System Modernization program, etc.	
3 Provide The City with a significant and stable source of property tax revenue by effectively and efficiently collecting property taxes.	The City of Calgary employs very effective property tax collection processes and staff and, despite having over well over half a million accounts, only 4,546 Pre-Tax Notification properties were identified with 279 of those eventually being included on the Tax Sale listing. Staff compassionately worked with the owners of those properties and just five went to the actual tax sale auction on 2023 April 26, of which only one sold.	
4 Help Calgarians in need of financial assistance by offering compassionate property tax relief-based programs under certain circumstances.	The Taxation service works with non-profit organizations and citizens in need with property tax cancellation, reduction, or refunds through various programs. The results of these programs will be reported to Council every Fall going forward and include \$142,865 cancelled as part of the Non-Profit Tax Mitigation program on 2023 July 4 and \$1,606,262 as part of tax cancellations for organizations such as the Calgary Housing Company and Silvera on 2023 June 6. They also include the Property Tax Assistance Program, the Dorothy Motherwell Compassionate Property Tax Penalty Relief Program, etc.	
5 Support Council's Guiding Principle of Building Strong Communities by improving Business Improvement Area (BIA) engagement and relationship building.	The 2023 Business Improvement Area budgets and enabling bylaws were passed by Council on 2023 January 24. The 2023 Business Improvement Area Tax Notices were mailed out on 2023 February 8 with a due date of 2023 March 31. There were almost 6,000 notices mailed for a total of \$5,153,856 in budgeted Business Improvement Area tax revenue.	
6 Better serve Council and Calgarians by smoothly transitioning the Property Assessment and Taxation services into the Assessment & Tax business unit.	The merge of the Taxation and Property Assessment services into the Assessment & Tax business unit was successfully implemented and now there are a number of projects in progress to optimize the new business unit. These projects include integrating Taxation and Property Assessment tools, products, and processes; determining the ideal future workplace; renovating workspaces; realigning information storage; and moving a considerable number of Taxation staff to a new workspace.	

Initiative	Initiative Update	Status
7	Make the Taxation service a more attractive long-term career choice by focusing on staff attraction, development, and retention.	Taxation only has access to a small pool of qualified staff and the overall turnover for the Assessment & Tax business unit is currently at three per cent year-to-date to the end of June 2023 for core employees. Creating a Learning Strategy is a 2023-2026 priority which is currently active and is aimed at improving all aspects of staff development. 
8	Pursue future efficiency and effectiveness gains by continuously investing in technology and process improvements.	The Tax System Modernization program was provided capital funding as part of the 2023-2026 service plans and budgets process and aims to update PTWeb and City Ownership OnLine (COOL). PTWeb is the primary property tax system and work will be initiated in the Fall of 2023. COOL interfaces with Alberta Land Titles, allows Taxation to receive feeds of ownership changes, and development work is underway. 
9	Support evidence-based decision-making across The City and the industry by providing taxation information to internal and external data requesters.	As part of the 2023-2026 service plans and budgets process, the Taxation service received additional funding to hire new staff. Those new staff for 2023 have been hired and a part of their focus is on providing taxation information to internal and external data requesters. 
10	Address the climate emergency by supporting the Clean Energy Improvement Program and reducing Taxation's carbon footprint using both technological and process related tools.	Reducing mailing/printing and having many Taxation staff working with a telework agreement have contributed towards reducing The City of Calgary's carbon footprint. 
11	Advance equity efforts at The City by making decisions after first considering all Equity, Diversity, Inclusion, & Belonging implications.	After successfully applying to the "Equity in Service Delivery Fund" the Assessment & Tax business unit has \$70,000 to undertake the ProperTEA (Tax Equity Assessment) project which is expected to conclude by 2024 May 31. This project will see a partnership with the University of Calgary Department of Economics' research group. It will explore issues of equity in The City of Calgary's residential property assessment and tax system and develop targeted and operational refinements to better meet the needs of diverse Calgarians and to support greater equity. 
12	Increase resilience and consider how best to operate in a future that is increasingly volatile, uncertain, complex, and ambiguous by proactively preparing for unexpected challenges.	The Assessment & Tax Business Continuity Plan and the entire internal business planning & reporting process are in the process of being completely rewritten to reflect the changes made as part of the Organization Realignment and bring things up to industry best practices. 



## Service Updates on Financial Performance

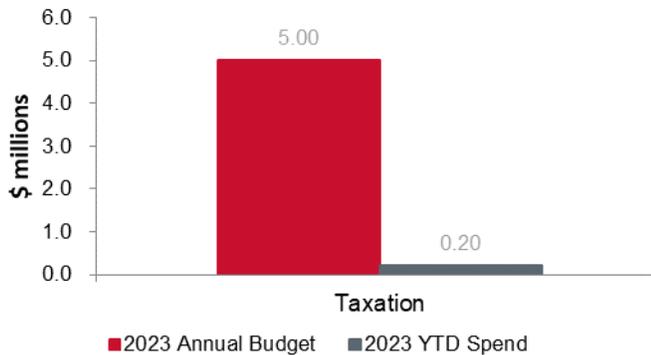
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

The Taxation service line favourable variance of \$0.91 million is primary due to higher than anticipated revenue of \$0.66 million mainly from City Online (e-commerce) as a result of increased real estate activities due to favourable real estate market conditions, savings in salary and wages from intentionally managing the workforce of \$0.31 million and the remaining (\$0.06) million unfavourable variance from various small variances.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The Taxation service line capital spent on capital projects is at four per cent due to resource constraints. The PTWeb Uplift, which is a component of the Tax Management Sustainment initiative, has reached full completion. The City Ownership Online Upgrade is approximately 10 per cent complete of its scheduled 2023/24 progress, due to be complete in Q4 2024. The initiation of the PTWeb replacement project has been scheduled to begin Q4 2023, predominantly due to constraints in resource availability.

# Transportation





# Parking

Led by: Director of Mobility

## Service Description

The Parking Service facilitates parking and innovative use of space including patios for businesses and communities to benefit Calgarians. This is achieved by providing paid and timed parking and loading, the enforcement of The City's parking policies and bylaws, administration of permitted parking, and space management for special events and seasonal activities. The mission is to contribute to vibrant, safe and accessible communities by managing and administering parking resources.

The Parking Service is self-supported and generates a revenue stream that allows for reinvestment in communities, business areas and other Council priorities.

## Service Updates

### Highlights

With official integration into The City of Calgary, Calgary Parking continues to enhance service delivery to Calgarians and has completed major transitional elements to reduce the overall cost of the parking service including:

- Commencing fleet electrification research to transition to fully electric vehicles as part of the five to 10-year plan.
- Aligning energy-efficient fleet objectives with Calgary's Climate Program and The City's Green Fleet Strategy to improve efficiency and reduce carbon footprints.
- Implementing Council policy changes for the RPP Program, including launching the Market Permit and Low-Income Market Permit.
- Engaging with Community Associations and Business Improvement Areas to improve parking management and better meet their needs.

Integration has also improved collaboration with other workgroups to provide enforcement for the Spring Clean-Up Program and exploring other initiatives such as increasing seasonal capacity for bike parking.

### Challenges

Through service delivery, the parking service has encountered challenges related to aging information technology systems and increasing expectations by various groups for service support without compensation. Implementation of changes to the Residential Parking Permit (RPP) Program are also being rolled out over an extended transition period, which lengthens the time to achieve full cost recovery of the program.



# Measuring Our Performance

**Legend**

- Actuals
- Expected Future Performance
- Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

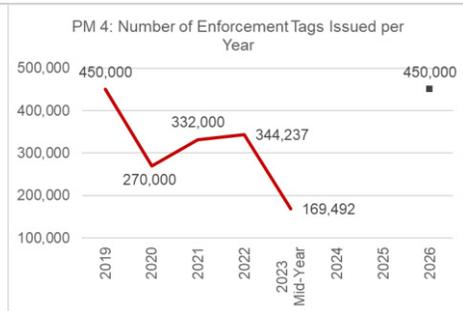
## Status



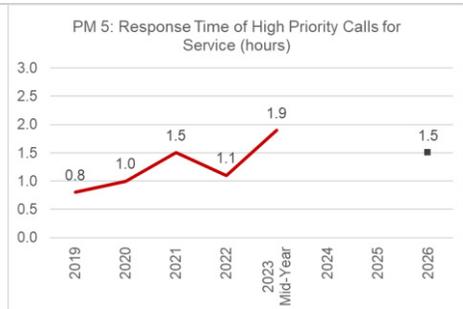
The estimated financial return to the City of Calgary in 2023 is based on the formula formerly used by the Calgary Parking Authority. This formula is in the process of being updated and may change before the end of 2023. The returns, as calculated, are still below pre-pandemic levels but are higher than the previous three years and are 23 per cent higher than the 2023 budgeted return.



The 2023 projected cost per stall has increased primarily due to higher salary and wages in union positions after integration with The City of Calgary's unions. Additionally, due to increased parking activity in 2023, several costs that vary with demand are higher such as credit card processing fees, towing expenses, utilities, repairs and maintenance.



The pandemic substantially impacted parking ticket issuance with reduced enforcement tags in 2020 and in 2021 due to changes in parking behaviour and health restrictions. In 2022, the number of tags issued started to trend towards pre-pandemic levels. Aligning with projections, the 2023 mid-year enforcement tag numbers are tracking above 2022, because of the continued increase in parking demand and employees returning to work.



The average enforcement response time of high priority calls in the first half of 2023 has increased over 2022. This increase can be attributed to a combination of factors, including a shortage of enforcement officers and an increased number of incoming high-priority calls. The service is focused on improving these response times with the goal of supporting public safety, mobility and accessibility for Calgarians.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

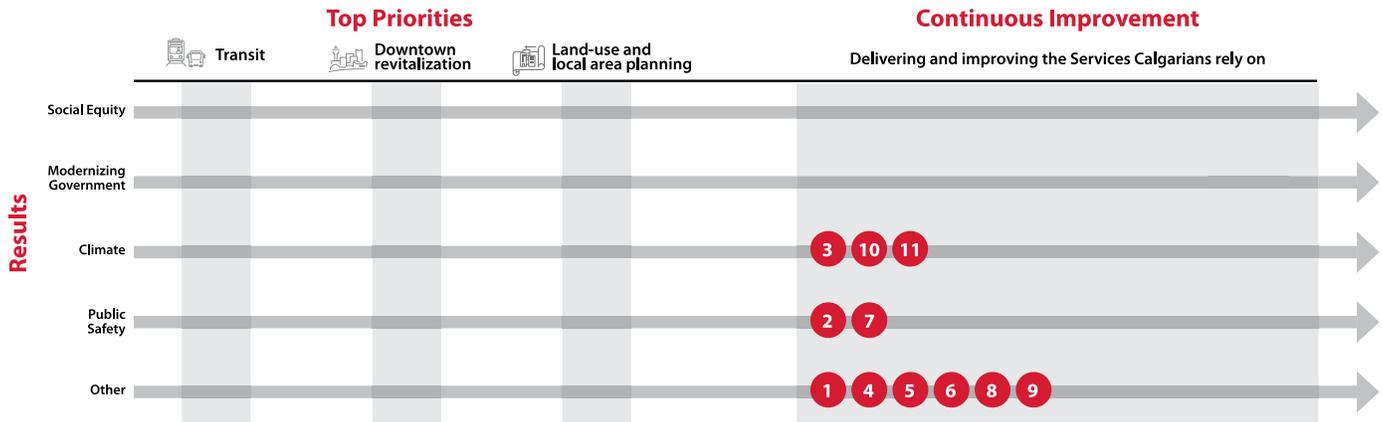
PM 2: Positive Customer Perception (per cent)

Data for this performance measure was from a previous Calgary Parking Authority (CPA) survey. With the integration of the parking service into The City, data from a City of Calgary customer satisfaction survey will be used in the future.



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

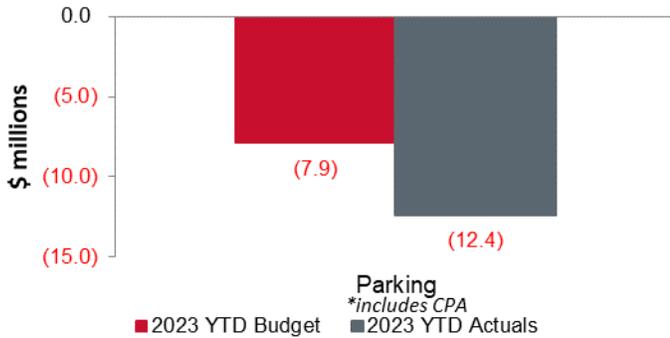
Initiative	Initiative Update	Status
1 Improve positive perception of the Parking Service by facilitating sponsorship and outreach programs where funding is allocated to groups or organizations that have mobility and transportation-related projects.	Calgary Parking initiated a partnership initiative for Business Improvement Areas (BIAs) which included an online survey to understand BIA parking and transportation needs. The service also met with BIAs to provide parking solutions for their respective areas and advise on parking products and services such as event rentals and cross-promotion of BIA events and programs. Calgary Parking is also working with BIAs to revise the Parking Reinvestment Program and enable enhanced consistency regarding contributions.	
2 Deliver awareness of the ParkPlus System, the Traffic and Parking Bylaws to Calgarians by creating opportunities for Parking Safety & Compliance (PS&C) officers to engage with customers and Calgarians in the community.	Parking Safety & Compliance (PS&C) officers increased citizen exposure through involvement in the Mayor’s Expo, the “Coffee with a Uniform” community program offered throughout Calgary. PS&C have also collaborated with internal partners and community leaders during major events and festivals, and worked directly with the Calgary Police Service’s (CPS) Diversity and Inclusion Team. This increased exposure enabled PS&C to collaborate with the Interdepartmental Events Team, the Joint Encampment Team, the Security Team for the World Petroleum Congress and the CPS Public Safety Working Group.	
3 Decrease operating costs by upgrading to more fuel efficient fleet vehicles.	Potential options have been considered for electrifying the parking operations fleet to a fully electric or battery electric fleet. Calgary Parking has also procured two electric vehicles to pilot this summer to enhance short to mid-term goals of converting all existing Calgary Parking vehicles into an energy-efficient fleet.	
4 Reduce parkade operating costs by upgrading lighting and heating units.	The objective of major capital projects is to improve parking sites and reduce operating costs by 8-10 per cent. The Parking Operations Team is collaborating with the Streetlights Team to retrofit all surface parking lots to energy-efficient Light-Emitting Diode (LED) lighting. In June 2023, LED upgrades were successfully completed in Parking Lot 7.	
5 Increase revenue through the Flex Pass program and other new products.	Off-street parking revenue is up by 40 per cent in comparison to the previous year. This increase in revenue is directly related to quarterly promotions, including app-only promotions, and marketing Calgary Parking products, such as Flex Pass and MyParking App.	
6 Allow for a better understanding of business recovery by developing Key Performance Indices (KPIs) focused on gross revenue and net revenue.	Calgary Parking service performance indicators are monitored and tracked, with the goal of developing and enhancing metrics that reflect the value-added approach of the service.	

Initiative	Initiative Update	Status
<p>7 Maintain and operate safe facilities for customers, and increase efficiencies and reduce operational costs, by supporting the lifecycle and asset strategy, focusing on upgrading infrastructure (mechanical, electrical).</p>	<p>Major capital projects, including structural, mechanical, and electrical upgrades, have been planned at parking sites based on recent building condition assessments and a comprehensive asset management strategy. Parking lots for this capital work include Lots 25, 28, 36 and 60. Security infrastructure upgrades have also been included in the planned capital work to continuously improve site security and prevent daily mischief such as theft, break-ins, and vandalism at parkades.</p>	
<p>8 Support and maintain the City's License Plate Recognition (LPR) enforcement capabilities by replacing aging technology, including mobile and/or vehicle License Plate Recognition equipment, and fixed facility-based License Plate Recognition equipment currently in use.</p>	<p>Through technology development, modernizing services and continuous improvement, capabilities, such as the ability to recognize license plates, promotes service delivery and enables service efficiency.</p> <p>Procurement processes are in progress for The City's License Plate Recognition (LPR) enforcement capabilities.</p>	
<p>9 Enhance user experience, data security, operation stability, reduce technology maintenance cost, provide faster responses to stakeholder needs and the industry's changing requests, and add new features and flexibility to integrate with third party applications, by enabling, supporting, and automating Calgary Parking Authority (CPA) parking management operation to support the lifecycle management of software solutions.</p>	<p>Enabling optimal parking service user experience occurs through continually improving a variety of parking service components including data security, operation stability, use of modernized technology, reduced maintenance costs, and other elements.</p> <p>The parking service conducted security testing on its technology systems and implemented critical security updates. License Plate Recognition (LPR) cameras have also been installed at Calgary Zoo's west lot to enhance enforcement and user experience, with additional LPR activity occurring in other locations.</p>	
<p>10 Increase the number of Electric Vehicle charging stations in City-owned parkades in the short-term, and assess utilization demand and increase capacity as we advance.</p>	<p>Calgary Parking has retained a consultant regarding the scope of work associated with the feasibility and strategic plan for City-owned parkade facilities. The scope of work includes investigating multiple types of electric vehicle chargers and determining success criteria for electric vehicle charging station implementation.</p>	
<p>11 Install Electric Vehicle charging stations on-street by working with the Calgary Sustainability team to assess demand and feasibility.</p>	<p>Calgary Parking Policies are being updated to allow for on-street electric vehicle charging. This update is scheduled to go to City Council for approval in September 2023. The Parking Operations Team has selected potential on-street locations for Level 2 or Level 3 on-street charging infrastructure.</p>	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of June 30, 2023**

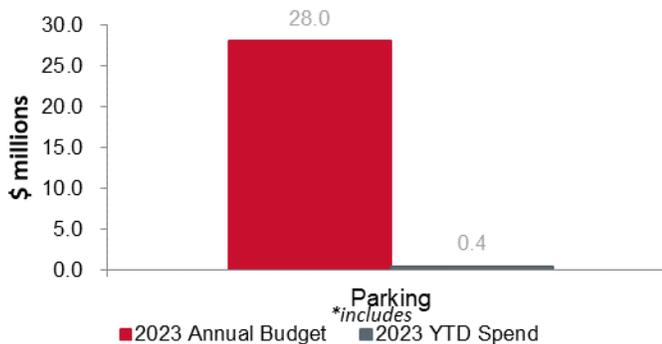


### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

The Parking service's net income is \$4.5 million favorable. Revenue had a favourable variance of \$1.4 million and has largely recovered from the pandemic but is stabilizing at lower than pre-pandemic levels. 2023 has seen an average of 83 per cent of pre-pandemic revenues, which demonstrates a potential long-term impact on parking demand as work from home and hybrid work arrangements become more common. To capture parking demand as it returned, the service leveraged its technology advantage to offer flexible parking options that were highly successful and will continue to look for similar opportunities.

Expenses were \$2.6 million favourable, primarily due to a temporary variance in salaries and benefits, which will reverse later in 2023. Enabling services (Finance, IT & HR) were originally budgeted under the service prior to integration into The City of Calgary, while actual expenses have been recorded under the respective enabling City workgroups post-integration.

**Capital Budget and Spend as of June 30,  
2023**



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

With the Calgary Parking Authority's integration into The City of Calgary in December 2022, majority of the capital budget for 2023 was deferred until a long-term asset management plan was completed and projects were reviewed for alignment with the Mobility business unit's long-term objectives. As a result, most of the budgeted amounts were not spent in first half of 2023. The deferral is expected to be temporary.

# Public Transit

Led by: Director of Calgary Transit

## Service Description

The Public Transit service line provides a network of train and bus transportation for citizens and visitors to Calgary to get from place to place safely, reliably and affordably. Our service includes rapid transit service by bus and CTrain, local bus routes including On Demand bus service and a support system that keeps customers safe, comfortable and informed. We are an environmentally friendly service, with a focus on reducing Green House Gas (GHG) emissions and contributing to the climate strategy.

## Service Updates

### Highlights

- Public Transit remains focused on returning service to pre-pandemic levels, witnessing an increase in ridership.
- An operator hiring spree, scheduling adjustments and collaboration with fleet supply ensured meeting the growing demand of passengers. Safety measures were actioned to address crime and social disorder on the transit system.
- Council supported the advancement of the Public Transit Safety Strategy. Public Transit received Council support for its update to RouteAhead, a 30-year vision for the future of public transit in Calgary. Green Line reached an important milestone with the launch of the Development Phase.
- The service also established a robust service governance framework, ensuring effective management and decision-making processes across City business units.

These highlights demonstrate the service's ability to adapt, innovate and deliver high-quality transportation solutions that meet the needs of the community while prioritizing safety and sustainability.

### Challenges

Supply chain disruptions and labour shortage continued to hamper the ability to expand or maintain fleet; shortage of operators compounded the inability to return to pre-pandemic levels of service.

The service encountered challenges related to public safety and security. Incidents of crime, harassment or anti-social behavior on trains, buses and at stations and platforms impacted the perception of safety and discouraged ridership.

The service also faced challenges associated with procurement and infrastructure cost inflation. Increasing costs of materials, labour, and construction impacted key projects such as the electric community shuttle bus trial. To advance unfunded projects in the Max 301 corridor, Blue Line extension to Airport, and Red Line South extension, the service sought funding from the Shovel Ready Fund to advance unfunded projects.



# Measuring Our Performance

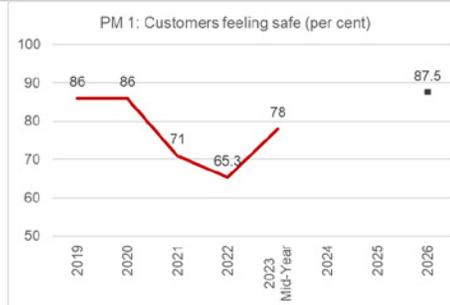
**Legend**

- Actuals
- Expected Future Performance
- Progressing as planned
- Not progressing as planned

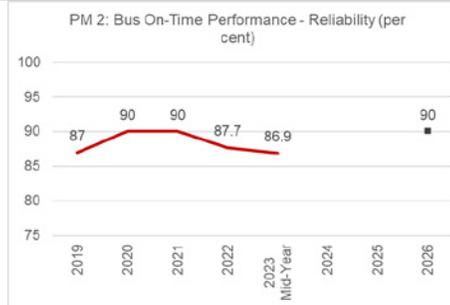
## Performance Measures

## Story behind the numbers

## Status



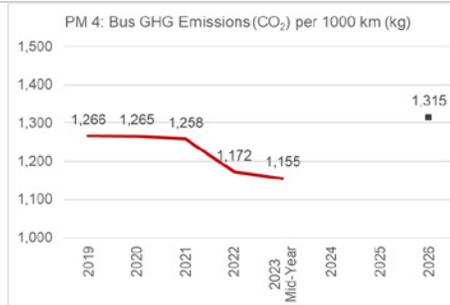
Calgary Transit's focus on customer safety has led to improvement compared to the previous year. The dedication to enhancing safety measures, coupled with strategic investments and collaborative efforts with partners, has contributed to this progress. Building on this momentum, ongoing initiatives, the Public Transit Safety Strategy, and proactive measures are being implemented to further bolster customer safety.



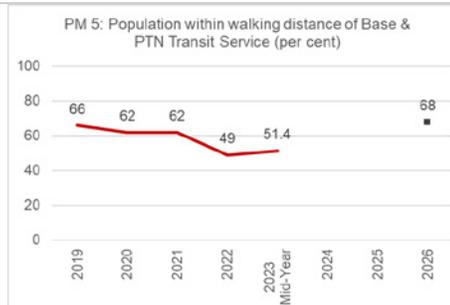
On-Time performance has shown a slight decrease compared to the previous year in 2023. To address this, Calgary Transit is actively employing advanced onboard technologies and emphasizing infrastructure maintenance to optimize routes and schedules.



Operating costs per trip are showing consistent improvement, primarily driven by the increase in ridership per trip. As more passengers utilize Calgary Transit's services, the overall cost per individual trip decreases, resulting in greater cost-effectiveness and resource optimization.



Bus greenhouse gas emissions have shown a consistent downward trend, with Calgary Transit continuing to advance environmentally friendly practices. Two key factors contributing to this positive trend are the use of compressed natural gas fueled buses and the integration of bio-diesel blended fuels into the fleet.



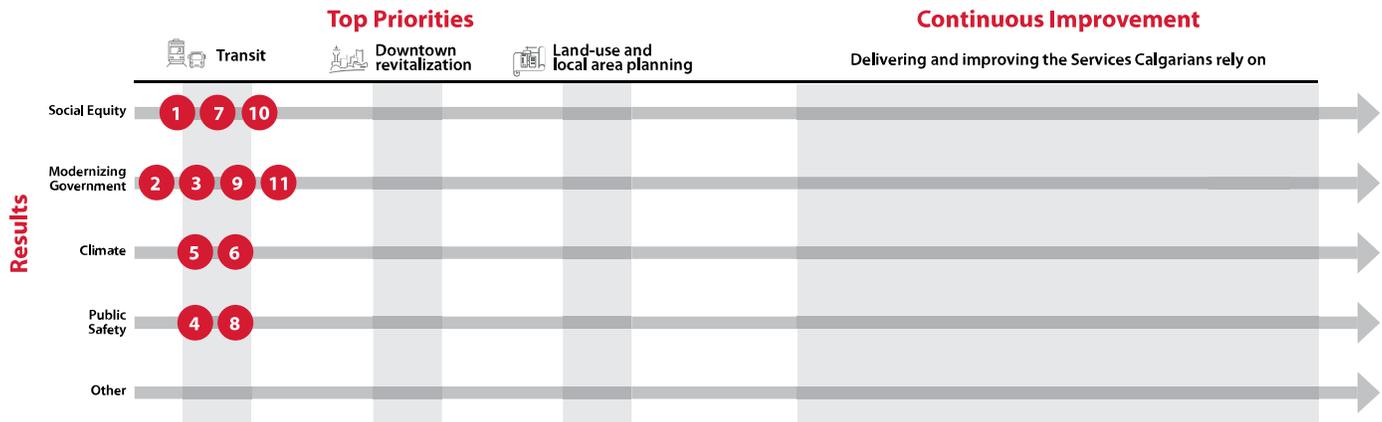
Walking distance access to the Primary Transit Network improved over the previous year through investment in service hours and service reviews. With a focus on aligning the network to improve walking distance, Calgary Transit is investing more service hours into the network. This will ensure more residents have convenient and efficient access to public transportation.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

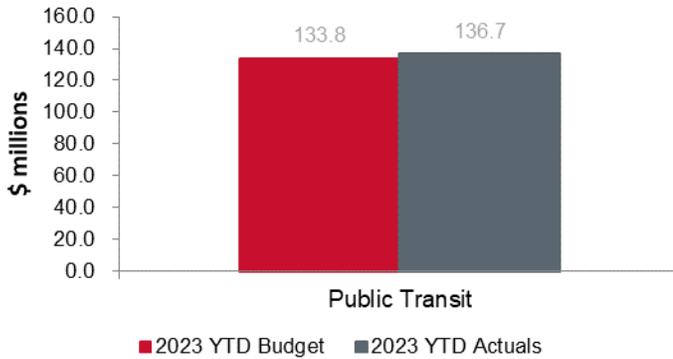
Initiative	Initiative Update	Status
1 Improve service and align service levels with return of ridership by optimizing routes and schedules.	Ridership levels continued an upward trajectory post-pandemic. Ridership is at 82 per cent of pre-pandemic levels. Calgary Transit has been able to improve LRT service during evenings to a 10-minute frequency, which exceeds pre-pandemic levels. The service is anticipating an improvement in its workforce and fleet for September, which should result in improved service levels. The goal is that LRT and bus service levels return to pre-pandemic levels by winter booking, December 2023.	
2 Improve transit service by investing in innovative service delivery options and technologies.	The service is undergoing a transformation as emerging mobility modes such as On Demand, app-based innovations, automation and connectivity. Amid changing travel patterns and customer behavior, the service is using technologies to improve service offerings. The Computer-Aided Dispatching/Automatic Vehicle Location technology is being upgraded to leverage communication and improve operational efficiency and the customer experience. A Transit Technology Strategy is being developed to identify capabilities that could be improved through changes in technology and its use.	
3 Improve employee engagement and safety awareness training by investing in employee commitment.	Beyond the Driver's Seat safety engagements to all operators on Occupational Health & Safety policies, responsibilities and best practices. Biweekly director-led site visits and inspections to address hazards and engage with employees on a frequent basis were conducted. Joint Worksite Health and Safety Committee training was provided to increase safety awareness. Calgary Transit held the Leader's Safety Summit series to ensure a "leadership commitment to safety." A business unit safety implementation team was established to identify annual safety commitments, strategies and deficiencies.	
4 Support transit customer safety strategy, Safety 4 All, by coordinating efforts with Council, other departments and business units.	A multi-disciplinary public transit safety strategy and implementation plan are under development to improve passenger safety. Involved parties include Emergency Management & Community Safety, Calgary Transit, Corporate Security, the Calgary Police Service and external members. Administration will report back to Council in 2023 Q3 on the strategy and plan for increased transit safety staff and associated infrastructure. In June 2023, Council approved additional public safety and security resources for Public Transit and Emergency Management and Community Safety.	
5 Reduce greenhouse gas (GHG) emissions by transitioning to Compressed Natural Gas, Zero Emissions Bus, or hydrogen buses, leveraging funding support from other levels of government.	Calgary Transit received funding and financing for its electric bus program from the Canada Infrastructure Bank and the Zero Emission Transit Fund. This has allowed Calgary Transit to commence procurement activities and gain more cost certainty regarding fleet purchase and required infrastructure upgrades. Market conditions are being monitored as well as options to phase or scale the project accordingly to maximize the purchase of electric buses and infrastructure within the available funding envelope.	

Initiative	Initiative Update	Status
6 Contribute to corporate climate strategy goals by procuring innovative and environmentally friendly technologies.	Calgary Transit is transitioning to a zero-emission bus fleet to support The City's emission-reduction goals outlined in the 2022 Calgary Climate Strategy— Pathways to 2050. The transition involves a phased approach to acquiring zero-emission buses, transforming operations, preparing the workforce, and building the required infrastructure. The battery electric bus project is a crucial part of Calgary Transit's transition plan.	
7 Support developing the Green Line including design and construction.	A resource from Green Line is participating on the Transit Service Governance Team fostering the relationship between Green Line and Calgary Transit.	
8 Implement and monitor the accountability framework for Calgary Transit safety areas which are moving to other business units and/or departments.	The Transit Service Governance Team has been established and monthly meetings are being held. The development of sub-teams is being explored.	
9 Implement a continuous improvement framework to improve service delivery while coordinating across the corporation.	Public Transit is committed to continuous improving best practices, including regular reporting, tracking of key performance indicators, completing risk registers, and setting up service governance structures. Systems are being put in place to encourage innovation, track emerging trends, measure customer expectations, and implement lessons learned.	
10 Leverage continued support from Provincial government for initiatives like Sliding Scale program while working with corporate partners.	Continued advocacy to the Provincial government to support the full cost of the sliding scale low-income transit pass program. The province provided \$4.5 million in annual funding, with The City funding the balance of the program at \$6.5 million, for a total of \$11 million per year. Administration successfully updated Fair Entry processes to reflect Council direction to evaluate low-income seniors' eligibility based on their individual incomes, rather than household income. This change was effective on June 1, 2023 and is expected to increase access to the pass.	
11 Maintain network reliability by investing in infrastructure, system maintenance, and asset renewal programs	To maintain network reliability and safety requirements, investments through the Annual Investment Programs are in progress. Transit is on track to achieve 90 per cent design completion on the Haysboro Garage Extension project by end of June. This is a three-year project to expand the capacity of the facility from five to 19, four-car trains. Brentwood LRT station canopy & platform rehabilitation is in progress to improve customer safety & experience. Sunnyside station level crossing upgrade work is being done to improve sightlines, lighting levels, crossing safety and accessibility.	



## Service Updates on Financial Performance

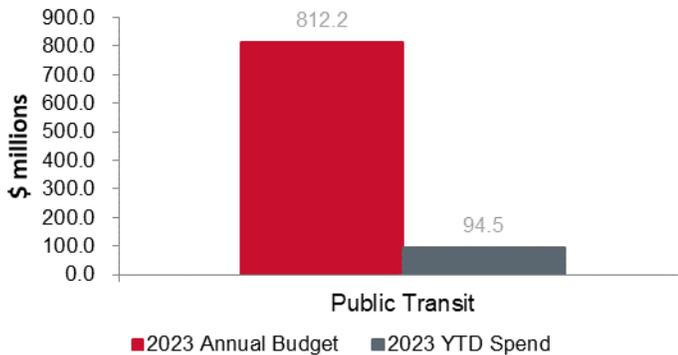
**Net Operating Budget and Actuals  
as of June 30, 2023**



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Public Transit’s year-to-date unfavourable variance of \$2.9 million is primarily attributable to lower than budgeted revenues because of reduced ridership since the pandemic. Though ridership is improving in 2023, the service continues to see shortfall of \$21.0 million in year-to-date fare revenues compared to budget. This has been partially offset by reduced expenditures for salary and wages from operator shortage (\$10.4 million), fuel and maintenance (\$4.0 million), contracted services (\$2.7 million), and utilities (\$1.0 million). In June 2023, Council approved additional one-time budget of \$3.4 million for safety resources and \$5.3 million for Transit safety initiatives. Provincial funding of \$5.0 million was also received for the Alberta Transit Cleanup Grant. Included in Transit’s year-to-date expenditure is \$1.7 million related to this funding.

**Capital Budget and Spend as of June 30, 2023**



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

The \$812.2 million capital budget includes \$558.5 million for Green Line. 14 per cent or \$76.4 million of the Green Line capital budget was spent, and the remaining funding has been committed. With ongoing land acquisition, utility relocations, Light Rail Vehicle (LRV) design development and commencement of the Development Phase, the higher monthly spend rate will continue during 2023. Change in procurement strategy resulted in a shift in capital spend and the capital expenditures to offset the current year unspent budget are expected to be incurred in future years.

The remaining \$253.7 million is attributable to Calgary Transit and Public Spaces Delivery. Year-to-date spending is seven per cent or \$18 million. The low spend rate is primarily due to timing as the service moves into construction season, as well as challenges faced associated with procurement and infrastructure cost inflation. Increasing costs of materials, labour, and construction have impacted key projects.

# Sidewalks & Pathways

Led by: Director of Mobility

## Service Description

Mobility designs and maintains Calgary's network of sidewalks and pathways. This pathway system is one of the most extensive metropolitan pathway networks in North America. With traffic control and safety, sweeping and snow control, Mobility supports active travel modes and wheeling for all ages and abilities. Sidewalks, pathways, trails and protected on-street bikeways connect communities and provide Calgarians with safe and accessible year-round opportunities to walk, cycle, run, ride, and use mobility devices. We focus on inclusive, equitable, safe, accessible and reliable sidewalks and pathways to ensure that walking and wheeling are viable and attractive options for all Calgarians.

## Service Updates

### Highlights

Accessibility and pedestrian accommodations have been implemented for concrete and paving programs. In addition, rehabilitation construction packages for Plus 15 pedestrian structures were completed with construction work in progress or starting within scheduled timeframes. Plus 15 wayfinding graphic improvements to enhance accessibility for users of all abilities were implemented on schedule. The detailed design of the 16th Avenue by 29th Street N.W. multimodal pedestrian bridge was also completed.

A wayfinding pilot for safe routes to schools was completed in New Brighton involving signage, larger spaces for routes and route maps.

Other accomplishments include asset inspections, snow and ice control, safety campaigns, over 60 seasonal patio permits, and ongoing bollard removals from the pathway network. Snow removal is also now occurring at schools and a Business Improvement Area pilot was implemented for continuous snow removal in business communities.

### Challenges

There is the challenge of balancing lifecycle maintenance activities with the desire for minimal interruption for business owners. Maintaining service while upgrading infrastructure and upgrading the system to meet current accessibility standards are also challenges faced by the service.

Other challenges include increasing material costs, procurement challenges, supply delays, introducing active modes upgrades within existing Rights-of-Way, ensuring design specification consistencies for new pathway infrastructure, increased active mode activities for commuting and recreation and unassigned assets requiring maintenance.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

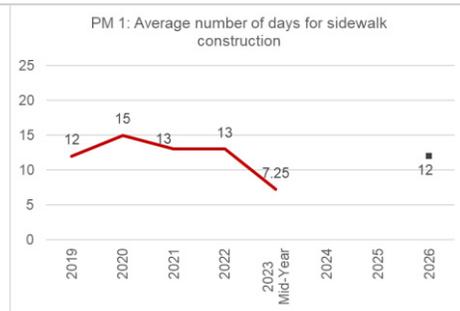
➔ Progressing as planned

⊖ Not progressing as planned

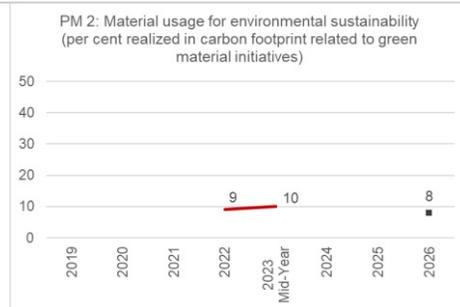
## Performance Measures

## Story behind the numbers

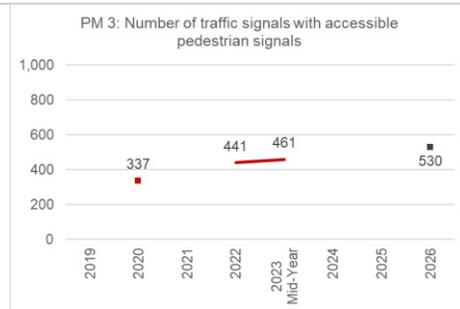
## Status



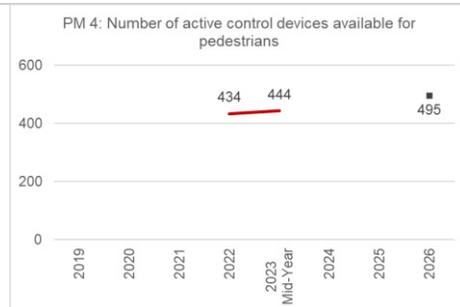
The service worked closely with industry to improve construction timelines. Concrete work involving City teams depends on adequate traffic-related setups which result in a limited number of concrete work locations per day, and each location is completed quicker due to low volume. In addition, surface overlay contract work locations have increased production due to larger work segments. Residential areas typically do not need traffic setups, and may have longer durations, but costs decrease due to higher production. The service is performing within the target range for sidewalk construction.



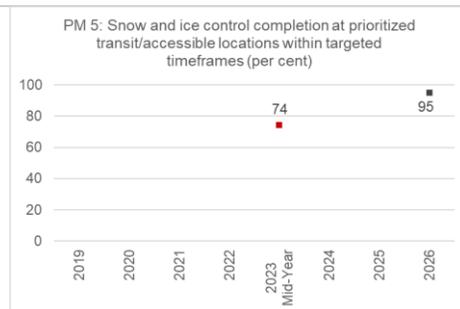
Using green concrete as an alternative concrete material, the percentage realized in carbon footprint impacts related to green material initiatives is 10 per cent. Environmental sustainability material usage trails and pilots are also being explored in areas including alternative material use for pothole repairs, and snow and ice control.



Continuing to enhance pedestrian traffic safety on our sidewalk and pathway network is essential to the delivery of the Sidewalks & Pathways service. To improve public safety for pedestrians using the network, work continues to increase the number of traffic signals equipped with accessibility enhancements such as audible and tactile responses, and vibrations. While these devices are expensive at approximately \$20,000 per device, there are huge accessibility enhancement benefits. Device location selection is also done in collaboration with the accessibility community.



Active control devices for pedestrians include overhead flashers, rectangular rapid flashing beacons, and pedestrian signals in operation. These devices focus on safety for non-vehicular traffic while using the mobility network. There has been progressive effort to install more active control devices on the network to continue to improve public safety.



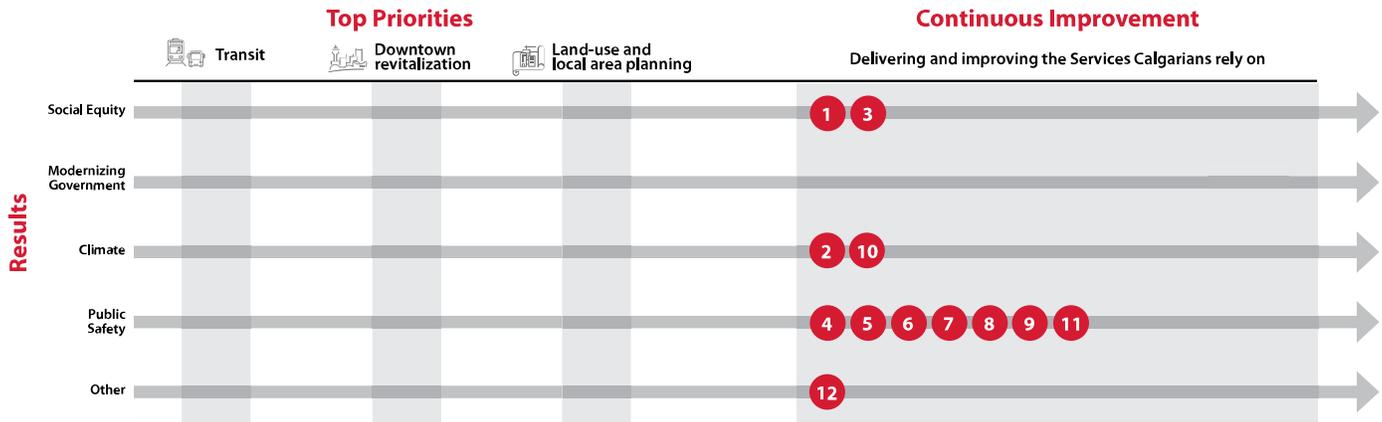
During the past winter season, multiple service enhancement pilots were completed to support the determination of future policy changes. This resulted in 74 per cent snow and ice control completion occurring within 24 hours. Clearing crews were deployed to multiple Business Improvement Areas to address accessibility issues and improve walkability in these areas through a comprehensive clearing program. Additionally, during the school winter break, crews completed snow removal at schools to remove barriers and improve accessibility for school pickup zones.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend**



Initiative	Initiative Update	Status
1 Enhance support for walking and wheeling as preferred mobility choices to and beyond schools, shopping, parks, recreational and other locations by prioritizing Always Available for All Ages and Abilities (5A) routes, enabling coordinated lifecycle replacements with adjacent roadway assets and other engineering measures that connect or extend routes, and address missing sidewalk or pathway links.	<p>This initiative promotes support for the development of the Always Available for All Ages and Abilities (5A) network with guiding principles on travel networks encouraging social equity within infrastructure planning and design, where travel speed, visibility, reliability, accessibility, connectivity, and ease-of-use are considered and improved.</p> <p>Various workgroups support the Always Available for All Ages and Abilities (5A) network capital workplan determination and preliminary planning stages to understand scope and outcomes.</p>	
2 Provide innovative and environmentally-friendly approaches to sidewalk design and construction, and reduce carbon dioxide emissions through the exploration and implementation of carbon upcycling practices, using waste material such as fly ash in concrete sidewalks and by adopting the usage of glass materials in new use categories such as concrete construction.	Material use pilots have occurred to determine the feasibility of material use to reduce carbon dioxide emissions. Concrete mix designs using recycled glass are now complete and will be used this summer.	
3 Improve the availability and use of sidewalks and pathways infrastructure to Calgarians by enhancing coordination, engagement, collaboration, feedback and communication activities with workgroups, supporting partners and impacted communities.	<p>This initiative promotes requirements for optimal communication and collaboration amongst teams and City partners to enable availability of sidewalks and pathway infrastructure to all Calgarians.</p> <p>The services has worked closely with industry to improve construction timelines. This improvement in communication has contributed to decreasing the average number of days for sidewalk construction to 7.25 days, compared to 13 days in 2021 and 2022.</p>	

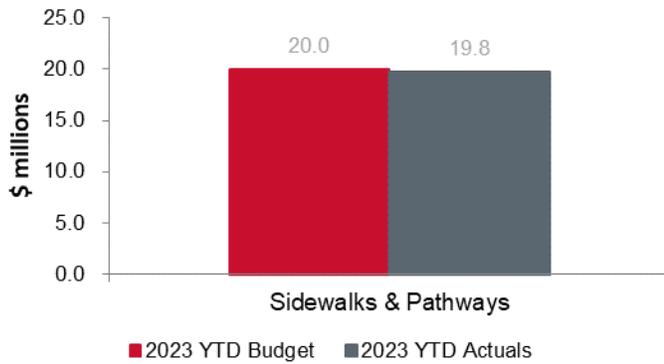
Initiative	Initiative Update	Status
<p>4 Improve the safety, accessibility and attractiveness of the pedestrian realm through continuous improvement, design, maintenance, innovation, benchmarking, and implementation of related programs and technology such as piloting the use of heave phenomena control devices that control the expansion and contraction of concrete.</p>	<p>To promote accessibility, 486 wheelchair ramps and 25 tactile plates have been installed in 2023. Each concrete site is inspected for pedestrian accommodation compliance while the work is being constructed and again at the end of the program.</p>	
<p>5 Strengthen the culture of safety throughout the sidewalks and pathways network by establishing safety protocols and projects through the Safer Mobility Plan, and exploring opportunities for more social media-based campaigns and short animated clips about safe pedestrian behavior that would engage various age groups and focus on the shared responsibility of safety for all sidewalk, pathway and roadway users.</p>	<p>The service is collaborating with the communications team to develop a plan that promotes safe travel on pathways when using bikes, e-bikes and scooters. This spring, the City of Calgary's Be Safe campaign has focused on reminding Calgarians about the rules around riding on our pathways.</p>	
<p>6 Enhance maintenance and functional performance through the use of collected data, analysis, reporting, forecasting, risk-based approaches and innovative equipment exploration such as the use of Segway-style paint machines for painting longer stretches or tight areas, and the use of durable marking products that make crosswalks and high pedestrian traffic areas visible even after winter and increase safety for pedestrians.</p>	<p>The service continues to explore techniques for data collection, increased risk assessment opportunities, and the use of technology and innovative products to improve service delivery, such as piloting an artificial intelligence-based audible pedestrian signal system.</p>	
<p>7 Provide Calgarians with stronger sidewalks that require less maintenance and have an extended lifespan through updated sidewalk designs and specifications.</p>	<p>The transition to a new sidewalk specification that aims at providing durable and stronger sidewalks has been completed. Developers are now using the new specification for concrete sidewalks.</p>	
<p>8 Continually enhance responses to community traffic, walking and biking concerns or issues, through attention to 3-1-1 trends and innovative techniques to delivery efficient and effective service improvement.</p>	<p>We are adjusting our customer response processes to harness the changes made during realignment. In addition to this continuous improvement, work continues to respond to requests for service. Work also continues regarding new process development to ensure a City-wide transparent and equitable approach. The service also plans to expand the use of other online tools for hazard-related reporting. Low cost, high benefit improvements to the transportation system that benefit all users have also been identified through public input, staff input and continual monitoring of the transportation system.</p>	
<p>9 Enhance snow and ice control on sidewalks and pathways by continuing to explore cost-effective methods and innovative technology-based solutions for removing snow and ice.</p>	<p>The service is continuing trials through the Living Labs initiative to pilot new materials to reduce environmental impacts of winter materials, improve identification of street repairs and improve durability of pothole repairs. Two product trials have achieved completion with ongoing materials testing continuing through winter of 2023/24.</p>	

Initiative	Initiative Update	Status
<p>10 Advance additional carbon dioxide emission reduction, incorporating green technologies and materials for environmental sustainability, through the use of materials such as Green Concrete which can store carbon dioxide and by replacing cement material with limestone which reduces cement content by five per cent.</p>	<p>The City's concrete crew is using General Use Limestone (GUL) cement green concrete for all its operations. This cement is specially formulated to produce lower emissions.</p>	
<p>11 Adopt permanent public realm enhancements by continuing to review, explore and investigate temporary options for transition towards permanent public realm structures where applicable or required.</p>	<p>Network monitoring continues for temporary installations and transitions to permanent structures such as installations of wheel chair ramps, pedestrian accommodations and signage.</p>	
<p>12 Provide service quality and responsiveness associated with the sidewalks and pathways service by continually monitoring and reviewing overall network usage and fee schedules.</p>	<p>Asphalt plant rates have been updated to accommodate market fluctuations and 311 service request analysis is ongoing. In addition, data collection and analysis regarding pedestrian and cycling usage on the sidewalk and pathway network, particularly in the city centre, is currently underway, with the final analysis to be completed in Q4.</p>	



## Service Updates on Financial Performance

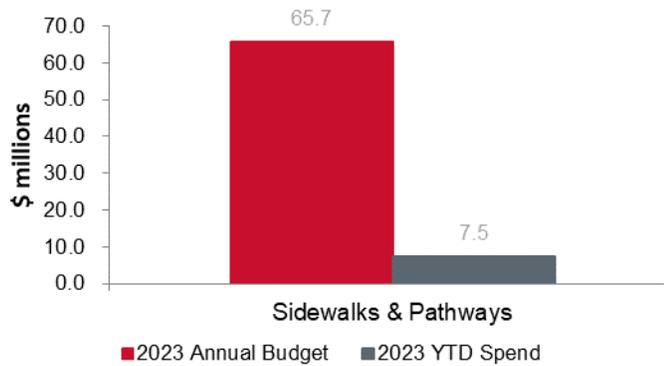
**Net Operating Budget and Actuals as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

The Sidewalks & Pathways service’s operating financial variance was \$0.2 million favourable. Mild weather conditions contributed to lower spending on winter operations. Favourable revenue from traffic permits and plant sales was offset by high electricity rates, concrete repairs, and increased costs for materials, equipment, and supplies. The Sidewalk & Pathways operating budget supports concrete repairs utilizing environmentally friendly materials, snow and ice control, and the Spring Clean-Up program. Streetlight maintenance, pedestrian bridge maintenance, traffic detours and Plus 15 bridge maintenance are also within this service budget to provide Calgarians with safe, accessible, equitable and sustainable modes of travel.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The Sidewalks & Pathways service’s capital spend rate was 11.4 per cent as of June 30, 2023. Enhancing active modes of travel, community vibrancy and public safety for Calgarians continues to be a focus. Highlights include Main Streets projects at 33 Ave SW, 17 Ave SW, 1 Ave NE, Community Mobility Improvement construction on 12 Street Memorial Drive, as well as Plus 15 bridge lifecycle activities, investments in accessibility, and wayfinding improvements. Pathway rehabilitation has also been completed for three sites, and new pathway network segment development has launched to serve local schools in Albert Park/Radisson Heights, adjacent to Radcliffe Drive and 36 Street SE. Active and Safe Routes to School Program initiatives and city-wide in-road pedestrian sign deployment are currently being planned. The service continues to monitor procurement, project schedules, and contractor capacity for efficient budget spending and service delivery.

# Specialized Transit

Led by: Director of Calgary Transit

## Service Description

Specialized Transit provides specialized buses, vans and sedans for Calgarians with disabilities and seniors with limited mobility to get them where they need to be safely, reliably and affordably. Calgarians who have disabilities often have fewer transportation options; our service is a vital connection to the people, services and amenities Calgary has to offer.

## Service Updates

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### Highlights

In response to ongoing demand, Specialized Transit service successfully worked with providers to secure additional capacity on routes, ensuring that service levels were aligned with demand.

The service made efforts to optimize schedules, aiming to improve the overall service experience. The service began upgrading its scheduling software to enhance accessibility and functionality for customers who utilize the online booking application to book and manage their transit services.

The service implemented a comprehensive communications plan to keep customers informed about service changes. This inclusive approach extends to service users, their community representatives (such as caregivers and agencies) and promotes wider adoption of the online trip booking feature, resulting in increased convenience and satisfaction for all people involved. One of the notable achievements is the restoration of on-time performance to pre-pandemic levels, currently standing at 92.27 per cent.

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### Challenges

Supply chain disruptions continued to hamper the ability to expand or maintain Specialized Transit's fleet. Demand remains lower than pre-pandemic levels. As ridership levels return, it will put pressure on the service to meet an expanded service commitment. The service also faced challenges associated with procurement and infrastructure cost inflation. Increasing costs and procurement delays challenged service improvement.



# Measuring Our Performance

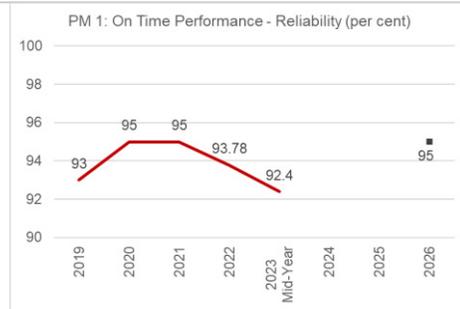
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

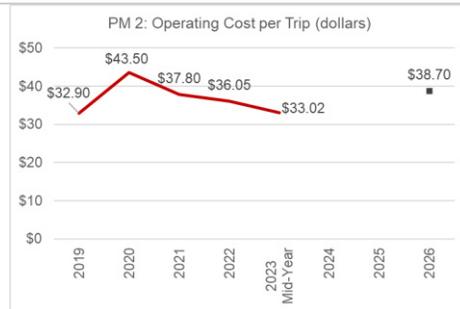
## Performance Measures

## Story behind the numbers

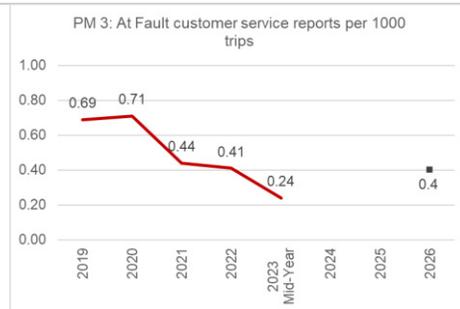
## Status



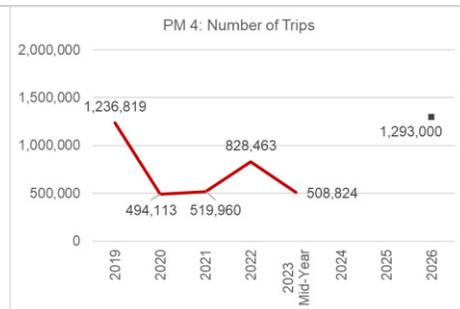
Capital and operating investments into onboard technologies, vehicle and infrastructure maintenance and schedules continue to ensure on time availability of service to customers.



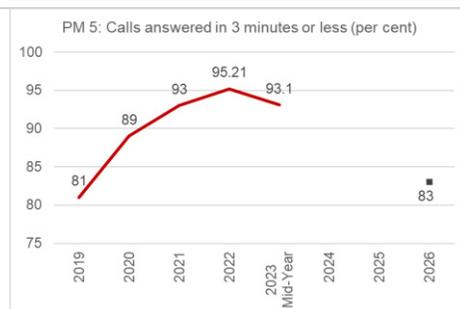
Costs per trip have decreased slightly compared to the previous year due to service investments and utilization of contractual service providers to meet increases in service demand.



In January 2023, the service changed the target of 1.00 At-Fault customer service reports per 1,000 trips to 0.80 to create an opportunity to further improve outcomes for service customers. The service remains well below the value of 0.80 over the past 12 months.



At mid-year, the number of trips has significantly increased over previous years as Calgary Transit continues to increase its service levels to the growing demand of Calgarians.



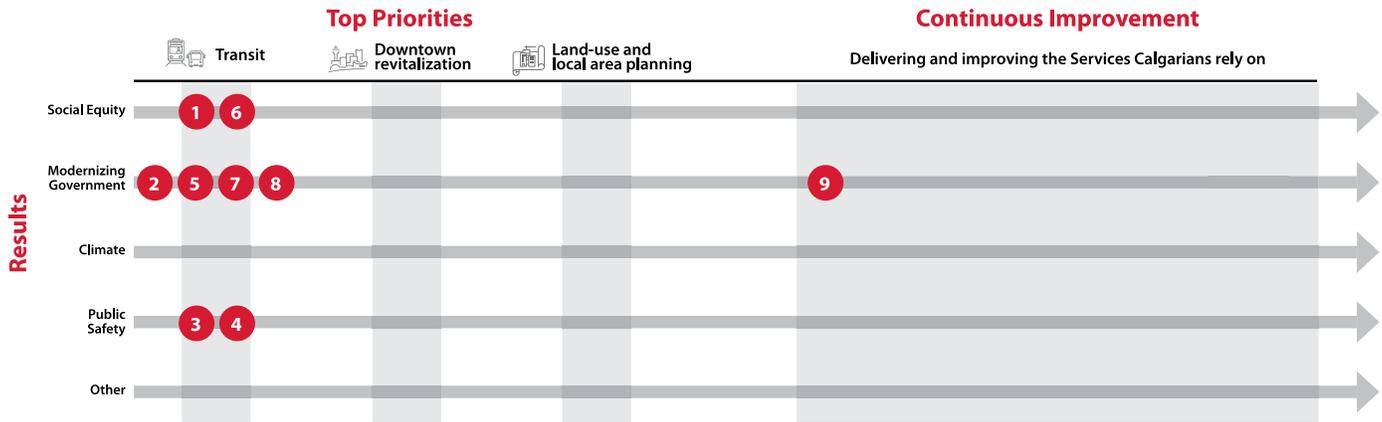
Calgary Transit Call Centre has exceeded the monthly target of 80 per cent or more calls being answered in three minutes or less. This has been affected by call volume reduction. The performance will decline over time as the call centre returns to normal call volumes.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

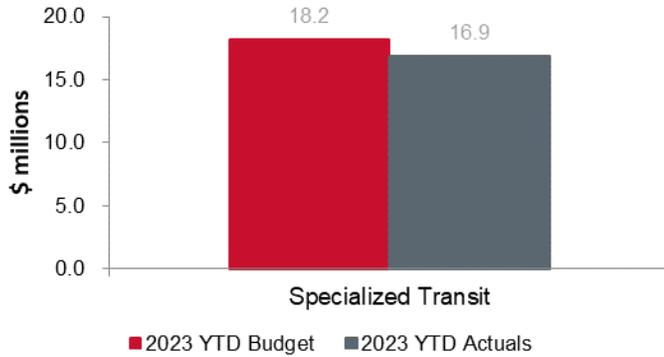
Initiative	Initiative Update	Status
1 Improve service and align service levels with return of customers to the specialized transit system by optimizing schedules.	As the service recovers from reduced ridership with increasing demand, additional vehicles are requested from service providers to ensure fleet supply aligns with rider demand. Further enhancement is occurring with schedule optimization.	
2 Improve service by investing in innovative service delivery options and technologies.	In line with its commitment to technological advancements and customer-centric services, Calgary Transit is currently upgrading its online booking software. This upgrade aims to enhance accessibility and functionality for customers, providing them with a more seamless and user-friendly experience when booking transit services.	
3 Improve employee engagement and safety awareness/training by investing in employee commitment.	Beyond the Driver's Seat safety engagements to all operators on Occupational Health & Safety policies, responsibilities and best practices. Biweekly director-led site visits and inspections to address hazards and engage with employees on a frequent basis were conducted. Joint Worksite Health and Safety Committee training was provided to increase safety awareness. Calgary Transit held the Leader's Safety Summit series to ensure a "leadership commitment to safety." A business unit safety implementation team was established to identify annual safety commitments, strategies and deficiencies.	
4 Implement and monitor the accountability framework for Calgary Transit safety areas which are moving to other business units and/or departments.	Operational Services is committed to continuous improvement best practices, including regular reporting, tracking of key performance indicators, completing risk registers, and setting up service governance structures. Systems are being put in place to encourage innovation, track emerging trends, measure customer expectations, and implement lessons learned.	
5 Implement a continuous improvement framework to improve service delivery while coordinating across the corporation.	Transit Service Governance Team is developing a sub team to address the unique needs of Specialized Transit and implement continuous improvement initiatives across services that contribute or are impacted by Specialized Transit.	
6 Leverage continued support from Provincial government for initiatives like Sliding Scale program while working with corporate partners.	Continued advocacy to the Provincial government to support the full cost of the sliding scale low-income transit pass program. The province provided \$4.5 million in annual funding, with The City funding the balance of the program at \$6.5 million, for a total of \$11 million per year. Administration successfully updated Fair Entry processes to reflect Council direction to evaluate low-income seniors' eligibility based on their individual incomes, rather than household income. This change was effective on June 1, 2023 and is expected to increase access to the pass.	

Initiative	Initiative Update	Status
7 Mitigate potential On Time Performance impacts of increased motor vehicle traffic volumes post-pandemic	Prior to the pandemic, the service’s On Time Performance (OTP) was at 92.06 per cent in 2018, and 92.6 per cent in 2019. For 2023, to date OTP has returned to pre-pandemic levels and currently sits at 92.3 per cent. During the pandemic, no changes were made to street or network speeds. When changes to traffic patterns are identified, street and network speeds can be adjusted to improve OTP but to date this has not been necessary. Monitoring OTP and issues that affect outcomes is an ongoing collaboration between Operations and Scheduling.	
8 Increase use of online booking for specialized transit service trips by promotion	The service’s online booking software is being upgraded to increase accessibility and functionality for Customers, which includes updating and managing certain pieces of personal information, as well as booking, pausing, and managing regular, reoccurring trips. A communications plan is being put in place to ensure customers are well prepared for the changes and understand the benefits. This should translate into wider acceptance within the community of users which include service users and their community representatives (caregivers, agencies), and online trip booking growth.	



## Service Updates on Financial Performance

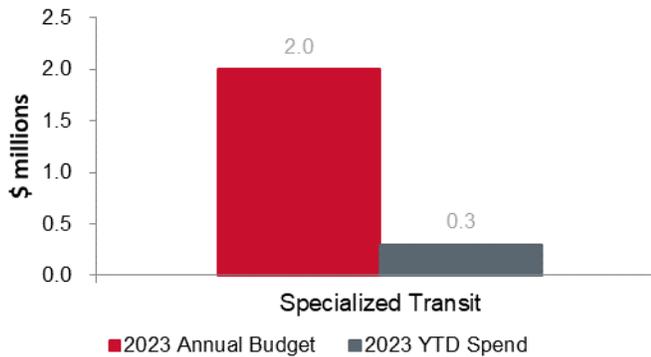
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Specialized Transit's year-to-date favourable variance of \$1.3 million is primarily attributable to reduced expenditures for salary and wages (\$0.9 million), contracted services (\$0.6 million), and fuel and maintenance (\$0.2 million). Ridership is improving although the service sees a shortfall of \$0.3 million in year-to-date fare revenues compared to budget.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The \$2.0 million capital budget for Specialized Transit is committed towards investments in customer technologies that will improve service for passengers. Year-to-date spending is 15 per cent or \$0.3 million and is primarily related to the scheduling software upgrade that is in progress. Specialized Transit is on track to spend the \$2.0 million by year-end on planned maintenance and system upgrades under the Access Calgary Technology Program.

# Streets

Led by: Director of Mobility

## Service Description

Our streets connect people and places throughout Calgary. We drive, walk, cycle and ride every day to and from work or school, for social or recreational activities, and to move goods and services. Streets provide critical access for emergency services and rights-of-way for all underground and overhead utilities. We provide space for on-street parking which supports businesses and residential users. We also support The City's efforts to reduce greenhouse gas emissions.

Streets are Calgary's most abundant public space, and we support nearly every service The City of Calgary provides to Calgarians.

## Service Updates

### Highlights

Keeping Calgary's streets clean and free of debris, the Streets service successfully completed the Spring Clean-Up Program with 99 per cent on-time completion. Other accomplishments included an early Seasonal Patio Program kickoff, pavement rehabilitation planning and contracts, streetlight pole replacements advancing ahead of schedule and addressing streetlight outages.

The service also implemented an artificial intelligence adaptive signal system on Macleod Trail between 39th Avenue and Glenmore Trail with its initial traffic data collection and signal pattern modeling phase currently in progress.

Pothole repairs were also a major focus of the service. Other highlights include noise barrier retrofit planning, bridge rehabilitation, initial work to update the Truck Route Bylaw, slope stabilization, major mobility projects such as the Banff Trail Area Improvements, initiation of operational and safety improvements such as the Macleod Trail Median Barrier and a downtown flood barrier.

### Challenges

Challenges faced include supply chain issues affecting equipment availability for the Spring Clean-Up Program, procurement delays, escalating construction costs, inflation, insufficient funding, contractor availability such as the withdrawal of Enmax from streetlight maintenance, staff retirements and turnover and industry labour shortage for field personnel.

Prolonged freeze and thaw cycles during last winter season also resulted in clogged storm drains and an increase in pothole repairs. Over 9,700 potholes have been repaired in 2023, which is a 118 per cent pothole repair request increase in comparison to the related timeframe in 2022. More frequent and severe weather events resulted in flooding and road blockages. Meeting the increasing service expectations of Calgarians is an emerging challenge.



# Measuring Our Performance

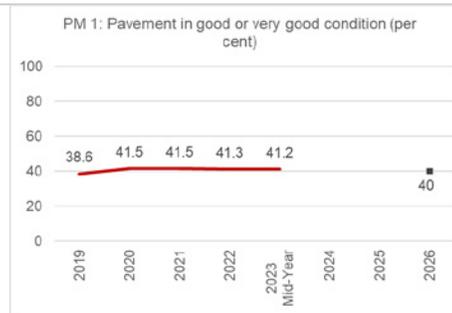
## Legend

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

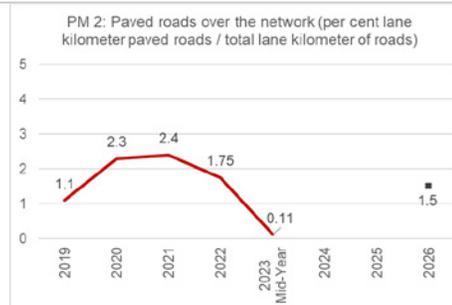
## Performance Measures

## Story behind the numbers

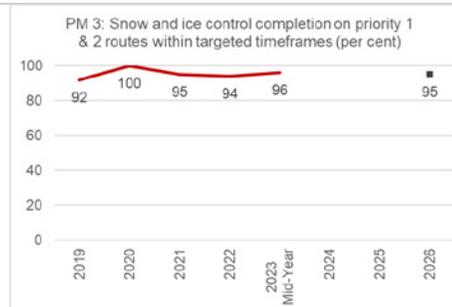
## Status



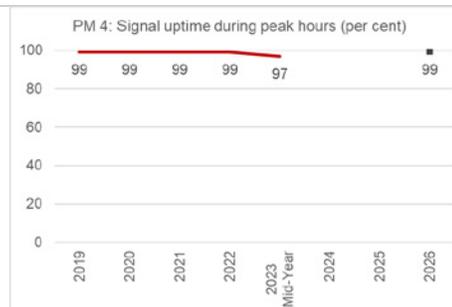
Pavement condition is maintained or improved through investments and maintenance costs can increase significantly if maintenance treatments and timelines are missed or deferred. Hence, lifecycle infrastructure investments to maintain or enhance pavement conditions are critical. For mid-year 2023, the percentage of pavement in good or very good condition remains steady from the previous three years at 41.2 per cent.



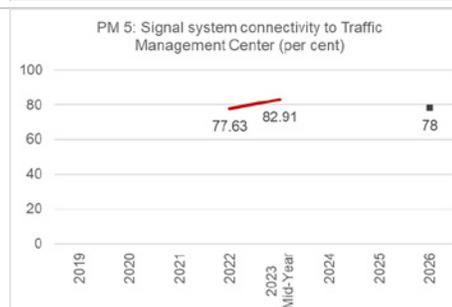
The Paving Program for The City of Calgary runs from June through October each year, depending on weather constraints. Hence, this mid-year value depicts the early stages or start of the 2023 paving season. Major paving and community paving projects have been identified. There are 16,958 total current lane kilometers in Calgary and 307 lane kilometers are planned for paving this year. The yearly percentage of paved roads over the network depicts the percentage of lane kilometers roads paved yearly in the city compared to the total lane kilometers of roads in the city.



The City's Priority Snow Plan provides a schedule for clearing snow from sidewalks, roads, and other public spaces. Priority 1 routes include the busiest major roadways, downtown roads, and other spaces, while Priority 2 routes include community roads, designated emergency locations, intersections, etc. Although major events such as the significant multi-day snowfall experienced in February, with over 25 cms of snow, impact completion, the overall percentage of completion remains significantly high (96 per cent) for snow and ice control within 18 hours (Priority 1) and within 36 hours (Priority 2).



Traffic signals are required for safe and effective traffic management through road network intersections. When signals are functioning properly, safe interaction of various users of the road network space is enhanced. This traffic signal uptime performance measure reflects signal connectivity to the traffic control system. In the first half of 2023, information technology downtime, flash flooding and storm damage to equipment impacted signal uptimes. These issues have been resolved. Overall, traffic signal uptimes remain high.



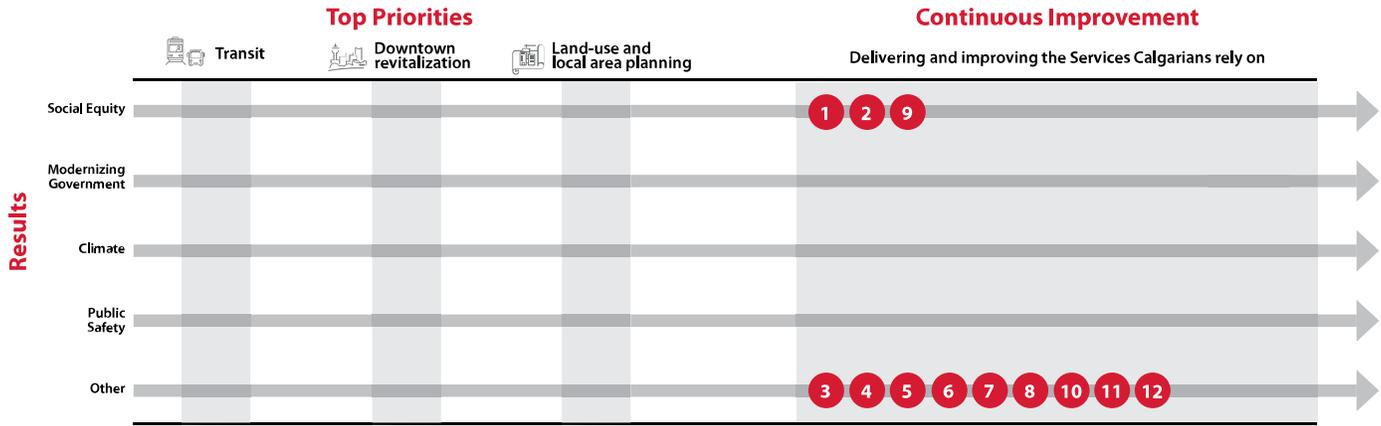
This performance measure tracks the percentage of traffic signal connectivity to the Mobility Operations Centre for traffic monitoring and incident management. Calgary currently has over 1,200 traffic signals. Communication capabilities are being added to traffic signals that currently do not have any communication mechanism and, as new traffic signals are built, communication capabilities are also simultaneously added to the new signals to ensure a synchronized increase to the percentage of signals connected to the Mobility Operations Center.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

Initiative	Initiative Update	Status
1 Enhance safety and accessibility of the mobility network by promoting safety-related processes, procedures and communication, and by installing ramps and related infrastructure.	Through increasing signal system connectivity to the Mobility Operations Centre and implementing accessibility improvements such as wheelchair ramps (486 installed in 2023), the Safer Mobility Plan continues to focus on safety of the public across the mobility network.	
2 Maintain safe workspaces while delivering services to Calgarians by establishing employee safety enhancements to support staff with safety meetings, and techniques and guidelines for incorporating safety-based awareness and thinking in day-to-day tasks and activities.	The Mobility Safety Implementation Team and Joint Worksite Health & Safety Committee have been established, with revised terms of reference. Monthly safety bulletins have been published to the operational areas, a safety stand-downs was implemented with another planned for July, examples of safety learnings posted for staff to learn from, and monthly reporting from SDMS provides information on the status of the safety management system in support employee safety.	
3 Promote actions that encourage transportation mode changes such as from driving to walking or the use of transit and vice-versa through participation in transportation mode projects, activities and collaborations with other workgroups or partners.	Understanding travel mode and mobility network patterns through methods such as surveys and data analysis promotes understanding and the capability of continually improving the network.  Data collection and analysis on pedestrian, cycling and vehicle usage on the transportation network is ongoing. The downtown cordon counts have been completed, the NE screenline count is planned for the fall, cycling counts are planned for the summer city-wide, the travel log survey data is currently being analyzed to determine travel behaviours of Calgarians, with the final analysis to be completed in Q4.	
4 Expand employee training, awareness and learning opportunities regarding respect in the workplace, diversity and inclusion, and code of conduct through encouraged participation in City-specific learning and development programs, team communications, internal courses and employee-centered discussions.	Employees are a critical resource for the City of Calgary and Mobility is focused on ensuring that the right environment is continually developed and encouraged.  All corporate training, including Code of Conduct and Respectful Workplace, has been completed within corporate timelines. Diversity and inclusion information is regularly included in the monthly safety bulletins. In March, the Mobility Management Team was provided anti-racism resources that are to be used for discussions in future staff meetings.	

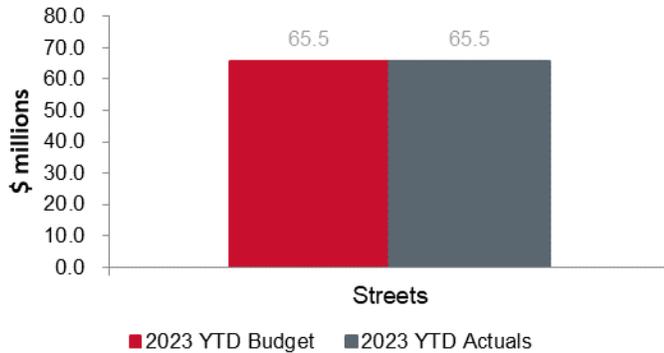
Initiative	Initiative Update	Status
5 Enable opportunities for positive economic and environmental impacts by determining strategies and mechanisms to reduce travel hours within specified or peak travel periods.	Travel studies support understanding of travel behaviours. Transportation monitoring and data analytics teams connect with other workgroups to gather information regarding transportation studies. Also, the Adaptive Signal Control System on Macleod Trail between 36 Avenue and Glenmore Trail is in the process of initial modelling and adaptive control capabilities are expected to be enabled in August with approximately ten per cent improvement in travel time throughout the day following activation of adaptive control.	
6 Minimize construction costs and interruptions to the public or to traffic flows through enhanced or continued engagement, collaboration and coordination with internal and external groups.	Construction costs have continued to be a challenge in 2023 and project teams continue to engage with internal and external partners to reduce costs and optimize construction timeframes, while also seeking to minimize traffic disruptions and closures. Communication to residents regarding City Forces delivered pavement rehabilitation projects has been enhanced through improved community signage, modernized pamphlets, and further information on websites.	
7 Improve work efficiency, lower costs, generate savings and maintain or improve levels of service and overall service delivery by researching, exploring and implementing technologies that provide efficiencies and solutions.	<p>Continuous improvement elements to further enhance service delivery include improving work efficiency, lowering costs, generating savings and maintaining or improving service levels.</p> <p>Drone technology was used by the Spyhill Crusher Plant to measure material piles, and this saved \$30,000 in vendor fees and reduced time for the activity by weeks. Research is also in progress for alternative energy solutions for the Spyhill Plant. Other efficiencies include consideration for workforce planning implementation for additional workgroups and enhancing reporting analytics capabilities.</p>	
8 Provide longer lasting roadway results and less invasive roadway repair activities by utilizing efficient roadway-associated repair and rehabilitation methods such as narrow trenching for utility work and durable pothole repair patches.	<p>Roadway maintenance benefits from long-lasting and durable materials and continually improving techniques for efficient roadway repair enhances road user experience.</p> <p>Alternative materials for pothole repairs were used with the objective of providing longer lasting results and reducing repair costs. Also, joint heating and infra-red heater specifications have been updated to improve roadway compaction for long-lasting pavements and maintenance cost reduction. Contracts involving heat joints have been awarded and locations include Metis Tr N.E., 68 St N.E., 52 St S.E., Shaganappi TR S.W. and 14 St S.W..</p>	
9 Maximize the useful life of roadway assets by continually monitoring and managing asset lifecycles, planning for timely maintenance, making the best use of resources, proactively procuring materials and implementing efficient asset rehabilitation and replacement activities.	Inspections and condition analysis are used to update asset data for enhanced asset maintenance planning and decision making. Asset management and lifecycle planning is occurring for various assets and capital upgrades for the Asphalt Plant were also completed.	
10 Eliminate or minimize procurement-related disruptions by continuing to work with Supply Management and other internal teams/resources, and external groups and partners including contractors, vendors and consultants to conduct procurement in a timely manner.	<p>To properly manage budgets and optimize expenditures, there is continued focus on improving procurement strategies, especially with post-pandemic supply delays, increased construction costs, inflation and other price increases.</p> <p>Workgroups are focused on determining and implementing strategies, such as making purchases when prices are lower, to mitigate procurement challenges like high prices during peak seasons. An example includes purchasing winter materials during the summer season. Collaboration is also ongoing with City teams for a new centralized vehicle and equipment coordination model.</p>	
11 Enable appropriate adjustments as a result of emerging trends regarding the use of streets by engaging and working with various groups to better understand and incorporate transportation data and street-use feedback.	<p>Increasing and improving understanding of transportation data through surveys and travel mode research enhances adaptability to emerging trends and the ability to provide valuable service.</p> <p>Data collection and analysis of pedestrian travel, cycling and vehicle usage on the transportation network is occurring, along with travel log surveys, to determine citizen travel behaviors. Downtown cordon data has been completed. Bicycle counters are also being replaced and calibrated at regular intervals to provide better data on cycling activity, particularly in the city center.</p>	

Initiative	Initiative Update	Status
12 Eliminate work duplications and maximize efficiencies with other workgroups by exploring other channels of efficiencies related to working with colleagues and partners, to develop strategies and achieve common goals.	Initiatives to eliminate work duplication include integrated vehicle and equipment procurement, building new processes with the City's Fleet and Supply Management teams and improved pothole repair request processing to eliminate multiple requests for the same pothole repair.	



## Service Updates on Financial Performance

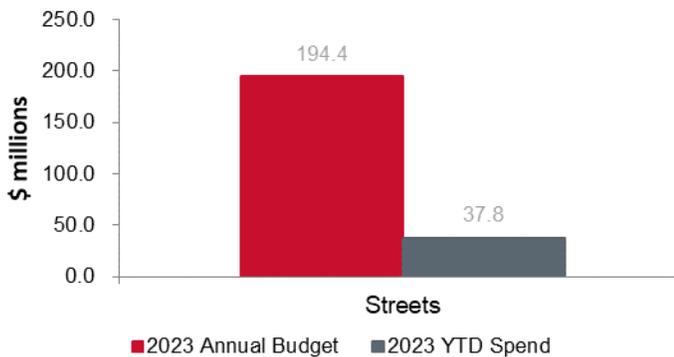
**Net Operating Budget and Actuals as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

The Streets service’s operating financial spending is aligned with budget. Favourable revenue from traffic permits and plant sales was offset by lower excavation permit revenue and enforcement tickets related to the Spring Clean-Up Program. Unfavourable recoveries in excavation and plants were offset by favourable snow and ice control recoveries from transit bus pads and train stations. Winter operational expenses were below budget mainly due to mild weather conditions. Lower spending in the service’s operations was offset by unfavourable electricity charges, which increased streetlight utility spending.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The Street service’s capital spend rate was 19.4 per cent as of June 30, 2023. As the summer construction season commences, the capital spend rate is expected to increase significantly. Ongoing investments and deliverables include Stoney Trail improvements at 11 Street N.E. Interchange and 80 Ave Flyover, 144 Ave N.W. Improvements at West Nose Creek, streetlight upgrades, major bridge rehabilitation and repairs, as well as traffic signal replacements. In accordance with the Calgary Safer Mobility Plan, current safety improvements include 20 permanent curb extension projects, seven smart right turns, left turn improvements, and ongoing signal projects. Final work for the Banff Trail Stadium project continues in 2023 with a new ramp to north-bound Crowchild Trail for improved vehicular movement on 16 Ave N.W.. The service completed Plus 15 bridge accessibility improvements at 26 locations and construction for the Airport Trail N.E. Phase II project is on track for completion.

# Taxi, Limousine & Vehicles-for-Hire

Led by: Director of Emergency Management & Community Safety

## Service Description

Taxi, Limousine & Vehicles-for-Hire regulates drivers, vehicles, brokerages and transportation network companies operating in the livery industry under the Livery Transport Bylaw. This service ensures that all drivers have the right qualifications and proper, mechanically-inspected vehicles so passengers have safe rides. Community peace officers provide education and promote compliance with drivers by assessing complaints and seeking resolutions that create a fair and safe environment for drivers and passengers.

## Service Updates

### Highlights

As outlined in the 2023-2026 Service Plans and Budgets, The City's Public Vehicle Standards division is working to optimize customer services for industry participants and new market entrants by leveraging technology to improve access to virtual licensing platforms.

In early 2023, Lyft contacted The City's Public Vehicle Standards division to initiate their application for a Transportation Network Company license, with the goal of setting up their operations in Calgary by end of Q1 2023. Working with Lyft on this initiative has resulted in their successful launch. This will provide citizens with another transportation option for on-demand Vehicle-For-Hire services.

The online licensing and license system modernization project is currently in the proof-of-concept exploration stage using Microsoft Dynamics. Evolving the licensing portal provides flexibility to industry licensees and increases opportunities for new industry participants.

### Challenges

Industry drivers and brokerages are experiencing difficulties finding and procuring newer model vehicles. The shortage of vehicle inventory and delays in shipment brought on by the pandemic is not unique to the vehicle-for-hire industry, impacts are felt by all consumers.

Continued delays and potential cost increases may have the largest impact on the wheelchair accessible taxi platform. Acquiring a van and completing wheelchair ramp installation is between \$40,000 - \$50,000. These additional costs are often a barrier to providing on-demand wheelchair accessible taxi service.

Monitoring the supply and demand trends and impacts on the industry is critical. As the wheelchair accessible taxi reaches its age limit for the fleet (ten model years) a driver may not be financial able to purchase a new vehicle. In 2019 an incentive program was launched for taxi drivers who provide wheelchair accessible taxi service on the City owned WAV Calgary on-demand centralized dispatch service.



# Measuring Our Performance

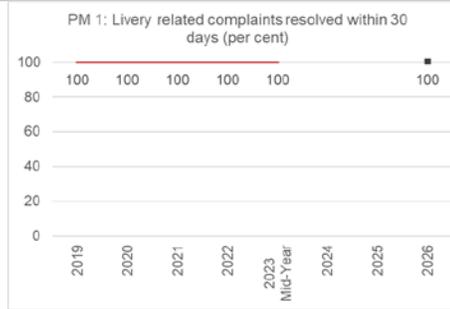
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

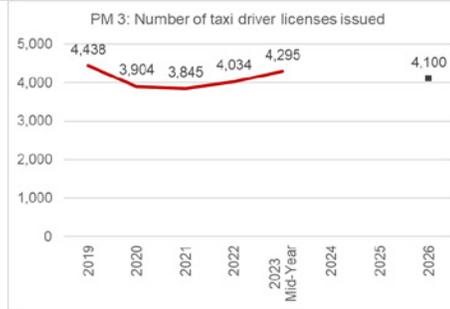
## Status



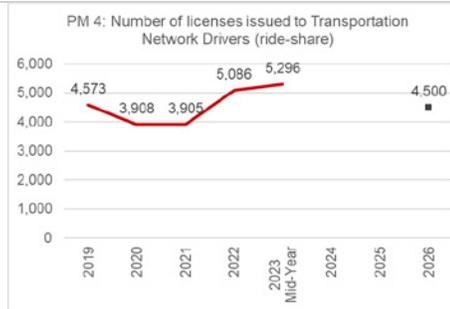
Improved technical systems, coordination with our partners and maintaining effective resource management as well as service level agreements have ensured a timely and efficient complaint and resolution process.



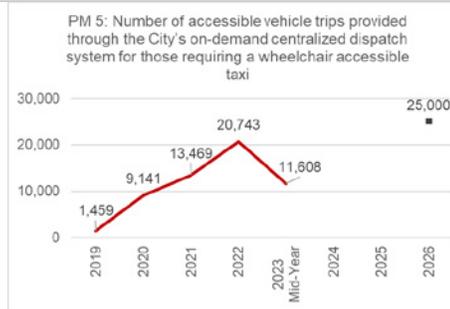
The addition of three Vehicle-for-Hire Licensing Representative positions (staffing increase of 40 per cent) has reduced wait times from Q4 2022. Staffing levels are now adequate to meet the post-pandemic increase in demand for licensing services across Vehicle-for-Hire streams.



Although, the livery industry has experienced a decrease in trip volumes in recent years due to the COVID-19 pandemic, the demand for taxi services is expected to receive increasing 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.



Growth in demand for ride-sharing services is expected to continue, which will increase the number of drivers on the road and licences issued. Further service improvements including an online licensing platform will remove additional barriers for Transportation Network Drivers obtaining licences and entering the industry.



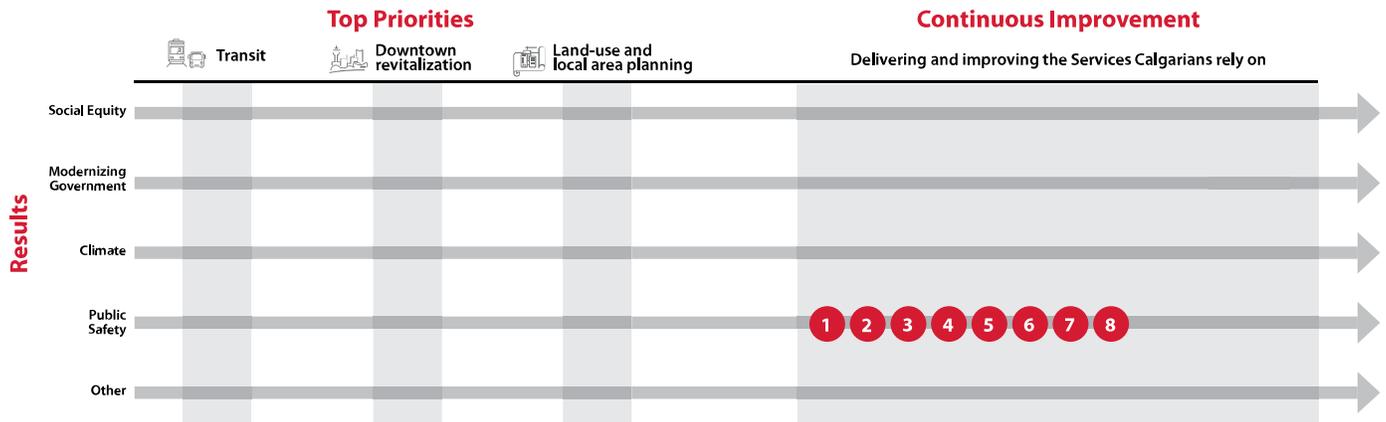
On-demand taxi service is important for customers who require a vehicle to accommodate wheelchairs or other mobility devices. With the implementation of the Accessible Taxi Incentive Program and the wheelchair accessible taxi service, (WAV Calgary), trip volumes are increasing. Diversification and an aging population is expected to increase dependence on accessible services over time.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

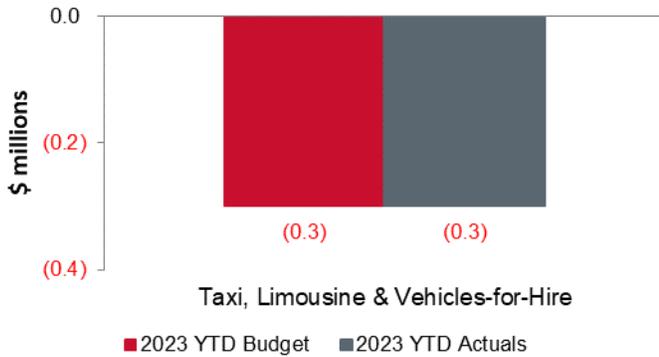
Initiative	Initiative Update	Status
1 Offer fair and equitable livery options for all Calgarians and industry participants by monitoring the effectiveness of the Livery Transport Bylaw.	Work is underway to better align Vehicle-for-Hire licensing services among different transportation options with the goal of creating equity across service streams. Work is underway to streamline licensing processes between Taxi and Transportation Network Company (TNC) licensing structures. TNCs must adhere to the Transportation Network Companies Regulation from the Province of Alberta. Taxi and limousine operators are regulated through The City Livery Transport Bylaw.	
2 Foster positive relationships with livery industry participants and partners by prioritizing routine engagement that will inform a proactive response to emerging trends.	Feedback from industry participants regarding Council recommendations from 2023 January 24, regarding equitable engagement is ongoing. Informal engagement continues via contact with industry participants at the licensing service front counter, attendance at broker events, fleet audits, and at airport taxi staging areas. Vehicle-for-Hire is collaborating with Communications, Engage Calgary, and the Anti-Racism team to explore additional avenues of communication and to implement new strategies to promote higher engagement and participation by industry partners.	
3 Optimize customer services for industry participants and new market entrants by leveraging technology to improve access to virtual licensing platforms.	Work continues toward a modernized licensing system solution with public-facing online services that will streamline licensing for drivers and brokerages, creating a easier, faster process. Information Technology is working on a 'proof of concept' using Microsoft Dynamics to ensure this product is viable for licensing and online services. Business process mapping sessions began in Q2 2023, in anticipation that Information Technology will recommend the Microsoft Dynamics solution. Enhancing the licensing system provides improves customer service for the licensees; i.e., on-line applications.	
4 Meet the evolving needs of the livery industry by maintaining routine reviews of driver training programs, focused on passengers with disabilities, cultural diversity, and Anti-Racism while aligning with enabling partners and corporate standards.	With the release of the Anti-Racism Action Committee report, the training program content is being reviewed and amended to ensure alignment with the The City's values.	
5 Satisfy demand for livery services and respond to feedback from industry partners and participants by monitoring the supply and allotment of taxi plate licences.	Council recommendations on 2023 January 24, resulted in a delay of the planned taxi plate licence release while various licencing models are being explored. Administration will report back to Council in Q3 2023 with an update. Supply and demand for plates is continuously monitored and any identified shortages will be reviewed and addressed as required through a bylaw amendment.	

Initiative	Initiative Update	Status
6	<p>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.</p>	<p>Effective 2023 January 01, the Accessible Taxi Incentive Program was amended based on industry feedback. Amendments included increasing the per-trip incentive, modifying the ‘evening’ hour timeframe incentives for drivers, and improving the timing of incentive payments from quarterly to monthly. These improvements have increased driver interest in the program. With the increasing expenses to purchase/modify and maintain wheelchair accessible vehicles used to transport the public, a review is underway regarding a new incentive (i.e., ramp installation rebate).</p> 
7	<p>Explore opportunities to support Calgary’s Climate Strategy through collaboration and engagement with industry participants and partners.</p>	<p>Vehicle-for-Hire and the Climate Initiative team are sharing information and discussing potential pilot projects that could impact Vehicle-for-Hire participants. Planning is underway for joint engagement/communication sessions with industry participants to explore the Climate Strategy and find ways for industry partners to participate in climate initiative pilot projects including access to specialized charging waypoints utilized by both the City of Calgary fleet and taxi partners.</p> 
8	<p>Enforce public vehicle safety standards and compliance with the Livery Transport Bylaw regulatory framework by providing education and resources to industry participants.</p>	<p>Review of Council’s direction from 2023 January 24, is underway. This includes collaboration between internal business units and developing an action plan regarding methods to modernize the industry, including enhancing system technology, streamlining licensing processes and assessing equity between service providers. Council will receive an update in 2023 Q3.</p> 



## Service Updates on Financial Performance

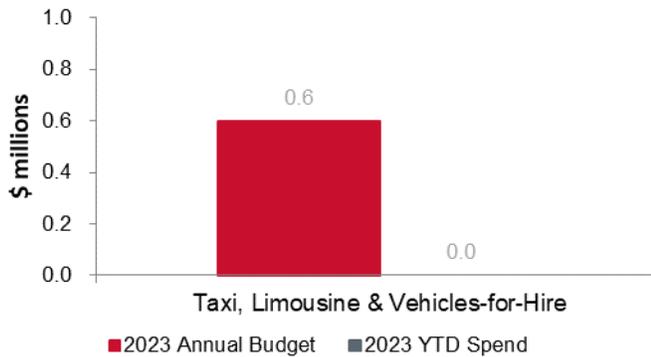
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Taxi, Limousine & Vehicles-for-Hire is a self-supported service line and any operating surplus or deficit would be contributed to the Livery Transport Services Sustainment Reserve. As of June 2023, Taxi, Limousine & Vehicles-for-Hire had an operating surplus, due to salary savings from intentionally managing the workforce, which was contributed to the Livery Reserve.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Taxi Limousine & Vehicles-for-Hire has spent 7 per cent of the 2023 approved capital budget. Year-to-date, the capital expenditures includes modernization of government through technology initiatives such as ongoing investment in the One City Coordinated Records Management System (OCRMS) program. The continued development of an online licensing tool for taxis and limousines is also underway, however year to date spend is lower than expected as this work has been paused to assess integration potential, which may lead to lower than expected spend this year. Annual acquisition and life cycle of equipment required for Vehicle for Hire Peace Officers in 2023 being done under a larger program for which Bylaw Education & Compliance is the steward.

# Utilities and Environment





# Climate & Environmental Management

Led by: Director of Climate & Environment

## Service Description

Climate & Environmental Management provides leadership, strategies, programs, and support to plan for and manage climate and environmental issues, risks, opportunities and trends associated with the delivery of public services. Climate action aims to reduce the impacts of severe climate events on infrastructure, people and nature, reduce greenhouse gas (GHG) emissions, and improve energy management. Environmental sustainability aims to protect and reduce our impact on land, air and water resources to ensure quality of life, human and ecological health. We identify, assess and manage contamination risks of city-owned land to protect human health and the natural environment.

## Service Updates

### Highlights

- Realignment and the creation of a new Service Line and three divisions within the newly formed business unit of Climate & Environment; Climate Mitigation, Environmental Management, Natural Environment & Adaptation.
- Mayor's Environment Expo featured 30+ online sessions and 100+ in person sessions this past June. 3,400 students and teachers attended in person and 10,600 virtually.
- Recognized with a 2023 Canadian Association of Municipal Administration (CAMA) Environment Leadership & Sustainability Award, for 'Determining the Value of Natural Assets'.
- Nose Creek Partnership and Source Water Protection Policy nominated for Policy prize at the Water Canada Award.
- Clean Energy Improvement Program (CEIP) has overwhelming interest from Calgarians resulting in high applications volumes.
- 2023 Flood Season preparations complete, including commemoration of the 10-year anniversary of 2013 flood.
- Calgary River Valleys Plan phase one public engagement and two Indigenous Summits

### Challenges

- Creation of new service line & business unit was done through the amalgamation of some functions & resources from multiple business units. This reconfiguration triggered the reassessment of preexisting priorities. Adjustments of resourcing to achieve those priorities is underway however challenges remain as the associated budgets and resourcing are housed in other Service Lines.
- Cross corporate Climate & Environmental governance is evolving as a critical piece of work supporting the outcomes related to Climate Resilience foundation. Resourcing has been prioritized to lead this project set to create an internal governance & accountability structure to support the successful corporate-wide implementation of our strategies and plans.
- Increased volume & complexity of development application reviews inhibiting resource capacity to support long range planning. Business cases have been advanced to manage risk.



# Measuring Our Performance

**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

<p><b>PM 2: Number of sites assessed annually - Contaminated Site Management</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>784</td><td></td></tr> <tr><td>2020</td><td>605</td><td></td></tr> <tr><td>2021</td><td>777</td><td></td></tr> <tr><td>2022</td><td>825</td><td></td></tr> <tr><td>2023 Mid-Year</td><td>615</td><td></td></tr> <tr><td>2026</td><td></td><td>893</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	784		2020	605		2021	777		2022	825		2023 Mid-Year	615		2026		893	<p>Number of sites assessed annually to identify potential contamination continues to increase year over year. By taking a proactive approach to identifying potential contamination concerns on City land assets and lands contemplated for future development, identified environmental risks can be responsibly managed to protect the environment and public health and safety.</p> <p>The increase in the number of sites assessed annually has primarily been driven by an increased demand to assess City projects for potential contamination concerns and to support City land transactions.</p>	<span style="color: blue;">➔</span>
Year	Actuals	Expected Future Performance																					
2019	784																						
2020	605																						
2021	777																						
2022	825																						
2023 Mid-Year	615																						
2026		893																					
<p><b>PM 3: Number of properties within 1:100 River Flood Extent - Flood Exposure Risk</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>5,450</td><td></td></tr> <tr><td>2020</td><td>4,720</td><td></td></tr> <tr><td>2021</td><td>3,900</td><td></td></tr> <tr><td>2022</td><td>3,553</td><td></td></tr> <tr><td>2026</td><td></td><td>1,590</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	5,450		2020	4,720		2021	3,900		2022	3,553		2026		1,590	<p>Since 2013, Calgary's flood risk has been reduced by 55 per cent through strategic capital investments, continued enhancements in flood zone regulations, increased public education, and partnerships with multiple parties including government, industry, and non-government organizations. In 2023, progress continued on the downtown flood barrier, which extends protection through downtown from the Peace Bridge to the Reconciliation Bridge, and the Sunnyside barrier. Additionally, the Northwest Inner City Community Drainage Improvement Project continues to progress as planned.</p>	<span style="color: blue;">➔</span>			
Year	Actuals	Expected Future Performance																					
2019	5,450																						
2020	4,720																						
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2022	3,553																						
2026		1,590																					
<p><b>PM 4: Tracking Adaptation and Measuring Development (TAMD) Scorecard (rating)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>36</td><td></td></tr> <tr><td>2020</td><td>44</td><td></td></tr> <tr><td>2021</td><td>53</td><td></td></tr> <tr><td>2026</td><td></td><td>60</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	36		2020	44		2021	53		2026		60	<p>The Tracking Adaptation and Measuring Development Scorecard is an annual score that assesses the integration of climate adaptation across 80 actions, in eight categories at a government level.</p> <p>The City has focused on improving the integration of climate adaptation across some of the lowest performing categories as key action areas in the Climate Adaptation Plan and are working to implement these actions through 2023-2024.</p> <p>One key change that has improved this metrics performance is the creation of the new Climate &amp; Environmental Management Service Line through corporate realignment.</p>	<span style="color: blue;">➔</span>						
Year	Actuals	Expected Future Performance																					
2019	36																						
2020	44																						
2021	53																						
2026		60																					
<p><b>PM 5: Measured amount of carbon dioxide (CO2) equivalent (e) released - Corporate Greenhouse Gas Emissions (1,000 tonnes CO2e (kilotonnes))</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Expected Future Performance</th> </tr> </thead> <tbody> <tr><td>2019</td><td>369.1</td><td></td></tr> <tr><td>2020</td><td>475.3</td><td></td></tr> <tr><td>2021</td><td>347.4</td><td></td></tr> <tr><td>2022</td><td>352.0</td><td></td></tr> <tr><td>2026</td><td></td><td>308.6</td></tr> </tbody> </table>	Year	Actuals	Expected Future Performance	2019	369.1		2020	475.3		2021	347.4		2022	352.0		2026		308.6	<p>Corporate GHG emissions have been below 2005 levels since 2012, when The City began purchasing Renewable Electricity Certificates (RECs) for 100 per cent of its electricity consumption. While corporate emissions were reduced by the COVID-19 pandemic, in 2022 corporate GHG emissions were 4.9 per cent less than the pre-pandemic emissions. The 2020 emissions peak was due to the oversale of RECs back to the market not from an overall increase in energy consumption. Future performance is set to achieve 30 per cent below 2005 levels by 2026 to be on track to achieve our net zero target by 2050.</p>	<span style="color: blue;">➔</span>			
Year	Actuals	Expected Future Performance																					
2019	369.1																						
2020	475.3																						
2021	347.4																						
2022	352.0																						
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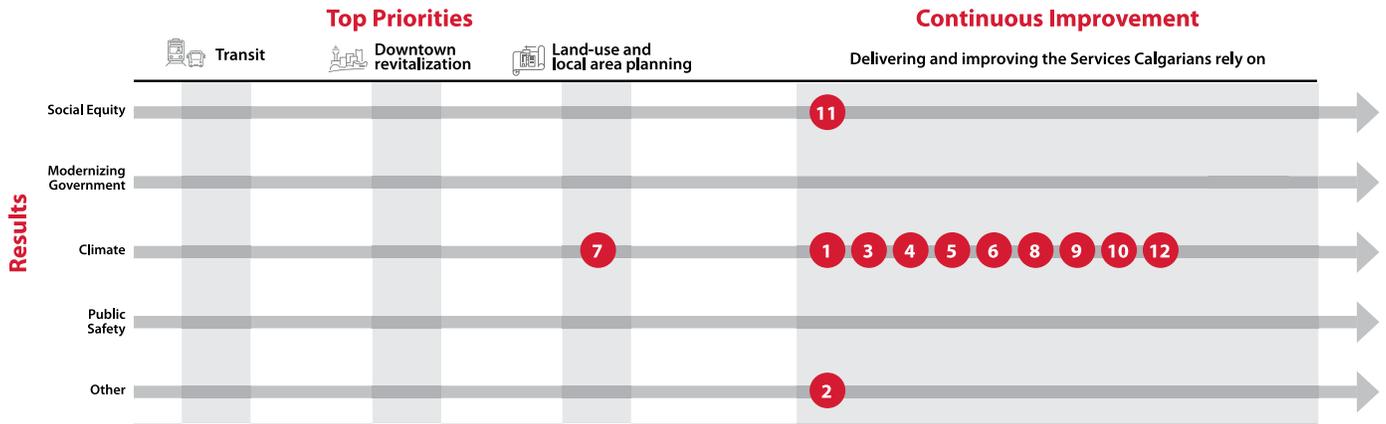
Note: Climate & Environmental Management typically reports changes to performance measures at year-end as some data required is unavailable at mid-year and/or calculations are only completed once annually. Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 1: Environmentally Significant Area protected and conserved in greenfield development (per cent of ESA protected or restored calculated at land use amendment/outline plan approval)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

Initiative	Initiative Update	Status
1 Increase protection and conservation of Environmentally Significant Areas (ESA) in greenfield development by developing standard protocols for ESA identification in ecological inventories and biophysical impact assessments, by retaining identified ESAs using Environmental Reserve or other planning tools as part of Land Use Amendment/Outline Plan approvals and by updating ESA and Environmental Reserve policies and guidelines.	<ul style="list-style-type: none"> <li>Lack of staff capacity due to resources shifting to other areas in realignment and increased application complexity and volume continues to be a challenge.</li> <li>Planned projects currently on hold due to resourcing challenges include citywide ESA analysis and target setting, developing standard protocols for ESA identification in ecological inventories and biophysical impact assessments, and updating ESA and Environmental Reserve policies and guidelines.</li> <li>Advancing business case to mitigate resourcing challenges.</li> </ul>	
2 Protect the environment and public health and safety by providing corporate-level leadership and support to City services on identifying, assessing and managing contaminated lands. A proactive approach to identifying potential contamination concerns on City land assets and lands contemplated for development ensures that appropriate due diligence is performed and responsible management of environmental risk occurs.	Number of sites assessed for potential contamination is progressing as planned. To date, we have seen an increase in the number of sites assessed for contamination to support land transactions and Capital projects.	

Initiative	Initiative Update	Status
<p>3 Combine local and regional, structural and non-structural flood mitigation measures to optimize economic, social and environmental resilience to river floods. City-led, supported or advocated initiatives include: new upstream dams and reservoir operations; local flood barriers and infrastructure floodproofing; thoughtful flood hazard zone land use regulation and regulatory refinement; public engagement/education; enhanced flood forecasting; response planning and emergency response.</p>	<ul style="list-style-type: none"> <li>• Commemoration of the 10-year anniversary of the 2013 flood.</li> <li>• Calgary’s Flood Resilience Plan &amp; the initiatives for watershed, community &amp; property level layers of mitigation is progressing.</li> <li>• The City is supporting the Land Use Advisory committees &amp; Joint Glenmore and Springbank Reservoirs Operating committee.</li> <li>• The Downtown flood barrier is now operational &amp; progress is being made on Sunnyside.</li> <li>• The Upper Plateau Separation project is advancing as scheduled.</li> <li>• Stage 1 engagement for the Calgary River Valleys Project completed.</li> <li>• Launch of the annual flood awareness and readiness campaign.</li> </ul>	
<p>4 Drive drought resilience in Calgary through a corporate-wide stance and significant collaboration involving Water Treatment &amp; Distribution Service Line by planning for local and regional water demand, water allocation and/or licensing, water treatment and distribution infrastructure and/or operations and emergency response. Shifting regional climate, utility and environmental equity and the provincial moratorium on new licenses from the Bow Basin make this initiative complex, timely &amp; important.</p>	<ul style="list-style-type: none"> <li>• Drought Resilience Plan completed and scheduled to be presented to Community Development Committee in Q3/Q4 2023.</li> <li>• Priorities to move forward from the Plan include updates to the Water Efficiency Plan, the Drought Corporate Financial Sustainability analysis and the Water Restrictions modernization study.</li> <li>• Alberta Innovates Grant of \$400,000 was received by Climate and Environment to support the development of a Water Security Roadmap and Water Reuse Assessment. This project will occur from 2023-2026 and will support &amp; guide decision &amp; investment in Water security to 2100.</li> </ul>	
<p>5 Guide effective corporate-wide environmental and climate management and performance through policy, frameworks, strategic plans, standards, procedures and tools. Includes assurance activities including audits, risk registers, compliance tracking and performance reporting on behalf of the corporation.</p>	<ul style="list-style-type: none"> <li>• Climate reporting framework approved by Council.</li> <li>• The second year of Climate-related Financial Disclosure included in the Annual Financial Report.</li> <li>• The planning phase of the Climate &amp; Environmental Analytics System project is complete. Will provide staff tools to monitor, report &amp; forecast through a corporate dashboard.</li> <li>• Corporate Environmental Management System (EMS): tool creation, training &amp; workshops to register the compliance obligations &amp; environmental impacts of City business units into centralized EnviroPortal database.</li> <li>• Environmental audits continue to be conducted.</li> </ul>	
<p>6 Develop, implement and manage outreach and education initiatives and partnerships aligned with environmental and climate outcomes of the community and the corporation. Key objectives include to educate and build awareness, as well as collaborate and partner to amplify efforts. Services are provided with equity considerations.</p>	<ul style="list-style-type: none"> <li>• The goal of the Climate Outreach, Education and Communication strategy is to guide implementation of outreach and education activities by The City of Calgary over the next four years helping to increase awareness and capacity within the community.</li> <li>• The 34th annual Mayor’s Environmental Expo saw over 3,400 students and teachers in-person and 10,600 virtually.</li> <li>• Progress is being made in collaboration with Re.Climate, Canada’s new centre for training, research and strategy on climate change communication and engagement.</li> </ul>	

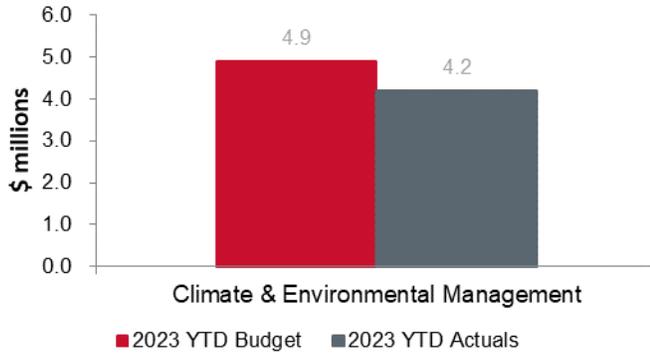
Initiative	Initiative Update	Status
<p>7 Integrate climate and environment considerations into planning and approvals continuum. Review and update existing planning and design policies, guidelines, regulations and processes to include net zero, climate resilience or environmental targets, recommendations and/or requirements; incentivize innovation and quality improvements for new developments to further climate or environment; research and analysis to support appropriate city growth targets and types.</p>	<ul style="list-style-type: none"> <li>• Council adopted changes to the Land Use Bylaw supporting building retrofits &amp; clarified The City's ability to consider climate adaptation &amp; mitigation during discretionary development permit reviews.</li> <li>• Newly approved local area plans include guidance around relaxations to enable energy efficient and climate resilient projects.</li> <li>• Green Building Priority Stream Program launched.</li> <li>• Planning processes, training &amp; implementation. Climate specialist &amp; standardized comments on development permits introduced to planning reviews.</li> <li>• Home Energy Labeling Program pilot actively underway.</li> </ul>	
<p>8 Improve climate resilience of Calgary's people, communities, food systems, buildings, infrastructure and natural assets. Use engagement, data analysis and policy to address climate risk/vulnerability of Calgary communities; advance emergency preparedness and business/service continuity planning for climate-driven events; develop relationships (industry, builders, civic partners), incentives, operational improvements, assessment tools to support climate-resilient built and natural infrastructure.</p>	<ul style="list-style-type: none"> <li>• Three Climate Risk and Resilience Assessments completed on City projects and facility sites. Climate adaptive measures have been embedded in these projects.</li> <li>• The Calgary Urban Heat Map was released for internal use. It will be supported on an external platform later this year.</li> <li>• Food resilience plan continues to be a collaborative effort between the City Planning &amp; Policy Service Line and Climate &amp; Environmental Management Service Line. This program supports food security for all Calgarians by developing a Council-approved plan.</li> </ul>	
<p>9 Support Calgary's transition to a net-zero City. Improve energy efficiency and reduce emissions from new and existing buildings and transportation systems through training and capacity building, financing, incentives and regulatory / policy improvements.</p>	<ul style="list-style-type: none"> <li>• Launched Clean Energy Improvement Program.</li> <li>• Launched Home Energy Labelling pilot program education campaign encouraging voluntary submissions.</li> <li>• Launched the Home Upgrades Program targeting low-income households.</li> <li>• Year 3 of the Commercial Building Benchmarking program closed with 20 participants benchmarking 344 buildings.</li> <li>• Launched the Downtown Retrofit Climate Challenge.</li> <li>• Workshops to co-create the Calgary Building Information Exchange completed. Input from key partners such as BILD Calgary, Calgary Construction Association, and industry will inform the design of the exchange.</li> </ul>	
<p>10 Lead by example by improving the energy efficiency and reducing emissions from City-owned and operated assets and services, including buildings, vehicles, facilities, land, and City operations. Support the transition of City fleet to low-carbon alternatives; manage greenhouse gas emissions from waste; include climate considerations in new capital projects; explore offsets to drive further energy efficiency projects and improvements.</p>	<ul style="list-style-type: none"> <li>• Completed Corporate Building Retrofit Opportunity Prospectus evaluating energy and GHG reduction opportunities in the City's largest facilities which identified an estimated \$81 million of short-term (to 2025) and \$150 million in long-term retrofit opportunities (2025 to 2040).</li> <li>• Finalization of the Renfrew Solar Carport at Telus Spark and Calgary Parking Authority Impound Lot Parkade renewable energy projects, which combined will produce an estimated 1.4WMh annually.</li> <li>• Stewarding 20+ major capital projects toward compliance with The City's Sustainable Building Policy.</li> </ul>	

Initiative	Initiative Update	Status
<p>11 Ensure our policies and services support The City’s commitment to building and maintaining a respectful, inclusive, and equitable workplace that is representative of the community we serve.</p>	<ul style="list-style-type: none"> <li>• Planning &amp; Development Services has formally recognized the importance of supporting its people as a foundational goal in our strategic blueprint document, Making Places for People.</li> <li>• This includes engaging and integrating staff feedback, expanding professional and personal development opportunities, and enabling health, wellness, and safety amongst staff.</li> <li>• The PDS People and Culture Oversight Committee has been re-envisioned as the People Experience Committee, with supporting working groups to action focus areas like celebration &amp; recognition and health &amp; wellness.</li> </ul>	



## Service Updates on Financial Performance

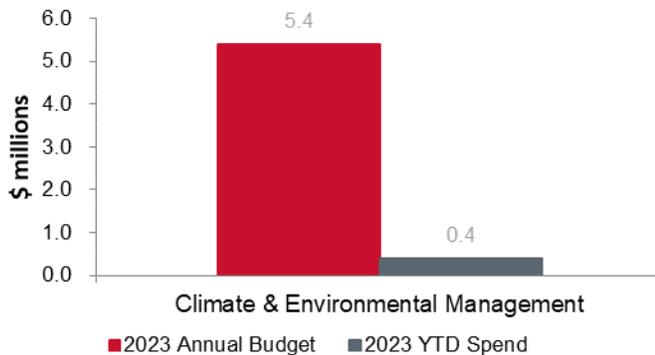
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Climate & Environmental Management service has a favourable year-to-date operating variance of (\$0.8 million). The main reasons that have contributed to the variance are salary & wage due to vacancies and intentionally managing the workforce, and consulting and contract services due to project phasing.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Year- to date, the capital expenditures have been used to deliver the following: Energy Poverty and Home Upgrades Program, Environmental management system and other various climate and environment related projects. Climate & Environmental Management capital expenditure is expected to increase towards end of year as project plans are finalized and project execution ramps up. The Centralized Climate Fund 2023 capital budget is currently 78 per cent committed.

# Stormwater Management

Led by: Director of Water Services

## Service Description

Stormwater Management is a highly regulated, essential and public health focused service that protects property from flooding and ensures our watersheds are healthy by working with citizens and partners. Our service manages water from rain or snow/ice melt by collecting, storing, or moving it into the nearest river or creek through storm drains, pipes, ponds and outfalls. To prepare Calgarians for emergency response to flooding, we work with the community and other levels of government. We monitor river water quality and quantity, assess riverbank health, and we are involved in land use and development issues to reduce water quality impacts and flood risk in Calgary and the region.

## Service Updates

### Highlights

The updated Stormwater Management Strategy sets long-term direction to support growth while exploring new and innovative ways to manage stormwater runoff, improve water quality and decrease pressure on our shared system. Coupled with a climate change lens, we incorporated feedback from the public, partner organizations and industry. This shared responsibility approach remains key for this service.

The N.W. Inner City Upper Plateau Separation project contributes to flood mitigation, climate resilience and public safety. This project reduces flood risks in Sunnyside by providing a new route to the Bow for excess stormwater accumulated in the Rosedale community. In Q2, a tunnel near Rosedale Park to the Bow River was completed using technology called microtunneling. By using this technology, the project was completed with minimal community impact and crossed underneath Memorial Drive to avoid road closures during excavation.

### Challenges

Spring melt conditions lead to significant pooling of surface water on primarily residential roads. During a two-week period there were 2,847 service requests to 311. Many catch basin leads were frozen solid below ground and required thawing equipment. The Stormwater Operations and Climate Adaptation Teams have been working collaboratively to collect information and further understand conditions that contribute to frozen catch basins.

While we will still see highly variable annual and seasonal trends, it is likely that frozen catch basins, surface pooling, and fast spring melt conditions will be exacerbated by climate change. Stormwater Operations will be working with Mobility to put together a more preventive response plan for future years. However, with over 60,000 catch basins in Calgary, we will also need to engage with public to build an understanding of what to expect in a changing climate and how they can continue to help with local drainage issues during thawing events.



# Measuring Our Performance

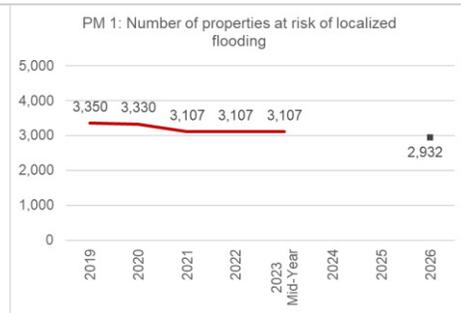
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

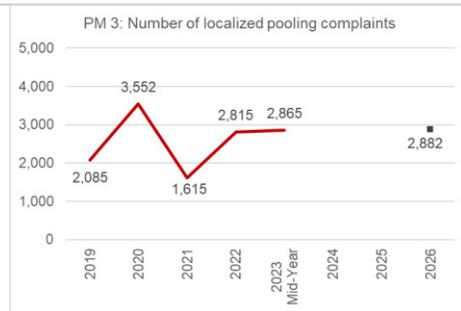
## Performance Measures

## Story behind the numbers

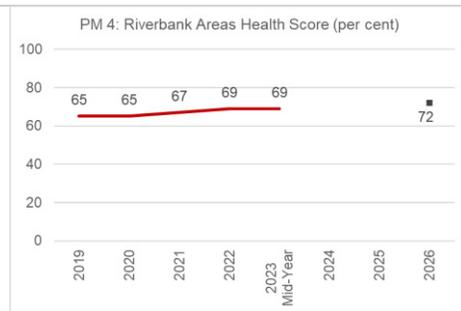
## Status



Calgarians trust the Stormwater service to protect public safety and reduce damage to property. 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 localized 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 the safety of residents.



Stormwater pooling complaints are seasonal and variable dependent on snowpack, temperature fluctuations and intensity of rainfall events. In continuing to maintain and operate assets, Stormwater crews completed ~3,600 work orders and ~1,400 preventative maintenance inspections. Operations are continuously evaluating ways to better manage assets and respond to customers, while aligning with the new Stormwater Strategy. Resourcing is being put in place to increase responsiveness to extreme weather events driven by climate change 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 establishes actions to protect and manage river banks and sets a 2026 target of a city-wide average riparian health score of 72%. The score has increased to 68.9% from the 2007-2010 baseline of 61%. This improvement is the result of ongoing City investment in riparian/bank restoration.



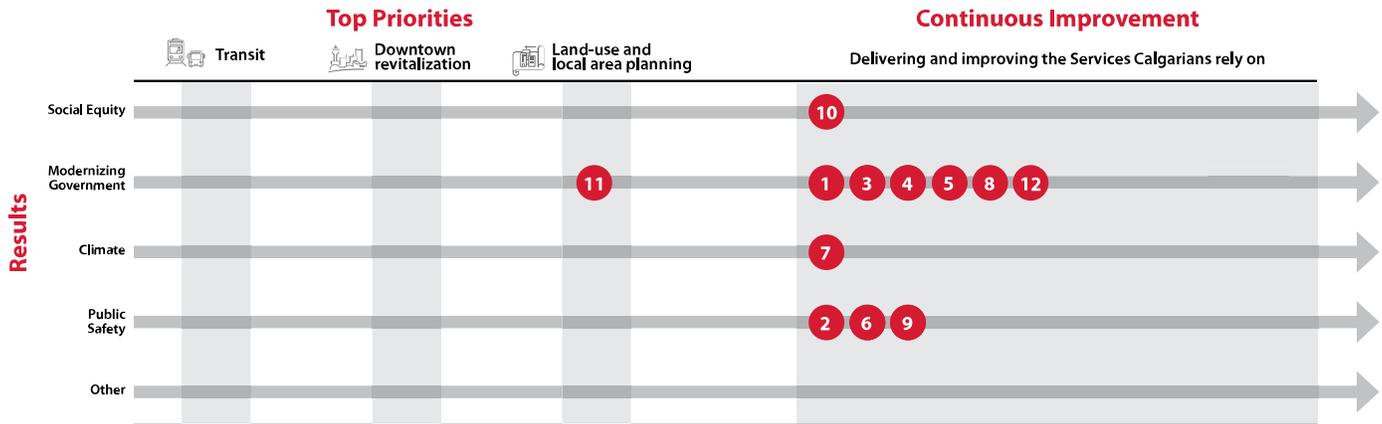
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

- PM 2: Number of properties at risk of river flooding
- PM 5: Stormwater sediment entering the Bow River (kg/day)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

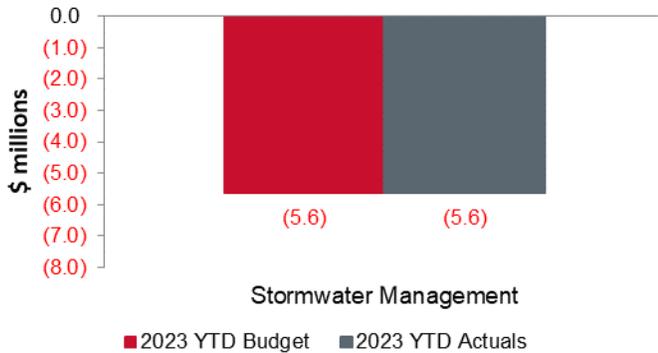
Initiative	Initiative Update	Status
1 Reduce risk of localized flooding by continuing to invest in community and local drainage improvements, evolving the community drainage program to achieve desired levels of service, and quantifying the investments needed to address gaps and physical limitations of stormwater infrastructure in established communities.	The Accelerated Community Drainage Improvement (CDI) program has established city-wide modelling in an effort to include inundation mapping approaches to quantify flood risk in established areas. Work is underway to update our approach to quantify the potential impact of stormwater flooding on a monetary basis.	
2 Create safe and resilient communities through the continued delivery of strategic initiatives and capital flood mitigation projects to reduce the risk of river flooding.	Progress with flood mitigation has eliminated 55 per cent of risk Calgary had in 2013. Progress continues Springbank Off-Stream Reservoir, flood hazard mapping updates and upstream reservoir options on the Bow. New flood infrastructure (like Glenmore Dam gates) has made it easier to accommodate drought as well as flood.	
3 Build resilient communities by guiding redevelopment in established areas to mitigate flood risks and working with developers on innovative stormwater management solutions that enhance public spaces.	Options for a stormwater incentive program will be further explored, in connection with new programs and leveraging opportunities to improve working group composition.	
4 Maintain service resilience by ensuring appropriate resources to respond to more frequent and extreme events and operate the growing Stormwater Management network (334 ponds and wetlands, 33 lift stations, 934 outfalls and over 5,000kms of underground pipes).	Accountability for stormwater has formally transferred to a dedicated division within the Water Utility. The new Stormwater Operational Performance team has new leadership in place and new operational engineering positions are being resourced.  Work to build out Asset Management and Operational and Maintenance plans identified in the Stormwater Strategy has started.	

Initiative	Initiative Update	Status
5 Build understanding of customer interactions and expectations of the Stormwater line of service. Develop programs that build customer awareness and shared responsibility for managing water quality and quantity on private property.	The updated Stormwater Strategy was finalized and was presented to Council. Part of the strategy was to re-engage with partners and external stakeholders to validate the strategy and address any questions. This process ultimately resulted in letters of support from seven critical industry and watershed groups.	
6 Reduce the risk of safety incidents on stormwater infrastructure through the development of a storm pond safety program. Build understanding of investments needed for communicating, partnering, designing, and upgrading stormponds to meet program goals for safety.	The first phase of the Storm pond safety project is complete with insights and recommendations coming forward in Q3 of 2023. This work has focused upon coordinating awareness, education and outreach on the dangers of storm ponds.	
7 Adapt to our future climate by delivering and enabling investments and advancing initiatives that reduce flood risks and pollutants entering the river, and ensure operational staff and systems are prepared to respond to more frequent and extreme rain and flood events.	For 2023, Water Services has initiated planning steps to build out plausible future scenarios (2050s, 2090s, 2100s), enabling us to further understand how climate change might impact the watershed and the region. This approach will help us prioritize risks and actions needed to prepare for this future reality.  Additionally, positions are in the process of being added to increase focus on climate related Stormwater Management opportunities in addition to those captured in the Stormwater Strategy.	
8 Meet future needs and advance the Stormwater Strategy to guide prioritization and resourcing for key initiatives on low impact development, watershed targets, customer and developer engagement, and partnership in development of public spaces.	Stormwater Strategy implementation is taking shape around the four cornerstone focal areas. The work is encompassing and bringing holistic focus to complex issues like Green Stormwater Infrastructure and watershed targets. Continued engagement with the development industry has occurred around Nose Creek annual volume targets, supporting strategies and implementation plans.	
9 Protect the health of the river and maintain our environmental performance by continuing to meet regulatory requirements on total loadings to the river and mitigating the risk of spills into the stormwater system.	The Emergency Response Plan for spills into stormwater is being strengthened to prepare for larger scale releases and plan more effective coordination between Field Operations, communications and contractor services. The Stormwater Pollution Prevention Team worked closely with Industry to develop a code of practice which defines a review and approval process. We continue to track below regulatory limits and within targets for loadings of total suspended solids and nutrients. Work is ongoing to enhance the Shepard wetland, and stormwater loading software is being used to model future trends.	
10 Establish levels of service, optimize value, and deliver service equity by leveraging innovation, data, technology, and customer insights.	In the first half of 2023, the Water Utility established a more formalized and rigorous customer research program which will increase understanding of customer needs and experience. These customer insights will be used to drive equity and innovation work. The Water Utility is also focused on defining clear service levels for established communities, green stormwater infrastructure and performance targets.	
11 Optimize investment decision-making and proactive service delivery through the development of Stormwater Asset Management plans and preventative maintenance plans to align capital investments, maintenance contributions and operational resources.	Detailed planning is underway to create a comprehensive Stormwater Asset Management and Preventative Maintenance Plan to align capital investments, maintenance contributions and operational resources. A draft plan is expected later in 2023.	
12 Build shared priorities, develop objectives and improve activity planning by building partnerships across internal city business units.	The service team used the draft Stormwater Strategy as a foundation to strategize stormwater objectives across departments and business units.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of June 30, 2023**

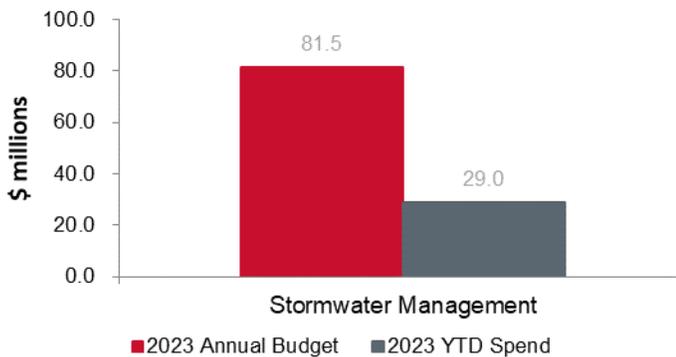


### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

The Stormwater Management service is self-supported. The year-to-date (June 30, 2023) variance is \$0.01 million favourable after transferring the operating surplus of \$15.9 million to reserve. The transfer to reserve was higher than the budget of \$13.0 million, with higher than budgeted revenue, lower than budgeted Materials, Equipment and Supplies and Salaries and Wages offset by higher Contract and General services and Utilities expenses.

The transfer to reserve is used to fund capital expenditure including replacements, upgrades and investment that occur year after year. The planned transfer to reserve also builds the line of service sustainment reserve balance to the Council approved target. Because the transfer is larger than planned, the reserve target may be achieved sooner.

**Capital Budget and Spend as of June 30,  
2023**



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

The 2023 capital budget is \$81.5 million with a year to date spend of \$29.0 million. The projected year end spend is \$81.5 million (100 per cent). Capital investments focus on improving watershed health and mitigating flood risks. Supply chain issues affecting the availability of material and resources continue to have impacts on project delivery. Examples of major investments include:

- Community Drainage Improvement (\$8.7 million invested to date in 2023). Investments continue in northwest inner-city communities including the Upper Plateau Separation project. Improvements involve engineering design and construction to enhance the stormwater service potential and capacity to reduce the risk of flooding and improve resiliency against the impact of climate change.

- Downtown Flood Barrier (\$1.1 million invested to date in 2023). Construction of a permanent flood barrier on the south bank of Bow River between Eau Claire Park and Reconciliation Bridge is slated for completion in 2025.

# Urban Forestry

Led by: Director of Parks & Open Spaces

## Service Description

This service manages public trees and promotes tree stewardship to Calgarians. Trees increase climate resiliency by improving air quality, reducing storm water runoff, and providing shade, cooling and wildlife habitat. Trees increase property values and create attractive, stress-reducing environments. The City plants public trees to replace those lost from construction and natural decline and grows the urban canopy to benefit future generations. The City also receives public trees from the development industry. The City waters newly planted trees for healthy establishment, and inspects and prunes trees to increase their lifespans. Urban Forestry reviews development projects to protect trees.

## Service Updates

### Highlights

The Branching Out private tree giveaway was extremely well received by Calgarians. Due to high public demand in past years, the number of trees provided in 2023 was increased by 400 per cent. In 2023, all 2,000 trees were claimed within hours during registration. In collaboration with Parks & Open Spaces, we offer guided tree walks, volunteer tree planting opportunities and in-person presentations to increase and support tree-related public education.

Canopy Expansion planting program was completed in mid-June with 91,000 seedlings being planted this year in various communities. This initiative is above and beyond Urban Forestry's regular planting program of 5,400 caliper (large) trees. Seedlings take longer to establish (and to contribute to the urban canopy growth) than the caliper trees. This initiative focuses on mass planting of smaller trees (whips and plugs) that, when planted in optimal areas, can establish and provide increased canopy cover and biodiversity.

### Challenges

Risks include severe weather events (snow, winds, drought, hail, etc.) and tree pests and diseases. As of June, drought is a concern with the hot spring weather.

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. Current Capital funding supports planting 5,600 trees annually through 2026.

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.



# Measuring Our Performance

**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

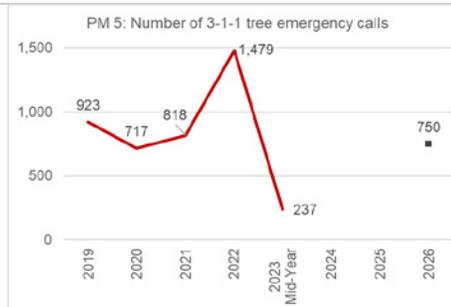
## Status



Risk-based tree inspections and pruning continue to be a service priority. This proactive work increases the resilience of the urban forest and leads to improved lifespans for trees and less damages from severe weather, such as extreme winds or late/early seasonal snowfalls. The City also completes regular tree assessments to ensure asset management data is accurate, enabling informed decision making and the efficient use of available funds. Risk based assessments of 50,000 trees along with the majority of our tree pruning will be implemented in Q3 and Q4 this year.



Tree planting for 2023 had not started at the time of this report but will be completed in October. Tree planting is funded through capital funding. Urban Forestry will replace about 3,500 trees per year that are at the end of their natural lifecycles. This will maintain Calgary's urban canopy level (currently about 50 per cent towards the long-term Municipal Development Plan target). To improve progress towards 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.



Tree emergency calls increased sharply in 2022 due to two severe storms. After the 2014 September tree disaster, Urban Forestry implemented a proactive strategy to prioritize the pruning of existing public trees. As a result, despite increased severe weather events, the service typically expects fewer 3-1-1 tree emergency calls (such as calls to remove fallen trees or heavy branches blocking roads). So far, in 2023 we have received a small number of emergency calls due to the seasonal nature of the events. Typical storm activity is mid-June to September.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

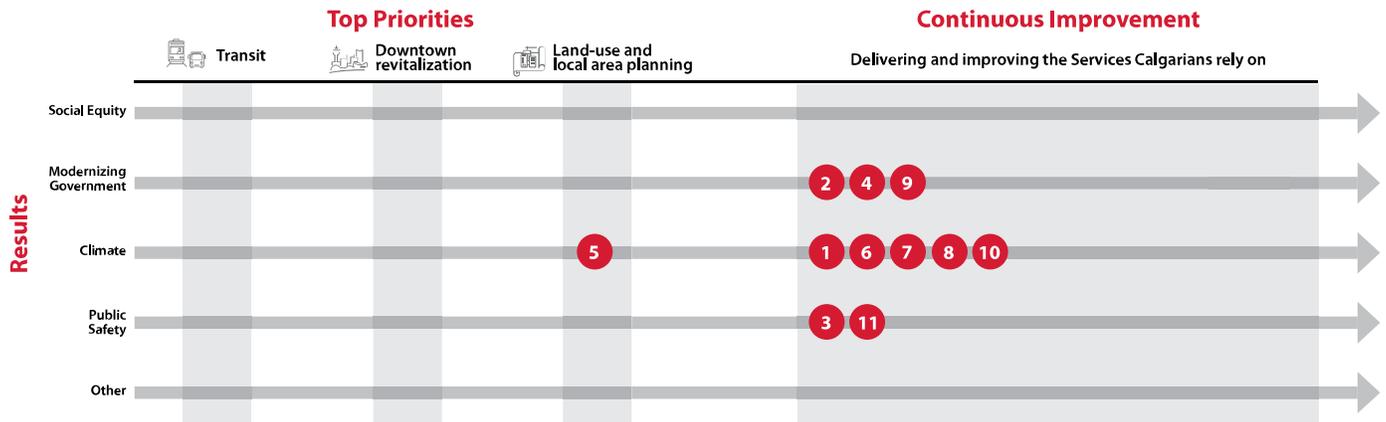
PM 3: Calgary's urban canopy percentage (per cent)

PM 4: Public Tree Maintenance Cost Per Calgarian (dollars)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

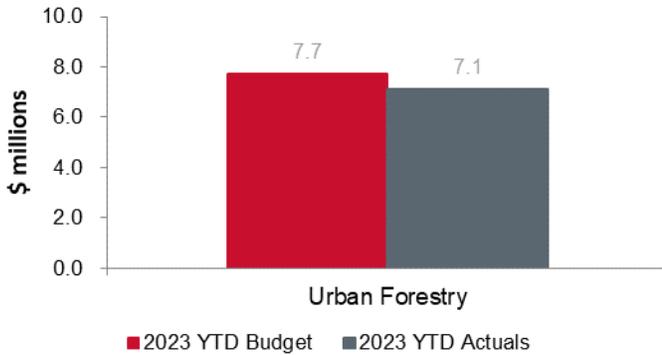
Initiative	Initiative Update	Status
1 Increase tree resilience to severe weather, invasive pests and diseases and expand tree lifespans by continuing to prioritize risk-based pruning of public trees.	This priority work is ongoing in 2023. As of June 14, 6673 City trees have been assessed and pruned. Due to a later than anticipated start up, Urban Forestry will complete most of this work in Q3 & Q4 this year.	
2 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.	To date, the number of 3-1-1 service requests are reflective of a typical year. However, as was the case in 2014 and 2022, the number can escalate sharply with severe weather events that impact Calgary's trees.	
3 Enhance public safety and mitigate damages to property by removing dead trees and select stumps.	Removal of dead trees and stumps is ongoing. As of June 14, 1,601 dead trees have been removed. Our stump removal initiative is very seasonal in nature and starts at the end of Q2.	
4 Continually improve asset management and effectiveness by annually updating Urban Forestry's digital inventory of public trees.	This ongoing initiative is progressing well. As of April 10, over 78 per cent of our public tree assets have been inventoried within the past five years. In 2023, Urban Forestry established a target of inventorying a minimum 20 per cent of our public trees. This will ensure accuracy and promote data informed decision making, via a continuous five-year inventory cycle.	
5 Encourage sustainable tree planting in development and construction activities through tree inspections by aligning with land use bylaws, specifications and best practices.	Tree inspections are ongoing as part of various development streams including infill, capital and subdivision development inspections. The Urban Forestry Service Governance (UFSG) team is collaborating to increase role clarity and improved quality of tree planting. The UFSG team is also working towards improved protection of existing trees during construction activities.	
6 Sustain the urban forest by assessing the risk of, and treating public trees for, invasive pests and diseases.	In collaboration with Parks & Open Spaces, an Invasive Pest and Disease Crisis Response Plan is being developed. This response plan will guide decision making in the event (high likelihood) that our urban canopy is negatively impacted. An integrated pest management program for elm scale has been developed with implementation half completed as of Q2 2023. Various pest and disease monitoring traps (200+) have been installed and monitoring will be ongoing from June to October.	
7 Adapt trees to Calgary's harsh environment and trial new tree species in Calgary's climate by managing a civic nursery.	Tree work at the civic nursery is ongoing and on track for this time of year. Trees have been harvested (dug and wrapped) in preparation for planting throughout the City. New tree stock has been procured and planted, these trees will grow in the nursery for three to six years and support future planting.	

Initiative	Initiative Update	Status
8 Educate and incentivize Calgarians to plant and care for private trees by continuing to participate in public education and partnership programs.	The Branching Out private tree giveaway was extremely well received by Calgarians. Due to high public demand in past years, the number of trees provided in 2023 was increased by 400 per cent. In 2023, all 2,000 trees were claimed within hours during registration. In collaboration with Parks and Open Spaces, we offer guided tree walks, volunteer tree planting opportunities and in-person presentations to increase and support tree-related public education.	
9 Grow the urban canopy by continuing to participate in collaborative programs and funding opportunities (e.g., canopy growth, food security and volunteer planting).	A pilot initiative was developed to support community associations with installing orchards. Collaboration between the Calgary Horticulture Society, community associations (CA) and Urban Forestry will result in fruit trees being provided, along with specific pruning training to any interested CA. The initiative has just started and we anticipate over 10 CAs will install trees during 2023. Volunteer tree planting is also scheduled for July, with over 1,000 trees being installed at various locations throughout the City.	
10 Maintain Calgary's existing canopy through the development of a citywide program to systematically identify and replace older, larger trees when they are at the end of their natural lifecycles.	The Large Tree Canopy Succession initiative received funding for 2023-26. Current funding will support the removal, stump grinding and replacement tree planting of 200 trees in 2023. This work is in the planning stage, with trees being assessed and identified for removal in May-June. Tree removal and stump grinding will be completed in the Fall and replacement tree planting will be implemented in 2024.	
11 Provide a safe and healthy environment for park users, employees, contractors and volunteers by strengthening commitments to safety and well-being.	Promoting a positive safety culture is a key, ongoing priority in Urban Forestry. Two emergency response tabletop exercises have been completed (March & June) related to storm events. This ensures staff preparedness and provides opportunity for continuous improvement. Safety culture is embedded into all tasks completed by staff and contractors including safety meetings, reporting of incidents, worksite inspections and Field Level Hazards assessment. Leadership and Management have regularly been onsite to support and hear feedback directly from front facing staff.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of June 30, 2023

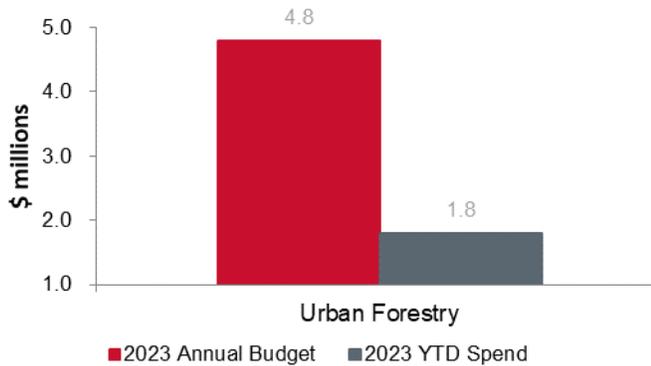


### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Urban Forestry has a favourable year-to-date operating variance of \$580k. The main reasons that have contributed to the variance are:

- Timing issues related to waiting for the Tree Pruning RFP to be awarded by Supply. Urban Forestry has been working with Supply since April 2022 to get this awarded. This is six months behind schedule with the expectation to achieve the annual goals and will bring the year end operating budget in at \$0.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Urban Forestry has spent 27 per cent of the 2023 approved capital budget. Year-to-date, the capital expenditures have been used to deliver:

- Planting of new trees
- Planting of replacement trees

The spend is delayed for 2023 and the service has been working extensively with Supply to expedite the awarding of the Tree Planting Request For Proposal, but have seen significant delays. The service is two months behind schedule but we do anticipate completing our annual tree planting goals and will maximize the 2023 Capital Budget by year end.

# Waste & Recycling

Led by: Director of Waste & Recycling Services

## Service Description

Waste & Recycling service is focused on enabling Calgarians to reduce and manage their waste responsibly, now and into the future. The service delivers residential Black Cart, Blue Cart, Green Cart programs, container collection, as well as several community-based waste reduction and diversion programs. The service also manages operations and environmental performance at The City's three active and five closed landfill sites. Waste & Recycling is responsible for planning, delivering and maintaining its assets to meet current and future service needs.

## Service Updates

### Highlights

Waste & Recycling held the garbage tag fee, basic sanitary rate and minimum load charge at 2022 levels for 2023 to help our customers respond to Calgary's changing economic environment for business and residents.

In development since 2021, our Circular Economy Grant will support non-profit's innovative work in local waste reduction, reuse, recycling and composting to help Calgary move towards a circular economy. A total of 35 organizations applied, of these, seven were selected for grants. The grants are for one-time project specific funding and vary between \$5,000 to a maximum of \$25,000.

To improve psychological safety in the workplace, we held two mental health training sessions. Attended by about 40 leaders, the sessions discussed the impact of stigma and practices to support employees and build trust. Staff were provided with practical tools and resources to address mental health challenges in the workplace.

### Challenges

Waste & Recycling is experiencing global supply chain issues and internal challenges in acquiring vehicles and equipment, materials, consultants, technology, specialists and contractors. In response, various infrastructure, technology and operational projects are being delayed; facing inflationary pressures; needing scope reviews, adjustments and changes; requiring advanced timelines and other mitigation measures to meet operational needs and changing market conditions. As a result, there is a service delivery risk which may impact service levels and programs, budgets and customer satisfaction.

In addition, due to market conditions and staffing challenges, Waste & Recycling has also needed to increase its spare vehicle fleet and extend the lifecycle of existing vehicles and equipment to ensure service delivery, resulting in increased maintenance and leasing costs.



# Measuring Our Performance

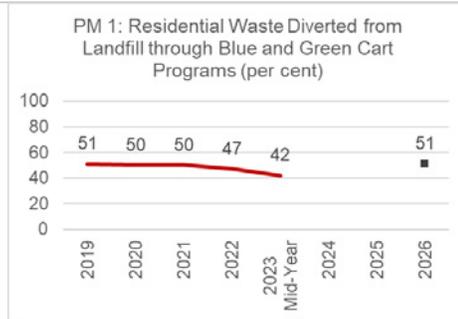
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

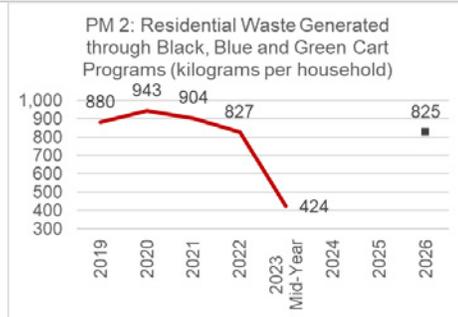
## Performance Measures

## Story behind the numbers

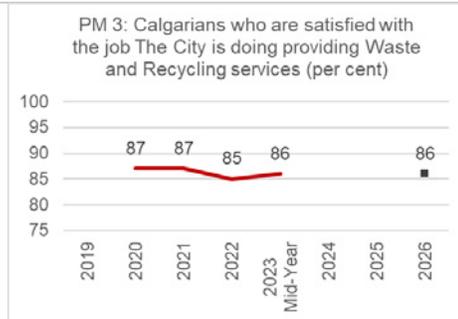
## Status



Materials collected through Blue and Green Cart programs have increased compared to 2022, but residue has also increased for both programs. The increase in residue from the Green Cart Program is due to the composting facility operating above capacity combined with changing market specifications for compost, which resulted in more contamination being removed from the final product. Upgrades were completed to the screening plant in June, and initial results indicate improved performance. The composting facility expansion, currently in the planning phase, will address capacity issues long-term.



Garbage generated through the Black Cart program has returned to lower levels on a per household basis after being elevated during the pandemic, which was likely due to restrictions. Materials generated through the Blue Cart and Green Cart programs have increased since the same time last year, leading to a result that is slightly higher than 2022 but that is below pandemic levels.



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. There was a one per cent increase from 2022 results, which is a consistently high score that exemplifies our commitment to continuous improvement and modernizing services to provide satisfaction for our customers. We are leveraging partnerships and pilots to expand our education and outreach.



There was a nine per cent increase in collection interruptions compared to the same time last year. The main reason for the increase was that many carts were overfilled as outlined in the Waste Bylaw were not collected in the Mixed Service Delivery pilot areas for contracted black cart collection. Missed collections were higher in the pilot communities serviced by the contractor compared to areas serviced by The City. Additionally, there was a higher proportion of unforeseen interruptions related to weather and utility work inhibiting access than the same time in 2022.



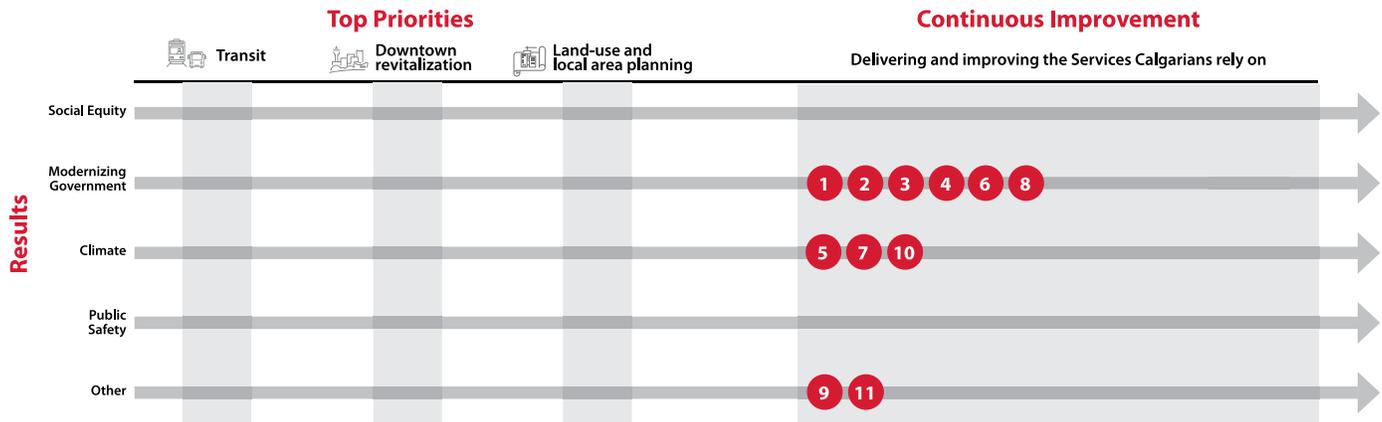
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 5: Greenhouse Gas (GHG) Emission Reduction from Landfill Gas Management (1,000 tonnes CO<sub>2</sub>e (kilotonnes)).



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

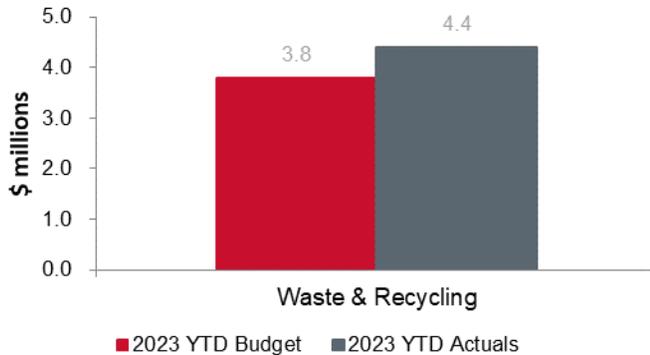
Initiative	Initiative Update	Status
1 Deliver safe and efficient waste processing and disposal services at The City’s waste management facilities by complying with regulatory requirements and continually improving assets and operations in response to service demand.	<p>Waste Management Facilities are an essential service for Calgary and the region. Customer demand at Waste Management Facilities has been trending above normal seasonal levels since mid-2022. The higher tonnage is largely driven by commercial customers.</p> <p>Waste &amp; Recycling continues to invest in preparing for a new Household Hazardous Waste Transfer Station. Service and site preparation was completed March 2023 to improve safety, handling and processing of these types of materials. Spyhill Waste Management Facility successfully renewed its 10-year regulatory Approval to Operate.</p>	
2 Provide safe and reliable collection services for residential black, blue and green cart programs by adjusting to demand, continually improving service performance and investing in technology and responding to growth.	We provide residential cart collection through contracted and City-delivered services. The seven-year Mixed Service Delivery pilot is comparing private sector to public sector service delivery. The pilot’s first annual review evaluated performance for customer experience, environmental performance, safety and financial impact. The contractor has mostly performed to expectations and met contract requirements. The City continues to provide a high level of safe and reliable service. Black, Blue and Green Cart residential volumes are trending within normal seasonal levels.	
3 Continue supporting Calgarians and the community to reduce and manage their waste responsibly by providing community-wide waste management programs.	This service continues to provide community-wide waste management programs including Community Clean-ups, Community Recycling and Household Hazardous Waste Depots, and responding to illegal dumping, to support Calgarians with proper options for waste disposal. The Marlborough Community Recycling Depot opened in January in response to city growth and to provide a new location to drop off extra and oversized household recyclables. The new Seton Household Hazardous Waste depot opened, adding a drop off location in the southeast for customers in response to city growth.	
4 Provide safe and reliable container collection services to multi-residential developments, businesses and organizations through investments in technology and responding to customer needs.	Waste & Recycling focuses on providing safe, reliable and efficient service delivery to multi-residential developments, businesses and organizations. Post-pandemic, there has been a noticeable return of customers because of our reputation as a reliable service provider. We continue to explore increasing technology options for waste collection.	

Initiative	Initiative Update	Status
5 Enable Calgarians to move towards zero waste and a more circular economy by improving access to and participation in waste reduction and diversion through communications, education, enforcement and engagement with customers.	We have two new circular economy pilots underway, Circular Economy Grant and Circular Economy Program, designed to enable, empower and educate individuals, organizations and/or communities to participate in activities that result in reduction, reuse or diversion of waste. The compost giveaway was well attended with over 10,700 attendees picking up complimentary compost processed from the Green Cart Program. The spring yard waste program had over 8,000 loads brought to the Waste Management Facility for composting.	
6 Improve customer experience by designing and adapting services to be equitable and inclusive reflecting what Calgarians need and expect, through customer engagement, partnerships, pilots and modernization.	The Spring Pulse Survey provided a satisfaction rating of 86 per cent and importance of 98 per cent for Waste & Recycling. In 2023, we are expanding engagement to empower Calgarians to dispose of waste properly through existing programs (school tours, English as a Second Language programs and public events) and newer topics like circular economy. Other pilots launched this year are Adopt an Alley, Be Bear Smart, Throw 'N' Go Enhancement and Parks Pet Waste pilot.	
7 Contribute to corporate climate change actions by reducing greenhouse gas emissions through strategies to manage organic waste, expand landfill gas management and improve energy efficiencies of fleet and facilities.	Waste & Recycling has invested in expanding landfill gas collection systems and is constructing a landfill gas to energy project to reduce greenhouse gas emissions. This service continues to explore alternative fuels, fleet efficiency and equipment specifications for new vehicles and maintenance to optimize vehicle performance. Waste & Recycling's programs and campaigns continue to reduce food and yard waste from going into the landfill to prevent the creation of greenhouse gases.	
8 Continue advancing provincial and regional waste management solutions, including Extended Producer Responsibility (EPR), through alignment with legislation, advocacy, collaboration and partnerships.	The Government of Alberta passed EPR legislation in 2022, shifting financial and operational responsibility for collecting, processing and recycling designated materials from municipalities to producers. EPR enables a circular economy where materials and products are used as long as possible to conserve resources and reduce waste and greenhouse gases. We have been focused on identifying opportunities and effectively managing risks related to EPR. Engagement with our partners, the Province and the EPR oversight agency, Alberta Recycling Management Authority, continues.	
9 Continue strengthening Waste & Recycling business and financial management through implementation of the business and financial plans that are responsive to customer needs, Council's Strategic Direction and Calgary's changing economic environment.	Waste & Recycling implemented the Council-approved 2023 rates for the Blue, Black and Green Cart programs, while maintaining the garbage tag fee, basic sanitary rate and minimum load charges at 2022 levels. Business, capital and financial plans are reviewed and updated to respond to the changing economic environment and new projections.	
10 Continue developing and delivering the Waste & Recycling Infrastructure Investment Plan in collaboration with Infrastructure Services.	The Waste & Recycling Infrastructure Investment Plan, mostly delivered by Infrastructure Services, includes projects to maintain assets, fulfill regulatory and environmental requirements and enable service delivery. Detailed design for the compost facility expansion will be completed this summer and includes revised construction estimates reflecting current market conditions. An update to Council is anticipated later this year. Other key projects include landfill cell construction, expanded landfill gas collection, landfill gas to electricity and a Household Hazardous Waste Transfer Station.	
11 Continue providing a positive work environment through a commitment to safety, employee engagement, development and inclusion.	We offer diverse safety, development and wellness initiatives to employees through communications, orientations, wellness activities and education. These include Safe Start, safety incident investigations, Learning & Development program (courses, one-on-ones, career dialogue and leader engagement process), Director's emails, review of the employee recognition program and analyzing psychological safety resourcing requirements. Waste & Recycling is committed to strengthening our safety culture to provide a positive work environment for our staff and strives to be an employer of choice.	



## Service Updates on Financial Performance

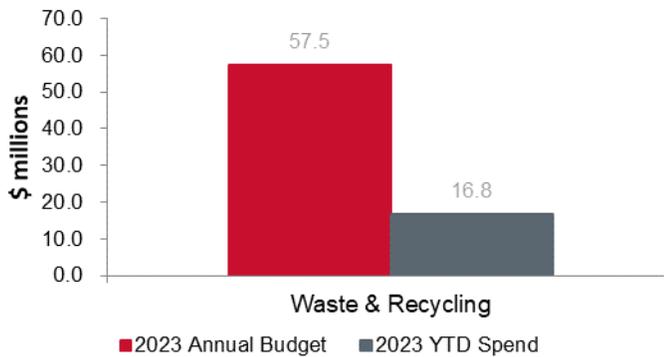
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

The Waste & Recycling service is funded through a combination of tax-support and self-supported revenues. Tax-supported activities had a net variance of \$0.6 million unfavourable, with an actual spend of \$4.4 million. Self-supported programs had a year-end variance of zero after transferring the operating surplus of \$9.3 million to reserve. The transfer to reserve was larger than the budget by \$6.1 million, primarily due to higher than budgeted revenue from landfill tipping fees. The reserve is used to fund capital expenditures and landfill closure and post closure care liability costs.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The 2023 capital budget for the service line is \$57.5 million with a year to date spend of \$16.8 million (29 per cent). Capital investments focus on maintaining assets, regulatory compliance, infrastructure required to process and dispose of waste materials, as well as facilities and equipment for current and future service delivery.

Ongoing cost escalations and supply chain issues are impacting the availability of material and resources, which are presenting challenges for project delivery.

2023 year to date major capital projects and actual spending include:

- Capping & Cell Construction \$5.2 million
- Facilities and General Equipment \$3.5 million
- Composting Facility Expansion \$2.4 million
- Landfill Gas Management Infrastructure \$2.4 million
- Carts, Bins and Containers \$1.6 million

# Wastewater Collection & Treatment

Led by: Director of Water Services

## Service Description

We're a big, growing city on a small river. This is a highly regulated, essential and public health focused service that ensures over 1.3M 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.

## Service Updates

### Highlights

Wastewater is a valuable, nutrient rich product that can be harnessed to reduce greenhouse gas emissions and offset rising energy costs that would otherwise be passed onto customers. At the Bonnybrook Wastewater Treatment plant biogas technologies have generated enough energy for approximately 10 per cent of electricity needs. 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 generation.

The City recently received the Emerald Award for the Willow Tree Farm Biosolids Project. To date, this project has applied over 50,000 dry tonnes of biosolids and planted millions of trees on approximately 400 hectares of land, contributing to The City's climate strategy. The cumulative greenhouse gas emissions reduction is estimated at over 106,000 tonnes. We have diversified reuse of biosolids and helped influence our regulator to adopt this practice as acceptable application.

### Challenges

Ongoing investments in response to increasing population, stronger wastewater concentrations, and climate change are required to protect the environment and safely operate our wastewater treatment plants. Wastewater plant projects are complex and often require 6+ years to complete. Planning starts by closely monitoring population forecasts and treatment plant capacities. Civic censuses are needed to provide the most reliable population estimates and help develop the most accurate infrastructure upgrade schedules. This work helps ensure sufficient capacity to meet growth demands and regulatory requirements that protect the river. Inflation means that infrastructure projects cost more to construct and recent supply chain limitations create longer construction durations. Early consideration of procurement strategies, phasing of upgrades and optimized roll out ensures infrastructure meets growth and regulatory requirements help and that the right investment is made at the right time.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

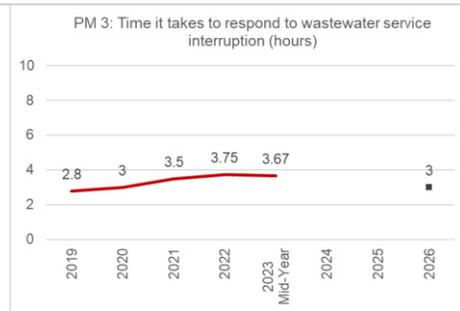
➔ Progressing as planned

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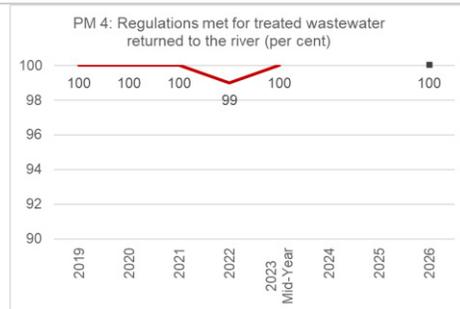
## Performance Measures

## Story behind the numbers

## Status



This measure reflects the time it takes Water Services to respond to a customer that is experiencing a wastewater backup. Response times have averaged between 2.5 to 3.5 hours in recent years. It is important to note that early trending is seeing an improvement year over year (last year was 3.75 hours) and work is underway within the Wastewater Collections area to examine ways to improve response times.



Wastewater is a highly regulated, essential, public health focused service. The service is greatly valued by customers, and they expect their wastewater is cleaned to protect the health of the river. Calgary's three wastewater treatment plants continue treating wastewater better than the quality specified by Alberta Environment & Parks, 100 per cent 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 the river.



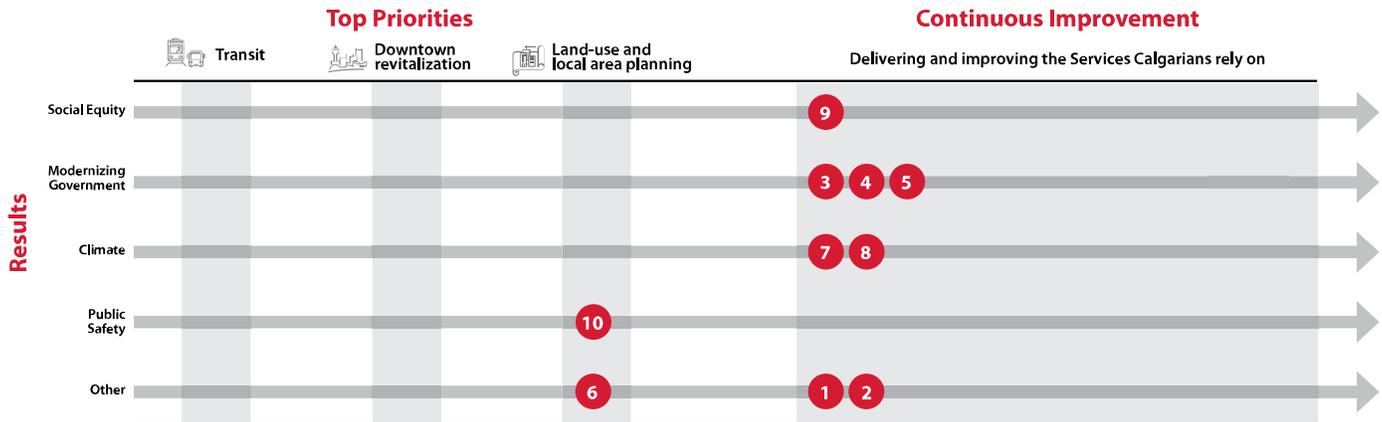
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

- PM 1: Years remaining of installed treatment plant capacity
- PM 2: Properties impacted by interruption to wastewater service (per 1,000)
- PM 5: Electricity and heating powered by wastewater biogas (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

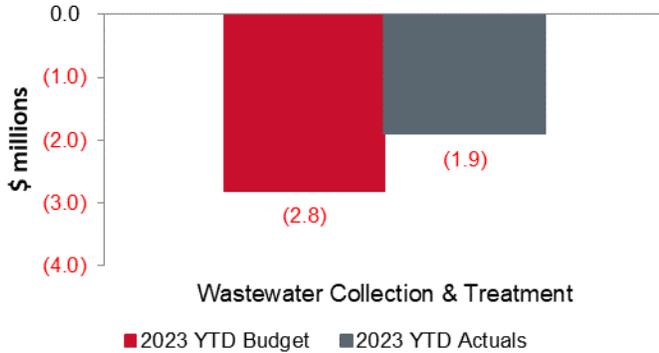
Initiative	Initiative Update	Status
1 Reduce risk of wastewater backups for customers by building understanding of the most effective risk reduction levers and investing in condition assessments to inform targeted upgrades and replacements for critical infrastructure.	We have allocated additional capital for condition assessments and are working to review and improve the condition assessment process. This work will help us target infrastructure upgrades and replacements for critical infrastructure.	
2 Establish clear levels of service for customers who experience wastewater backups by reviewing options with a lens of sustainability, customer expectations and industry best practices.	Implementation plan and responsibility assignment matrix are being developed to dedicate resources as part of launching this initiative.	
3 Explore opportunities to improve system monitoring and enable proactive response to issues such as choked wastewater mains and system risks that emerge.	Work is underway to explore opportunities to learn from other Business Units on remote sensor technologies to help inform and predict maintenance needs.	
4 Maintain service resilience through ensuring appropriate resources including competent and certified operators to maintain regulatory compliance and operate a growing wastewater collection and treatment network (three treatment facilities, 43 lift stations and over 5,000 km of underground pipes).	A Level III/IV Certification Pilot Program is ongoing and seeing success, and we are assessing the need for a second intake of applicants to ensure we are meeting the intent of our approval to operate.  A sewer backup dashboard has been created to create more “real time” visibility into our response time which is allowing us to make adjustments in allocation of work.	
5 Protect the river and reduce impacts to the system by working together with high-strength wastewater customers to ensure rate equity and bylaw compliance.	A communications plan, presentations and handouts were developed for customers that will experience changes as a result of the Wastewater Loadings Management Plan. Progress has been made on the development of a Request for Proposals for a technology solution that will enable The City to gather more accurate information from customers to ensure rate equity and bylaw compliance.	

Initiative	Initiative Update	Status
6 Meet growth demands and reduce risks of customer backups, releases to the environment and regulatory non-compliance by evaluating and prioritizing significant upgrades at Bonnybrook Wastewater Treatment Plant, Fish Creek Wastewater Treatment Plant and the wastewater collection system.	Wastewater collection and treatment are an essential service for Calgary and the region. The Wastewater Service continues to invest in building additional wastewater collection capacity and wastewater treatment capacity to meet the future demands of growth, while ensuring regulatory compliance and protection of the environment. Key investments in this business cycle include the Fish Creek WWTP Upgrade and completion of the Bonnybrook WWTP Plant D Upgrades.	
7 Improve energy efficiency and reduce Greenhouse Gas (GHG) emissions from wastewater operations.	The Bonnybrook Cogeneration facility is in the final stages of commissioning and has run for extended periods to date. Project deficiencies are being addressed at this time and continuous operation is expected going forward. An energy audit for the Bonnybrook Wastewater Treatment Plant is currently being planned and an audit for Fish Creek was recently completed. Results from the Fish Creek audit are being reviewed.	
8 Reduce the exposure and vulnerability of the wastewater service to changes in influent strength, shifting seasonality, extreme weather events and higher temperatures related to climate change by supporting, prioritizing and enabling mitigation actions.	The Water Utility has begun initial planning steps to build out plausible future scenarios (2050s, 2090s, 2100s), enabling us to further understand how climate change might impact the watershed and the region. This approach will help us prioritize risks and actions needed to prepare for this future reality.	
9 Establish levels of service, optimize value, and deliver service equity by leveraging innovation, data, technology, and customer insights.	In the first half of 2023, Water Services established a more formalized and rigorous customer research program which will increase understanding of customer needs and experience. Additionally, we are currently undertaking further analysis around the level of service on our sanitary back-up response to establish the right mix of inputs to delivery service to our customers.	
10 Reduce safety risk for employees and Calgarians caused by Hydrogen Sulfide (H2S) gases through improved modeling, monitoring and mitigation initiatives.	H2S Modelling work is being performed which will help identify potential areas of high H2S concentrations. We have adjusted work practices and PPE to create a safer work environment for our staff.	



## Service Updates on Financial Performance

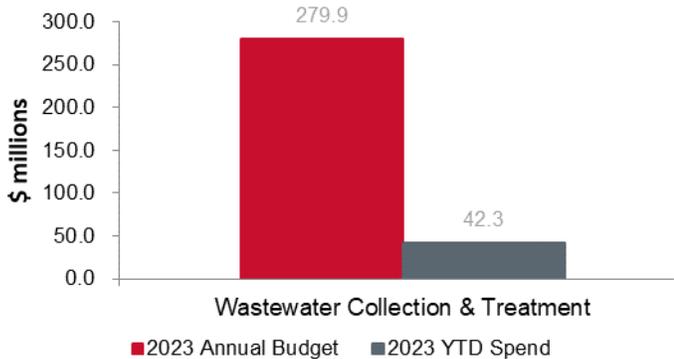
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

The Wastewater Collection & Treatment service is self-supported. The year to date (June 30, 2023) variance is \$0.08 million favourable after transferring the operating surplus of \$66.6 million to reserve. While the intent is for these self-supported service lines to net to zero, there is a favourable variance due to timing and process changes for 2023. The transfer to reserve, used to fund capital expenditures and offset future borrowing, was higher than the budget of \$61.3 million primarily due to higher than budgeted revenue and lower expenses in Materials, Equipment and Supplies and Utilities (natural gas and electricity) offset by higher expenses in Contract & General Services, Salaries and Wages.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The 2023 capital budget is \$279.9 million with a year to date spend of \$42.3 million. The projected year end spend is \$197.4 million (71 per cent). Investments were made to upgrade linear infrastructure to maintain levels of service and to increase treatment plant capacity. Ongoing supply chain issues affecting the availability of material and resources continue to impact project delivery. Examples of major investments include:

- Bonnybrook (BB) Plant D Expansion (\$9.1 million invested to date in 2023). An overall investment of more than \$1 billion in extensive upgrades and expansions to the BB WWTP will protect the environment, increase energy efficiency, and accommodate future growth until the mid-2030s.
- Fish Creek West Sub Trunk (\$13.3 million invested to date in 2023). The sub trunk will transport sanitary flows from the Tsuu T'ina First Nation and improve capacity and reliability of the existing sanitary systems for the Woodbine, Woodlands, and Canyon Meadows communities.

# Water Treatment & Supply

Led by: Director of Water Services

## Service Description

This is a highly regulated, essential and health-focused service that ensures reliable access to safe, high-quality drinking water for Calgarians now and for generations to come. Water Treatment & Supply protects public health and ensures long-term sustainability of our most valuable natural water resources. Plants, pipes, pumps and people work 24/7, 365 days a year through evenings, weekends, and emergencies to protect public health by providing clean drinking water for over 1.3 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.

## Service Updates

### Highlights

Protecting public health by providing clean and safe drinking water is Water Services' most important priority. We test our drinking water over 100,000 times a year and meet or perform better than all provincial and federal guidelines.

Water Services advanced the Water Loss Strategy and reduced water loss by 12 per cent since 2019. Further analysis will establish more aggressive targets to maximize efficiency. Reducing system water loss, as well as outcomes of the Drought Management Plan and Water Efficiency Plan, are inputs for planning future water transmission and treatment capacity.

The Water Utility is implementing a digitization system for valve operation processes. This work is a big advancement in workplace efficiency and will strengthen our ability to provide safe and reliable drinking water to our customers.

Work advanced on the Advanced Metering Infrastructure Strategy with funding approvals and procurement strategies. Current focus is on sourcing hardware and software.

### Challenges

Calgary is fortunate to have access to great source water but in recent years are seeing earthy taste profiles emerging due to Geosmin in the late summer. While purely cosmetic and always safe to consume, we are taking a proactive approach to increase source water monitoring, invest in root cause research and create communications for customers in advance of elevated Geosmin levels.

Significant, urgent capital maintenance needs were identified and need to be addressed to ensure resilient service delivery for our customers. Action plans were developed to address the most significant risks and the necessary work will be executed. The response to address these issues have also compounded by global supply shortages.

In 2023, there is a focus on accelerated training to correct staffing risks due to current and projected retirements as well as ability to retain and attract staff. The Utility will continue to hire and train staff on an accelerated pace to reduce these workforce pressures.



# Measuring Our Performance

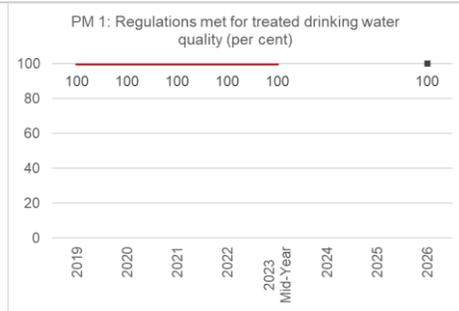
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

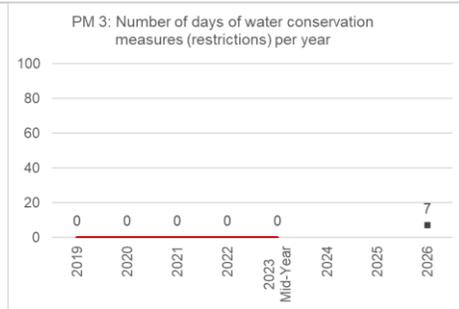
## Performance Measures

## Story behind the numbers

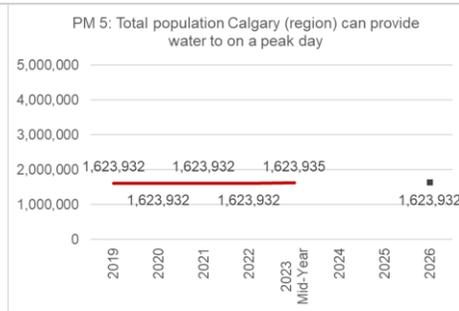
## Status



Provincial and federal regulations are in place to ensure that water is safe for our customers to drink. For many years, Calgary has maintained 100% compliance for treated water quality with 2023 not being the exception. While there was a boil water advisory which occurred in the communities of Belmont, Silverado and Yorkville, throughout the event The City always remained compliant with drinking water regulations. This accomplishment centers on high maintenance standards and over 1,300 employees dedicated to planning, administering, and delivering a world class water utility.



Calgarians typically experience very few water use restrictions, yet customer research tells us that they are comfortable with outdoor use restrictions when needed. Modeling is showing hot temperatures and dry conditions will likely persist for the summer. Given that, the Drought Monitoring team is closely monitoring the situation in case there is a need to implement water conservation measures. The Water Utility is prepared to respond in a measured stepwise approach if the need for water conservation efforts is required for drought or needed operational maintenance activities.



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 1.6M customers in Calgary and surrounding communities. To stay ahead of demand, optimization upgrades and other conservation activities are on track and longer-term capacity needs are being strategized throughout this business cycle.



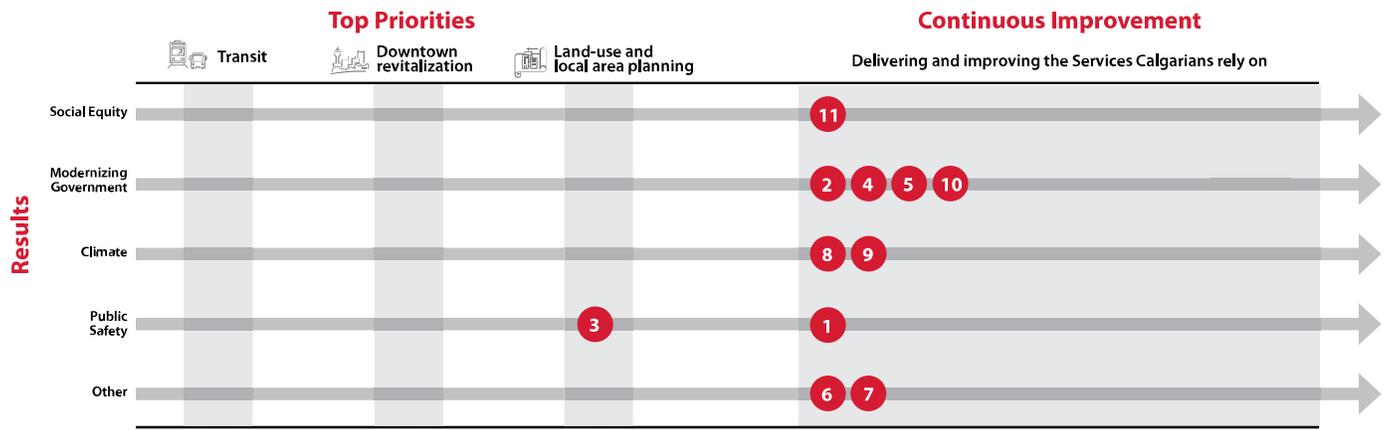
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

- PM 2: Properties impacted by water outages per 1,000 properties
- PM 4: Average time to return to regular water service due to a water main break (hours)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

Initiative	Initiative Update	Status
1 Reduce potential risks (Emerging Substances of Concern, Distribution Monitoring Program, Lead Servicing Replacement, Dead End Mains) by continuing to deliver on water quality investments and programs and implementing best practices.	<p>In response to new regulatory Health Canada Guidance for Per- and polyfluoroalkyl substances (PFAS) and Total Organic Fluorine (TOF) Water Services is testing water coming into our plants.</p> <p>We are collaborating with Queens University on scientific studies to understand water quality changes over time in dead end water mains. This will inform our distribution system flushing program.</p> <p>The Lead Pipe Replacement Program investigation identified approximately 550 Tier 1 lead services for replacement. To date 35 per cent have been replaced, with 10 per cent projected for 2023 completion.</p>	
2 Protect Calgary's source water by continuing to work within the region to establish a governance framework to have an aligned regional growth plan.	<p>The Water Utility is supporting Calgary Metropolitan Region Board scoping and direction setting to inform future growth and servicing plan updates. Work is underway to strengthen Council's Regional Servicing Policy by the end of 2023.</p> <p>Following Council's direction, the Water Utility is supporting regional wastewater infrastructure assessment with Rocky View County, Cochrane and the Harmony Utility. Planning teams continue to collaborate with regional partners to manage source water risks through upstream planning oversight and processes.</p>	
3 Reduce the risks associated with source water entering the water treatment plant on the Elbow River by implementing the Glenmore Reservoir source water protection plan.	<p>The Water Utility is working collaboratively with partners to identify sources of sewage in stormwater. A new research project with the University of Alberta funded by Alberta Innovates seeks to identify water quality risks from urbanization.</p>	
4 Reduce long-term system reliability risks through continued exploration of water licensing and plant expansion, while implementing programs that influence timing of sizeable investments (e.g. water restrictions, water loss program, Water Efficiency Plan, graduated water rates).	<p>The Drought Resilience Plan will be presented to Committee in September. Water Services is initiating Water Efficiency Plan updates, Drought Corporate Financial Sustainability analysis and Water Restrictions modernization study.</p> <p>The Water Loss Program has successfully reduced volume of water loss since 2019. A 2023 commitment is to provide alternative approaches to accelerate water loss reduction. Reducing system water loss, as well as Drought Management Plan and Water Efficiency Plan outcomes, are powerful inputs for planning future water transmission and treatment capacity.</p>	

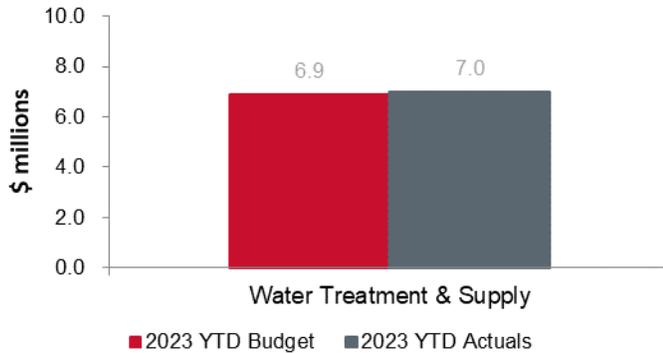
Initiative	Initiative Update	Status
<p>5 Maintain service resilience through ensuring appropriate resources including competent and certified operators to maintain regulatory compliance and operate a growing water treatment and distribution system network (two treatment facilities, two raw and 23 treated water reservoirs, Glenmore and Bears paw dams, 41 pump stations, 17,000 hydrants and over 5000 km of underground pipes).</p>	<p>In 2023, there is a focus on hiring and accelerated training of water treatment plant Operators to address forecasted gaps in skilled staffing. These risks are due to current and projected retirements, timing needed for staff to become certified and proficient, as well as ability to retain and attract staff. The Utility will hire and train staff on an accelerated pace to reduce these workforce pressures. Further evaluation of staffing is needed in other areas.</p>	
<p>6 Continue to work with our regulators to ensure water quality safety and to navigate operational and reporting requirements that support improvements in priority areas for the service.</p>	<p>There has been an update to alarms and procedures for instantaneous withdrawal monitoring to ensure continued regulatory compliance of water licence limits.</p>	
<p>7 Prepare to address major system failure and to operate significant new infrastructure through building effective workforce capacity plans.</p>	<p>Significant, urgent capital maintenance needs have been identified and need to be addressed to ensure resilient service delivery for customers. Action plans have been developed to address the most significant risks and necessary work will be executed. The response is also compounded by global supply shortages.</p> <p>In 2023, there is focus on accelerated training to correct staffing risks. These risks are due to current and projected retirements as well as post-pandemic ability to retain and attract staff. The service will hire and train staff on an accelerated pace to reduce these workforce pressures.</p>	
<p>8 Prepare for climate resilient service delivery by becoming more energy efficient, investigating new technologies and using new practices to improve water treatment process reliability, factoring in changing water quantity (volume and/or timing) and quality while supporting, prioritizing and enabling mitigation actions.</p>	<p>The Water Utility has begun initial planning steps to build out plausible future scenarios (2050s, 2090s, 2100s), enabling us to further understand how climate change might impact the watershed and the region. This approach will help us prioritize risks and actions needed to prepare for this future reality.</p>	
<p>9 Reduce water use and average per day demand while maintaining Water Utility financial sustainability including incorporating climate change, drought management and offsetting future infrastructure costs by updating the Water Efficiency Plan and exploring new initiatives.</p>	<p>Summer and Fall of 2023 are expected to be hot and dry with continued low flows in the Bow and Elbow Rivers. Drought response programming to reduce demand is underway (e.g., YardSmart, summer water conservation campaign, and drought advisory and restrictions preparation).</p> <p>The Water Loss Program has successfully reduced volume of water loss since 2019. A 2023 commitment is to provide alternative approaches to accelerate water loss reduction. A Drought Management Plan and Water Efficiency Plan outcomes are powerful inputs for planning future water transmission and treatment capacity.</p>	
<p>10 Advance water meter strategy to reducing meter reading costs, enhancing customer experience with more timely resolution of billing issues, and improving customer communication and feedback on water usage.</p>	<p>Work has advanced on the Advanced Metering Infrastructure Strategy with funding approvals and initial meter procurements. Current focus is on sourcing hardware and software in the coming year.</p>	

Initiative	Initiative Update	Status
11 Continue to improve the customer experience and customer understanding of the service by establishing levels of service, innovating, optimizing value, and deliver service equity by leveraging innovation, data, technology, and customer insights.	In the first half of 2023, Water Services established a more formalized and rigorous customer research program which will increase understanding of customer needs and experience. Work has also advanced in tracking and understanding water quality aesthetics. Water Services will use these insights to drive future conversations around our service delivery.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of June 30, 2023**

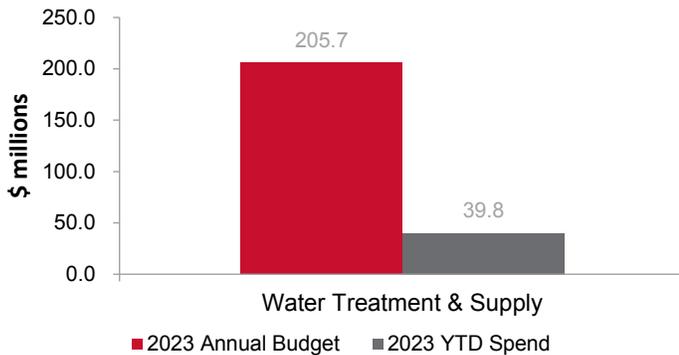


**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

The Water Treatment & Supply service is self-supported. The Year To Date (June 30, 2023) variance is \$0.02 million favorable after transferring the operating surplus of \$37.9 million to reserve. While the intent is for the service line to net to zero, there is a favourable variance due to timing and process changes for 2023. The transfer to reserve was higher than the budget of \$29.4 million, primarily due to higher than budgeted revenue with the hot and dry weather from April to June as well as lower than budgeted Salaries and Wages, Materials and Equipment and Utilities (natural gas and electricity) expenditures offset by higher Contract and General Services.

The transfer to reserve is used to fund capital expenditure including replacements, upgrades and investment that occur year after year. This service also finances large capital investments with debt and this transfer to reserve will help cover obligations on historical debt but will also reduce the need for future borrowing.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The 2023 capital budget is \$205.7 million with a year to date spend of \$39.8 million. The projected year end spend is \$154.3 million (75 per cent). Progress was made on capital investments to support growth and maintain existing assets within the water treatment plants and linear network. Ongoing supply chain issues affecting the availability of material and resources continue to have impacts on project delivery. Examples of major investments include:

- 210 Avenue SW Pump Station (\$5.8 million invested to date in 2023). Construction of the new pump station will provide redundancy to the Lower Sarcee pressure zone and support both short- and long-term population growth.
- Lower Sarcee Feedermain (\$3.3 million invested to date in 2023). The feedermain project allows for residential and commercial growth in SW Calgary. With the second and final part underway, this project is expected to be completed in 2024 and will provide redundancy to the feedermain network in South Calgary



# Enabling Services





# Corporate Governance

Led by: General Manager of People, Innovation and Collaboration Services

## Service Description

Corporate Governance works to build a resilient city and future-ready organization. Our service executes on strategic direction established by Council and Executive Leadership, advocates and negotiates agreements on behalf of The City and manages relationships with other orders of government. Strategic areas we are advancing include resilience, regional cooperation, Truth and Reconciliation, and ensuring the needs of the business community are considered for innovative service delivery. We also provide the administrative policies, frameworks, and standards to direct service delivery and maximize capital delivery and limit exposure to legal, financial, reputational, health and safety risks.

## Service Updates

### Highlights

The first White Goose Flying Annual Progress Report on the internal progress of The City of Calgary implementing Truth and Reconciliation calls to action was delivered by the Indigenous Relations Office.

The Resilience and Future's Team launched a greatly expanded Level Up Calgary program. The project was a featured presentation by Mayor Gondek in Austin at SXSS (South by Southwest) and has led to the development of Level Up programs in Los Angeles, Buenos Aires, and Toronto.

A modernized governance review framework was developed to implement the Service Governance and Policy Review program as directed by Council's notice of motion. This included a draft relationship diagram outlining the optimal use for each governance tool: policy, standard, procedure, plan, strategy, Council priority, vision, etc.

Intergovernmental Relations developed and delivered the YYC Matters Provincial Election Campaign, highlighting citizen and City of Calgary priorities for parties and candidates.

### Challenges

The pace of implementing Future Focused work and addressing additional opportunities for 2023-2026 is aligned with available resources.



# Measuring Our Performance

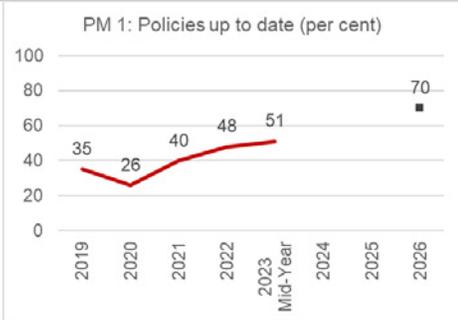
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



The percentage of up-to-date administration policies has been steadily rising since Corporate Governance introduced an Administration Policy Review Program. We expect this trend to continue.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 2: Businesses Supported by Business and Local Economy (BLE)

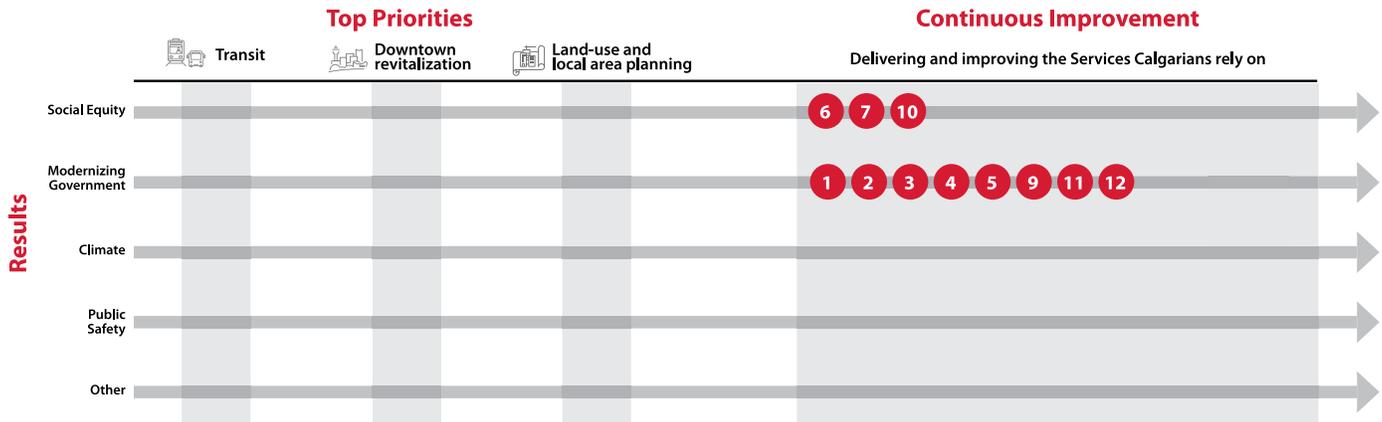
PM 3: Respondents who answer favorably about whether they consider The City to be "business-friendly" (per cent)

PM 4: City and community participants who report being better able to understand and/or apply resilient qualities or futures thinking to their work (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

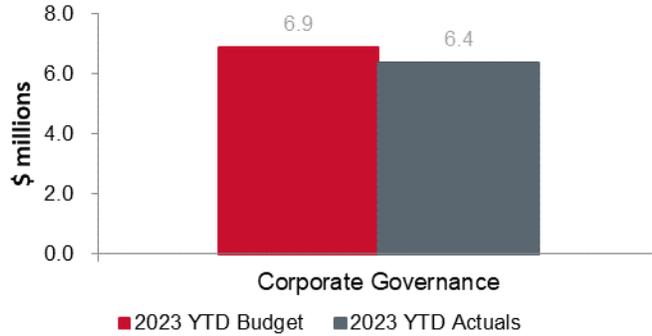
Initiative	Initiative Update	Status
1 Support achievement of corporate goals by continuing to modernize governance practices and policies including implementing the service governance and policy review program.	Developed a modernized governance review framework to implement the service governance and policy review program. Surveyed policy stewards to determine improvements that would increase the speed of policy development and revision. Developed a more detailed policy progress report. Working with City Clerk's Office to receive Council policies and fully manage them. Began development of measurement framework for policy implementation effectiveness. Supported the development and review of 41 Administration policies and four Council policies.	
2 Encourage more intentional management of capital by reallocating carry-forwards and/or relinquishments to high priority infrastructure opportunities.	Reviewed capital carry-forwards for Annual Investment Programs to free up relinquishments for reallocation to high priority infrastructure opportunities.	
3 Explore opportunities to maximize capital funding by identifying new funding sources, reallocating funding and developing strategies to secure funding for unfunded, high priority capital investment projects.	Secured additional funds for the electrification of Calgary's transit buses, an effective way to reduce greenhouse gas emissions. Advocating for and in discussions with other parties for funding and financing on multiple potential projects, including the Canada Infrastructure Bank on public building retrofit pilot projects.	
4 Support the needs of the business community and achieve the goals of Calgary in the New Economy by coordinating and administering programs such as the Digital Service Squad Program, undertaking cross-corporate process and collaborative improvement efforts and implementing initiatives identified by the Business Advisory Committee.	The Business and Local Economy (BLE) team has been working with the BLE Network and Calgary In The New Economy Alignment Steering Committee to identify opportunities for continuous improvement and act on them. BLE has interviewed colleagues across Canada to help shape processes in Calgary. Currently BLE is in final stages of creating a business intake process, which will allow businesses to interact directly with the City.	
5 Continued engagement and support of the Calgary hospitality industry and businesses through the Business Advisory Committee to ensure that they benefit from, and thrive, during major festivals and events.	The Business and Local Economy team is continuing to work on recommendations from the Business Advisory Committee's What We've Heard Report to respond to businesses' needs.	

Initiative	Initiative Update	Status
6 Co-create an Indigenous governance model aligned with the Indigenous Policy including relevant Indigenous governance best practices for the City of Calgary by working with the Nations of Treaty 7, Metis Nation of Alberta Region 3 and Urban Indigenous community.	Applying the principles of The City's Indigenous Policy in a meaningful, demonstrable way in the spirit of promoting Reconciliation on issues across the organization. Examples of this work include: updating Council and Administration on work with the Nations of the Blackfoot Confederacy, the Îethka Nakoda Wicastabi and the Tsuut'ina, and Métis Nation of Alberta Region 3, and the Urban Indigenous community; provided key input to the Indigenous Affordable Housing Recommendations; working with partners to establish an Indigenous Gathering Place and a permanent Indian Residential School memorial.	
7 Increase the inclusivity and actionability of the Indigenous Policy by engaging the Nations of Treaty 7, Metis Nation of Alberta Region 3 and Urban Indigenous community.	The White Goose Flying Annual Progress update outlined several areas of success: investing in a permanent Indian Residential School memorial; establishing an Elder's Advisory Committee; approval of ceremonial space at the Municipal Building; advancing work to establish an Indigenous Gathering Place; continuing its critical work on Indigenous Awareness, including the coordination of interactive and engaging events during Indigenous Awareness Month in June 2023.	
8 Effectively manage The City's reputation by proactively tracking and responding to issues that arise through-out The City.	This work is completed through ongoing issues scanning and monitoring, weekly meetings with ELT to discuss high priority issues, issues coaching within the organization, scenario planning on issues, and the development of plans to address issues.	
9 Advance goals and interests with other orders of government and enhance overall responsiveness through continuous advocacy process improvements and working closely with department clients.	In 2024 IGR has advanced this work by providing: reliable, accurate and timely support to Mayor, Council and Administration to work with federal, provincial and regional colleagues. Specifically: liaising with, and updating on developments with, the Federation of Canadian Municipalities and Alberta Municipalities; monitoring the broader political landscape at federal, provincial and regional levels (including post-election analysis); coordinating the Federation of Canadian Municipalities 2024 Convention to be held in Calgary; implementing the YYC Matters campaign.	
10 Build Futures Thinking capacity within The City and across equity-deserving communities to better respond to unpredictable changes, challenge our assumptions about the future, better anticipate, shape and adapt to emerging trends, and co-create equitable futures through Strategic Foresight methods.	Resilience & Futures established a commitment from UCalgary's Faculty of Social Work to establish an UNESCO Social Resilience and Futures Studies program to democratize the future for equity-deserving communities. Resilience & Futures partnered with Calgary Economic Development (CED) and the Organization of Economic Cooperation and Development (OECD) to host a series of strategic foresight workshops to discuss various global disruptions and explore net-zero transition scenarios. Calgary is the only municipality globally to be offered an opportunity to work with OECD and pilot their toolkit.	
11 Leverage opportunities to strengthen social, economic and climate resilience through consultations and application of a resilience lens and tools into City processes to improve project and program development.	In January 2023, Resilience & Futures completed the first phase of applying a resilience lens and systems approach to social equity for The City and Calgary Police Service. Phase 2 began in May 2023 to understand the current systems state of social equity.	
12 Improve adherence to policies, frameworks and procedures through a focus on education, training and compliance programs.	Published updated administration policy template and guidance, and governance review and development process map. Furthered the development of a standards template and guidance. Developed the first draft of a relationship diagram outlining the optimal use for each governance tool (policy, standard, procedure, plan, strategy, Council priority, vision, etc.) which will form a foundational piece of corporate governance training.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

The net operating budget favourable variance of \$0.5 million is attributable to \$0.2 million savings in salary & wages due to intentionally managing the workforce, \$0.2 million favourable variance due to lower spending on consulting costs and \$0.1 million favourable variance due to savings in business expenses primarily due to first quarter remote working conditions.

### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

No capital expenditure or budget in 2023.

# Corporate Security

Led by: Director of Corporate Security

## Service Description

Corporate Security's purpose is to keep people, information and assets safe and secure in a way that makes Calgarians proud. Using a risk-based approach, our service protects The City's information, infrastructure, assets and people – including Calgarians, employees, The Mayor and Members of Council.

Our service focuses on proactive security risk management through security risk assessments and mitigation strategies, security intelligence, security investigations and forensics, security monitoring and response, security technical applications and support, and security awareness and training.

## Service Updates

### Highlights

Throughout the first half of 2023, Corporate Security continues to be focused on improving and enhancing our operations as a converged security model. Our primary goal remains increasing client risk awareness and leveraging technology to drive a data-driven security risk management process. Our Security Advisors conduct risk assessments for critical infrastructure and applications, providing valuable insights to implement effective security controls.

Through ongoing collaboration with Transit and Bylaw Services, we proactively address crime and social disorder, reinforcing safety for riders through a hybrid enforcement and patrol model. This approach mitigates risks and enhances public safety. Additionally, our continuous collaboration with enforcement agencies safeguards employees, Calgarians, The Mayor and members of Council, identifying and responding to evolving threats such as social disorder, demonstrations and cyber threats.

### Challenges

The security threat environment is constantly evolving, our security teams continue to explore opportunities to enhance monitoring, controls and response capabilities in an innovative and cost-effective way. We have actively responded to challenges related to cyber threats, social disorders, rallies, protests, overdoses, encampments, medical emergencies and disorderly conduct. Corporate Security remains an integral partner of The City's Rapid Response Team, prioritizing the safety and security of our employees and supporting the transition for City staff returning to the office while safeguarding City facilities.



# Measuring Our Performance

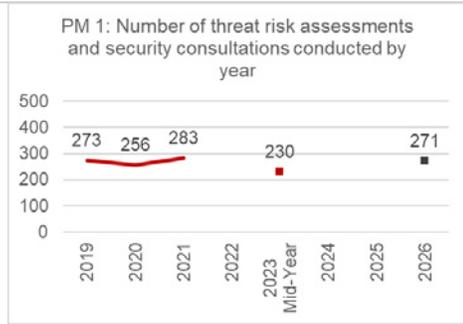
**Legend**

- Actuals
- Expected Future Performance
- Progressing as planned
- Not progressing as planned

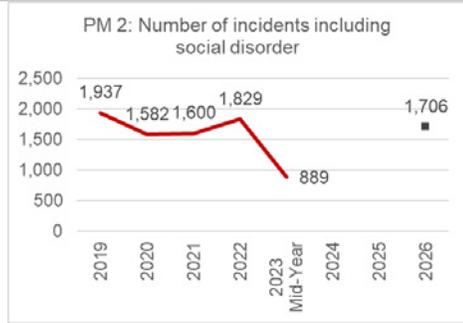
## Performance Measures

## Story behind the numbers

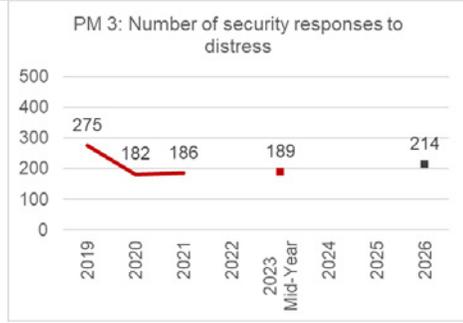
## Status



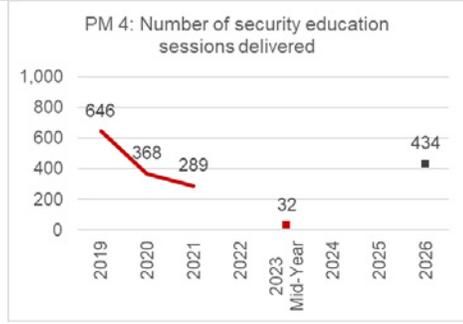
During January-May 2023, the demand for consultation services surged, encompassing physical and cyber threat risk assessments, security evaluations, and control reviews. Through collaborative efforts, we identify and manage security risks affecting service and project delivery. Our proactive approach and early engagement enhance service quality. In total, we conducted 230 security risk assessments and consultations, covering cyber risks, facility threats, physical security audits, and assessments for events and workplace violence.



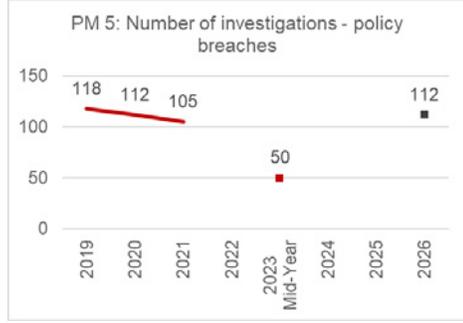
In the first five months of 2023, the number of incidents related to social disorder has slightly increased compared to previous years. With 889 incidents recorded, it indicates the ongoing presence of social issues that require attention. This data reinforces the importance of prioritizing public safety and addressing social disorder as part of the Downtown Revitalization initiative. As The City workforce continues returning to the office and the downtown foot and vehicle traffic increase, we closely monitor this measure to maintain a safe and secure environment for all.



Since expanding guard patrols to LRT stations in October 2022, our front-line guards have made 189 emergency medical responses in the first five months of 2023, surpassing the totals of 2020 and 2021. Our comprehensive measure includes overdoses, Naloxone administration, CPR, and overall emergency medical responses. We remain dedicated to community safety, continuously adapting strategies to address evolving challenges and make a positive impact on those affected by distressing situations.



Security training plays a vital role in proactively managing risks such as workplace violence and aggressive behaviour. Mandatory cybersecurity awareness training, approved in 2021, enhances organizational resilience. As office staff returned in early 2023, comprehensive security training becomes essential to address unique challenges and foster a safer work environment. To further strengthen our efforts, we are developing a more comprehensive Corporate Security Training and Awareness Program that will include a campaign on physical security.



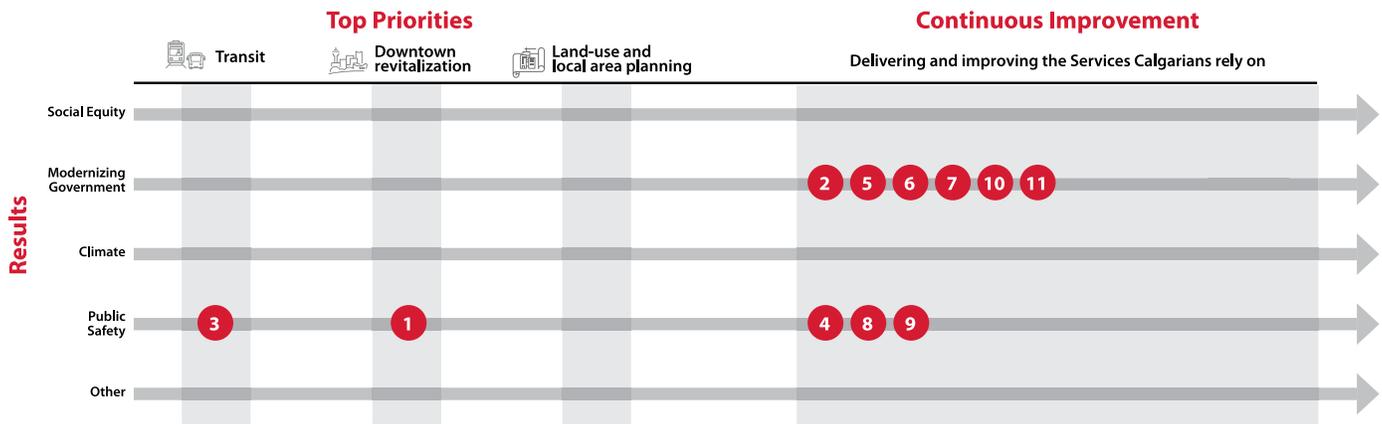
During the reporting period of January-May 2023, investigations of reported alleged City policy violations continued to decrease, with a total of 50 cases but the complexity of these cases increased, including an increase in video requests. Notable increases were observed in areas such as acceptable use of technology, off-duty behavior and/or criminal conduct, malfeasance, and workplace violence. Corporate Security remains committed to collaborating with partners in Labour Relations, Human Resources, and Law to identify policy breaches and address underlying causes.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

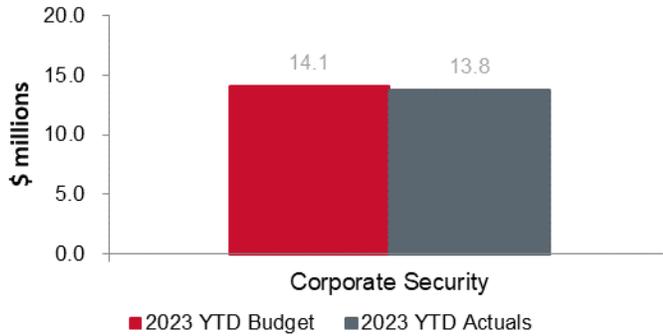
Initiative	Initiative Update	Status
1 Provide a safe and secure working environment by maintaining current delivery of workplace violence and active assailant response training for City employees.	In 2023, security training continued to prioritize workplace violence, aggressive behavior, risk management, active assailant preparedness, and mandatory cyber security awareness. Corporate Security is enhancing its efforts by developing a physical security awareness campaign to ensure employee safety and security awareness. The training aimed to reduce vulnerabilities to cyber threats and promote ongoing vigilance. Overall, The City maintained a comprehensive and proactive approach to security, fostering a safe environment for employees and promoting awareness of potential risks.	
2 Maintain organizational resilience from cyber security events by implementing mandatory cyber security awareness training for City employees.	From January to May 2023, as office staff returned, the completion rate for comprehensive security training exceeded 70%, highlighting the importance placed on addressing unique challenges and fostering a safer work environment. To further enhance these efforts, a more comprehensive Corporate Security Training and Awareness Program was being developed, encompassing a campaign focused on physical security. The aim was to provide employees with the necessary knowledge and skills to mitigate security risks and create a secure workplace environment.	
3 Improve public safety and response to social disorder and criminal activities through increased training for emergency response and de-escalation techniques for the in-house guard program.	Since expanding guard patrols to LRT stations in October 2022, our front-line guards have made 189 emergency medical responses in the first five months of 2023, surpassing the totals of 2020 and 2021. Our comprehensive measure includes overdoses, Naloxone administration, chest compressions, and overall emergency medical responses. We remain dedicated to community safety, continuously adapting strategies to address evolving challenges and make a positive impact on those affected by distressing situations.	
4 Maintain availability of all City services by completing reactive threat risk assessments for City critical infrastructure and recommending security measures.	Continued to meet the needs of clients through our Physical Security program. This includes conducting complex Threat Risk Assessments (TRA) & numerous security reviews. A security advisor was dedicated to completing TRAs for critical infrastructure sites during Jan-May 2023. We continue to move towards a more proactive approach to identifying risks and recommending controls and mitigation strategies.	
5 Maintain availability of all City services and minimize outages due to ransomware events through improvements of cybersecurity incident response.	The incident response team now operates under the Risk Monitoring and Response Division, collaborating closely with subject matter experts within the Law, Legislative Services & Security department (LLS&S) and the IT Business Unit. This cohesive approach ensures a more effective and coordinated response to incidents, enhancing the City's ability to swiftly address cyber threats and mitigate their impact on services. The ongoing efforts highlight the City's commitment to continuously strengthening incident response capabilities and maintaining a resilient and secure environment.	

Initiative	Initiative Update	Status
6 Support Enterprise Risk Management through the implementation of business impact assessments.	Corporate Security continues to implement the ESRM framework by obtaining corporate insight, clarifying roles, quantifying business impacts, and enabling timely decision-making. To address operational risks, it has been identified that the Business Impact Analysis (BIA) functionality be developed within a centralized integrated security risk management model. This initiative aims to identify critical services and ensure their uninterrupted delivery by improving data accuracy and decision-making processes, supporting the City's commitment to enterprise risk management.	
7 Improve organizational resilience and maintain availability of all City services by developing and implementing a program to identify confidential and personal information and apply efficient and effective security measures.	The initiative is early in the pre-project phase during the reporting period. Aligned with the goal of modernizing government, this program aimed to enhance security measures and ensure the availability of City services. Moving forward, it is crucial to reassess challenges, realign objectives, and implement corrective measures to improve the program's progress and achieve the intended outcomes of safeguarding sensitive data and maintaining service availability.	
8 Improve organizational resilience and public safety through the lifecycle and upgrade of security tools, applications and hardware in public facing facilities and other City infrastructure.	Building upon their successful performance in 2022, the Technical Service team continued to monitor, troubleshoot, and repair critical security systems during the reporting period. In 2023, their dedication and expertise resulted in the completion of numerous service work orders for intrusion alarms, cameras, access control, and intercom systems. The team's ongoing efforts ensured the smooth functioning and reliability of these systems, maintaining a secure environment for the City.	
9 Improve application of security measures and reduce security risk to The City through the development and implementation of a security architecture program, which will embed security in all planning and design activities.	The initiative to improve the application of security measures and reduce security risks through a security architecture program is currently in the scoping and early stages of capacity development, aligning with the goal of public safety. Efforts are underway to assess requirements, establish frameworks, and lay the foundation for successful implementation. We remain committed to achieving strengthened security measures and reduced security risks.	
10 Enable modern government and support the management of increasing digital and workforce risks by developing and hiring leaders throughout the organization, functional management, and support of employee engagement initiatives.	A permanent Chief Security Officer (CSO) was in place in early 2023 through a competitive process, reinforcing the initiative's focus on enabling modern government and managing digital and workforce risks. The CSO provides stability and expertise, driving the development, strengthening, and stabilization of the organizational structure. The initiative continues to progress as planned, emphasizing the development of hybrid security leaders, effective risk management, and fostering innovation. Employee engagement initiatives promote security awareness and enhance organizational resilience.	
11 Support effective decision-making and reduce the amount of administration effort through client engagement, transparency, and accountability of core security services by maintaining The City's Internal Recovery and Implementation Project initiative through Corporate Security's internal recovery model.	The initiative to support effective decision-making and reduce administration effort through client engagement and accountability of core security services is progressing as planned. By maintaining the Internal Recovery and Implementation Project initiative and using Corporate Security's internal recovery model, we continue to enhance service delivery, streamline processes, and promote modernization efforts. This initiative contributes to continuous improvement, facilitating effective decision-making and reducing administrative burdens while promoting transparency and accountability.	



## Service Updates on Financial Performance

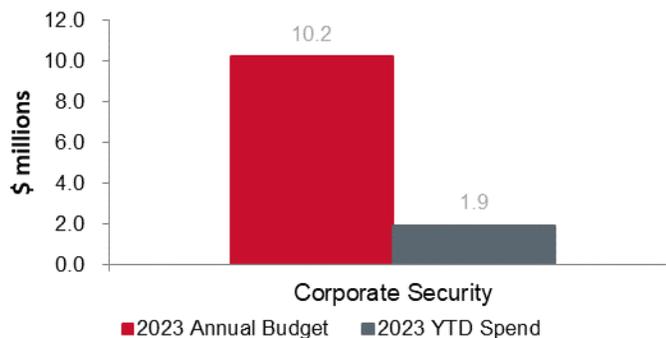
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Corporate Security has a favorable year-to-date operating variance of \$0.3 million. The main reason that has contributed to the favorable variance is due to savings in salaries and wages from intentionally managing the workforce.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Corporate Security has spent 18.3 per cent of its 2023 capital budget. Year to date, capital investment include:

- Completed legacy video management system lifecycle & upgrades of 15 City sites to improve reliability and performance of The City's video monitoring network.
- Initiated lifecycle & upgrade projects, including Video Management System, Network Video Recorder, Mobile Trailer Unit, and Municipal Complex security upgrades.
- Initiated the Modernization of Information Security Monitoring program to improve The City's security posture, increase efficiencies and reduce costs.
- Initiated Risk Assessment & Mitigation projects targeted in proactively identifying and managing security risks.
- Initiated Risk Monitoring & Response projects specific to identifying threats, prioritizing response, and reducing impacts to City of Calgary service delivery in the event of an incident.

Corporate Security capital spend is currently on track.

# Council & Committee Support

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

## Service Description

Council & Committee Support provides the governance structures and processes by which The City of Calgary's legislative decision-making and protocol functions are conducted.

## Service Updates

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### Highlights

The Council and Committee Support service continues to support effective Council and Council Committee meetings for the Public, Members of Council and Administration. Public hearing accessibility has improved through the scheduling of dedicated meetings for public hearing matters, and transportation supports for the public in the form of transit tickets and a parking allowance (Initiative 3). Further Service highlights include the delivery of She Governs and the Calgary Awards programs for 2023 (Performance Measure 1); the Board, Commission and Committee disbandment review; initiation of a project to develop a remuneration and expense policy framework for Public Members of Boards, Commissions and Committees; and continuous improvement of the Customer Relationship Management solution for the Office of the Councillors.

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### Challenges

The prioritization of governance work by Council relating to Boards, Commissions and Committees is challenging the available resourcing for this work. Without additional resources, some related program work will be delayed (e.g. review and amendment of the Governance and Appointments of Boards, Commissions and Committees Council Policy CP2016-03).



# Measuring Our Performance

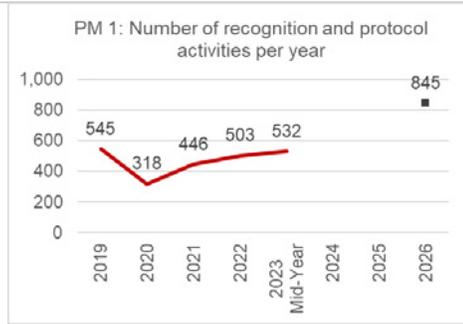
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

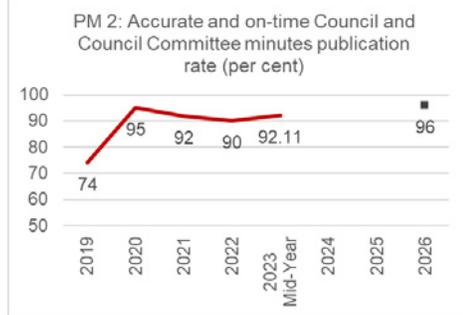
**Performance Measures**

**Story behind the numbers**

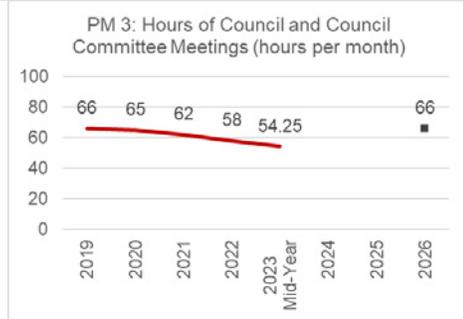
**Status**



Demand for recognition and protocol activities and services has remained strong and has been met notwithstanding staffing challenges in the first half of the year.



Out of the 76 Council and Committee meeting minutes that were published, there were six sets of minutes that were published late or had minor clerical corrections.



Separating regular council business in Regular Meetings of Council from public hearing matters dealt with through Public Hearing Meetings of Council has added 11 meetings to the annual Council calendar but reduced the need for continuation of Council meetings.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

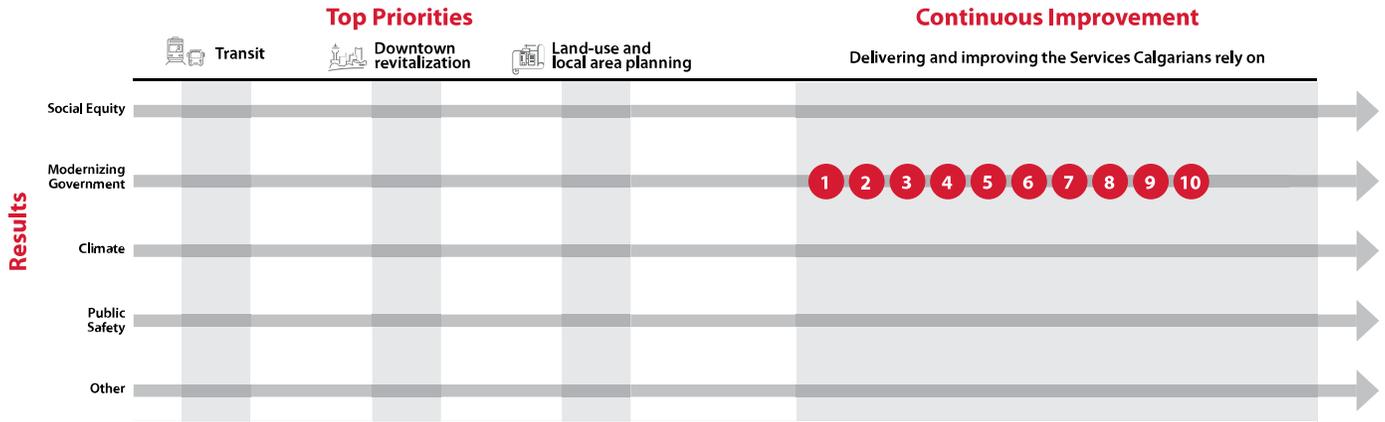
PM 4: Applicants who self-identify as a member of a minority group (per cent)

PM 5: Boards, Commissions and Committees' leadership's rate of satisfaction with governance support (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

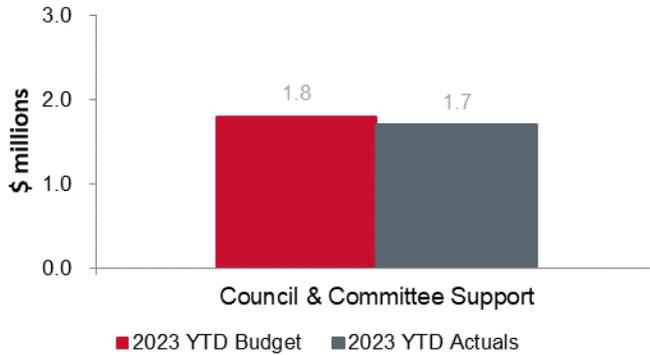
Initiative	Initiative Update	Status
1 Support the Mayor’s Office and City Administration on matters of protocol and citizen recognition by providing knowledgeable and expert advice.	The Calgary Awards Ceremony in June 2023, as well as numerous recognitions activities during Council and Council Committee meetings, highlighted the achievements and contributions of community builders to making Calgary a great place to live and a great place to make a living.	
2 Maintain standards of excellence in Citizen Recognition and Protocol by ensuring related policies are up-to-date, accurate and reflect leading practices.	Capacity to undertake Citizen Recognition and Protocol policy work has been limited due to staff turnover, and will be restored after completion of recruitment and onboarding of new staff.	
3 Improve ease of participation in public hearings by modernizing the process to include new technology for participants to register for Public Hearings, receive reminder notifications, and access mobility supports to enhance inclusion and accessibility.	Mobility supports for public hearing participants, including transit and parking supports, were initiated in January 2023. A public hearing reminder and notification pilot project will be rolled out by the end of the year after selection of a vendor solution.	
4 Enhance support for users of The City’s legislative meeting management system including report writers, Mayor’s Office, Councillors’ Offices and General Managers’ Offices.	Council and the Executive Leadership team now receive more information about registered public speakers. The City Clerk’s Office is also conducting Procedure Bylaw information sessions for Senior Executive Advisors and Executive Advisors across the Corporation.	
5 Maintain the hybrid delivery of legislative meetings by investing in technology systems, and the proactive replacement of audiovisual and technology systems that are reaching obsolescence.	Audio visual infrastructure technology upgrades are underway, including prioritized acquisition of technology to improve the accessibility of Council and Council Committee meetings.	
6 Enhance support for Boards, Commissions and Committees, by providing education, training, and sharing of best practices.	The City Clerk’s Office continues to support Boards, Commissions and Committees with subject-matter expertise and best practices respecting governance. Planning for broader and more formalized structured training and education supports for Boards, Commissions and Committees will get underway in the second half of the year.	

Initiative	Initiative Update	Status
7	Maintain service excellence by continuing to support the timely and accurate execution of corporate contracts and agreements.	Timely processing of legislative records, agreements and bylaws ensured that Administration has been able to support public programs that support public safety and services for Calgarians. 
8	Support public transparency and participation in local government by continuing to provide public access to records of Council decisions, including bylaws and meeting minutes.	Projects to speed up public access to legislative records, and to enhance search functionality to access meeting minutes, are in-progress, with completion expected later this year. 
9	Support the successful evolution of The City's policy program by contributing to the establishment of a Service Policy & Governance program within the Corporate Governance service line.	Accountability for the Council policy and the Administration policy programs is converging under the Corporate Governance service within the People, Innovation and Collaboration Services Department: the transition is expected to be finalized in the third quarter. 
10	Support effective decision-making and governance by delivering legislative coordination excellence and providing the structures and processes by which The City of Calgary's legislative decisions are made.	Development of the Legislative Coordination team, including the addition of two new Senior Legislative Advisor positions, is currently underway and expected to be completed in the third quarter. 



## Service Updates on Financial Performance

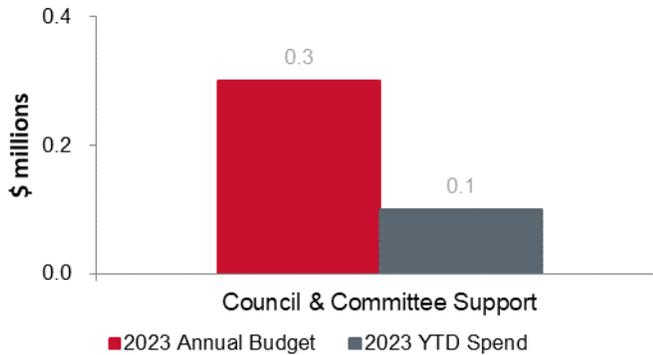
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Council and Committee Support had a favorable year-to-date operating variance of \$0.1million. This variance was mainly due to lower spending on contract and general services.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

The Council & Committee Support service has an allocated capital budget for 2023 of \$0.3 million to upgrade and enhance audiovisual equipment in the Council Chamber. As of the end of June 2023, 48 per cent of the capital has been used for improvements to the audiovisual infrastructure as well as for enhancements to assisted hearing devices and improvements to closed captioning screens in the Council Chamber and in the Engineering Traditions meeting room. Additional upgrades are targeted for the second half of the year.

# Data, Analytics & Information Access

Led by: Director of Collaboration, Analytics & Innovation

## Service Description

Data, Analytics & Information Access (DA&IA) provides Geographic Information System (GIS) platforms, Imagery, intellectual property management, innovation training and consulting services, Computer-Aided Design and Drafting (CADD) platforms, asset drafting, base maps, addressing and open data hubs for administration, council and citizens.

We connect customers with accurate, consistent location intelligence data and analytics. We also support emergency response and recovery under the Municipal Emergency Plan, 911 dispatch routing and mapping, open data, advanced analytics and engineering design, to enable more proactive data-driven decisions, improved services, reduced cost and time saved.

## Service Updates

### Highlights

Led by Collaboration, Analytics & Innovation's Innovation Lab, a cross-corporate team was trained by the Bloomberg Center for Public Innovation at John Hopkins University to tackle challenges affecting Calgary's Youth. Youth ideas gathered are now forming the foundation for developing a Youth Strategy within Community Strategies. Further, Youth ideas were aligned with a Transit pilot to support public safety, and discussions with Arts & Culture continue for downtown activations.

Continued GIS platform modernization through the expanded use of GIS data portals, ArcGIS Hub, ArcGIS Urban, automations, server upgrades and improvements to corporate base maps and GIS applications (i.e. Building Central). Old applications were decommissioned.

The Calgary Equity Index (CEI) is a data-driven tool to help residents, planners, researchers, and decision makers identify disparities or equity concerns across Calgary. The CEI is composed of 20 indicators in five domains affecting overall health.

### Challenges

- Challenges to recruit, develop and retain staff with high demand skill sets that support the region's economic diversification efforts (e.g., data, technology and innovation sectors) due to increasing competition with the private sector.
- The new organizational structure is solidifying, and a demand for scaling and embedding an innovation practice is occurring in step.
- Challenges establishing and maintaining a data governance model, to keep up with the rapidly growing need for access to authoritative data, and maintaining transparency of City operations, as more data is becoming available.



# Measuring Our Performance

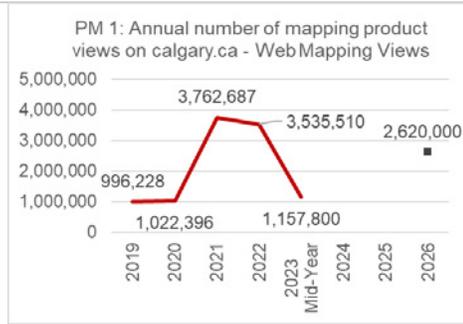
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

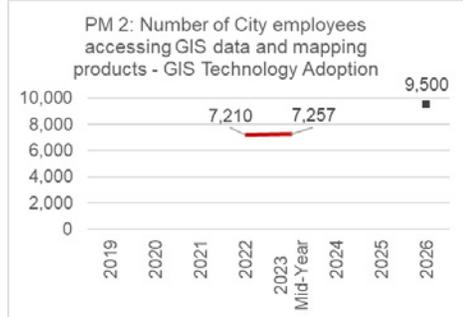
## Performance Measures

## Story behind the numbers

## Status



For the first half of the year our number of map views remain stable and on course to achieve our year-end target. For the second half of the year, a work plan will be developed to boost public awareness through social media such as Facebook and YouTube.



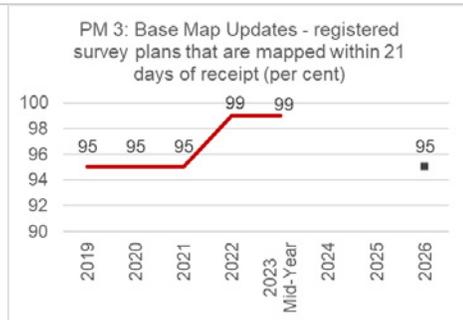
We anticipated an increase in number of City employees accessing GIS data and mapping products due to growing demand. We continue to work through our GIS community of practice to educate and share best practices across the organization. Projections are on track to meet our year-end target.



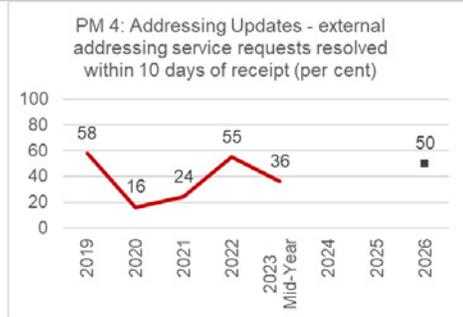
This metric was derived using information from our divisional quarterly report and system diagnostic dashboard.

It is a combined number made up of:

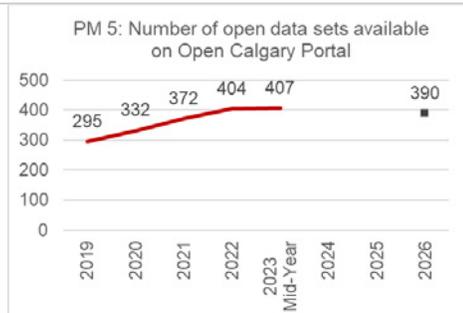
- Building Central 3.2 users
- Licensed users for ArcMap
- Licensed users for ArcPro
- Users of ArcGIS Portal



Despite a 51 per cent increase in the number of plans received and processed in the first six months of 2023 (568) versus 2022 (376), base mapping staff were able to maintain the efficiency of our operations and meet targets for processing.



New developments and redevelopments have led to a significant workload increase of 60% in the first six months of 2023 (22,096) versus 2022 (13,792). As well, more on-line systems leveraging addressing information in recent years requires more extensive triage for suspected invalid addresses, creating additional delays in address validation. Staffing levels continue to be an issue due to the combination of increased workload and budget reductions in 2021. Contingent staffing is being brought in to ensure service continuity but may require permanent funding increases if the trend continues.



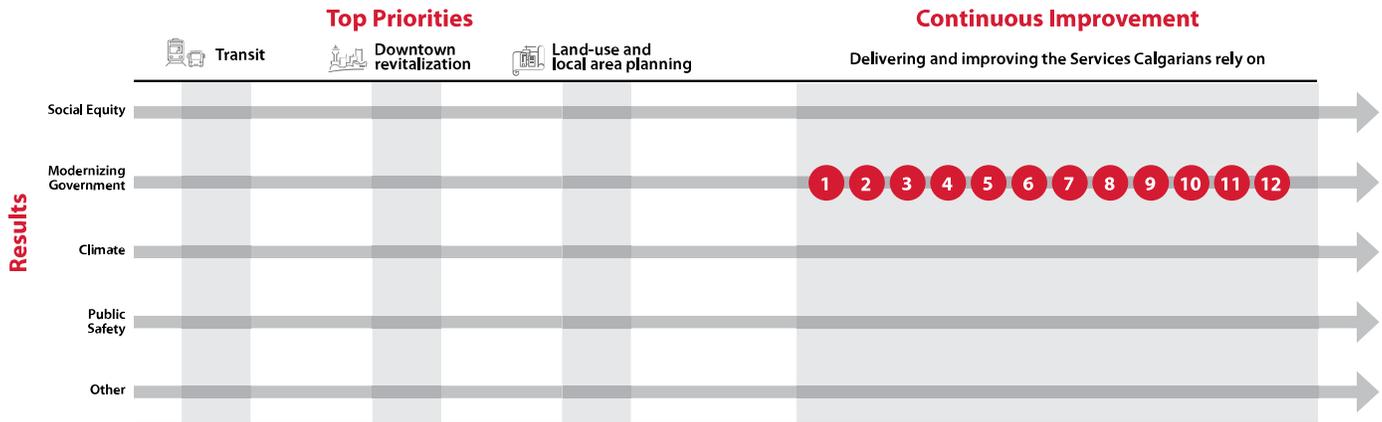
Continual work to increase organizational awareness of the value, policy requirements, and efficiency of publishing and consuming open data, is helping to achieve our projected targets for 2023.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

Initiative	Initiative Update	Status
1 Create, manage and provide corporate-wide geospatial technology, data and analytics that are reliable, secure and accessible for customers and Calgarians.	<ul style="list-style-type: none"> <li>Southern Alberta Partnership (SAP) Aerial Imagery is available to the public.</li> <li>Published standards and guidelines for Calgary.ca and corporate Geospatial Portal for webmaps/apps and dashboards.</li> <li>Project team completed the project charter and resource requirements for the Building Maintenance Tools Upgrade and Building Central Data Upgrade projects.</li> <li>Project Managers are in place for major capital programs (i.e. GIS Upgrades and the Location Data Modernization Program).</li> <li>Quality assurance (QA) and quality control (QC) processes in place to ensure authoritative Imagery data is provided.</li> </ul>	
2 Provide City operational groups with tools and analytics to deliver their services more efficiently and providing them greater insight into strategic decision making.	<ul style="list-style-type: none"> <li>Deployed an evaluation environment for CEMA.</li> <li>Stampede table top exercises completed.</li> <li>Run-off season evacuation mapping updated (Water, Police).</li> <li>Trained two new senior staff on Municipal Emergency Plan support.</li> <li>Provided new Calgary addresses and common names biweekly to Calgary 911.</li> <li>Evaluated data transformation processes to ensure the City of Calgary location data seamlessly fit the NextGeneration 9-1-1 data schema.</li> <li>Delivered two dispatch and mobile map updates with supporting databases to Calgary Police, Fire, and Calgary Parking Authority.</li> <li>Completed 2023-2026 technology plan.</li> </ul>	
3 Promote and expand the use of location-based tools and data by customers and Calgarians to enable self-service and open access to geospatial information.	<ul style="list-style-type: none"> <li>Completed Light Detection and Ranging Digital Elevation Model (LiDAR DEM) for new segments of the NW Ring Road, Greenline.</li> <li>Street network and addressing data updates provided to the Public and Catholic school districts and Elections Alberta.</li> <li>Building Central was upgraded to incorporate changes to the new Calgary Integrated Assessment Office upgrade (CIAO+) system and to incorporate new data fields; self-training modules were revised and made available for users.</li> <li>Building Central was showcased at the Geospatial Community of Practice Open House.</li> </ul>	
4 Develop and support the Corporation's advanced analytics practice, providing guidance, sharing best practices and developing corporate data analytics and governance solutions.	<ul style="list-style-type: none"> <li>Completed more than 10 analytics products for improving operational efficiencies such as Fleet Safety (Green Driving), Citizen's Equity Index Dashboard and Waste &amp; Recycling Cart Spot Check Analytics, etc.</li> <li>Continue developing analytics solutions for the Corporation such as: Parks irrigation, Mobility reporting, Community Climate Risk Index, Urban Heat Index, Climate and Environmental Analytics System, etc.</li> <li>Continue developing artificial intelligence (AI) and machine learning (ML) applications such as detecting vehicles/pedestrians from video and pavement AI initiative for Mobility.</li> </ul>	

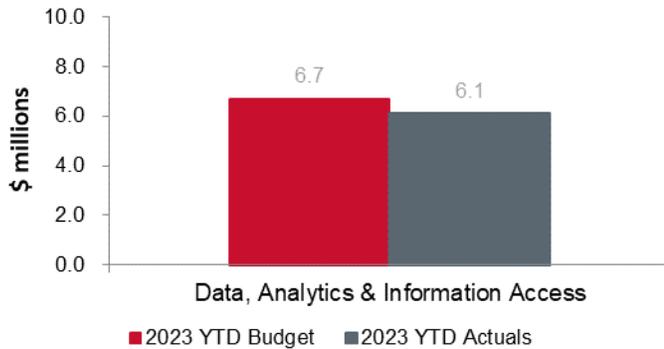
Initiative	Initiative Update	Status
<p>5 Support information access by creating a corporate infrastructure and business process for automated inbound and outbound transfers of information regarding critical City infrastructure assets (Gas, Electric, Telecommunications, Water, Sewer).</p>	<p>Delivered imaging and content products to support The City's digital transformation of the work environment:</p> <ul style="list-style-type: none"> <li>• Fleet Unit Records, Corporate Credit Card receipts, Low income Calgarian's applications for subsidy and Citizen's tax applications, Facility Inspections, Business Credit Applications, Water cross connection records and employee recruitment files.</li> <li>• Exploring automated access to other City repositories as part of the secure data channel project.</li> </ul>	
<p>6 Provide professional learning opportunities and consulting to build City employee's innovation capacity and continue to partner on cross-corporate innovation projects with business units, to nurture a culture of innovation and human-centered design &amp; prototyping, supporting the development of the next generation of civic services to Calgarians.</p>	<p>The Innovation Lab continues to grow both through recruitment and requests for support. In 2022, the Lab completed 33 project requests and delivered training to 825 staff across 19 business units. In 2023, the team is currently developing a strategy to guide the new growth over the next four years to help prioritize work for greatest impact.</p>	
<p>7 Increase the number of data sets available in the Open Data Catalogue and promote easy self-serve access to City data for Calgarians, businesses, researchers and educational institutions.</p>	<p>We continue to add new, and update existing datasets to support transparency of operations with Calgarians. The team is focusing on improving the consolidation and usability of the datasets based on strategic alignment with other municipalities. One recent example is the improvement of the business license data set through data.calgary.ca.</p>	
<p>8 Modernize eCommerce across the Corporation through standardization of commerce transaction processes, a rationalization of technologies, improved data insights, and improved customer experiences.</p>	<p>This platform modernizes and standardizes the online user experience, improving the site navigation from Citizens in need of City products. The integration of this platform with myID application is complete, making it part of a bigger umbrella of connected applications.</p>	
<p>9 Standardize Computer-Aided Design and Drafting (CAD) data and practices by maintaining, updating and expanding The City CAD Standard and make it easily assessable to all customers. Further ensure the use of vendor supported versions of CAD software by managing CAD software licenses and users. Develop an on-demand Engineering Block Profile tool to make the creation of Profiles more efficient.</p>	<p>Hiring of Project Managers is underway and Subject Matter Experts are in place to support various CAD capital projects as they become operational.</p>	
<p>10 Centralize the storage and lifecycle of construction drawings by creating a Construction Drawings Repository (CDR) to store, organize and enable accessibility to City CAD drawings, and pilot the electronic submission of construction drawings initiative to align with the CDR.</p>	<p>Hiring of Project Managers is underway and Subject Matter Experts are in place to support Construction Drawings Repository (CDR) capital projects.</p>	

Initiative	Initiative Update	Status
<p>11 Transition data maintenance from CAD to GIS environments where permissible, to create more robust attribute rich data that allows for analysis and informed decision making. Support clients with the transition of data and processes between CAD and GIS technology platforms.</p>	<p>Hiring of Project Managers is underway and Subject Matter Experts are in place to support capital projects.</p>	
<p>12 Enhance base map and addressing management, stability, quality, and efficiency by transitioning data maintenance processes to modern 3D mapping environments. This modern 3D base mapping product will be the fabric upon which the City's digital twin is created and maintained, allowing for greater accuracy in simulations, and better engagement of citizens in envisioning the future of Calgary's urban form.</p>	<ul style="list-style-type: none"> <li>• Hiring of Project Managers is underway and Subject Matter Experts are in place to support capital projects.</li> <li>• Continuing to work closely with our JUMP Partners to better facilitate communication between utility agencies, keep licensing agreements up to date, and ensure current location and attribute data is included for all buried and overhead utilities.</li> </ul>	



## Service Updates on Financial Performance

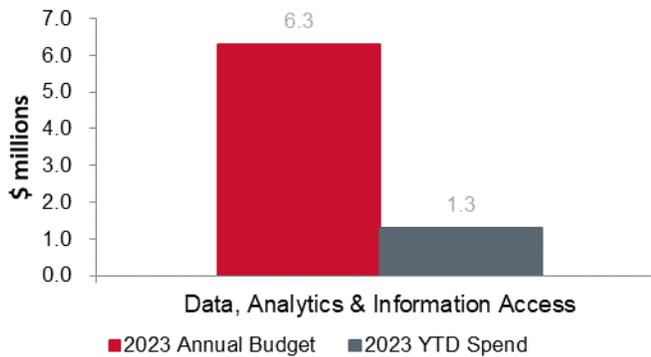
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

The net operating budget variance is favourable by \$0.6 million mainly attributable to savings in salaries and wages due to intentionally managing the workforce.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

The capital spend of \$1.3 million or 21% of the capital budget is due to a low spend rate for the Modernization of Commerce project. Updates include:

- Modernization of Commerce –The spend rate is lower than expected as business unit structural changes and resourcing are being confirmed post realignment implementation.
- Corporate GIS Upgrade –The current focus is on upgrading ArcGIS Portals, servers and desktop software to ensure continued functionality and seamless service delivery when legacy systems are decommissioned in the near future.
- Corporate Imagery - A significant improvement was made in 3D capture, visualization, intervisibility and measurements on calgary.ca Map Gallery. Light Detection and Ranging (LiDAR) and Digital Aerial Survey (DAS) for 2022 are now available to the Corporation. We continue to pilot innovative work with drones such as bridge inspections.
- CAD Technology Modernization - Hiring of Project Managers is underway and Subject Matter Experts are in place.

# Executive Leadership

Led by: City Manager

## Service Description

Executive Leadership works to secure the trust and confidence of Calgarians, businesses, Council, and employees by providing corporate oversight. This service realizes Council's Strategic Direction by aligning priorities and resources and monitoring performance for continuous improvement opportunities. Executive Leadership builds cooperative relationships by leading a municipal government that is resilient, sustainable and focused on finances, service delivery, our employees and The City's reputation. Executive Leadership enables a thriving workplace that is diverse, respectful, fair and safe, and is committed to developing, motivating, and inspiring employees to excel in public service.

## Service Updates

### Highlights

Executive Leadership made progress achieving Council's priorities, including:

- Approval of the Safe and Inclusive Access Bylaw to help strike a balance between respecting the right to protest and providing safe and inclusive access to public services, and agreement in principle for the Calgary Event Centre Block as well as improvements within Calgary's Culture & Entertainment District. These investments support Calgary's renewal as a global city / international destination.
- Delivery of a new approach to improve Council's focus on budget planning and investment priorities. The budget process refinement supports Council's strategic conversations, opportunity identification and decision-making with respect to adjusting service delivery performance, budgets and capital investments for 2023 and beyond.
- A renewed focus to create a positive employee experience to ensure The City continues to be an employer of choice where employees feel a sense of belonging, safety, and fulfilment.

### Challenges

- The global trends of the erosion of social cohesion and societal polarization, misinformation, disinformation and continued economic and social volatility has resulted in some Calgarians expressing cynicism and distrust with respect to all orders of government including municipal government.
- Shifting workforce expectations requires The City to adapt new approaches to retaining and attracting talent. Executive Leadership is focused on continuing to cultivate a reputation as an employer of choice to both prospective and existing employees by providing valued amenities, rewards, learning opportunities, and social connections.
- Supply chain disruptions continue to cause shortages and inflation coupled with increasing citizen demands for services poses challenges in maintaining affordable and sustainable service delivery.



# Measuring Our Performance

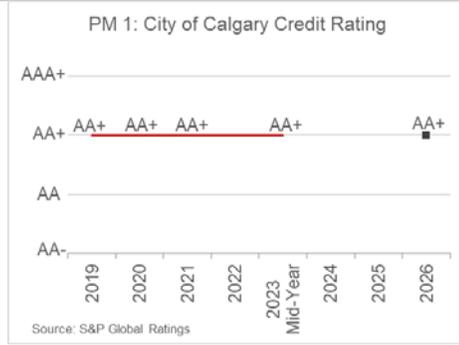
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

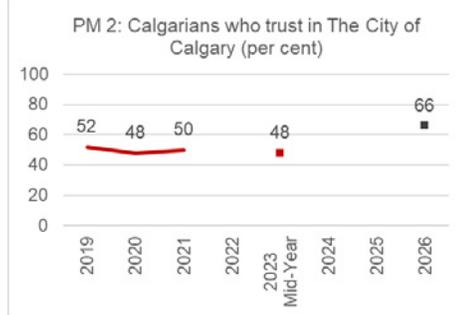
## Story behind the numbers

## Status

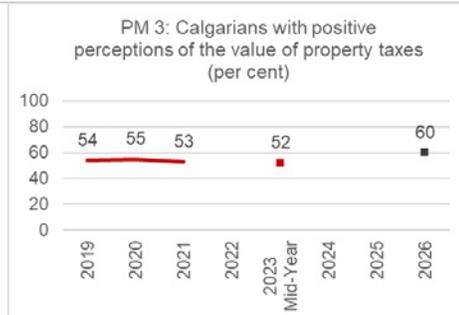


### AA+ S&P Global Ratings

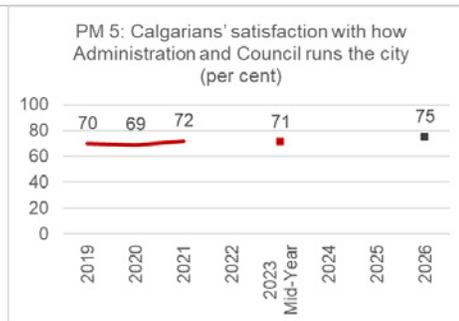
The City continues with a strong credit rating based on a combination of factors including prudent fiscal management; cash and investments that provide flexibility to respond to uncertain events; a low debt burden; and tax rates that are among the lowest of Canadian cities. The two most significant risks identified by the rating agency continue to be Calgary's dependence on the energy sector for economic growth and the capital requirements to update aging infrastructure.



Like other municipalities in Canada and elsewhere, Calgary is experiencing rising levels of citizen distrust particularly among those who do not distinguish between different orders of government. Recent survey results are consistent with a long-term trend fueled by global trends related to the erosion of social cohesion and societal polarization. Executive Leadership is responding to these challenges by improving its understanding of the key drivers of trust to help develop proactive actions.



The current survey of Calgarians continues a trend of being relatively stable over several years with results lying within the survey's margin of error. Calgarians satisfied with services and programs provided by The City are more likely to report that they have received good value for their tax dollars. This highlights the importance of both customer service and meeting the service expectations for Calgarians. Accordingly, Executive Leadership continues to focus on building a customer-centric organization supported by a culture of service to Calgarians.

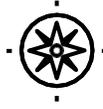


This performance metric is stable within the margin of error and is the top driver of Calgarians' trust in The City as well as one of the top drivers of Calgarians' positive perceptions of the value of property taxes. Executive Leadership is working closely with Council in progressing its shared Strategic Agenda, and collaborating with community and business partners, as well as non-government organizations to demonstrate The City's commitment to operate a sustainable, efficient, and service-focused municipal government.



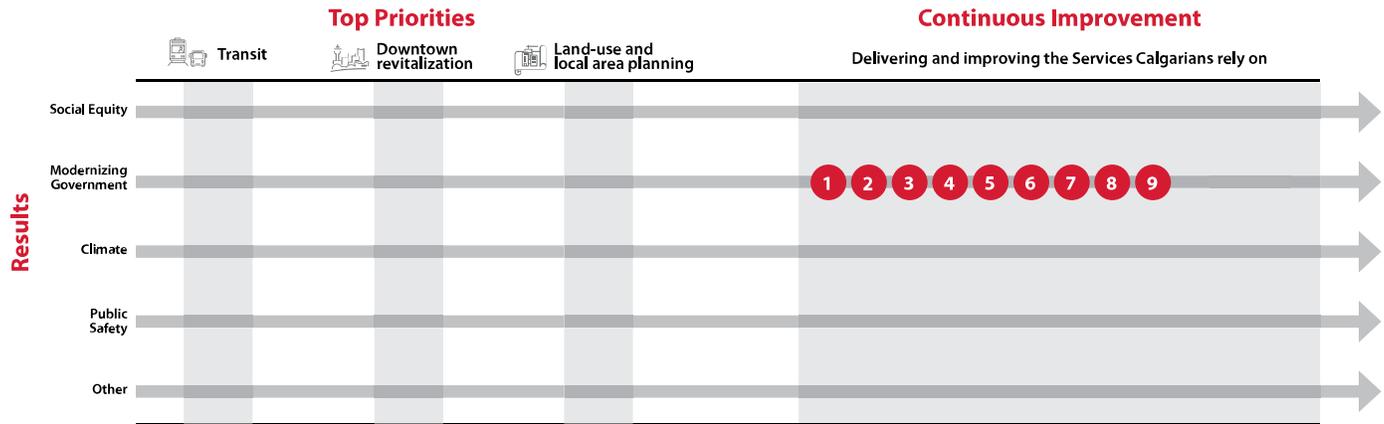
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

PM 4: Employee Engagement Index



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

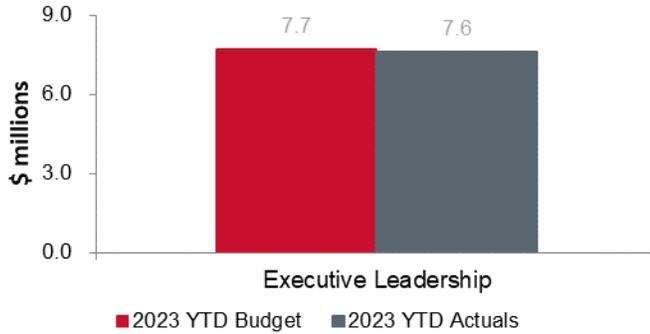
Initiative	Initiative Update	Status
1 Continue to integrate Council's Strategic Direction and Administration's Rethink to Thrive Strategy through the Shared Strategic Agenda to demonstrate alignment and provide focus and clarity to City employees.	Executive Leadership continues to advance Council's Strategic Agenda. Organizational alignment was assessed and adjusted in accordance with the Rethink to Thrive Strategy to continue to deliver sustainable services that Calgarians want and value. The current and evolving social, political, and economic challenges presents a significant level of strategic uncertainty. Executive Leadership is focused on addressing these challenges by working closely with Council to develop solutions that build capacity while responding to Calgarian's demands for affordable services.	
2 Empower decision-making at the right levels of the organization by evolving Administration's governance practices. A resilient modern municipal government must have capacity and flexibility to address the unexpected by being agile, adaptable, and responsive. Clarity of roles, responsibilities, and accountabilities for individuals and cross-corporate committees will enhance how the organization works to collaboratively deliver Council's Strategic Direction.	This is a collaborative effort that requires assessing and validating key service metrics, enhancing the Service Governance Model, clarifying roles and responsibilities, reviewing and updating Administrative policies, and identifying and delivering leadership and decision-making training.	
3 Improve our services to Calgarians by enhancing continuous improvement and energizing, empowering, and amplifying our service improvement efforts and building on the strong foundation of programs like Zero Based Reviews and Solutions for Achieving Value and Excellence as well as ongoing work across the organization to continually improve our service to Calgarians.	There are currently 12 improvement projects that are being supported by the corporate program team at the Business Unit, Departmental, and cross-corporate level. Approval and launch of a new corporate continuous improvement program support efforts across the organization, offering service-led and cross-corporate initiatives a collaborative and unified approach to service improvement.	

Initiative	Initiative Update	Status
4 Advance risk management at The City by developing and implementing guidelines on risk appetite to enhance innovation and decision-making, implementing a technology solution and by adopting and implementing a formal risk maturity model.	Our journey to advance risk maturity across the organization is designed to enhance Council and Calgarian’s understanding of risk and support trust and confidence in decision-making. Conducting a comprehensive service risk register analysis across all City services helped define common pressures, risks and associated risk management strategies and has informed a Principal Corporate Risk Report outlining top risks facing the organization. Work continues to design and formalize our plan to build organizational risk maturity.	
5 Advance Environmental, Social and Governance (ESG) results including the Corporate commitment to climate action, anti-racism and equity by evolving corporate planning, measurement and reporting to better monitor and demonstrate accountability.	Foundational work to establish comprehensive corporate Environment, Social, and Governance standards for service planning, performance measurement and reporting practices is underway, supported by extended research and engagement sessions with leading experts and organizations. Environmental, Social and Governance results were included in the 2022 Performance Report under Council’s foundation areas of Economic Resilience, Climate Resilience, Social Resilience and Modernizing Government.	
6 Deliver strategic and proactive communications to Council, Calgarians and the media by enhancing our corporate communications that focuses on providing key salient points through the right channels to ensure clarity and transparency, and mitigate misinformation.	Executive Leadership continues to enhance proactive communications to Calgarians, Council, and the media by engaging and working collaboratively across the organization to create key messages and identifying potential issues and opportunities to tell a cohesive and compelling story. This ensures that The City is clear and consistent with respect to outcomes, and that The City’s story is communicated to Calgarians in an effective and efficient manner.	
7 Inspire a thriving workforce committed to making life better every day for Calgarians by evolving The City’s culture, while supporting recruiting and retention, and positioning The City as an "employer of choice", as outlined in Administration’s Rethink to Thrive Strategy.	To support a thriving workforce, Executive Leadership is focused on creating a positive employee experience within The City. A number of initiatives are being pursued to sustain a safe and healthy workplace and culture change that supports diversity, equity and inclusion. The Executive Leadership Team will also be providing opportunities for employees to get involved in shaping future initiatives.	
8 Manage the balance between the services Calgarians want and the level of taxation they will accept by delivering annual budget adjustments and the next four-year service plans and budgets in 2026 November in line with Calgarians’ and Councils’ expectations.	Monthly reports to the Executive Committee clarified and refined Council’s strategic direction for 2023-2026. Establishing the Budget Document & Process Refinement working group helped focus on improving Council’s involvement and decision-making processes. Targeted communications to both Council and Calgarians were focused on sharing messaging about service value and key decisions.	
9 Drive organizational performance improvements by strengthening the consistency, coherence, and effectiveness of our corporate approach to performance management.	Reporting on the accomplishments of The City through the 2022 Year-End Performance Report (formerly titled the Accountability Report) provided Calgarians with information on The City’s service performance and how it contributes to quality of life in Calgary. Working to continuously improve The City’s approach to measuring and benchmarking service performance will achieve results that meet the needs of Calgarians and their communities.	



## Service Updates on Financial Performance

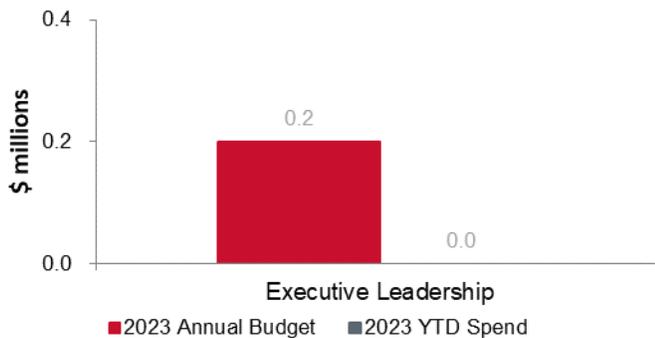
**Net Operating Budget and Actuals as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Executive Leadership had a favorable year-to-date operating variance of \$0.1 million. The main reason that has contributed to the favorable variance is due to savings in salaries and wages from intentionally managing the workforce.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The Enterprise Risk Management team has not yet spent any of the 2023 approved capital budget. This delay in spending is due to the team's current focus on scoping out the Enterprise Risk Management Technology solution.

# Facility Management

Led by: Director of Facility Management

## Service Description

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.

## Service Updates

### Highlights

Through the first half of 2023 there has been several on-going dynamic initiatives which Facility Management (FM) has managed through responsiveness and flexibility while maintaining our customer service focus. In preparation for the return to the workplace FM updated our preventative maintenance program and completed deep cleans and sanitization of offices and appliances. To maximize space and minimize disruption to operations 684 moves were completed for individuals. As a result of the Return to the Workplace initiative and building transfers via Corporate Coordinated Operations & Maintenance (CCOM), we have been managing a 23 per cent increase in work orders from last year. These are being managed through adjustments to the preventative maintenance program and the harmonization of service delivery through CCOM to maintain customer service levels. FM continues to achieve economies of scale, enhance building safety requirements, improve processes, and find cost efficiencies.

### Challenges

Facility Management experienced a significant rise in electricity, natural gas, and district energy costs. This was driven by market price increases and consumption increases due to colder weather, City employees returning to the workplace, and public facing facilities like Recreation buildings returning to full utilization. Facility Management will continue to monitor utility costs and work with the Corporate Budget Office towards a funding strategy.

Due to the aging infrastructure, unplanned shutdowns continue to be a challenge. Facility Management continues to identify opportunities to enhance resilience and protect our portfolio. We plan to focus on strategic capital investment in life safety and critical building systems, ensuring facilities meet building code requirements while reducing service disruptions.



# Measuring Our Performance

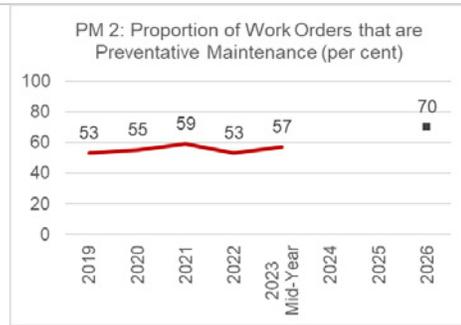
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

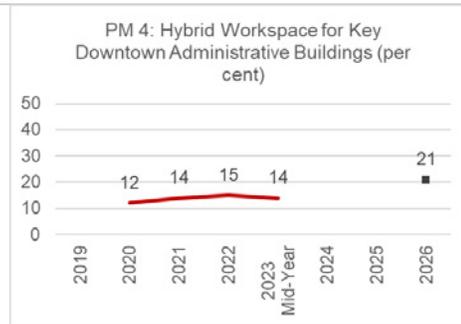
## Performance Measures

## Story behind the numbers

## Status



The FM preventative maintenance ratio to demand work orders remained stable despite a spike in demand work orders associated with the staff return to the workplace initiative. As the Corporate Coordinated Operations and Maintenance Program (CCOM)-related facility onboarding declines over the next budget cycle, focus can be shifted to increasing the current expected future performance by harmonizing the Preventative Maintenance Program across all facility types and further improving the data used to report on this metric.



More workspaces are being allocated as unassigned to accommodate more staff within the same footprint to facilitate “growth without growing”, leveraging more staff working both remote and from a corporate workspace thus improving the utilization of corporate space and supporting employee experience.



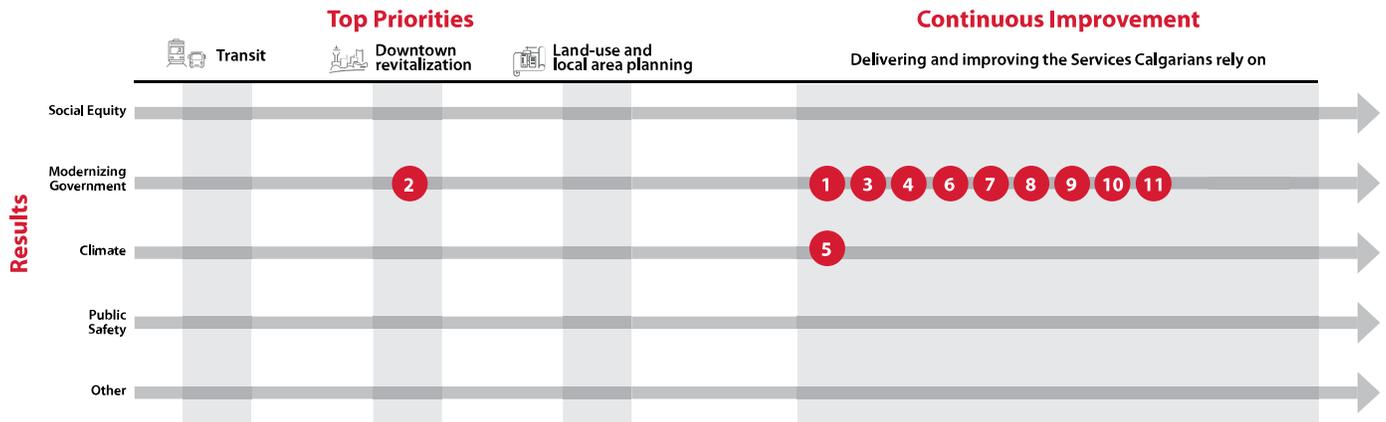
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://calgary.ca). Additional measures that will be included in the 2023 year-end performance report include:

- PM 1: Facility Management Age Based Deferred Maintenance (millions of dollars)
- PM 3: Facility Management Assets in Poor & Critical Condition (per cent)
- PM 5: Energy Consumption per Square Meter for Office and Recreation Portfolios (GJ/SQM)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

Initiative	Initiative Update	Status
1 Enable the delivery of all City services to Calgarians by operating, maintaining and sustaining 549 City facilities, which will increase to approximately 1000 with the completion of the Corporate Coordinated Operations & Maintenance (CCOM) implementation.	684 moves were completed for individuals to maximize space and minimize disruption to operations. As a result of the Return to the Workplace initiative and building transfers via CCOM, we have been managing a 23 per cent increase in work orders from last year. These are being managed through adjustments to the preventative maintenance program and the harmonization of service delivery through CCOM to maintain customer service levels.	
2 Improve the utilization of existing facilities and reduce the corporate facility footprint, reducing overall climate impact by responding to evolving corporate needs and post-pandemic workplace requirements through the development of a robust corporate accommodation strategy for workstyles and distributed workplaces.	As staff return to the corporate workplace, and Business Units have experienced growth over the pandemic – more workspaces are being allocated as unassigned to accommodate more people within the same space allocation to facilitate “growth without growing”, thus improving the overall utilization of space. On-going work on the beautification and activation of downtown facilities, with a focus on the Municipal Complex, is underway in collaboration with Downtown Strategies.	
3 Complete Corporate Coordinated Operations and Maintenance (CCOM) mandate by finalizing the transfer of remaining facility service and buildings to Facility Management.	The four remaining CCOM Phase 2 implementation projects have all concluded a detailed Discovery phase which resulted in a strong understanding of the importance of the onboarding Business Unit’s service line and impact on service delivery. All remaining projects are currently in varying stages of the Negotiation/Decision making phases to determine final scope of potential buildings, operations and maintenance services, value-add services, budget and/or resources to transfer to FM. All projects are anticipated to be transferred prior to year- end 2023.	
4 Generate long-term corporate gains through a mix of process harmonization, cost and procurement efficiencies, economies of scale, risk management, and investments that optimize value for money to achieve the long-term benefits from the Corporate Coordinated Operations & Maintenance (CCOM) transfers.	Through the CCOM program, value through savings and efficiencies has been realized by supporting the creation of a more efficient operating model and contract consolidation. From a holistic portfolio perspective, FM has increased focus and time spent on upfront planning activities (linked to initiative #7 and #8) resulting in reduced reactive service work orders. We have also increased the number of building condition assessments carried out to provide the data required to make investments in life safety and critical building systems, ensuring facilities meet building code requirements.	

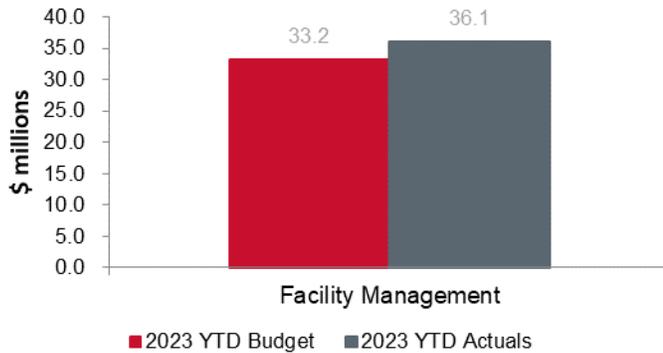
Initiative	Initiative Update	Status
<p>5 Reduce Facility Management's environmental footprint by implementing practices, systems and technologies within facilities in alignment with the Climate Strategy and the Corporate Greenhouse Gas and Energy Plan to meet climate change goals and targets.</p>	<p>Facility Management (FM) is updating existing processes to have an increased focus on climate. We are optimizing the energy performance of our assets through component upgrades and building audits. We are continuing to explore funding opportunities and investigating new technology options. Several innovative projects are underway to learn about the feasibility of deep carbon reduction technologies and applications.</p>	
<p>6 Extend the life span and maintain existing facilities through a defined multi-year investment plan while improving climate and energy efficiencies and reducing negative service impacts.</p>	<p>All planned Facility Lifecycle projects have had a climate and energy assessment completed to promote reduction in energy use, greenhouse gases and FM's environmental footprint. The Facility Lifecycle Project Delivery Roadmap was developed with a focus on strategic capital investment in life safety and critical building systems, ensuring facilities meet building code requirements while reducing service disruptions.</p>	
<p>7 Reduce unanticipated down time and number of break/fix work orders by harmonizing the preventative maintenance program across buildings transferred to Facility Management.</p>	<p>FM focuses on achieving cost savings through the implementation of the following programs: Preventative Maintenance Optimization - combining maintenance activities to achieve economies of scale, time savings and limiting disruption of service delivery; and development of Preventative Maintenance standards based on Building Criticality, prioritizing key systems within key facilities. FM has integrated the onboarded Business Units (BU) into our Facility Service Request system post CCOM transfers. Work is continuing to validate, harmonize and optimize the PM program across all integrated BU's.</p>	
<p>8 Inform lifecycle and sustainment investment decisions for the provision of operations and maintenance of the Corporation's facilities by enhancing transferred facilities' building asset data for Corporate Coordinated Operations &amp; Maintenance (CCOM).</p>	<p>As buildings come to FM through CCOM, they are assessed and harmonized into Facility Management's (FM) building data standards. This is one of the key benefits of the CCOM program as the Corporation's buildings will have a standardized data set that can be relied on for lifecycle prioritization. FM is on track to complete 150 Building Condition Assessments (BCA's) which inform FM's facility portfolio as well as Community Associations and Social Recreation Groups in planning their lifecycle investments and support applications to the Capital Conservation Grant program.</p>	
<p>9 Foster operational sustainability of 191 community organizations by providing expertise and funding for facility investments through the Capital Conservation Grant in alignment with Council's Capital Conservation Grant policy.</p>	<p>The Capital Conservation Grant (CCG) team approved: 32 Lifecycle Capital Grant applications; 10 Engineering Consultant Program applications; 10 Advisory services for Community Association or Social Recreation Organizations for technical support or the procurement of lifecycle investments; and reimbursed \$3.5M for completed lifecycle capital projects and has outstanding commitments for lifecycle projects of \$6.1M. The CCG team will continue to monitor requests for support and will provide advice as requested for Community Associations and Social Recreation groups and their lifecycle investment.</p>	
<p>10 Optimize, right size and maximize value from The City's facility portfolio through operationalizing The City's integrated approach to portfolio management, including coordination of service requirements, delivery of The City's portfolio management plan, maturing the processes for management of the facility pipeline and benefit realization, and identifying where to strategically invest in multi-service facilities and sites, including internal services' and Civic Partners'.</p>	<p>Administration is actively implementing the Corporate Facility Planning and Delivery Policy. The support of this The City's Portfolio Management Strategy and Portfolio Plan are in progress to set the long-term direction for facility investment priorities in the next 30 years. This plan will be supported by an overall Financial Strategy which will shift capital budgets into a consolidated more flexible capital program. Implementation will increase flexibility, and velocity of spend, and enable the coordination of budgets where delivery involves multiple service lines and responsibilities.</p>	

Initiative	Initiative Update	Status
<p>11 Promote physical and psychological safety for employees by providing a safe and healthy work environment through the Culture Initiative, training and development, employee engagement and participation in health and safety programs.</p>	<p>FM held our first safety summit for our operations staff this year with 90 per cent attendance. We are setting up a business unit safety implementation team with the goal to advance safety accountability and culture while ensuring that safety programs are productive, relevant, appropriately resourced, and relevant to all BU employees. FM is working with our colleagues in equity, diversity, inclusion and belonging to develop a strategic plan to move this work forward in our BU. We are also working with our colleagues in the anti-racism team as a pilot BU/area for the anti-racism work.</p>	



## Service Updates on Financial Performance

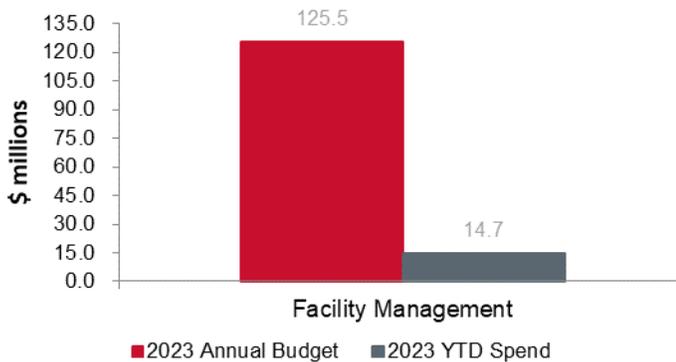
**Net Operating Budget and Actuals  
as of June 30, 2023**



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Facility Management YTD (June 30, 2023) has been managing our operating budget while experiencing challenges with utilities inflation (higher electricity and natural gas rates) and inflationary pressures in materials, equipment and supplies. These challenges have resulted in an overall \$2.9M unfavorable variance, with utilities representing 93 per cent of this variance. The increases were partially offset by \$1.4M favorability in Salaries, Wages and Benefits. The Corporate Coordinated Operations and Maintenance (CCOM) program objective of realizing optimal value for money in facility operations, including procurement, integrated risk management, and asset condition management, continues to generate operational efficiencies for The City. During 2023, Corporate Coordinated Operations and Maintenance initiated work with Transit, Supply, and Water Services to transfer in-scope facilities.

**Capital Budget and Spend as of June 30,  
2023**



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Facility Management (FM) has spent 11 per cent of the 2023 approved capital budget. Year-to-date, the capital expenditures have been used to deliver the following: investments in critical health and safety projects as well as climate retrofit upgrades. This year, FM has completed 10 projects and has 158 underway. FM remains optimistic that a full spend rate is achievable by end of year for capital sustainment funds. On some of our projects we are seeing reduced spend rates, mainly due to procurement challenges, supply chain and labor resourcing challenges and delays for two integrated facility projects. We are actively working on projects through the Heritage Building Program, facility lifecycle sustainment and modernizing the corporate workspace. Year to date the Capital Conservation Grant has provided \$3.5M in support to Community Associations and Social Recreation Groups and is forecasting a 100% spend of its budget by end of year.

# Financial Support

Led by: Director of Finance/City Treasurer

## Service Description

This service provides sound leadership in financial planning & budgeting, reporting, cash-flow forecasting, measuring services' financial performance and monitoring adherence to financial plans.

This service also provides investment management, non-tax revenue billing and collection, and payments for goods and services provided to The City.

## Service Updates

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### Highlights

The Financial Support service's success highlights for the first six months of 2023 were:

- The completion of the complex 2022 year-end reporting activities resulting in Council approval and publication of The City of Calgary 2022 Annual Financial Report, successfully meeting the legislated due date.
- Accounts Payable continued to successfully deliver the corporate priority of ensuring the timely and accurate payment of The City's suppliers under the realigned organization structure.

### Challenges

The Financial Support service's top challenges faced for the first six months of 2023 were:

- Managing the various streams of payments during the corporate realignment required extra resources and coordination of various parties to resolve issues related to changes of financial coding.
- Increased complexity and volume of work coupled with limited resources required prioritization of projects and customer inquiries.
- Resources required to support year-end external audit procedures to verify the realigned structure disclosure requirements.
- Self-supported business line reporting challenges due to service line reporting functionality limitations. System analysis is ongoing to identify requirements and possible solutions.
- Continuing sub-system interface errors requiring manual coding corrections. Subsystem coding corrections are in progress to correct data integrity at source.



# Measuring Our Performance

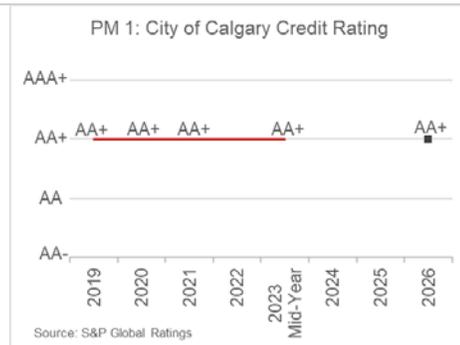
**Legend**

- Actuals
- Expected Future Performance
- Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

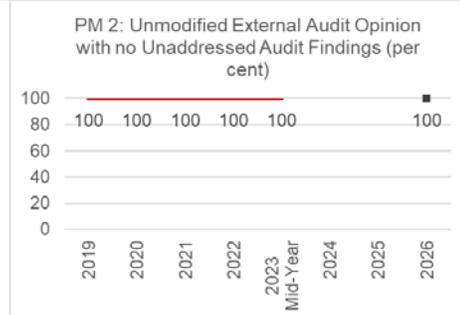
## Story behind the numbers

## Status

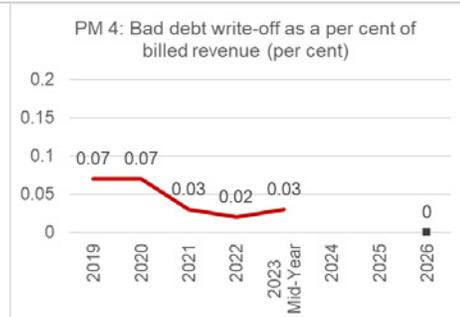


### AA+ S&P Global Ratings

The City continues with a strong credit rating based on a combination of factors including prudent fiscal management; cash and investments that provide flexibility to respond to uncertain events; a low debt burden; and tax rates that are among the lowest of Canadian cities. The two most significant risks identified by the rating agency continue to be Calgary's dependence on the energy sector for economic growth and the capital requirements to update aging infrastructure.



The City strives for an unmodified opinion issued annually by the external auditor, which was achieved with no unaddressed audit findings reported again this year. This is based on audit evidence obtained about the amounts and disclosures of the financial statements.



As of 2023 May 31, bad debt write-off of billed revenue is tracking as anticipated at 0.03 per cent.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

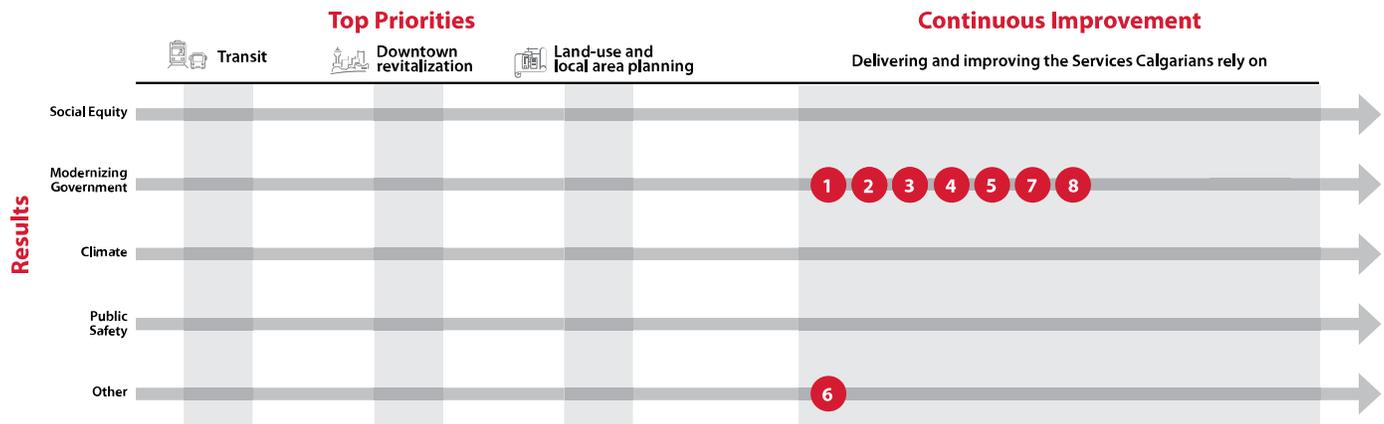
PM 3: Invoices Paid within 30 days (per cent)

PM 5: Accounts Payable Operating Cost per Invoice Processed (dollars)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➡ Progressing as planned
  - ⊖ Not progressing as planned
  - 1 Initiative number

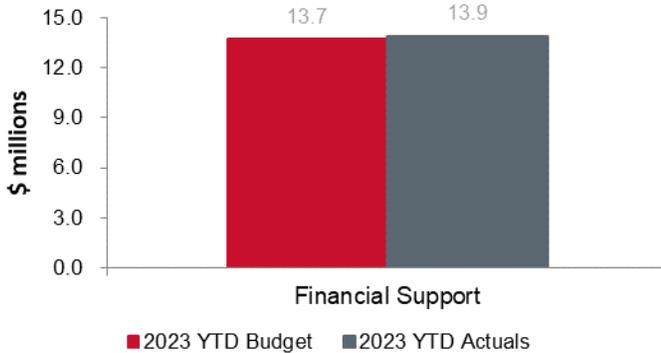
Initiative	Initiative Update	Status
1 Implementation of prudent investment strategies and preventative internal controls to mitigate risk to ensure The City's economic assets are safeguarded for long-term sustainability.	Financial Support continues to evaluate investment policies and strategies to ensure economic assets are safeguarded and sustainable through the long term.	<span style="color: blue;">➡</span>
2 Support The City's financial sustainability by monitoring and responding to the changing economic and political environment.	It's critical for The City to adapt to the changing landscape of provincial borrowing, and ensure it has access to reliable and efficient capital debt funding sources. As a result, Treasury is nearing completion of a Corporate Borrowing Strategy (CBS), which will provide additional flexibility for City borrowing to ensure The City minimizes its capital financing costs.	<span style="color: blue;">➡</span>
3 Ensure Finance support can be efficient and effective now and in the future by prioritizing process and system improvements.	Accounts Payable is prioritizing the implementation of electronic workflow for approval of expenses incurred on Corporate Credit Cards. Implementing innovative technology and solutions will streamline the approval process for credit card users and supporting staff across the Corporation. This functionality is expected to go-live Q4 2023.	<span style="color: blue;">➡</span>
4 Minimize The City's financial risk by providing analysis, preparing reports, and make recommendations to operations that support decision-making.	Accounts Payable continues to provide supporting analysis and performance measures to support The City in decision-making through various tools and reporting methods including dashboards and through Municipal Benchmarking Network of Canada (MBNC).	<span style="color: blue;">➡</span>
5 Support and inform the Executive Leadership Team and Council decision-making by preparing a comprehensive suite of financial reports.	Competing priorities has delayed implementation of this initiative.	<span style="color: orange;">⊖</span>
6 Attract and retain staff to make Finance with The City a long-term career choice by creating a rewarding, respectful environment that fosters career development, learning opportunities and team collaboration.	To support career development and learning opportunities, Finance provides email notification to all Finance staff of recruitment opportunities in addition to the coordination of a formal mentorship program within the business unit that pairs a Manager/Leader with a Finance employee. Introducing Psychological Safety strategies and enhanced focus on Equity, Diversity, Inclusion and Belonging in our workplace.	<span style="color: blue;">➡</span>

Initiative	Initiative Update	Status
7	Increase capacity and support employee growth by introducing cross-training, developing cross-functional positions, where possible and consolidating work functions to find efficiencies.	
8	Develop a Financial Support delivery model that aligns with the expectations of Council and our customers.	



## Service Updates on Financial Performance

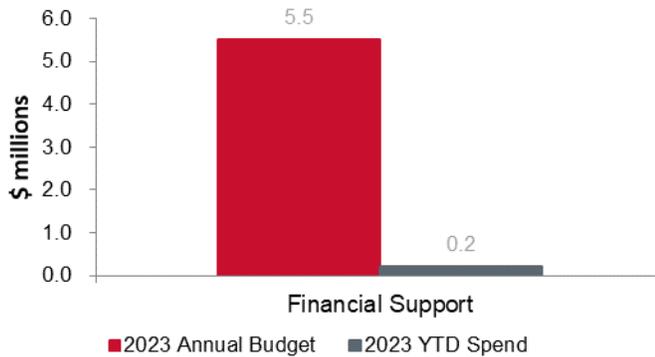
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

The Financial Support service line unfavourable variance of (\$0.23) million is primarily attributable to budget timing difference in salary and wages of (\$0.21) million. Remaining (\$0.02) million unfavourable variance is due to various small balances.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

The Financial Support service line capital spent on capital projects is at 3.1 per cent due to resource constraints, competing priorities and shift in deliverables from 2023 to 2024. The Tangible Capital Asset Re-design project will be delayed by one year. The redesign will focus on developing a sustainable systems solution for the Finance business unit's TCA group to ensure optimal management and efficient delivery. The TCA Costing project (\$0.59 million budget) currently in the process of hiring with expected start in August 2023. Significant amount of work to be completed in order to sustain Payment Card Industry (PCI) compliance. The project is in the planning and prioritization stage. As we move into Q4 2023, it is anticipated that there will be a considerable expenditure incurred to meet the compliance needs. Implementation of Asset Retirement Obligation (ARO) Accounting Standards has commenced, expected that approximately 70 per cent of the allocated budget will be utilized.

# Fleet Management

Led by: Director of Fleet & Inventory

## Service Description

Fleet Management enables City Services and external partners by providing reliable and efficient vehicles and equipment that maximize safety, environmental sustainability, and minimize lifecycle costs. Fleet Management is responsible for green and safe driver training, vehicle and equipment maintenance, fabrication and repair, asset management, fuel management, and green fleet initiatives.

Fleet Management provides a range of vehicles and equipment from sanders to refuse trucks to snowplows and construction equipment. These vehicles and equipment enhance mobility of staff, act as mobile offices, and enable the delivery of services to Calgarians.

## Service Updates

### Highlights

Fleet Management enables City Services and external partners through the provision of reliable and efficient vehicles and equipment. The service is contributing to The City's climate mitigation efforts by implementing The City's Green Fleet Strategy and pursuing innovative initiatives to support environmental sustainability.

Highlights include piloting hydrogenation-derived renewable diesel (HDRD) and attracting close to 700 staff to The City's car sharing program, Flex Fleet. Fleet Management is also implementing a comprehensive Safety Workplan to promote a safe and healthy work environment and foster employee engagement through initiatives such as leadership safety summits and health and safety committees.

These successes collectively highlight Fleet Management's ability to adapt, innovate and deliver cost-effective and reliable vehicles and equipment to City Services and external partners while prioritizing safety, sustainability and innovation.

### Challenges

Fleet Management is facing several challenges that have disrupted its ability to deliver cost-effective and reliable services to partners and City services.

These challenges include the recruitment and retention of skilled trade workers, rising costs and inflation, demand for new technologies, procurement delays and supply chain constraints. Manufacturers also continue to experience supply chain challenges resulting in the delayed arrival of vehicle and equipment orders including electric vehicles to support the Green Fleet Strategy.

In addition to these constraints, The City is currently in stage two monitoring of its Safety Certificate by the Government of Alberta due to an elevated Provincial Carrier Profile risk rating. To mitigate further liability and risk to The City, Fleet Management's Training and Compliance Team have prepared a comprehensive issues management plan in collaboration with corporate partners to mitigate risk.



# Measuring Our Performance

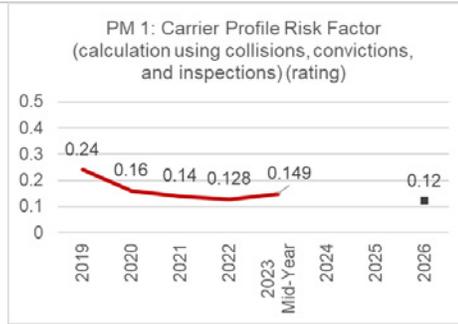
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

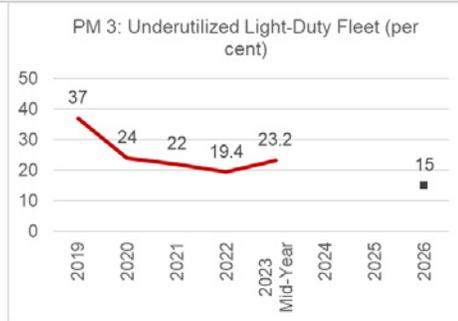
## Status



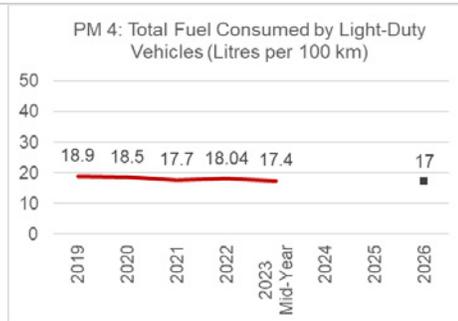
The City's year-to-date average Carrier Profile Risk Factor is 0.149. The risk factor for The City's industry group increased in June 2023, putting The City in Stage 2 risk monitoring. The overall volume of collisions and convictions remain the primary contributors. The City is making progress to reduce its Carrier Profile Risk Rating through diligent issues management and risk mitigation.



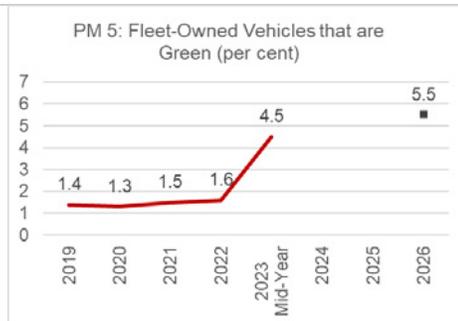
For the first six months of 2023 an average of 29.5 per cent of labour hours were spent on unplanned jobs - thereby achieving the expected future performance of 30 per cent or less. Over the last three years Fleet Management has nationally led the municipal performance in this area as outlined by the Municipal Benchmarking Network Canada.



By May 2023 (the latest available data at the time of reporting), 23.2 per cent of all light-duty fleet vehicles are under-utilized in terms of either distance driven or days used. This is a slight increase from December 2022 (19.4 per cent). The seasonal utilization of some units may be better accounted for with annual reporting and may positively influence the utilization percentage in the latter part of 2023. Through realignment we are getting more visibility into the entire corporate fleet which will help us drive our utilization. This increase visibility may be causing the short-term increase in this measure.



Fuel litres used per 100 km is trending down with 17.4 L/100 km by end June 2023. This is lower than the 18.04 L/100 km at the end 2022 and is progressing as planned towards the target of 17 L/100km by the end 2026. Initiatives such as The City's idling reduction initiative support the decrease. Since 2020 year-over-year idling has been reduced for Fleet-owned vehicles with an estimated total fuel savings of 464,000 litres since 2021.



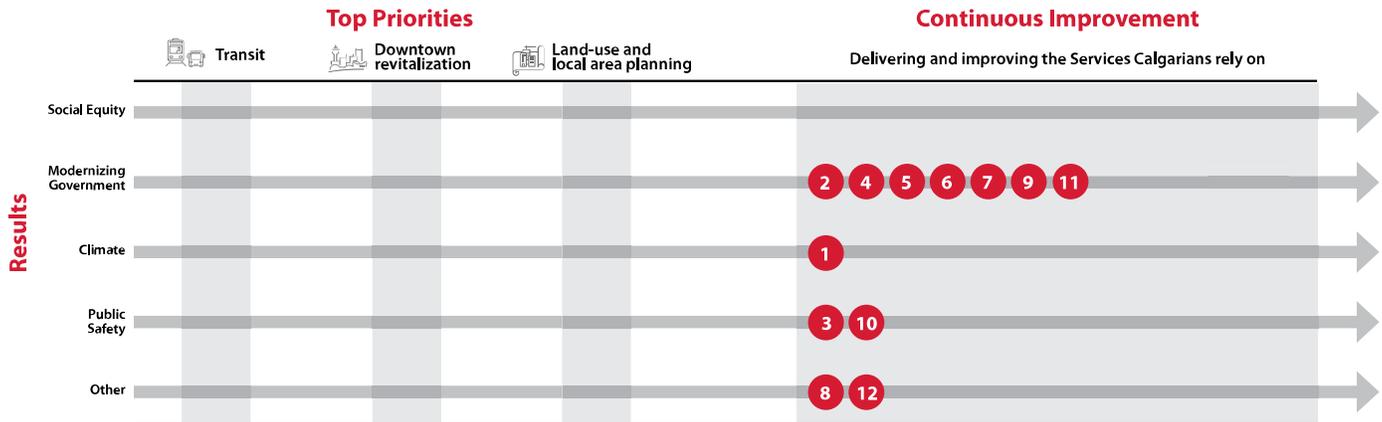
By the end of June 2023 4.5 per cent of Fleet-owned vehicles were either battery electric (32) or hybrid (67) vehicles. Despite ongoing procurement delays and supply chain challenges, Fleet Management is making progress toward modernizing and greening the municipal fleet in support of Corporate climate mitigation efforts.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

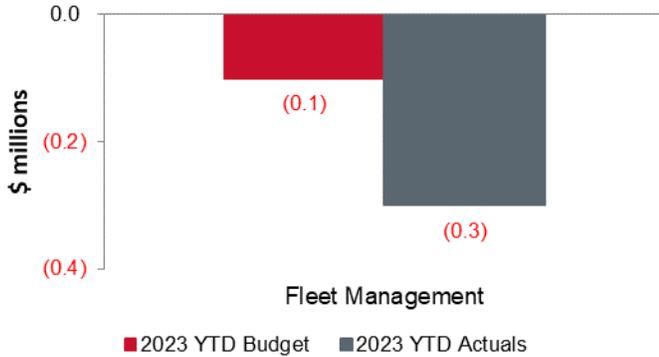
Initiative	Initiative Update	Status
1 Reduce the environmental impact of The City's fleet and contribute to achieve corporate greenhouse gas emissions reduction targets by implementing the Corporate Green Fleet Strategy.	The City is making consistent strides in its endeavor to modernize the municipal fleet and align with the Climate Strategy and Council's vision of a climate-resilient city. The City is exploring several initiatives aimed at diminishing fuel consumption and decreasing greenhouse gas emissions. Notable highlights include updating idling targets for 2023 to 2030, conducting a study to identify top-scoring alternative fuels for future pilot projects, initiating a pilot program for hydrogenation-derived renewable diesel (HDRD), and increasing the number of vehicles in Flex Fleet.	
2 Improve safety and business continuity by investing in critical facility and equipment lifecycle upgrades.	The delivery of several critical facility upgrades will commence in the latter part of the business cycle including the installation of an emergency generator for Manchester Q, facility upgrades to Manchester Bldg Q, and the creation of additional storage at Shepard Maintenance Parts Warehouse. The lifecycling of equipment (i.e. hoist replacement) has been submitted for procurement and will proceed once a buyer is assigned.	
3 Engage employees to be actively involved in maintaining a safe workplace through participation in safety governance committees, implementation of safety programs and performance improvement.	Fleet Management has made notable progress in implementing its safety work plan. To foster employee engagement, initiatives such as leadership safety summits, townhalls and the establishment of health and safety committees, to support a positive safety culture, have been completed. The service is also collaborating with the OS department to explore strategies for involving staff in safety improvement efforts such as updating emergency response plans, streamlining reporting, enhancing safety commitments, and increasing the quality of inspections & corrective actions.	
4 Reduce liability to The City and citizens by investing in telematics and critical technology infrastructure that will improve vehicle safety and driver behaviour.	Fleet Management is making significant strides in various projects focused on enhancing data and system capabilities. One of the key initiatives is the implementation of a new Corporate Common Telematics Operating System (CTOS). A contract has been awarded, and discussions with interested parties for a pilot program are underway. Fleet Management is also working collaboratively with Information Technology to improve data integrity by implementing data entry automation and integrating fleet management information systems to automate communication between disparate systems.	
5 Improve vehicle utilization and maximize the use of City-owned vehicles and equipment by advancing Flex Fleet, The City's corporate car share program.	Flex Fleet has attracted close to 700 staff to The City's car sharing program. Together, users have successfully completed over 2,007 trips, covering an impressive distance of close to 94,000 kilometers. Highlights include deploying cutting-edge Ford Lighting trucks for a Waste & Recycling pilot; transitioning to a usage-based cost model; and showcasing electric vehicle technology at this year's Mayor's Expo. With an average trip distance of 49 km and an approximate duration of five hours, Flex Fleet delivers unparalleled service to users in a convenient and reliable manner.	

Initiative	Initiative Update	Status
6 Provide reliable and sustainable service delivery to customers by delivering The City's Fleet Capital Asset Management plan.	Vehicle manufacturers continue to experience supply chain challenges resulting in the delayed arrival of all orders. Coupled with rising costs, inflation, procurement challenges, and demand for new technologies, Fleet Management is currently unable to deliver cost-effective and timely service to its customers. Risk management strategies are in place to adjust business continuity plans and to partner with vendors to explore options to reduce delays.	
7 Improve vehicle and equipment uptime, service delivery to citizens, and reduce costs by implementing Reliability Centered Maintenance (RCM).	Labour shortages, aging assets and a reliance on outsourcing is making it difficult to meet availability of critical and essential fleet. Fleet Management continues to focus on preventative maintenance and standardization to maintain a high level of uptime and reliability while reducing costs and unscheduled breakdowns.	
8 Support critical service delivery and attract and retain a diverse workforce by implementing a workforce strategy for hiring "difficult to fill" positions.	Fleet Management is facing challenges recruiting heavy equipment technicians. This is affecting the service line's ability to deliver reliable and cost-effective services as more work is being outsourced to the private sector, which in turn increases costs and delivery times for customers. The recruitment challenges are largely attributed to wage disparities between The City and the private sector. Discussions with The City's total compensation team continue to find solutions.	
9 Partner with service owners to consolidate The City's fleet management practices to realize efficiencies and improve service quality and delivery to customers.	Alongside the Procurement & Warehousing service line, Fleet Management is working to consolidate practices and improve service quality. Two notable examples include the review and update of two administrative policies: Corporate Inventory policy and Disposal of Surplus Assets policy. Fleet & Inventory has also released its first customer satisfaction survey as a new business unit (post realignment) to gather input from a wide range of customers who have used Fleet & Inventory services in the last 12 months. Information gathered will support the continuous improvement of services and programs.	
10 Ensure safe operation of vehicles and equipment through operator training, testing and certifications for new and existing employees to maintain compliance.	As a result of the realignment, Fleet & Inventory has assumed vehicle and equipment training for the City with the exception of Calgary Police Service, Calgary Fire Department and Transit. This centralization has resulted in a substantial amount of training requests, however with the addition of nine Training Officers, Fleet & Inventory has met its targets including training 2,587 new and returning seasonal employees, resulting in a total of 30,000 employee training hours. Training demands remain high, however the training team continues to offer a high level of service excellence to BUs.	
11 Support efficiency and effectiveness in service delivery by implementing a continuous improvement process framework to engage employees and customers in the implementation, testing, and evaluation of innovative solutions.	The recruitment processes for the Team Lead, Project Management and Business Improvement Strategist has concluded. These positions will support the implementation of Fleet Management's continuous improvement framework throughout the business cycle, and collaborate with the OS department team to coordinate departmental continuous improvement efforts on behalf of the business unit.	
12 Support staff development and performance by providing opportunities for learning and development that promote safety, respect, and inclusion to support Council's strategic direction.	Fleet and Inventory successfully implemented its new employee onboarding program and accompanying Leadership toolkit in May. The program includes hands-on activities designed to provide flexibility and serve as a reference for new employees, and resources to support leaders with onboarding activities. Fleet & Inventory has also commenced the implemented of a Learning Management System (LMS) which includes regulatory, corporately mandate and job specific learning activities. Fleet & Inventory is trending towards finishing the month of June with a training completion percentage of 61 per cent.	



## Service Updates on Financial Performance

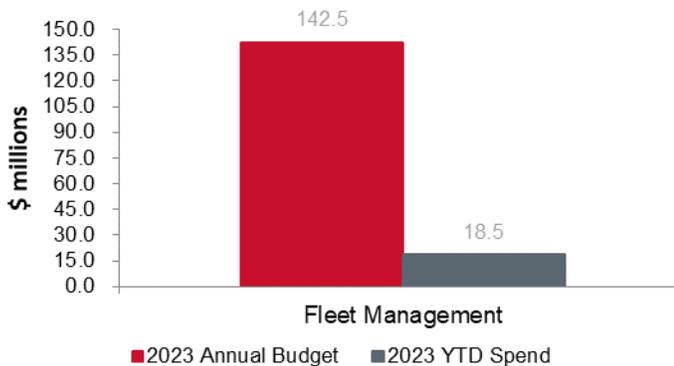
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Fleet Management has a favourable year-to-date operating variance of \$0.2 million. The main reason that has contributed to this variance are slightly higher recoveries. Fleet Management is a self-supported service line that enables City Services and external partners by providing reliable and efficient vehicles and equipment that maximize safety, environmental sustainability and minimize lifecycle costs. The service will continue to prioritize preventative maintenance and asset optimization to minimize the total cost of ownership of The City's fleet.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Fleet Management has spent 13 per cent of the 2023 approved capital budget. Year-to-date capital expenditures have been used to support key annual investment programs (i.e. vehicle and equipment replacement and growth) and the replacement of critical equipment and lifecycle upgrades to support essential services.

Fleet Management's capital spend is lower than anticipated largely due to global supply chain constraints and procurement delays that have caused delivery delays resulting in outstanding capital purchase commitments of approximately \$70M. The majority of Fleet Management's capital programs are funded from self-supported debt, excluding The City's Green Fleet Strategy. Fleet Management will continue to work with City Services and external partners to optimize the composition and utilization of The City's fleet vehicles and equipment and pursue innovative initiatives to support environmental sustainability.

# Human Resources Support

Led by: Director of Human Resources

## Service Description

Human Resources (HR) Support offers strategies, governance, programs and services that contribute to the effective leadership and management of the City's workforce. This service line supports the employee experience through recruitment, onboarding, learning and development, compensation, pay, benefits and pensions, recognition, health and wellness, performance development and succession management. HR Support strengthens and shapes the workplace by consulting on corporate culture, workforce planning, and employee and labour relations. This service inspires a proud and engaged workforce through fostering an inclusive, ethical and respectful workplace.

## Service Updates

### Highlights

Continued commitment to workplace equity, diversity, inclusion and belonging (EDIB) including updating the Corporate EDIB Framework and Strategy.

Organization realignment through continuing to provide advice, consultation and support during the Assess & Adjust phase of realignment and systems implementation.

Human Resources (HR) worked with Information Technology (IT) and Transit to introduce the Employee Transit Pass program. This self-service application enables employees to request a monthly transit passes with automation to HR and Finance systems, improving the employee experience.

### Challenges

Human Resources Support continues to provide substantial guidance and assistance to the organization for a variety of complex projects. These projects contribute to a high workload for the business unit and require shifting planned work and managing priorities.



# Measuring Our Performance

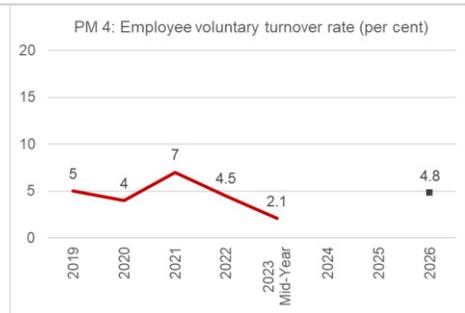
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

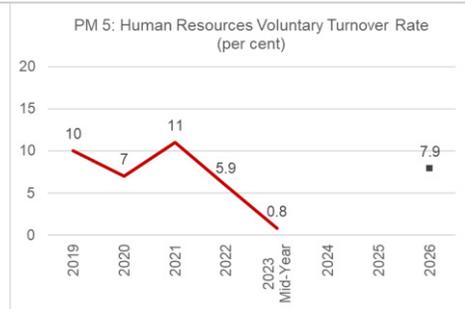
## Performance Measures

## Story behind the numbers

## Status



At the end of Q2 2023, the voluntary turnover rate for City Administration was 2.1 per cent, on par with the same period in the last five years.



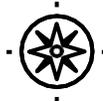
At the end of Q2 2023, the voluntary turnover rate for Human Resources was 0.8 per cent, the lowest compared to the same period in the last five years. Voluntary turnover year-to-date was solely driven by retirements.



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

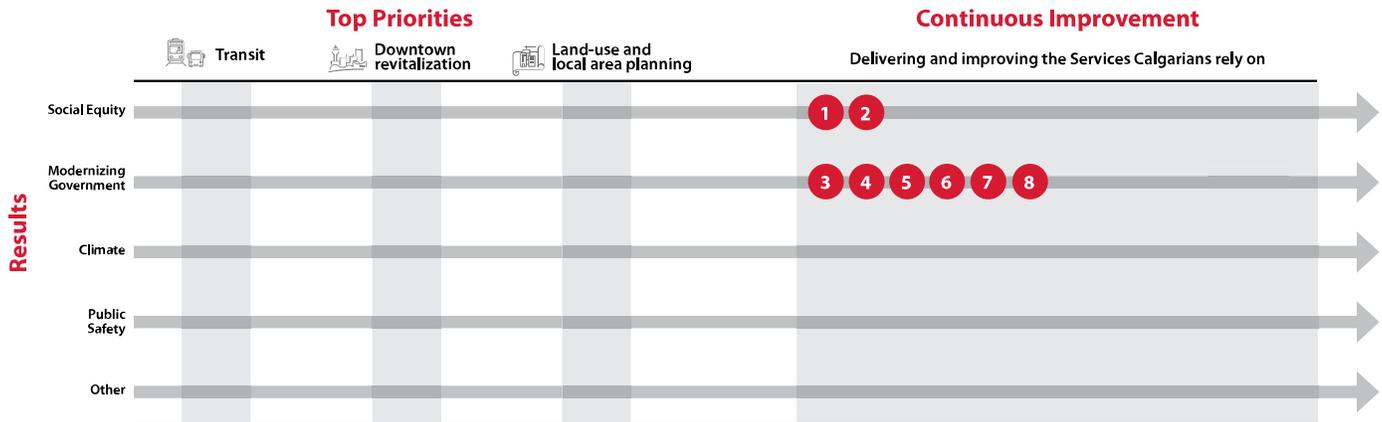
- PM 1: Leadership Impact Index
- PM 2: Employee Engagement Index
- PM 3: Inclusion Index

Focusing on creating more inclusive, respectful and accountable workplaces continues to be a key corporate and Human Resources Support priority.



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

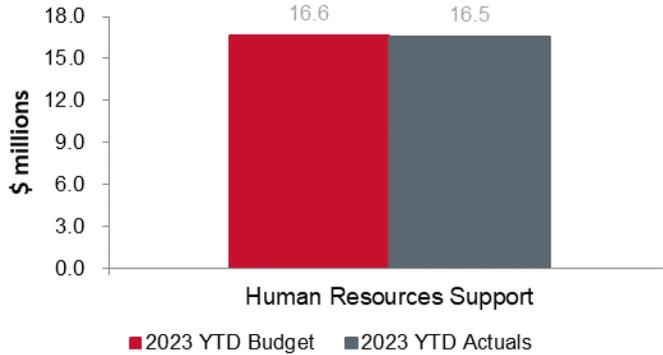
Initiative	Initiative Update	Status
1 Strengthen our workplace by providing guidance and expertise in equity, diversity, inclusion and belonging (EDIB), and partnering on major EDIB corporate initiatives.	Human Resources Support continues to collaborate with other City services to prioritize and promote programs and services that support equity, diversity, inclusion and belonging (EDIB) in the workplace, Reconciliation and anti-Racism. Work is continuing on an updated EDIB Framework and Strategy and a new Corporate Diversity Data Strategy.	
2 Progress organizational maturity in human rights and respectful workplace through prevention, intervention and restorative strategies, systems and processes.	Human Resources Support continues to collaborate with other City services to prioritize and promote programs and services that support human rights and a respectful workplace. The development and implementation of the Restorative Workplace Strategy introduces tools and resources to support a people-first approach to conflict and trauma in the workplace.	
3 Enhance the employee experience through the advancement of organization health systems.	Human Resources Support continues to develop initiatives and strategies to advance psychological safety in the workplace and to support the employee experience, including the development of a corporate-wide Psychological Safety Strategy.	
4 Support the cultural growth of a resilient and modern organization and strengthen employee engagement through collaboration with senior leadership.	Human Resources Support is providing support for the development of the Cultural Growth Plan contributing to enhancing our organizational workplace culture.	
5 Advance The City as an employer of choice by exploring the development of a refreshed people strategy.	Human Resources Support is leading the development of a new Employee Value Proposition to support talent attraction, and the redesign of the exempt compensation program to support talent retention.	
6 Improve the leader and employee experience by continuing to deliver professional human resources services and programs.	Human Resources Support continues to deliver quality professional services, programs, tools and resources to support leaders and employee by guiding the development of annual Departmental, Business Unit and Organizational Human Resources plans and by providing expert consulting to support achieving business results.	
7 Maximize service delivery by improving our use of data to drive decision-making.	Human Resources Support continues to support an evidence-based approach by using data to guide the services we provide. The Corporate Employee Survey will continue to provide key data on employee engagement and experience, and a new Corporate Diversity Data Strategy is currently being developed.	

Initiative	Initiative Update	Status
8 Support current and future organization and workforce needs by strengthening human resources systems and technology.	Human Resources Support continues to respond to service, technology and process demands by undertaking an HR Support Services (HRSS) review and through the implementation of more direct access and automation of HR services.	



## Service Updates on Financial Performance

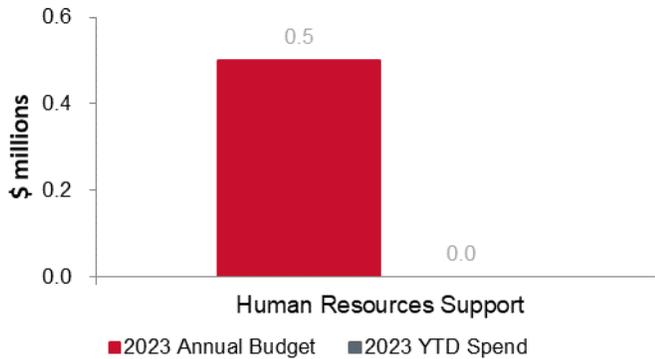
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

HR Support has a favorable year to date operating variance of \$0.1 million due largely to timing of various projects.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

Human Resources Support has to-date spent a small percentage of the 2023 approved capital budget. The Service Line is re-examining allocation of budget to support prioritization of projects.

# Infrastructure & Engineering

Led by: Director of Business & Engineering Services

## Service Description

The Infrastructure & Engineering service enables the highest asset and project management standards on The City's infrastructure projects for public safety, regulatory compliance and investment optimization. This support service is provided to teams involved in new capital projects or managing existing assets. The service includes:

- Asset and project management
- Capital contract management
- Corporate energy oversight
- Field surveying
- Right of way management
- Grants, Partner & Industry Relations

## Service Updates

### Highlights

Over 800 employees have been trained in the new P2M System, creating 1,400 programs and projects in the system that ensures consistency, standardized document storage, reporting and tracking. A daily support session for P2M has also been launched. A new PM Policy for capital projects has been released. We approved 134 km of utilities, generating one million dollars in revenue.

Wireless Infrastructure applications are being streamlined, and industry collaborations are being fostered. The grant tracking database is being developed. We are leading a PM resourcing strategy and offering workshops on construction contracts. A negotiation skills program and conflict resolution training are planned.

We delivered surveying services for 800 projects and continue to enhance the use of drones and 3D scanning for surveying. Design reviews and accessibility compliance have been streamlined. Sustainability practices were applied to various projects, including Symons Valley Centre and Inglewood Fire Station.

### Challenges

Infrastructure & Engineering faces various challenges including:

- After the realignment, rebuilding relationships and adapting to new dynamics with other service lines and business units take time.
- The need for project management training varies across the organization.
- Implementation of initiatives across departments needs to be planned strategically, like securing grants for capital projects in response to corporate climate strategy, which also requires collaboration with Climate & Environment.
- Some grants offer a low Return on Investment (ROI), making justification and funding acquisition challenging.
- Staff shortages hinder productivity across several subservices, while the scarcity of professional Alberta land surveyors poses recruitment difficulties.
- The new Capital Contract Management division is going through the Assess & Adjust phase, requiring discussions with inter and intra-department business units to define roles and responsibilities.



# Measuring Our Performance

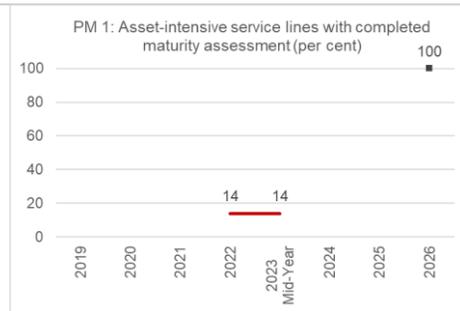
**Legend**

- Actuals
- Expected Future Performance
- Progressing as planned
- ⊖ Not progressing as planned

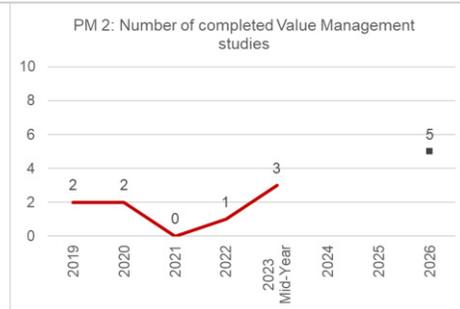
## Performance Measures

## Story behind the numbers

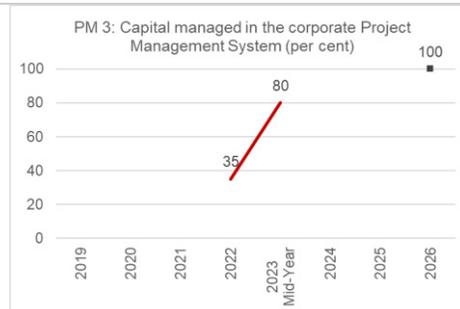
## Status



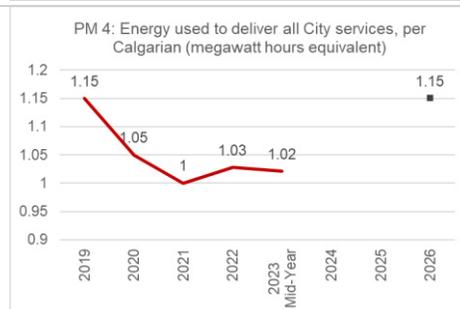
Assessment for the Mobility service line has been completed as of June 30. It provided the service line with an analysis of its strengths and weaknesses, as well as recommendations for improving its asset management practice. Completion of one more assessment (Water Services) is anticipated by year-end. Our goal is to assess a total of seven asset-intensive service lines by the end of the 2023-2026 cycle.



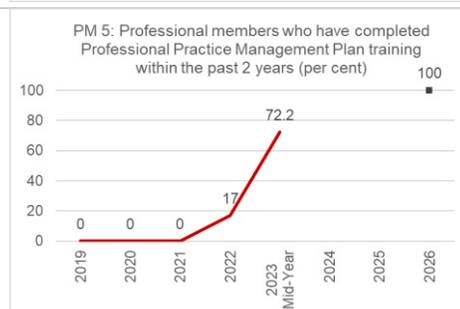
Completed three Value Management studies (Organics Compost Facility Expansion, TransCanada Sanitary Trunk, and Glenmore Twin Arena). Our goal is to complete a total of five Value Management studies by the end of 2026. As an outcome, innovative ideas for value improvement such as opportunities for cost avoidance, cost deferral, risk mitigation, etc. are presented to the client alongside an implementation plan.



We are simultaneously entering and validating the data for capital projects into the system, as well as providing necessary training to project managers to ensure efficient utilization and quality management of the system. Our goal is to have 2023 capital projects (excluding IT and Green Line) managed in the corporate Project Management System by year-end. Additionally, we aim to ensure that each year's capital projects are managed in the PM System by the end of the respective year throughout the 2023-2026 cycle.



The energy used in calculation includes energy consumption from various sources, such as electricity, natural gas, and other fuel types. With the increasing cost of energy, our goal is to keep the trend of energy consumption per capita as flat as possible by taking energy-efficient measures. We expect to keep this measure as low as 1.15 MWh per Calgarian by the end of 2026.



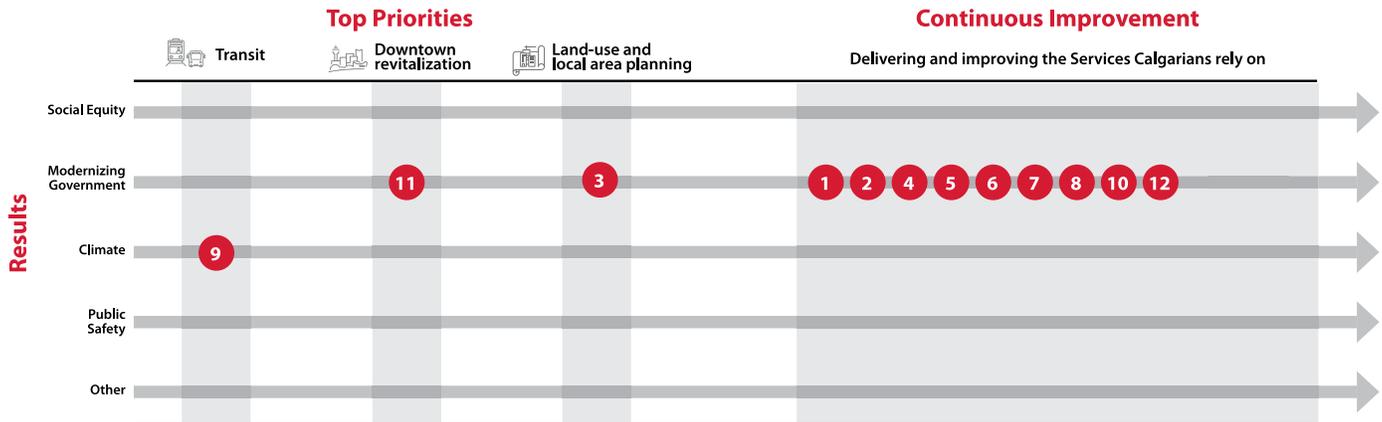
The City has developed and enforced a PPMP (Professional Practice Management Plan) that is applicable to all engineering and geoscience practices. The PPMP is developed, implemented, and adhered to by all members of the Association of Professional Engineers and Geoscientists of Alberta who are associated with The City. Starting in January 2023, all professional members practicing or supervising engineering/geoscience at The City are required to complete the internal PPMP Training Course every 2 years.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

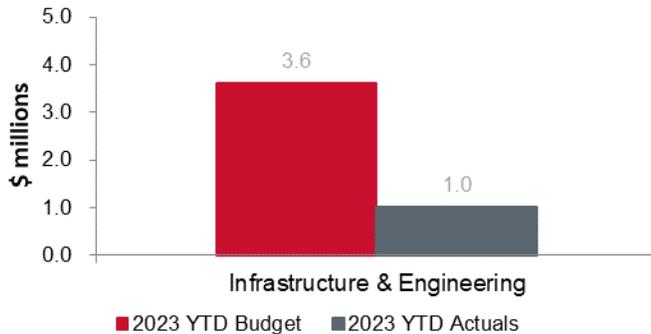
Initiative	Initiative Update	Status
1 Optimize investment in Calgary infrastructure by successful integration of the corporate project management software system across City operations to improve consistency and maximize efficiencies in planning, delivery, monitoring and reporting on capital projects.	We have now trained over 800 employees to use the new Program and Project Management (P2M) System. They have created over 1400 programs, projects, and AIPs in P2M. We are on track to train all project managers (excluding IT and Green Line) by the end of 2023. The use of a common system enables consistency in project management, standardized document storage, corporate reporting and common dashboards for tracking programs and projects.	
2 Champion project and contract management excellence at The City as foundational for successful project delivery by providing project and contract management supports, training and stewarding of policy and standards.	We have released the new “Project Management Policy for Capital Projects” administration policy, and launched the daily P2M Support Sessions providing training and supports to departments across the City.	
3 Deliver a seamless customer service experience for Calgary businesses by continuing to effectively manage access to City lands for installation of shallow utilities and implementing a new online solution for effective processing of requests for access to City assets for installation of wireless infrastructure.	The Shallow Utility & Wireless Infrastructure Services group has approved over 134 km of shallow utilities year-to-date. This represents approximately \$1 million in revenue year-to-date. As well, we have reviewed the business processes and begun development of a new online intake for Wireless Infrastructure applications with the Information Analytics group.	
4 Maximize The City’s efforts in securing funding for capital projects and strengthen our relationship with the development and construction industry by launching a capital grant management program and continuing to organize annual partnering with industry events.	In addition to regular liaison meetings, we met with various industry associations, including the Calgary Construction Association, Consulting Engineers of Alberta, Consulting Architects of Alberta, and Alberta Roadbuilders. We are communicating with various funding agencies to proactively prepare and advocate for grant opportunities. A database is in progress to track, assess and monitor grant activity. An annual Partnering with Industry event, and other ad hoc industry events on timely relevant topics will be organized to foster collaboration with industry.	

Initiative	Initiative Update	Status
5 Maximize The City's infrastructure value for Calgarians by optimizing capital contract management practices across the organization.	We are leading the corporate procurement for Project Management Resourcing Strategy. We have engaged an external firm, expert in construction and commercial litigation, for the delivery of two workshops on Collaborative Construction Contracts to be held at the end of Q3/beginning of Q4 2023. There is a plan for offering a training program on negotiation skills and conflict resolution which will be open to all projects managers, buyers, and managers within the City of Calgary.	
6 Ensure the highest infrastructure and land development standards through delivery of land measurement surveys, modernizing surveying technology and ongoing maintenance of survey control networks for which The City is responsible.	In 2023, the Field Surveying & Geomatics Engineering sub-service has delivered surveying services for approximately 800 infrastructure and land development projects. The sub-service continues to enhance the use of drones and 3D scanning for infrastructure projects. Survey control network development is underway in the downtown and beltline areas.	
7 Improve building safety, reliability and efficiency by providing building engineering advisory services and by ensuring adherence to engineering and/or architectural professional standards across The City.	We are meeting the standard timeframe of 12 working days, or to a date agreed by individual PMs, for architectural and engineering design reviews and Building Condition Assessments reviews. The number of design reviews has increased significantly this year due to the maturity of Corporate Coordinated Operations and Maintenance and the further-developed relationships between groups after realignment. The Accessibility Team continues to grow its compliance review services and is identifying requirements for more staffs to meet the increasing demand and for the ongoing stewardships and supports.	
8 Oversee the practice of engineering and geoscience at The City by ensuring that professional members have completed the required professional practice training and development.	PPMP (Professional Practice Management Plan) training has traditionally been held once per quarter, with a maximum of 25 attendees in person. To advance this initiative, PPMP training has transitioned to virtual sessions conducted via MS Teams allowing a maximum attendance of 100 people per session. The PPMP training session in March and June both had an attendance of 100. An extra in-person session was conducted in June exclusively for the City Manager, General Managers, and some Directors, with 15 attendees present. The next virtual training sessions are scheduled in September and December.	
9 Advance The City's climate goals by guiding business units across the Corporation towards efficient energy management and reduction of green house gas emissions through advisory services, stewarding relevant City policies, standards and initiatives.	Multiple projects have been reviewed to ensure compliance with the Sustainable Building Policy and good sustainability practices. The work involves establishing sustainability goals, reviewing designs for alignment to City policies, supporting project teams on sustainable design, and validating performance through commissioning and into operations. Projects reviewed include Symons Valley Centre, Belmont Field House, Glenmore Twin Arena, Bonnybrook Centre, and Inglewood Fire Station.	
10 Optimize City-wide infrastructure investments to ensure safety and reliability through stewardship and implementation of asset management policy, practices, processes, and systems across corporation.	We continue to update asset management plans and recommend adjustments to investment levels to various asset classes through the budget adjustment processes and update the Infrastructure Principle Corporate Risk. We are completing an update to the City's Asset Management Administrative Policy by the end of 2023. An asset management "maturity assessment" is completed for Mobility service line and started an assessment for Utilities to benchmark existing business processes against industry good practice, to ensure that the City continually improves its asset management business capabilities.	
11 Ensure tax and rate payers receive full value from investments in infrastructure assets through a City infrastructure asset portfolio evaluation to be undertaken within the Better Value for City Assets (BVCA) program.	Our service line has completed a city-wide assessment of asset managing service lines in mid-2023. Moving into 2024, it will undertake the design of a change management process and a more in-depth review of candidate asset classes for a review of new asset ownership models, including asset monetization.	
12 Deliver service and asset-specific asset management plans, condition inspections and performance assessments to drive optimal infrastructure asset investment, with a particular focus on critical infrastructure in Roads, Transit, Water, and Waste and Recycling.	The Asset Management Planning Division is completing asset management plans in 2023 for all major asset classes within the Mobility service line, including Bridges and Structures, Pavement and Concrete. It is initiating the creation of plans within the Utility in alignment to the Storm Water Strategy and for the water treatment plants, as well as initiating efforts for condition inspections with Parks, Recreation and Open Spaces for engineered structures. Additional plans will be started in 2024 stemming from the Realignment "Assess and Adjust" process.	



## Service Updates on Financial Performance

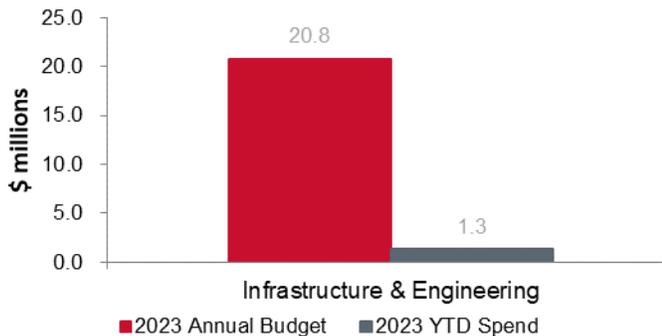
**Net Operating Budget and Actuals as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

The favorable variance of \$2.6 million is mainly due to the unbudgeted Renewable Energy Certificates Sales that generated \$1.56 million in revenue, and the favorable Shallow Utility Placement revenue of \$1.3 million. The favorable variance is partially offset by unfavorable variances in Shallow Utility & Wireless Infrastructure Services for IT project server and other internal contract costs, such as recovery for Joint Utilities Mapping Project and Canadian Radio-television & Telecommunication Commission, Intellectual Property Access & Marketing funding agreement, and Telus FTTP project excavation.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Infrastructure & Engineering has spent 6 per cent of the 2023 approved capital budget. Year-to-date, the capital expenditures have been mostly used to deliver the P2M program, Asset Management program, and Sustainable Infrastructure Capital program. 2023 total capital budget includes \$5M carryforward from 2022. P2M project has a favorable variance of \$6M due to resource reallocation to adapt the realignment work. Other projects are being reviewed and rescheduled to account for the change to the Microsoft roadmap for Project Online. Asset Management projects are delayed to resolve contracting issues, confirm changes in scope, realign resources, resulting in a favorable variance of \$6.5M. Expenditures for several projects are anticipated to ramp up in the remainder of 2023, including Survey Control Program, Sustainable Infrastructure Capital Program, Calgary Right of Way Management Phase II, and Wireless Infrastructure Development Online. These projects have a total favorable variance of \$5M. Base Mapping Improvement and Construction Drawing Management are low in spend due to resourcing conflicts to operation. Additional hiring is underway to accelerate. Naming Web Portal project has delayed to Q1 2024 pending policy amendments. \$5M. Base Mapping Improvement and Construction Drawing Management are low in spend due to resourcing conflicts to operation. Additional hiring is underway to accelerate. Naming Web Portal project has delayed to Q1 2024 pending policy amendments.

# Insurance & Claims

Led by: Manager, Risk Management and Claims

## Service Description

Insurance & Claims monitors the operational risks of The City and associated boards and authorities to determine cost-effective ways to eliminate, reduce, manage, transfer or insure such risks. We also manage the adjustment of claims either brought forward by the public or The Corporation in a fair and equitable manner.

## Service Updates

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### Highlights

The Insurance & Claims service line successfully renewed the corporate insurance program, and our permission to self-insure our vehicle fleet through the Superintendent of Insurance.

The service line has hired two full time positions in the claims and business services sections.

The new civic insurance program terms of reference and employee indemnification policies are in final draft and are being reviewed.

The Insurance & Claims team has made a seamless transition back into the office and continues to work very productively in a hybrid environment.

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### Challenges

Challenges include navigating the hard market and risks posed to the insurance markets by wildfires. Extreme weather events such as flood and hailstorms affect corporate assets and strain resources, and if they materialize, may impact the timely delivery of service.



# Measuring Our Performance

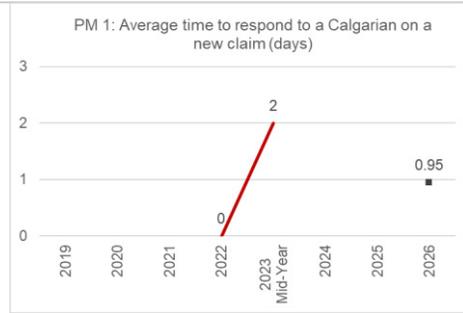
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

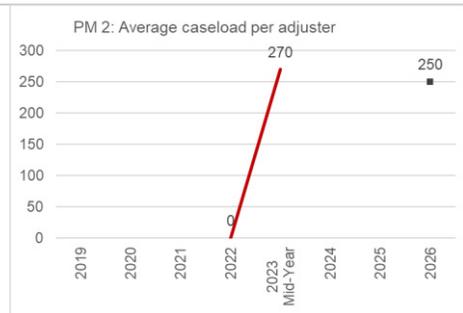
## Performance Measures

## Story behind the numbers

## Status



On average, when a new claim is submitted to The City through 311, the claimant is contacted via their preferred method (either email or phone) within 48 hours (two business days) of submitting their claim. By the end of this performance cycle, the goal is to reduce the turn-around time of initial contact with the claimant to 1 business day. This would be a 50 per cent improvement by the end of 2026.



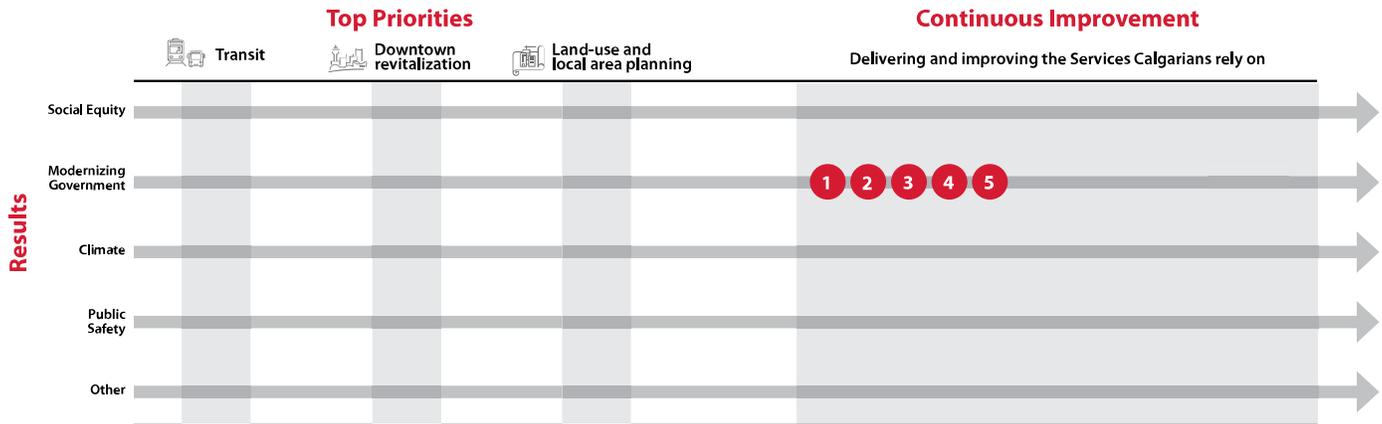
On average, our in-house claims adjusters will manage up to 280 active files at any given time. In order to continuously improve our claims response to Calgarians, it is necessary to reduce cycle times through automation, improved processes, system efficiencies and by adding an additional staff member by the end of 2023. By the end of this performance cycle, the goal is to reduce the average caseload per adjuster to 250 active files.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



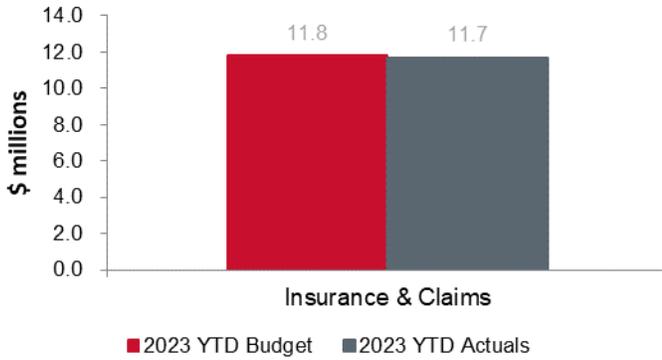
**Legend** Completed Progressing as planned Not progressing as planned Initiative number

Initiative	Initiative Update	Status
1 Continue to build strong relationships within the insurance industry to reduce market risk and volatility in the corporate insurance program.	The Insurance and Claims service line continues to build strong relationships within the insurance industry and works collaboratively with partners. The City's insurance program was successfully renewed for the 2023-2024 term, which is a significant undertaking given the size and complexity of the program.	
2 Continuous improvement initiatives to automate and enhance claims data collection and continue corporate discussions about risk and claims reductions.	Insurance & Claims uses a database system called RiskMaster. This is our central data collection and storage system. A material effort is being made to automate the claims in-take process through a new web form called Incident, Collision & Occurrence Notification (ICON). All business units and civic partners submit their claims through this form which will auto-populate RiskMaster, with the aim to reduce response and cycle times on claims.	
3 Continue to conduct loss control inspections.	Insurance & Claims conducts regular loss control inspections on critical assets and infrastructure, with the assistance of a loss control engineer, to identify and mitigate risks before they turn into claims. On average, up to ten sites are inspected annually and are prioritized by the largest concentration of assets in one area and the potential impact to corporate operations if there was a significant claim.	
4 Support currency of replacement costs for the corporate property insurance policy and ensure ongoing compliance with Provincial automobile insurance requirements.	Insurance & Claims hires an independent appraiser to conduct appraisals on corporate assets and infrastructure. This supports the replacement cost calculation that is provided as part of The City's property insurance policy. On average, up to 35 properties are appraised annually and are prioritized based on value and concentration of assets.  Insurance & Claims also obtains permission from the Superintendent of Insurance to self-insure The City's vehicle fleet and The City continues to be in compliance with the requirements of the Superintendent.	
5 Focus on the employee experience to support a high performing, healthy and engaged workforce.	Insurance & Claims continues to focus on equity, diversity, inclusion and belonging in all aspects of our service delivery. There is an intentional focus on psychological safety and creating a safe space for staff to speak up. Insurance & Claims also continues to have an active Social Committee to support team building and cross-sectional collaboration.	



## Service Updates on Financial Performance

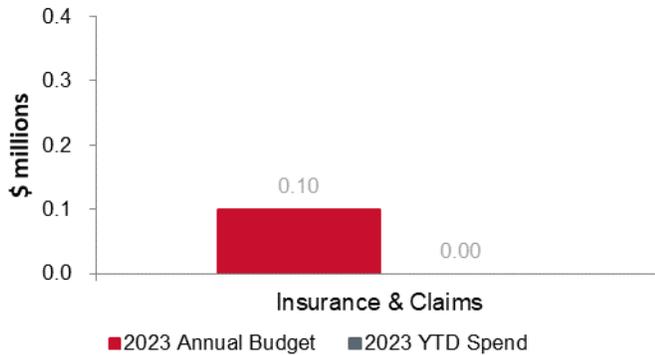
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Insurance and Claims had a favorable year-to-date operating variance of \$0.1 million. The variance was mainly due to savings in salaries and wages from intentionally managing the workforce.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

The capital budget \$0.10 million is for the RiskMaster software upgrade project. This project is in progress and tracking as expected.

# IT Solutions & Support

Led by: Director of Information Technology

## Service Description

This service provides and manages the technology, devices, data, infrastructure, and governance that underpins the delivery of all technology solutions for The City. This service develops and maintains both enterprise and line of business applications and improves and automates business processes to enable City business units to deliver services to Calgarians as well as core internal services.

## Service Updates

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### Highlights

- IT continues to partner with business units in automating business processes for greater efficiency. Recent examples of robotics process automation include the development of an intelligent asset condition assessment system that leverages artificial intelligence/machine learning technology to detect and classify pavement conditions beyond simple pothole detection.
  - The Smart Calgary strategy was approved which outlines how IT will harness the power of data and technology to connect, engage and future-proof our services while working through complex technology advancements.
  - IT worked with Human Resources (HR) and Transit to introduce the Employee Transit Pass program. This self-service application enables employees to request a monthly transit passes with automation to HR and Finance systems.
  - IT assisted employees with the return to the corporate workplace by providing support for setting up devices or connecting to The City of Calgary network after remote working.
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### Challenges

- The City continues to experience high volumes of cyber security events requiring significant work to prevent impacts to infrastructure and applications.
- Emerging technologies are accelerating demands from clients. As a result, IT changed priorities and shifted planned work so the introduction of new tools will be available in a safe environment to minimize risk to The City.
- It is becoming more difficult for The City to recruit and retain people with the required skill sets. The City is competing with organizations across North America that offer work from anywhere options and more attractive compensation than The City.
- IT's funding models do not always fully cover increased costs for productivity tools and other software as the organization continues to grow.
- The City's use of cloud-based tools means there is limited ability to influence vendors' timelines for maintenance.



# Measuring Our Performance

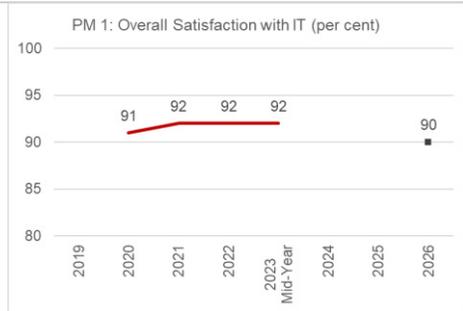
**Legend**

- Actuals
- Expected Future Performance
- Progressing as planned
- ↻ Not progressing as planned

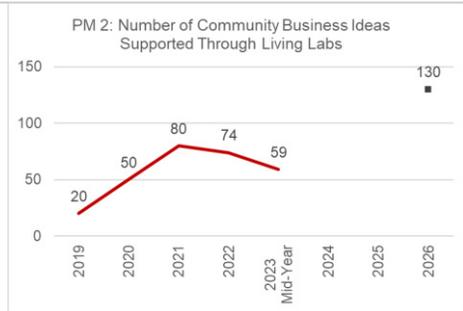
## Performance Measures

## Story behind the numbers

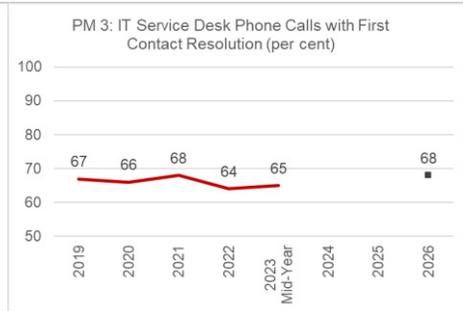
## Status



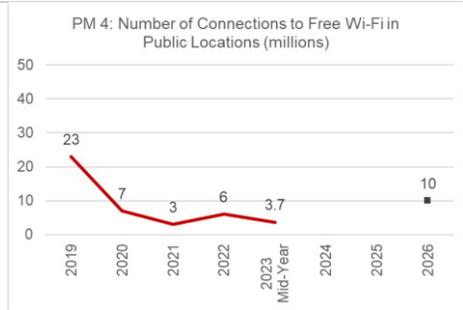
For the past 8 years, IT has maintained a 90 per cent or greater rating in overall client satisfaction in areas such as equipment availability and reliability, response time, business support services and new technologies that support changing business needs. This year's client survey reports IT's client satisfaction at 92 per cent. In addition, the percentage of clients reporting that they were very satisfied with the IT business unit has been rising steadily over the past several years - from 44 per cent in 2016 to 52 per cent in 2023.



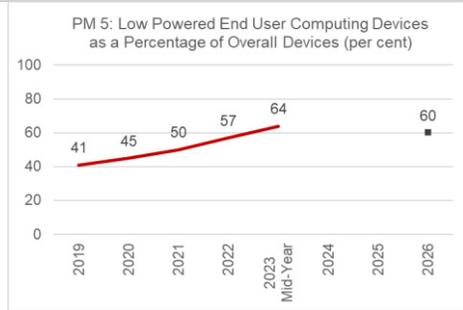
To build on Calgary's reputation as a leader in supporting innovation, a number of Living Labs are underway including drone traffic management systems and dedicated flight-testing area, autonomous vehicle testing, virtual and augmented reality demonstrations, world class quantum computing and various Internet of Things (IoT) applications for use in asset tracking, water sensing technology, urban heat monitoring and other field mobility sensors. Demand is on track for a growth rate of 10 per cent per year.



The rate of first contact resolution has been decreasing over the past two years but continues to remain above 60 per cent. This level of performance is consistent with reported numbers from similar organizations. The change in results is attributed to the introduction of new technologies. These technologies have dedicated support channels that users are redirected to, which increases support but reduces first call resolution numbers. IT measures the type and number of service desk calls to analyze responses and look for opportunities to increase user documentation for self-service options.



Public Wi-Fi is a program that provides free Wi-Fi service at select City-managed facilities to any member of the public. This service is available at 79 different City locations including all City-owned arenas, indoor pools, art centres, leisure centres, and Light Rail Transit (LRT) platforms. In addition, IT is working with City partners on a pilot initiative to provide free Wi-Fi service to affordable housing units. This measure indicates the connections for the first six months of 2023, which is trending higher than last year indicating that the use of this service is growing.



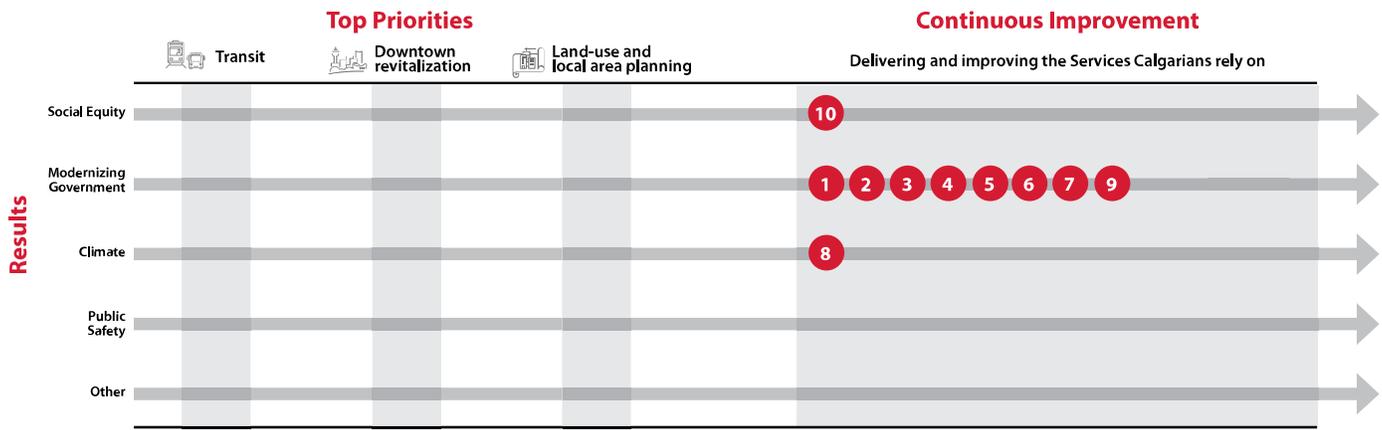
One of IT's initiatives includes reducing the energy consumed by City computing devices. IT, in partnership with its hardware vendors, continually works to standardize devices that have lower power consumption, as well as configuring device settings to reduce power. The number of low powered devices has increased in the last six months. On average, a desktop computer consumes four times the amount of power as a laptop or tablet. With over 14,000 computing devices at The City, taking steps to reduce power consumption results in a positive impact in support of climate resilience.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

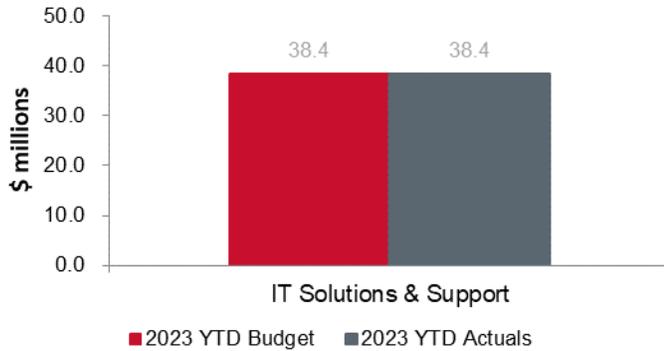
Initiative	Initiative Update	Status
1 Optimize technology platforms and applications by balancing business technology investment decisions with corporate solutions.	Work to advance Application Portfolio Management continues to be a priority for IT. Engagement with IT partners has increased to advance efforts to reduce The City's legacy technology and to modernize The City's applications. New opportunities are being pursued to optimize applications to support IT's clients in the new organizational structure. The Corporate Technology Plan is also being updated and leveraged with an increased focus on reuse of technology platforms and solutions.	
2 Broker technology services and resources for The City to ensure compliance and cost-effectiveness.	Working with Supply and Law, IT has established an IT Supplier/Vendor Performance Health Check process to manage performance against contracts.  To supplement existing work and new demand, IT leverages its contingent workforce program to hire skilled resources. Contracts are negotiated to ensure efficient use of taxpayer dollars. Feedback from the hiring manager is used to continually improve service. Corporate managed service contracts are reviewed to ensure alignment with demand and to support fiscal accountability.  There are typically over 30 procurement requests for IT at any time.	
3 Improve the availability of City services by building, maintaining and supporting secure and resilient technology infrastructure.	IT continues to implement more resilient solutions as needed for better reliability and modernization. IT follows industry best practices for maintenance of infrastructure assets and lifecycle replacements. Regular testing ensures the resiliency environment is working as expected.	
4 Manage information as a strategic asset by advancing the use, reliability and value of civic data through improved access and analysis.	The Content Server modernization project is well underway. User acceptance testing is scheduled to commence in 2023 Q3 with a projected implementation of 2024 Q1. The review of policies and standards is in progress and will be completed in 2023.  IT continues to collaborate with the organization to make continuous improvements to content management.	
5 Increase availability of online services to Calgarians by providing the technology and support for business units to add municipal services online.	IT continues to add and enhance online services for homeowners, businesses and the development industry. Some initiatives that have been implemented this year include payment card processing for all systems that accept online payments, new online parking services for local businesses, an upgraded application for recreation program registrations, a new single inspection online booking service and upgraded online planning services that use The City of Calgary's myID login.	

Initiative	Initiative Update	Status
<p>6 Advance service delivery by exploring, identifying and evaluating emerging technologies.</p>	<p>IT continues to invest resources into evaluating and testing emerging technologies, including Robotic Process Automation, Internet of Things and Artificial Intelligence, as the demand from clients accelerates.</p> <p>The goal of the Robotics Process Automation initiative has been to modernize service delivery to Calgarians while driving efficiencies for the business. The project partners with business units to automate rule-based repetitive processes that will enable resources to work on more value-driven work while improving work quality and increasing overall customer satisfaction.</p>	
<p>7 Enable an agile and tech savvy workforce by attracting, developing and retaining people with the right skills for the future.</p>	<p>IT continues to focus on staff retention. IT collaborates with Human Resources to attract the right talent in a dynamic and competitive market where there are other organizations that offer work from anywhere options and more attractive compensation packages.</p>	
<p>8 Promote climate resiliency in the delivery of technology solutions by investigating, deploying and supporting technologies that mitigate the impacts of climate change.</p>	<p>IT evaluates climate offset activities as part of scoring all contracts. In addition, IT has partnered with a company that's an industry leader in reducing the impact of printing on the environment through global reforestation. Since 2019, approximately 17,500 trees have been planted to offset over 145 million pages printed by City employees. Prior to the pandemic, The City's annual printing averaged about 30 million pages. These levels were reduced by over 50 per cent during the pandemic and continue to remain significantly lower than pre-pandemic levels.</p>	
<p>9 Promote local business and academic research by leveraging municipal assets for the testing and development of new products and services in a real-life environment.</p>	<p>The Smart Calgary strategy was approved earlier this year and provides the vision to ensure The City is well-positioned to adapt to future technology needs of the community.</p> <p>Living Labs, one component of Smart Calgary, allow for experiments to be tested in a safe environment. The program currently has 59 active initiatives, including drone traffic management, autonomous vehicle testing, virtual and augmented reality demonstrations, quantum computing and various Internet of Things (IoT) applications for use in asset tracking, water sensing, urban heat monitoring and other field applications.</p>	
<p>10 Reduce digital barriers for all Calgarians by advocating for change across government levels and implementing pilot programs, as part of a digital equity strategy designed with community stakeholders.</p>	<p>The City has partnered with local social agencies, institutions and the tech sector to build a Digital Equity strategy. After a study of global best practices and community engagement, this strategy was approved. One initiative identified from the strategy is Affordable Hardware Access (AHA!), a pilot program in partnership with Technology Helps that launched in 2023. AHA! gives lifecycled municipal devices to eligible Calgarians impacted by digital divide. AHA! ties into The City's vision of social, climate and economic resilience by repurposing devices that would otherwise be disposed of.</p>	



## Service Updates on Financial Performance

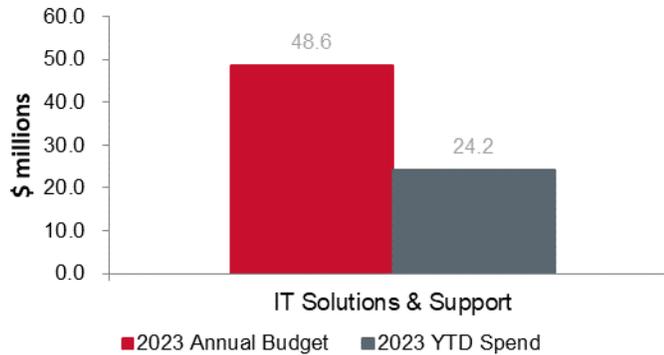
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Information Technology Solutions & Support has a negligible year to date operating variance. Favorable variances in salary and wages, due to intentional management of the workforce, are offset by higher than budgeted contract and general services expenses.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Information Technology Solutions & Support has spent 50 per cent of the 2023 approved capital budget. Year-to-date, capital expenditures have been invested primarily in ongoing software lifecycle maintenance and desktop infrastructure.

# Legal Services

Led by: Director, Law

## Service Description

Legal Services is a full-service law department providing legal advice to Council & Committees and all City departments including: representation of The City in legal and enforcement proceedings, support intentional and informed decision making, advise on risk and mitigation strategies, develop solutions and strategies in collaboration with our customers; draft legal documents, advise on regulatory requirements, perform other related services and serve as a strategic partner advising on corporate business matters.

## Service Updates

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### Highlights

- Played a crucial role in the development of various high-profile bylaws focused on public safety.
  - Made significant contributions towards the Downtown Strategy, including office to residential conversions, demolition and heritage preservation incentives.
  - Renewed focus on efficiency in service delivery.
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### Challenges

- Recruitment of lawyers
- Volume, velocity and complexity of legal work and competing priorities



# Measuring Our Performance

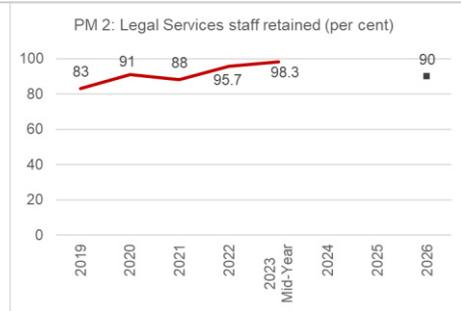
**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



Staff have responded favorably to the return of PFP. The leadership team continues to be intentional about creating opportunities for staff engagement, collaboration, and team building.



Law has seen a decrease in the number of short-term sickness and accident days per employee. This decrease may be attributed to recent initiatives focused on staff wellness, but it is too soon to tell.



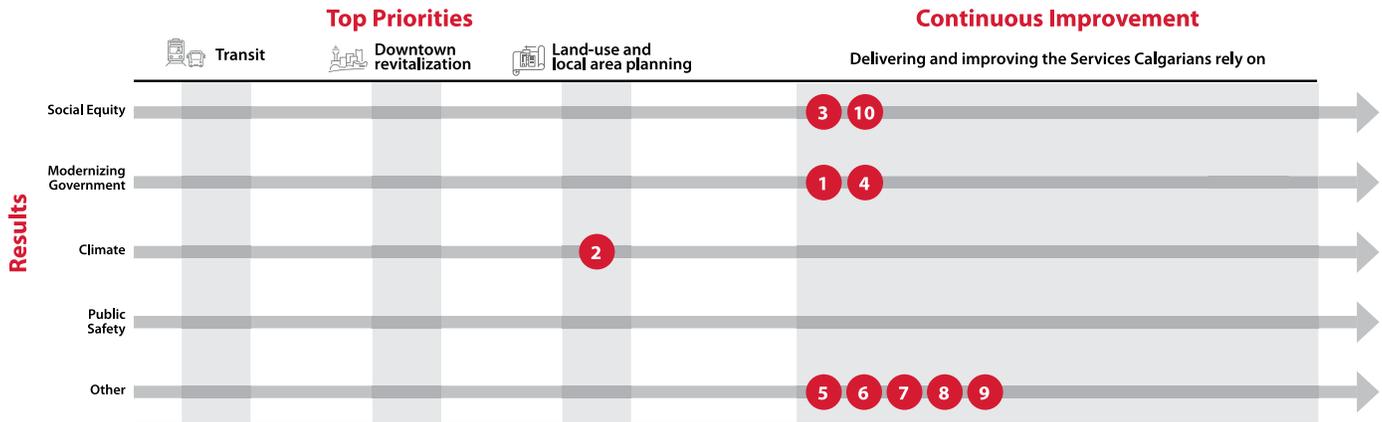
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

- PM 1: Customer Satisfaction (per cent)
- PM 4: Legal work kept in-house annually (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

Initiative	Initiative Update	Status
1 Continue to work on initiatives identified through the Legal Service's Zero-based Review (ZBR).	Legal Services continues to work on initiatives identified through Legal Service's 2020 ZBR Report. Recent examples include the initiation of a service review focused on legal support services and considerable progress towards the IT Modernization Project.	
2 Refocus resources to support Council priorities including climate change & resiliency initiatives.	To increase issue identification capability, the Director of Climate and Environment recently spoke to the quarterly lawyers meeting about corporate initiatives related to climate and resiliency initiatives. Lawyers continue to support clients with various climate change and resiliency initiatives. For example, the creation of the Clean Energy Improvement Program Bylaw.	
3 Remain focused on employee wellness, retention and equity, diversity and inclusion.	Law has an EDIB committee that continues to host regular events for staff, including a book and movie club, social and lunch club series. The Committee also regularly provides information through multiple platforms on various EDIB topics, all of which help to increase awareness and promote equity, diversity and belonging among staff.	
4 Implement technology advancements to modernize and streamline operations in accordance with Council approved ZBR commitments.	Significant progress has been made on Legal Service's IT modernization project. The program is currently being built, and implementation is being planned for Q2 2024. Staff at all levels are actively engaged and contributing.	
5 Continue efforts to increase proactive involvement on priority Corporate issues.	Legal Services has appointed a senior lawyer with extensive corporate knowledge and experience in municipal law to focus on Council matters and to provide a cross-corporate/cross-sectional lens to proactively determine whether Legal Services should be engaged. Legal Services has also instituted a weekly leadership scrum to keep abreast of emerging issues, developments and risks to the Corporation.	
6 Continued engagement with customers on prioritization of service and service needs.	Legal Services continues to engage with clients to ensure the right level of service is being provided.	
7 Refine data collection and performance measures that support informed decision making.	Legal Services continues to collect and refine data and trends to better provide services to the corporation. It is anticipated that our new IT project will allow greater ease of data collection to support informed decision making.	
8 Review the resources required to support a resilient legal service.	Legal Services proactively engages with its customers to ensure it has the appropriate in-house expertise in place to support upcoming corporate needs. We recently recruited two new planning lawyers.	

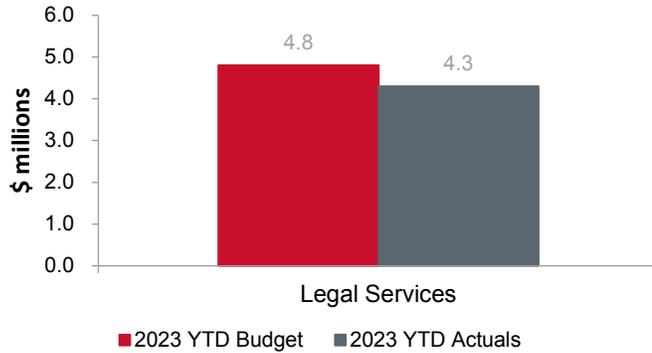
A service review focused on legal support services is currently underway.

	Initiative	Initiative Update	Status
9	Contribute to Corporate initiatives that explore the use of technology to increase overall efficiency and effectiveness.	Legal Services is increasing its usage of Teams to foster collaboration between lawyers/customers, streamline intake of work requests and collect data.	
10	Support Corporate initiatives to advance anti-racism.	Legal Services is continuing to focus on anti-racism through Law’s EDIB committee. In recruitment for key leadership positions, Legal Services has incorporated a commitment to anti-racism as a key competency. Legal Services also participated in the LLSS Townhall presentation by the Anti-Racism Team. Leadership will be discussing opportunities for advancing the Anti-Racism Strategic Plan within Law.	



## Service Updates on Financial Performance

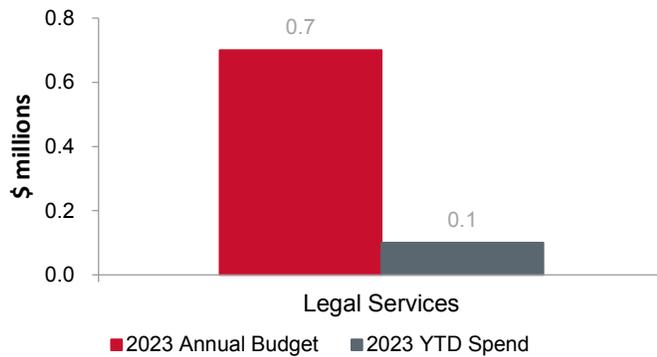
### Net Operating Budget and Actuals as of June 30, 2023



### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Legal Services had a favorable year-to-date operating variance of \$0.5 million. The variance was mainly due to savings in salaries and wages and lower spending on business expenses as a result of intentionally managing the workforce and resources.

### Capital Budget and Spend as of June 30, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:

The capital budget \$0.7 million is for the Software Sustainment project which will enhance the service's effectiveness and efficiency. The project costs are shared between IT and Law. And the actual project costs that are occurring now are funded from the IT portion of the budget. This project is in progress and is tracking as expected.

# Municipal Elections

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

## Service Description

Municipal Elections independently and impartially administers elections, ward boundary reviews and verifies petitions in accordance with applicable legislation.

The administration of elections includes general elections, by-elections and votes of the electors on questions or bylaws. Ward boundary reviews include both conducting minor reviews and adjustments to ward boundaries. The verification of petitions includes requests or petitions to establish or dissolve business improvement areas, as well as petitionable matters in the Municipal Government Act.

## Service Updates

### Highlights

Completion of a comprehensive voter equity research project that informed election delivery plans and improved engagement with community organizations serving equity seeking Calgarians. This positive outcome contributes to the desired service results of strengthened service integrity, public access and partnerships (Initiative 3).

Council workshop on Council composition and ward boundary considerations and a Council report resulting in Council direction to recruit a Ward Boundary Commission to review the effectiveness of the 14-ward system. This positive outcome contributes to the desired service results of strengthened service integrity, public access and public access (Initiative 7).

Completion of recall of Members of Council petition verification readiness plans. This positive outcome contributes to the desired service results of strengthened service integrity and public access (Initiative 8)

### Challenges

Recall of Members of Council petition verification provisions in the Municipal Government Act are new. As a result, gaps were identified in the interpretation of legislation affecting recall petition verification procedures. With support from internal partners, the Ministry of Municipal Affairs was engaged to seek guidance and inform the development of refined petition verification procedures and communications.



## Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

➡ Progressing as planned

⊖ Not progressing as planned

Data will not be available until 2025 General Election, or any by-election directed to occur prior to 2025. Options to support accurate and timely reporting of voting station results and wait times in the 2025 General Election (including supporting technologies) will be reviewed in 2023 and finalized in 2024. Technology to enable data of ballots by type of ballots cast will be reviewed and finalized in 2024.

To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://calgary.ca/service-plans-and-budgets). Performance measures that will be included in future performance reports include:

PM 1: Voting stations results reported within 60 minutes of the scheduled election day voting station closing time (per cent)

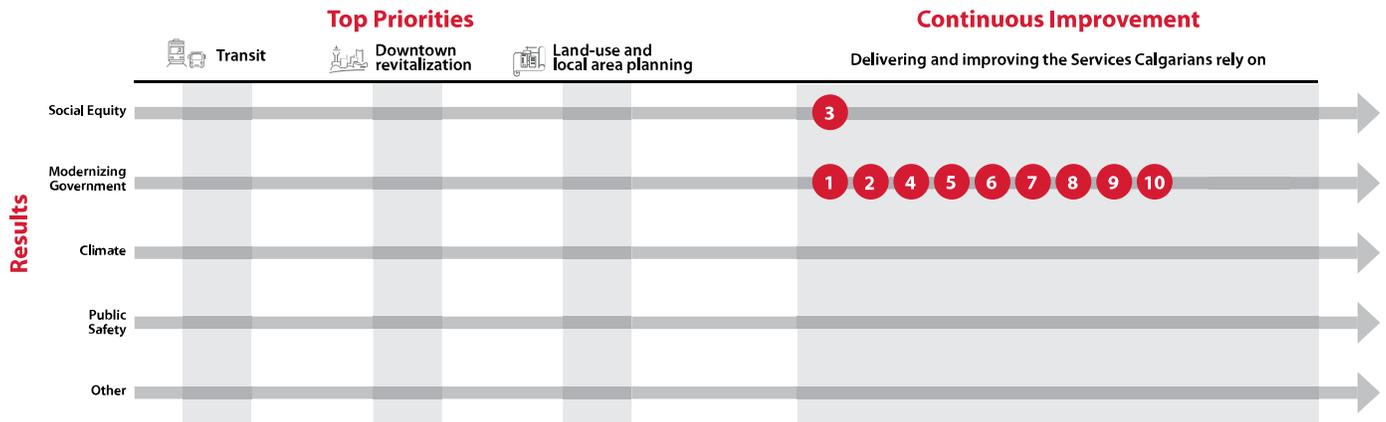
PM 2: Election Day average voting station wait times (minutes)

PM 3: Ballots cast by each ballot method (per cent)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

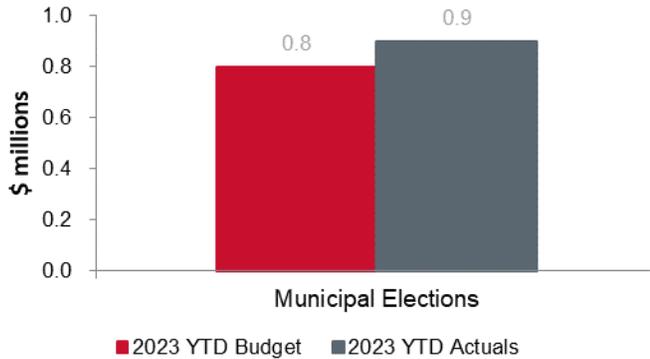
Initiative	Initiative Update	Status
1 Improve the voting experience by enhancing and expanding internal and external partnerships with Council, school boards, post-secondary institutions, and community organizations.	A Council workshop will be planned for 2024, to engage on preparations for the 2025 General Election, including voting delivery model and potential amendments to the Election Bylaw (Bylaw 35M2018). A comprehensive voter equity research project was completed in 2023 in partnership with the University of Calgary.	
2 Advocate for changes to the Local Authorities Election Act that are intended to close administrative gaps, align with modern election practices, and support Council direction by developing effective working relationships with the Ministry of Municipal Affairs.	As part of the Ministry of Municipal Affairs' 2022 engagement on the Local Authorities Election Act, a report on recommended amendments to improve the administration of elections was submitted by the Returning Officer in July 2022. The Returning Officer will participate in any Ministry of Municipal Affairs engagements on the Local Authorities Election Act prior to the 2025 General Election.	
3 Better reflect the needs of equity-seeking Calgarians, including newcomers and persons with disabilities by undertaking stakeholder engagement and implement voting process improvements.	A comprehensive voter equity research project was completed in 2023 in partnership with the University of Calgary. The research informed election delivery plans in progress for the 2025 General Election and opportunities for improved engagement with community organizations serving equity seeking Calgarians.	
4 Identify and implement improvements for future elections through a review of voting technology security.	Contract with consultant Gartner was executed in May 2023 to provide expert recommendations on improving voting technology security plans in preparation for the 2025 General Election. The project launched in June 2023.	
5 Enhance the integrity of municipal elections in Calgary by implementing improvements to the chain of custody of secure election materials including ballots, vote tabulators and prescribed forms. These enhancements include the introduction of an election supply cart, securely delivered to, and returned from, each voting station.	In partnership with Corporate Security, an internal report on the review of physical security measures from the 2021 General Election was issued in March 2023. The report will inform plans in progress for the 2025 General Election. Election cart procurement, warehouse space and election logistical plans with Facilities Management and Supply are in progress.	

Initiative	Initiative Update	Status
<p>6 Improve the quality, coordination and capacity of business unit program delivery by leading the integration and expanded capacity of strategic and business service resources within the City Clerk's Office. This includes budget administration, business continuity planning, corporate program accountabilities, and business technology planning.</p>	<p>Key Strategic Services recruitments were completed in April 2023. Recruitment of remaining Strategic Services section staff to support enhanced budget administration, business continuity planning and corporate program accountabilities to be completed by the third quarter of 2023.</p>	
<p>7 In accordance with Council policy and in anticipation of Council's future direction, facilitate community-led review of ward boundaries and Council composition.</p>	<p>A Council workshop on Council composition and ward boundary considerations was delivered in March 2023. At their June 6 Regular Meeting, Council directed a Ward Boundary Commission be recruited as part of the 2023 Boards, Committees and Commissions recruitment to review the effectiveness of the 14-ward system with no change to the number of Councillors. Activities in support of the recruitment and onboarding of a Ward Boundary Commission are in progress.</p>	
<p>8 Undertake petition verification duties as prescribed by the Municipal Government Act, including the recall of Members of Council by developing processes, technology and staff capacity.</p>	<p>Petition verification processes, technology and recruitment/training plans have been developed. The City Auditor's Office reviewed recall verification processes and plans and their suggested improvements have been accepted. As a component of their duties, a small team of limited term employees have been recruited to test and improve recall verification processes and plans. They were onboarded in June 2023.</p>	
<p>9 Ensure the integrity of elections, by-elections, and vote of the electors by implementing enhancements to procedures, technology, training, and staff capacity.</p>	<p>Enhancements to election procedures, technology, training and staffing are progressing for the 2025 General Election. This work integrates the lessons learned from election workers and the experience of Elections Alberta in the 2023 Provincial General Election.</p>	
<p>10 In accordance with legislated requirements, plan and deliver all aspects of the 2025 General Election and any by-election or vote of the electors directed before that time.</p>	<p>Preparations for the 2025 General Election in compliance with legislation are progressing, including process refinement, technology, recruitment and training plans among other things.</p>	



## Service Updates on Financial Performance

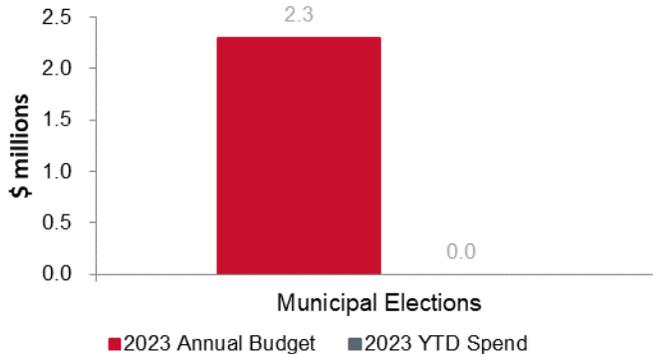
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Municipal Elections had an unfavorable year-to-date operating variance of (\$0.1) million. The variance was mainly due to (\$0.2) million unfavourable variance due to timing difference in cost sharing billing to the school boards, offset by \$0.1 million savings in salaries and wages.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Municipal Elections has an allocated capital budget of \$0.6 million for 2023 to procure election carts for the 2025 General Election. The election carts will simplify the delivery and return of election materials to voting stations and enhance the security of the materials. Progress on the procurement of the carts has been slower than expected due to delayed responses from vendors and spending is behind the original projection.

Municipal Elections has \$1.7 million in capital budget for improvements to the Election Management System. A portion of this capital, \$1.1 million, will be relinquished with the remaining \$0.6 million allocated over the next three years for improvements to the Election Management System and the procurement of additional Election technology. The allocated budget for 2023 is \$0.3 million.

# Organizational Health, Safety & Wellness

Led by: Director of Occupational Health & Safety

## Service Description

The Organizational Health, Safety and Wellness Service develops and implements policies, standards, and programs to advance a culture of safety in The Corporation. The service line delivers programs and initiatives such as: safety advisory support, health and safety systems, occupational health management, physical and psychological safety and wellness; to enhance the safety and well-being of our employees. In addition, the service line supports a safety culture of responsibility, productivity and accountability for employees and leaders at the individual, leadership, and corporate level, to ensure everyone completes their work without incident and goes home safe and healthy, every day.

## Service Updates

### Highlights

The City undertook a comprehensive Certificate of Recognition (COR) safety audit in Q3 2022. A successful audit is an indication the City has a safety management system that is effective and meets or exceeds Alberta OHS legislation. The City received a 92 per cent grade and was awarded the COR. The OHS team is working with business units to develop and implement actions plans, based on auditor recommendations and Business Unit specific scores for each element. The action plan will be submitted to Alberta Municipal Health & Safety Association on June 2023.

OHSW continues to invest in health, safety & wellness related initiatives for employees (i.e., Health, Safety, and Wellness Month, curated education, health and safety reporting, refreshed workplace websites, weekly wellness sessions on topics such as financial and mental health). Aimed at increasing awareness and participation to improve physical safety, psychological safety, mental health and overall wellness.

### Challenges

The City has identified health, physical and psychological safety and wellness as priorities for employees. Elevated safety risks in our communities, rising costs, external pressures and legislative changes are increasing organizational expectations pertaining to the promotion and advancement of physical, psychological and social well-being.

Organizational Health, Safety and Wellness will continue to develop standards and programs to provide targeted consultation to support Business Units. These will promote a healthy and safe workplace to address changing trends and risk and other internal and external factors (i.e. psychological safety, mental health, injuries, lost time claims, legislation, changing workforce and emergency situations) which may impact services. These elements may impact employee physical and psychological safety, and hence the ability to deliver services and the resilience of our city.



# Measuring Our Performance

**Legend**

- Actuals
- Expected Future Performance
- ➔ Progressing as planned
- ⊖ Not progressing as planned

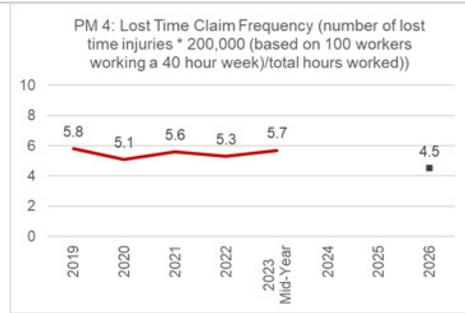
**Performance Measures**

**Story behind the numbers**

**Status**



Employee absenteeism is relatively consistent or slightly lower than previous years of similar time frame. Physical/psychological factors both internally and externally are contributors to this statistic.  
Note: Performance measurement based on ytd May 31/2023.



Motor vehicle accidents, slips/falls, sprains/strains, contact with/exposure to chemical, and psychological incidents are the main contributors to the claims. OHS continues to promote health, safety and wellness through communication strategies, education, and targeted engagement across the Corporation.  
Note: Performance measurement based on ytd May 31/2023.



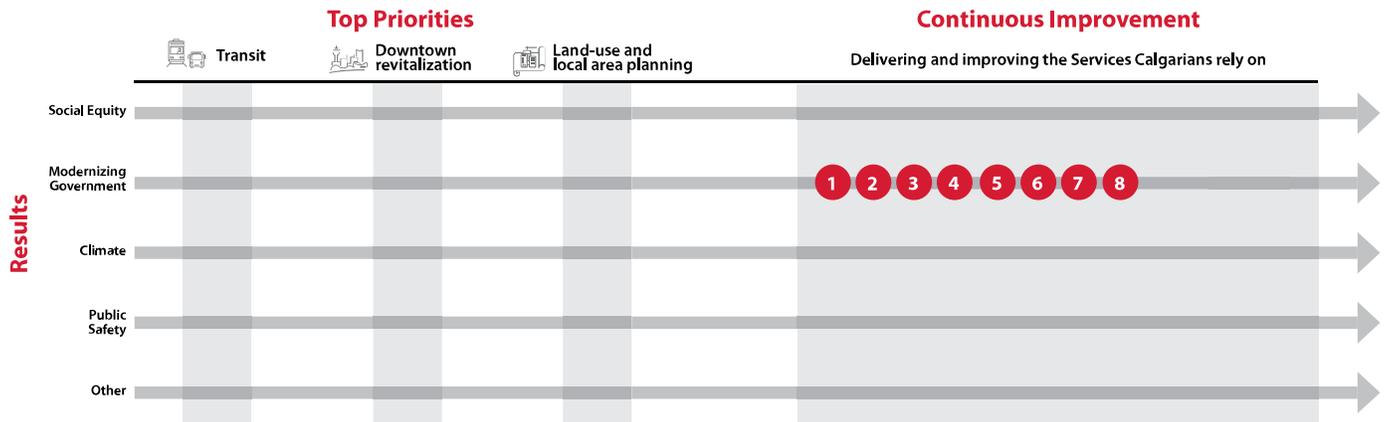
Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](http://Service plans and budgets (calgary.ca)). Additional measures that will be included in the 2023 year-end performance report include:

- PM 2: Employee accommodation claims accommodated (per cent)
- PM 3: Mental Health Index - Corporate Employee Survey (index score)
- PM 5: Severity Rate to Days Lost (days lost \* 200,000 hours (based on 100 workers working 40 hour week)/total hours worked))



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

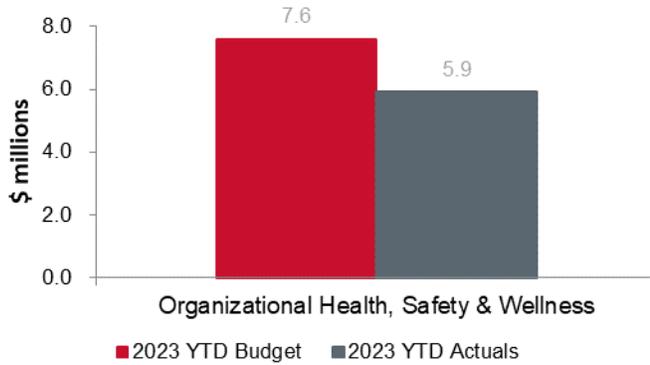
Initiative	Initiative Update	Status
1 Enhance the employee experience by advancing corporate wide health and safety systems, programs and initiatives.	Organizational Health, Safety and Wellness are updating standards, strategies, procedures, and programs to improve efficiencies and enhance the employee experience. In addition, an operational review and update of the health cycle, the accommodation strategy, and corporate physical health and fitness programs is in progress. Teams have also updated the home pages for both Occupational Health & Safety and the Healthy Workplace for accessibility, clarity, and awareness.	
2 Advance organizational psychological safety by promoting a corporate-wide strategic approach.	In partnership with Human Resources Support, development of a Psychological Safety Strategy is underway, which includes a corporate-wide framework, a psychological safety task force, and psychological safety pulse check tool. This work, a collaboration of representatives from various business units, is evolving the purpose, goals, definitions, guiding principles, behaviours, roles, and performance measures to advance organizational psychological safety.	
3 Prevent and resolve safety incidents and issues by improving appropriate standardization and processes across the organization.	Designed a Corporate-wide Occupational Health and Safety (OHS) standard to assist in improving standards for the prevention and resolution of safety incidents. Updating and engaging business units on the incident management standard to address governance structures and integrating the risk management process.	
4 Prioritize health, safety and wellness programs, services and initiatives by collaborating with and educating leaders.	The service line continue to invest in health, safety & wellness related initiatives and programs for employees. Examples include May's Health, Safety, and Wellness (HSW) Month, targeted consultation, curated education, health, and safety reporting, refreshed OHS & Healthy Workplace websites, weekly wellness moments, and weekly sessions on topics such as financial and mental health. Aimed at increasing awareness and participation to improve physical safety, psychological safety, mental health, and overall wellness.	
5 Strengthen risk mitigation to reduce incidents and costs by utilizing a risk management framework.	To compliment the enterprise risk management certification, a safety risk assessment procedure is being developed to strengthen processes including incident management, human factors, ergonomics, assurance, and the facility emergency plan management.	
6 Improve health, safety and wellness programs and initiatives by using data to support risk-based decision-making.	Performance measures are embedded into programs, services, and initiatives to determine success for continuous improvements. By using data to drive decision making, teams are improving existing programs and creating new opportunities to advance and support employees.	
7 Improve service delivery and strengthen collaboration across the corporation by leveraging systems and technology.	OHSW is updating the Safety Data Management and the Case Management Systems by adding new modules and features (i.e., increased mobility use, self-service telework), to enhance productivity and maintain compliance with system security protocols.	

Initiative	Initiative Update	Status
8 Enhance the safety culture by strengthening employee engagement, productivity, psychological safety and occupational safety compliance by promoting and supporting safety, health and wellness programs and initiatives.	The City undertook a comprehensive Certificate of Recognition (COR) safety audit in Q3 2022, received a 92 per cent grade and was awarded the COR. The OHS team is working with business units to develop and implement actions plans, based on auditor recommendations. The OHSW Service Line continues to promote health, safety and wellness through communication strategies, education and targeted engagement across the Corporation.	



## Service Updates on Financial Performance

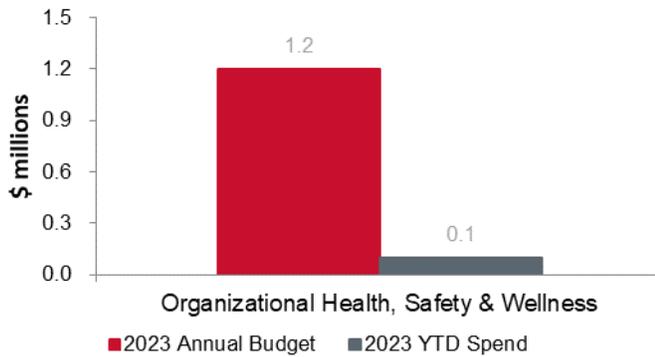
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Organizational Health, Safety and Wellness (OHSW) is a joint service between Occupational Health and Safety (HS) and Human Resources (HR). The net operating budget is favourable by \$1.7 million mostly attributable to savings in salaries and wages due to intentionally managing the workforce and hiring sequencing.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Capital spent is \$0.1 million or 8 per cent of the total capital budget is for the Digital Information project which is progressing as anticipated. The safety data management system, the largest capital project within OHSW is currently delayed, pending discussions with Information Technology and Procurement on a market analysis to define future state of the safety data management system capital project. OHSW is also engaging business partners across the organization to capture system requirements for the next phase of this work. Capital expenditures for the current year are not expected to be significant.

# Procurement & Warehousing

Led by: Director of Supply Management

## Service Description

Procurement & Warehousing offers procurement, inventory, and warehouse services that deliver the best value for public funds and promotes trust in The City of Calgary.

Our service stewards The City's supply chain activities through: purchase of construction, consulting, information technology, inventory, goods and services; planning, forecasting, inventory control, distribution, and end-of-life disposal of Corporate Inventory. We facilitate corporate adherence to legislation and regulatory requirements and bind contracts between Suppliers and The City as delegated, under the Bylaw 43M99 Execution of Agreements while enabling benefit driven procurement and contract compliance.

## Service Updates

### Highlights

2023 has started out strong with an influx of critical City procurements including, but not limited to, the negotiation of City's Event Centre, Software License Management, and Wireless Service Provider. Procurement & Warehousing has been diligent in the implementation of its' initiatives with the planning and procurement for the new Operational Excellence program, executing The City's first three spend Categories, digitizing the Social Procurement questionnaire, stabilizing SAP Ariba to ensure transparency of all procurement activities from sourcing to contract award, developing the Supply Chain Resilience Framework and supporting digital tools and staggering Inventory deliveries to better match demand.

Other achievements completed in parallel include creating staffing stability through people changes and filling vacancies, closing Supply stream activities from the Corporate Realignment and sharing City successes with external partners and collaborators.

### Challenges

- In response to supply resource gaps due to vacancies, turn-over and customer realignments, Procurement & Warehousing remained nimble and flexible while planning and executing program, project, and operational activities. Capacity was created through recruitment for several operational employees, procurement of external resources and adjustment of functional teams within Supply to meet demands.
- To reduce cycle times and improve service delivery, the Service is working on removing non-value-added work, implementing automation and increasing transparency.
- Lack of business unit inventory demand forecasting and changes in demand created a need for long lead times and excess inventory on hand to support essential services. Staggered deliveries on Inventory were implemented to better match material arrival with demand to better manage the Inventory Turns per year.



# Measuring Our Performance

**Legend**

— Actuals

■ Expected Future Performance

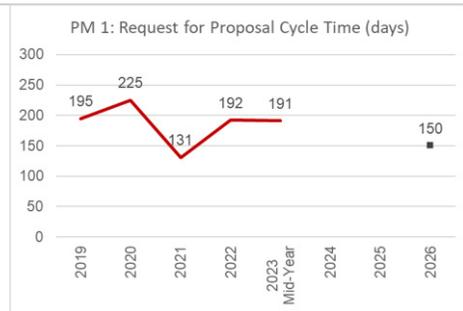
➡ Progressing as planned

⊖ Not progressing as planned

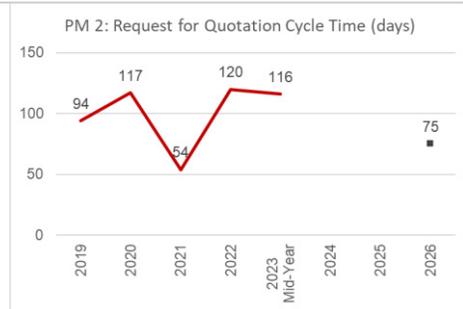
## Performance Measures

## Story behind the numbers

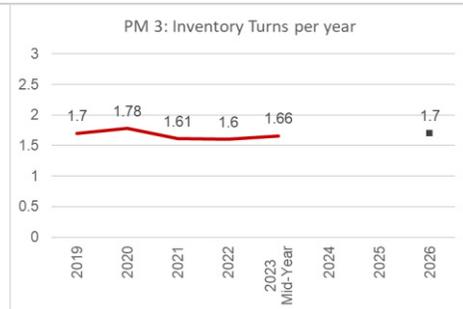
## Status



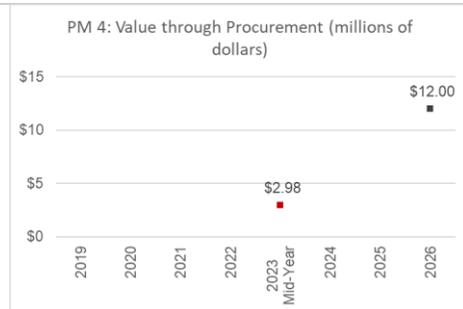
The data depicts the average time it takes in days from procurement plan approval to contract awards for all goods, services, and construction procured through a competitive Request for Proposal (RFP) or Request for Quotation (RFQ). The current RFP and RFQ cycle times are underperforming at an average of 191 days and 119 days, respectively. The procurement type, complexity, internal prioritization and resourcing, and other various factors influence cycle time. The Service hired 20 per cent new staff in 2023, the City is still adapting to the Realignment and the new contract management system.



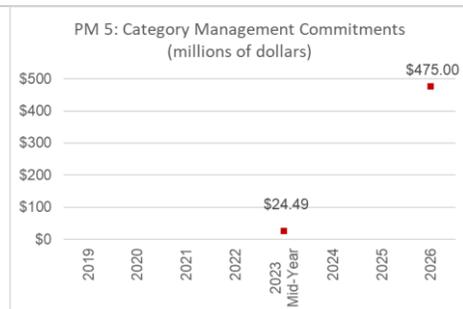
The Service has restructured to align with customer demands. The Service is continuing to focus on implementing SAP Ariba with other City technologies and undertaking strategic improvement activities by managing service quality, compliance, removal of non-value-added activities, increasing corporate purchasing with the use of request for standing offers [RFSO], and increasing transparency in The City's investment of public funds in the procurement process. The Service is planning to review these measures to further represent all aspects of the cycle time in future reports, such as RFSO.



Since the start of 2023, the Service is heading in the right direction by increasing the inventory turns from 1.56 (Jan) to 1.66 (end of June). The excess Inventory is due to delays in projects, changes in demand, poor BU demand forecasts, and the long lead time materials required to support essential services. This is managed by communication and review of inventory requests with BUs to ensure usage plans are in place that match inventory requests, staggering Inventory deliveries to better match demand and pursuing write-off opportunities for non-moving inventory.



Looking at the mid-year value, the performance measure is progressing as planned. The team has conducted training with the buy staff to increase the number of entries in the SAP Ariba contract management system. The monthly entry number is trending upwards, and it is expected that the mid-year number will continue to increase in value. Due to inflationary forces the value through procurement measurement has been a mix of cost savings and cost avoidances.



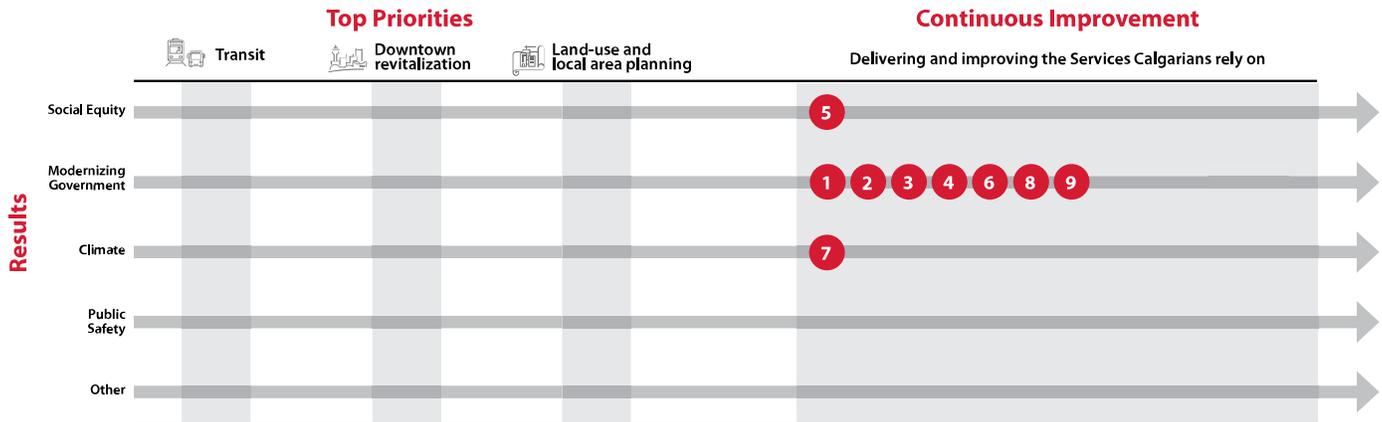
This measure reflects the City commitments using a Category Management framework and strategic sourcing approach. Current 2023 commitments reflect the strategic sourcing approach on a number of high value procurements. The intent is to broaden the application of this approach to maximize value across a greater number of categories of spending. Category roll out is progressing slower than expected due to market conditions and staff resourcing constraints. It is expected by 2024, the Service will be back on track with new categories and broadening approaches to more areas of The City.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



**Legend** Completed Progressing as planned Not progressing as planned Initiative number

Initiative	Initiative Update	Status
1 Better meet customer needs through increased visibility on Corporate inventory availability, demands and past usage. Integrating systems and processes among services and end-users will increase efficiencies in how Corporate inventory is provided to City services and support front-line service delivery to Calgarians. Investment of public funds towards Corporate inventory will also be optimized.	This initiative is underway and discussions with City services has commenced to better understand service needs and demands. This initiative is dependent on ongoing work to modernize corporate inventory ordering and delivery processes, and consolidate and standardize corporate inventory, procurement, and warehouse service data to improve data accuracy, reliability, transparency, and availability of inventory.	
2 Meet the needs of customers by advancing Corporate inventory ordering and delivery processes to a more user-friendly model with an e-catalogue of available inventory and provision of flexible pick-up or delivery options. This enhanced model will promote a faster and better customer service culture and enable less time to be spent on ordering and receiving goods.	Improvements to the inventory management system have been initiated, including the purchase of the eSupplier module which will enable the transition to an online model. Future work to be completed includes scoping and initiating the implementation of eSupplier, developing a project plan and hiring a Project Business Lead to lead the implementation of this work.	
3 Improve accuracy, reliability, visibility and availability of inventory while reducing oversupply by consolidating and standardizing Corporate inventory, procurement, and warehouse service data. Provide a clearer picture of current and future needs, support decision-making and advance communication between Procurement & Warehousing and City services by focusing on master data cleaning and standardization.	This initiative is progressing as planned with the recent approval of a Team Lead, Supply Chain Data Management to lead the work. Pending the recruitment process for the Team Lead position, future work will include developing a master data management and maintenance process.	

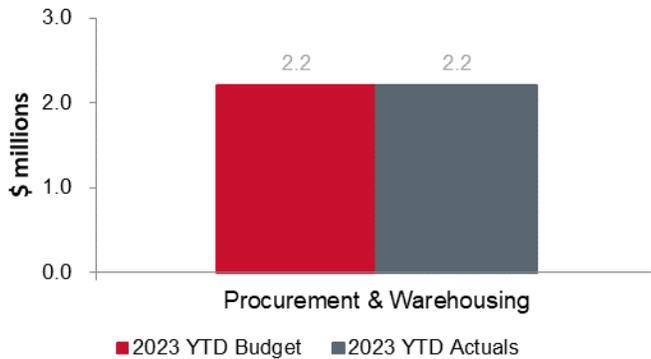
Initiative	Initiative Update	Status
<p>4 Improve public procurement compliance while increasing transparency in The City's investment of public funds in the procurement of goods and services by fully leveraging the recently adopted Corporate Contract Management System capabilities ensuring integration with key internal applications and increasing automation of supply chain processes. Procurement Cycle Times will also be improved.</p>	<p>The project is broken down into three phases; SAP Ariba implementation (2023), Systems optimization (2024), and Systems integration (2025). Supply is currently in progress and on track with the first-year implementation of contract management system SAP Ariba. As of June 2022, all procurement contracts and amendments are now executed in SAP Ariba. Supply is currently supporting user adoption &amp; competency and system and process stability. Planning and procurement of an operational excellence consultant for Phase 2 is in progress and is at the procurement evaluation stage.</p>	
<p>5 Foster social and economic reconciliation through strong, collaborative relationships while maintaining The City's compliance with public procurement law and strengthening The City's commitment to Truth and Reconciliation by developing an Indigenous Procurement Framework and Strategy in conjunction with the Indigenous Relations Office and other partners.</p>	<p>The Service revised, expanded, and digitized the Social Procurement Questionnaire (effective 2023 May) to include consideration for the actions taken by potential suppliers supporting reconciliation. Digitization further allowed for the tailoring of the questionnaire to amplify particular evaluation factor(s). Tailoring was piloted on The City's procurement to obtain an Indigenous consultant to engage the Indigenous supplier community. On 2023 June 12, the Service formally launched engagement planning of the Indigenous supplier community.</p>	
<p>6 Minimize the impact of cost escalations and supply chain disruptions to City services, enable uninterrupted service delivery to Calgarians and protect investment of public funds by developing a Corporate Supply Chain Resilience Strategy that identifies, assesses, and proactively manages The Corporation's supply chain risks. This will be achieved through consultation with Industry and partners.</p>	<p>The research and analysis for the program commenced in Q4 of 2022. The focus of Q1 to Q2 of 2023 was collaboration with the senior management teams and individual contributors for awareness and support. Ongoing collaboration with various teams is expected throughout the implement and sustain phase of the program. Dashboard and framework for the initiative is in place. Program is currently in the pilot phase and expected to roll out to every business unit in Q4 of 2023. Resilience program has been reflected in adjustments to Business Unit and corporate risk registers.</p>	
<p>7 Leverage The City's purchasing power of goods and services to provide added environmental, climate, social and economic outcomes, beyond price and quality, through intentional investment and by engaging stewards of the Calgary Climate Strategy, other supporting Corporate strategies, and frontline service budget holders.</p>	<p>The revised questionnaire was directly aligned to Council's resilience foundations and other key directions. Digitizing increased effectiveness by considering underrepresented groups' experiences and efficiency by shortening procurement cycle time. Digitization removed of barriers such as procurement submission fees and business no longer create a net-new questionnaire response for each submission to The City. The revised questionnaire now allows for tailoring to bring more emphasis to a particular factor important to the front-line holders of procurement budgets.</p>	
<p>8 Improve procurement operations by modernizing performance dashboards, standardizing internal processes, implementing training and development programs, and increasing workload transparency. Efforts toward continuous service improvement is intended to improve employee satisfaction, The City's ability to recruit and retain qualified staff and improve customer and supplier service.</p>	<p>The Initiative is progressing as planned since the procurement via a Request for Proposal (RFP) was created and put out to the market seeking technical proposals to develop and implement an Operational Excellence and Continuous Improvement framework for the Service. Currently, the Service is evaluating the received proposals before moving to the negotiation and execution stages.</p>	

Initiative	Initiative Update	Status
<p>9 Strengthen The City's purchasing power, increase public trust and maximize The City's best value for public funds by implementing the Category Management Framework to strategically source and consolidate purchasing of The City's goods and services based on category type.</p>	<p>Category management implementation at the City is in the early phases of adoption. Vehicle Fleet, External Management Consulting, Engineering &amp; Architecture, and Environment &amp; Safety are ongoing categories in various stages of implementation. Due to resourcing challenges and prevailing market conditions in early Q1 and Q2 of 2023, the expected future performance for 2023 is in progress. Current data of in progress work indicates ability to meet this year's objectives. Currently work is commencing on the Energy category which is expected to generate significant value to The City.</p>	



## Service Updates on Financial Performance

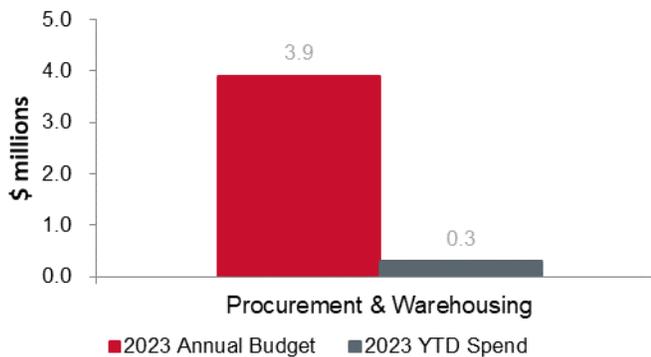
**Net Operating Budget and Actuals as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

Net budget unfavorable variance of (\$0.08) million is attributable to: \$0.25 million favorable variance in revenue due to increase in third party sales, \$0.48 million favorable variance due intentionally managing the workforce, (\$0.46) million unfavorable variance is due to higher than budgeted communication costs, (\$0.32) million unfavorable in materials is due to higher than budgeted costs in electronic equipment and misc. supplies, the remaining (\$0.03) million unfavorable is due to multiple smaller variances.

**Capital Budget and Spend as of June 30, 2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

This budget supports four programs. Major spend on the Warehouse Infrastructure program will be for redesign and development of Fleet parts warehouse currently in design stage. IT development for Clothing Online is in final stage of onboarding remaining customers to the new platform. Spend is proceeding on Fuel System program upgrades and is slightly lower than anticipated based on initial assumptions and dependencies. The work on the Inventory System Improvement is proceeding on two of the three initiatives associated with this program. Significant spend will occur when the IRIS Replacement RFP is awarded. Based on progress to date this will happen at earliest Q4 2023. Spend on the Business Technology program was on completing contract management system (CMS) implementation, social procurement digitization, and first year maintenance of the system. Future system optimization, integration, and enhancement of Supplier performance management is on track for the budget cycle.