



Biannual Infrastructure Insights Report

Q1 2024



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Land acknowledgement

The city of Calgary, where the Bow and Elbow rivers meet, was historically a place of confluence where the sharing of resources, ideas and opportunities naturally come together. Long before Scottish settlers named it Calgary, the original Indigenous Nations of this area had their own names for the land. In the Blackfoot language, it is called Moh-kins-tsis. The Îlethka Nakoda Wicastabi First Nations refer this place as Wicispa Oyade and the people of the Tsuut'ina nation call it Guts-ists-I. The Métis call the Calgary area Otos-kwunee.

We would like to take this opportunity to appreciate and acknowledge that we're gathered on the ancestral and traditional territory of the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapipiikani and Kainai First Nations; the Îlethka Nakoda Wicastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation. The city of Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, Métis Nation Battle River Territory (Nose Hill Métis District 5 and Elbow Métis District 6). We acknowledge all Indigenous people who have made Calgary their home.



Message from the General Manager

The Infrastructure Services department is focused on building a vibrant and resilient city for future generations, placing Calgarians at the heart of everything we do. I am pleased to report to City Council and Calgarians on behalf of the Infrastructure Services team and our partners regarding our priorities, accomplishments and how we navigate and mitigate the internal and external pressures that impact our work.

This Biannual Infrastructure Insights Report highlights select ongoing and completed infrastructure projects, identifies industry challenges, and opportunities related to service delivery and value for Calgarians.

The City's continued investment in community projects demonstrates our ongoing commitment to improve Calgary's infrastructure, add value for Calgarians and communities and support the achievement of The City's and Council's shared Strategic Agenda. The outcomes of this work help build economic, social and climate resilience within Calgary and further Calgary's global positioning and reputation as one of the most livable cities in the world. We do this by:

- Designing and building transit.
- Revitalizing our downtown.



- Furthering social equity.
- Deepening our climate resiliency and building resilient and energy efficient infrastructure.
- Contributing to land use and local area planning processes.
- Advancing the modernization of government.

Each of Infrastructure Services' five business units plays a vital role in achieving our vision of a more vibrant and resilient city for future generations. Our five business units and their leaders are:

- Real Estate and Development Services
Director, Campbell Berry
- Capital Priorities and Investment
Director, Francois Bouchart
- Public Spaces Delivery
Director, Kerensa Swanson Fromherz
- Utilities Delivery
Director, Graham Duckworth
- Business and Engineering Services
Director, Ryan Vanderputten

In 2024 our team aims to achieve better ways of working together in Infrastructure Services, and beyond our department, to deliver great services and value to Calgarians.



Infrastructure project highlights

1

Downtown Flood Barrier and Eau Claire Promenade

Making life better for Calgarians by advancing climate resiliency, while enhancing the vibrancy of the Eau Claire promenade.

Location: 1.39 kilometre continuous flood barrier in the downtown core and Eau Claire.

Budget: \$36.6 million

Status: Completed. Downtown flood barrier, Eau Claire Promenade, Centre Street pedestrian ramps, and Jaipur Bridge are now open.

DID YOU KNOW?

Cultural materials and artifacts dating from the late 19th to the mid-20th century, including one of the earliest license plates in the province, were recovered during this project.

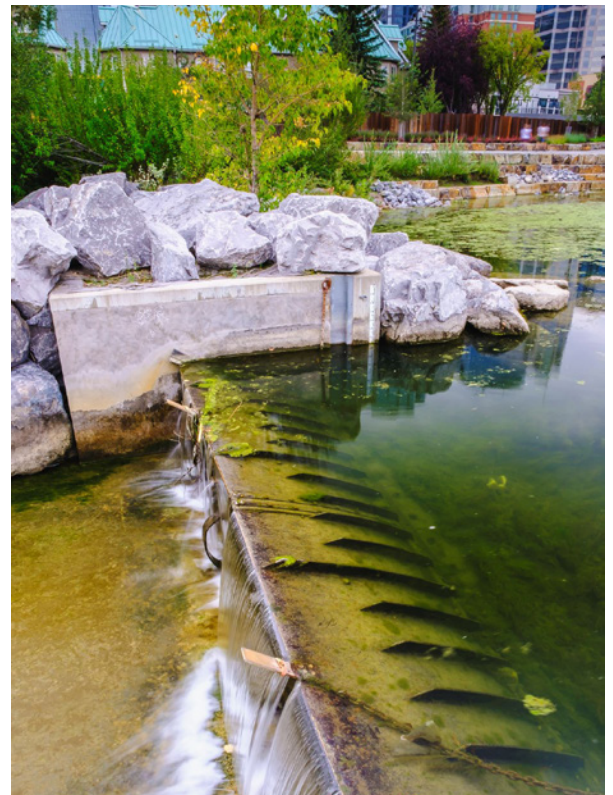
Project background: With the completion of the downtown flood barrier and Eau Claire Promenade, Calgary's downtown communities are now protected by a continuous flood wall spanning from the Peace Bridge to the Reconciliation Bridge. After three years of construction, the completion of the Eau Claire area improvement projects, which include the new Jaipur Bridge and Centre Street pedestrian ramps, is a major milestone for downtown Calgary and the Eau Claire area.

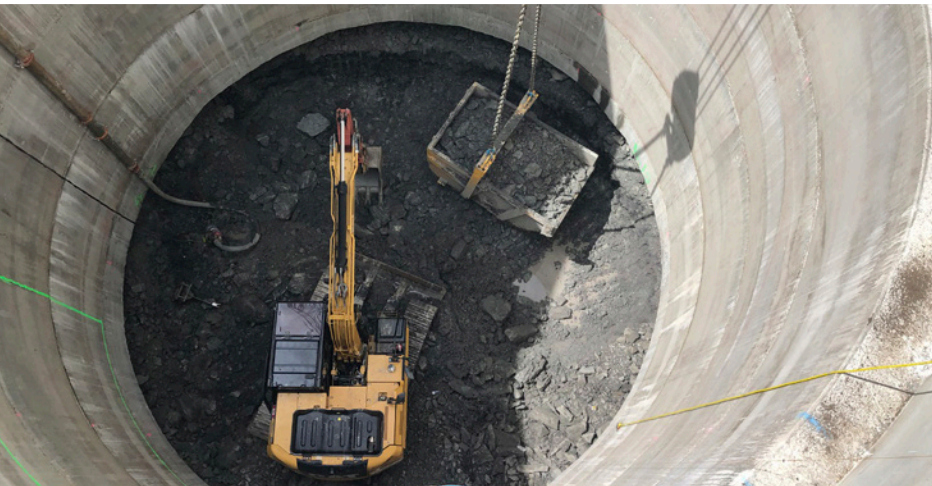


Project goals: The Eau Claire Promenade was designed to fit with the vision of the Eau Claire Public Realm Plan by creating a connected neighbourhood, which includes:

- Creating a safe, efficient, and beautiful riverfront space for the city and community.
- Designing a diversity of social spaces for mental well-being and promoting active, healthy lifestyles, accommodating all users, ensuring accessibility improvements and efficient pathways for safe alternate modes of transportation like scooters.
- Providing a continuous, safe and accessible riverfront promenade with public realm improvements such as a lagoon platform, Eau Claire feature bench, lighting and landscaping enhancements.
- Preserving the natural environment by protecting existing trees and plants along the river when possible.

The downtown flood barrier consists of steel sheet piles, earthen berms, concrete walls and flood wall openings (with insertable gates) built to resist a one in 200-year flood event.





Infrastructure project highlights

2

Upper Plateau Project: Northwest Inner-City Community Drainage Improvements

Making life better for Calgarians by protecting vulnerable communities from stormwater flooding and advancing climate resilience.

Location: West Hillhurst, Kensington, Sunnyside

Budget: \$46.6 million

Status: Ongoing, overall project completion Q3 2024

Project background: This project will enhance the safety of residents and protect vulnerable areas from the damages caused by stormwater flooding. An innovative approach, microtunnelling a 3.4 metre diameter stormwater pipe, was used under Calgary's northwest inner-city communities of Hillhurst, Kensington and Sunnyside. This approach dramatically reduced citizen impacts during construction, as work was completed under the

community. The 765 metre long stormwater pipe tunnel is the largest diameter microtunnelling project completed in North America, with a total of 230 pipe sections, each 3.3 metres long and weighing more than 32 metric tons.

Investing in stormwater infrastructure protects Calgary's communities and builds resilience to flooding from severe rainfall, now and in the future.



Upper Plateau Project: Launch shaft, used to lower micro-tunneler, pipe sections, hydraulic rams and to remove tunneling cuttings.

Project goals: The City is investing in upgrades to water infrastructure in communities to enhance the safety of residents and protect vulnerable areas from the damages caused by overland flooding. The infrastructure upgrades in these communities will ensure that future stormwater flooding is mitigated and that Calgary is better prepared for the impacts of major climate events similar to the 2013 flood.

- Mitigate impact of construction on community by microtunnelling and build community awareness through work with the Business Improvement Area and dedicated communications.
- Upgrade aging stormwater infrastructure to significantly increase stormwater management capacity and reduce flooding caused by intense rainfall.
- Install a larger, dedicated pipe providing an express route to move stormwater from the communities located atop and along the hill directly to the river, bypassing Sunnyside and helping to mitigate flooding.
- Include a filtration system as part of upgraded infrastructure to help stop pollutants, like grit and oils, from entering the river, protecting Calgary's water supply and environment.

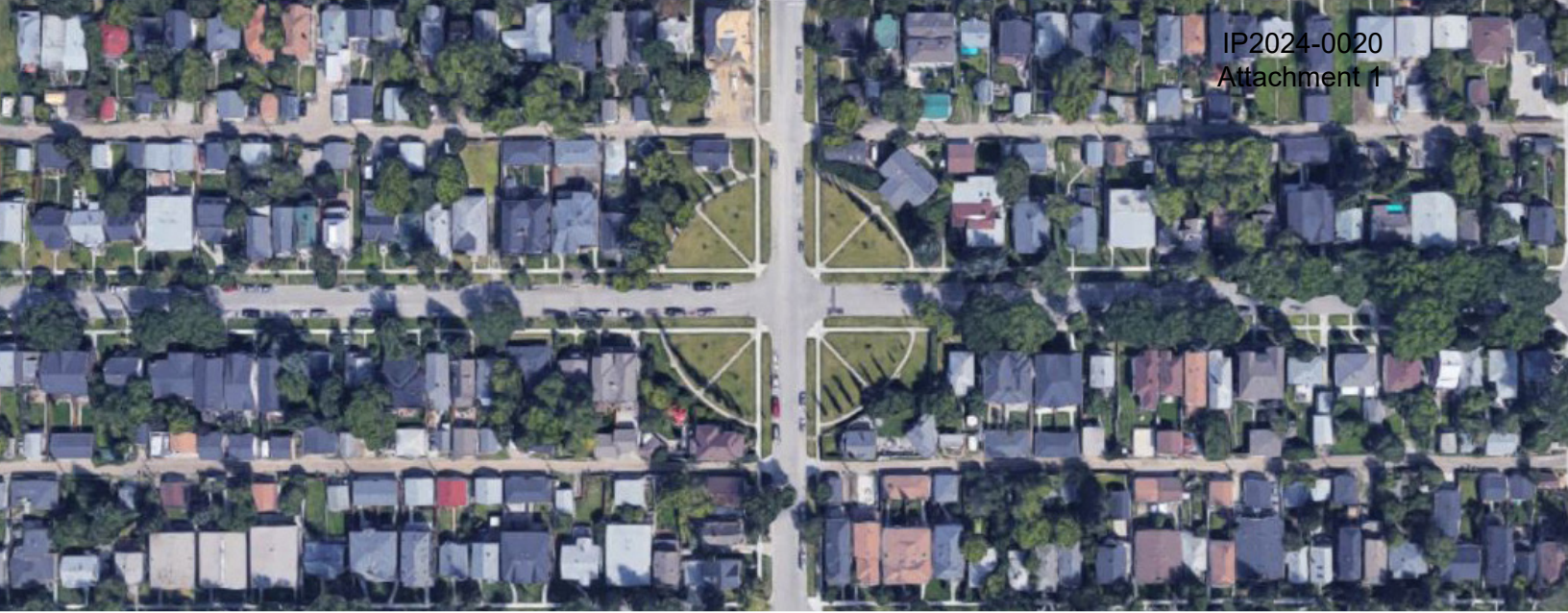
DID YOU KNOW?

This is the largest diameter microtunnelling project of its kind in North America. Measuring 3.4 metres in diameter, the tunnel is roughly tall enough for an elephant to walk through.



AWARD WINNING

- Project of Year from North American Society for Trenchless Technology (NASTT) in 2023.



Infrastructure project highlights

3

Balmoral Circus Park Improvements

Making life better for Calgarians by reinvesting in community parks with innovative approaches.

Location: Intersection of 19th Avenue and 2nd Street N.W.

Budget: \$2.6 million

Status: Completed fall 2023

Project background: Balmoral Circus was originally a traffic circle that evolved into a four-way intersection. Its design was heavily inspired by the City Beautiful movement, which saw urban grandeur and formality as a means towards social order and increased quality of life. By the late 1930s, some 5,000 annuals were planted here every year.

DID YOU KNOW?

This project used an innovative natural grass product that provided several benefits:

- Lower maintenance requiring less frequent mowing.
- Grass species that are drought tolerant.
- Reduces soil erosion.
- Reduces the amount of time required to establish a more naturalized turf area.
- Softens the edge between manicured lawn and hardscape.



Project goals: To work with the Tuxedo Park and Mount Pleasant communities to create a space for social gathering, passive recreation, horticulture enjoyment and quiet reflection. The City's reinvestment in the Balmoral community park includes:

- Creating a quiet outdoor space for community members and potential community programming.
- Reducing short-cutting and the volume of vehicles on neighbourhood streets.
- Retaining vehicle access to all homes.
- Providing all-direction access to the park for people walking and cycling.

"It's unique and there is history behind it. It's a nice added green space that is easily accessible. The roadway makes accessibility great." ~ Community resident feedback





Infrastructure project highlights

4

Buckmaster Park Improvements

Making life better for Calgarians by reinvesting in community parks, increasing the safety, connectivity and accessibility that the Bankview community told us they need.

Location: 26th Avenue S.W., Bankview

Budget: \$2.2 million

Status: Substantially completed in fall 2023. Additional seating and stage area, shrub bed planting and sport surfacing for the basketball hoop to be completed in spring 2024.

Project background: The redevelopment of Buckmaster Park leveraged the existing features of the park to improve the activity spaces and

support play, gathering and travel through the community. The redevelopment has been an ongoing conversation over the past several years, including official conversation through the This Is My Neighbourhood initiatives.

What we heard: We heard that the community values this park both as a local gathering place for families and friends, and as a key transportation corridor through the community of Bankview. We learned that community members wanted any

improvements to the park to be appropriate in scale for the neighbourhood services and to build on the functions of the existing park.

Project goals: The project allows residents to move around their community with more ease and safety and activates spaces to create stronger community connections. This is accomplished by:

- Creating new sidewalks, installing pedestrian ramps and improving existing walking infrastructure.
- Building curb bump outs to increase pedestrian visibility and safety around intersections.
- Repairing storm drainage utilities and advancing climate resilience.

Design themes and concepts:

- Provide elements that support play and exercise.
- Upgrade and enhance existing park features and spaces to improve safety and functionality.
- Improve connectivity for pedestrians and cyclists.
- Use bright colours and patterns on some of the elements.
- Incorporate 22nd Avenue into the park space.



DID YOU KNOW?

Buckmaster Park now includes:

- Green space, various park seating options including benches and picnic tables.
- A playground and climbing wall.
- Basketball hoops.
- Accessible walking paths.

Part of The Established Area Growth and Change Strategy, investing in places and spaces in established communities, to meet the unique needs of each community.

The City engaged the public to collect feedback on both 26th Avenue S.W. and Buckmaster Park over summer 2021, resulting in 3,921 citizen visits to our Engage website and a total of 350 contributions. Feedback informed the redevelopment of Buckmaster Park ensuring it would leverage the existing features of the park to improve the activity spaces and support play, gathering and travel through the community.



Navigating challenges

The infrastructure gap

Navigating Calgary's infrastructure gap by improving service and asset management maturity and resiliency.

The City currently owns over \$100 billion in assets. These assets include buildings, bridges, facilities, roads, machinery and equipment, parks, and other infrastructure that enables The City to deliver valuable services to Calgarians.

The City's infrastructure gap, which is the difference between the infrastructure investment needed to meet desired service levels and preventative maintenance, and the resources made available to address those needs, is estimated to be more than \$7 billion.

The 2022 Corporate Asset Management Plan identified the condition of The City's assets as:

- 78 per cent of City assets are in good/very good condition.
- 15 per cent of City assets are in fair condition.
- 7 per cent of City assets are in poor/very poor condition.

As Calgary's population continues to grow, the demand on infrastructure will also continue to grow, reflecting an increased demand for existing and new services. This will lead to an ever-increasing infrastructure gap, compounded by our aging infrastructure.

We continue to pursue funding to resolve the infrastructure gap, particularly in critical areas. In addition, The City is exploring short- and long-term opportunities to increase the value derived from investment in infrastructure and rethinking the requirement for direct infrastructure asset ownership in providing municipal services. Assets that are in poor or very poor condition are continually monitored with steps being taken to ensure reliable service delivery and public safety.

An update to the Infrastructure Status Report will be undertaken. The refreshed report will provide a more up-to-date view of The City's infrastructure gap, and the various strategies we are employing to manage it.



Navigating challenges

Rising construction inflation

Mitigating Calgary's rising construction inflation by actively responding to cost escalations.

To address inflationary pressure, Council approved the Capital Cost Escalation investment package (C2023-1148, 2023 November 7). This investment enables a more proactive and timely response to cost, reducing the likelihood of project delays, descoping or cancellation.

A partial list of investments currently experiencing varying degrees of cost escalations include multi-use facilities with amenities such as fire stations, libraries, non-market housing, recreation facilities, partner projects and Transit asset replacements.

To date, \$80 million of the \$147 million approved for the Capital Cost Escalation Fund has been committed to supporting projects that have been affected by cost escalations. These projects include:

- **Additional Light Rail Vehicle (LRV) procurement*** – Enables Calgary Transit to acquire nine of the new light rail vehicles intended to replace older models. This will prevent the risk of reduction of service levels in a way that would have impacted the efficiency and capacity of Calgary's public transit system.

- **Rundle Affordable Housing** – Creates 135 affordable homes (rental housing) for Calgarians and supports Council's Climate resiliency goal by incorporating energy-efficiency and climate resilience in the design and construction of the homes.
- **MNP Community and Sport Centre expansion aquatics project** – Helps in closing the Leisure Expansion Aquatics Project (LEAP) funding gap by enabling the project to proceed with construction in 2024.

Inflationary pressure is reflected in The City's capital bids being awarded at approximately 20 per cent above their class 1 (expected accuracy of plus or minus 10 per cent) cost estimates.

* Light Rail Vehicle (LRV) Procurement Project inflationary pressure is not calculated as part of the non-residential construction inflation.



- **Calgary Soccer Centre redevelopment and upgrade** – Allows The City to meet the high demand from Calgarians for recreational opportunities in this equity-seeking community. The funding enables the project to proceed with construction in spring 2024 with completion in Q2 2025.

Applications for funding from the Capital Cost Escalation Fund are continuous, until such time as funding is fully allocated to projects in market. As new applications are received, Administration conducts a reprioritization of investments. When ready to go to market, priority investments receive final approval for funding from the Infrastructure Calgary Steering Committee.

Administration is monitoring capital investments for escalation and will continue to update Council through the Biannual Infrastructure Insights Report and other opportunities as appropriate.





Navigating challenges

Persistent labour shortages

Navigating persistent labour shortages by working with industry to identify solutions that will attract and retain new industry talent to Calgary.

The severe shortage of skilled labour in the construction industry in Canada continues to impact capital projects across Canada.

The Calgary Construction Association estimates that there are up to 4,000* vacant positions within the industry, and this number continues to rise. Labour shortage impacts construction project timelines, amplifies cost escalation by driving up labour costs, and hinders the delivery of needed infrastructure for Calgarians.

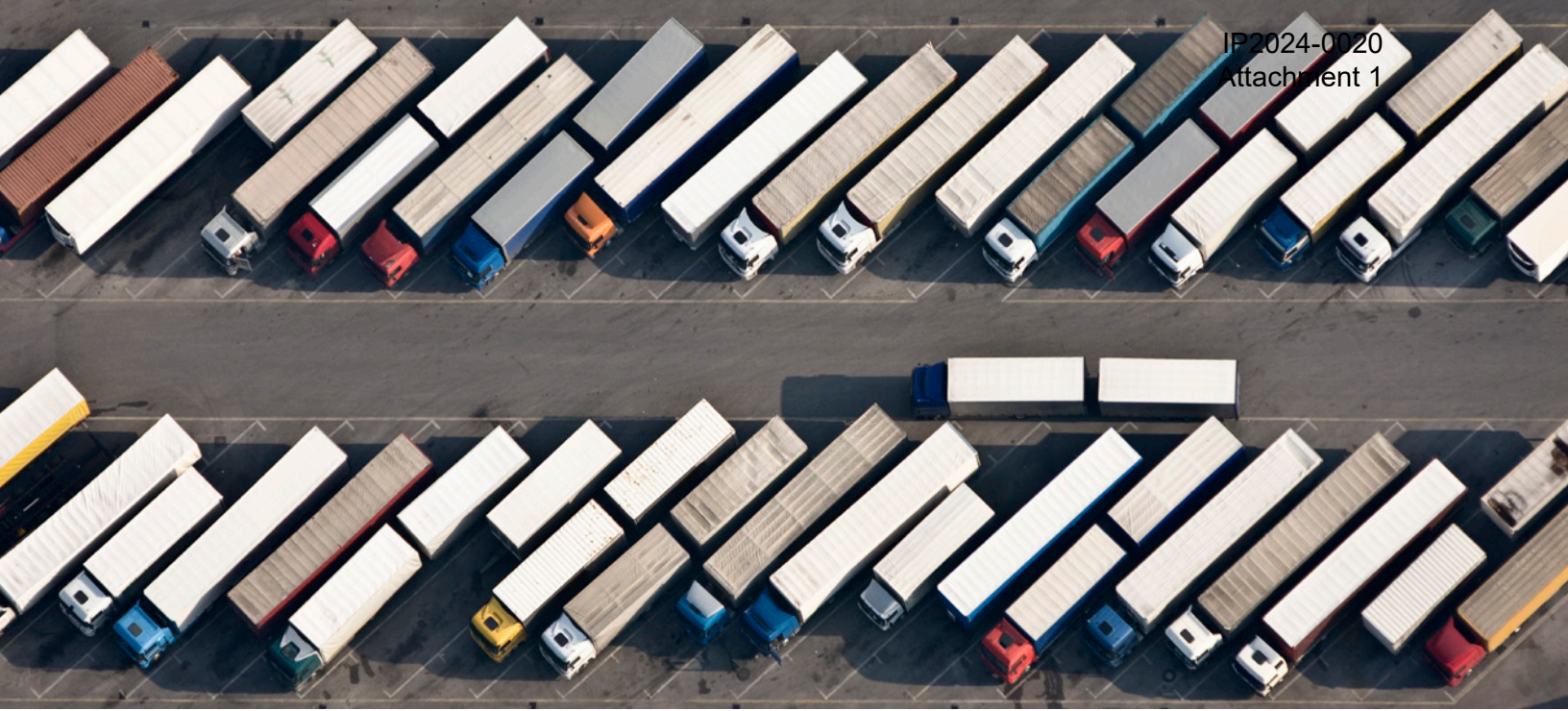
In 2023, The City had a number of projects impacted because of labour shortages. These delays impact the ability to deliver services to Calgarians, prolong construction impacts, and impact The City's ability to begin new projects.

The City maintains a regular dialogue with consultants, contractors and industry organizations. This sharing of information builds a common understanding of labour challenges and identifies potential mitigation measures. A key theme of the 2024 Partnering with

Industry Symposium was attracting and retaining talent for the construction industry.

The labour shortages across Canada require a myriad of strategies to mitigate their impact on Calgary. One strategy involves the sequencing of projects to create a consistent and steady flow of work for consultants and contractors. This consistency allows the industry to retain a stable workforce, knowing they will have future jobs to compete for. The City is becoming more intentional in how and when infrastructure projects go to market. For example, releasing several deep utility pipe projects to market at the same time spikes the demand for specialized labour and stretches the available talent pool. The market response is rising contract prices or project delays as consultants and contractors try to attract talent to Calgary. By being more intentional with project sequencing, the impacts on capital projects can be dampened, or at the very least not exacerbate the existing labour challenges.

* Source: Calgary Construction Association, 8 August 2023. "Calgary's Construction Industry Grows as Skilled Labour Shortage Persists". <https://cgyc.ca/industry-updates/for-immediate-release-calgarys-construction-industry-grows-as-skilled-labour-shortage-persists/>



Navigating challenges

Supply chain disruption

Mitigating global supply chain disruption by collaborating to develop a Supply Chain Resilience Program.

The City is developing a Supply Chain Resilience Program that will better anticipate, prepare for, and respond to risks and changes in the supply chain.

The COVID-19 pandemic exposed the vulnerabilities in the global supply chain industry and caused a disruption that continues to linger to date. For the construction industry, the impact was felt in terms of shortage of essential construction materials and labour.

A key component of the Supply Chain Resilience Program is the Supply Chain Resilience Dashboard, which enables data-driven, proactive, decision making, by providing a view of the supply chain risks of programs, commodities, and contracts owned by different teams within The City.

Currently, numerous key commodities used for infrastructure delivery are at risk, meaning that supply disruption of these commodities to The City could have significant impact and potential long-term effects on projects. Examples of these commodities include:

- Cement
- Asphalt

- Gravel and sand
- Steel
- Plastic

At-risk commodities require proactive actions to mitigate. Some actionable steps currently being undertaken and developed include:

- Diversifying our supplier base to expand sources.
- Entering long-term contracts to secure stable pricing and availability.
- Holding transparent communication with suppliers on their operational status and potential challenges.
- Including clauses in contracts that address potential supply chain disruptions, specifying responsibilities and remedies in case of unforeseen events.

The City will continue to use the insights gathered from the dashboard to prioritize risk mitigation efforts, inform business planning, and proactively coordinate our programs and projects.



Navigating challenges

Advancing business-friendly approaches to infrastructure construction

Keeping Calgary's business community top of mind during construction.

A common statement in Calgary is that there are two seasons: winter and construction. To address concerns we have heard regarding construction impacts on Calgarians, Infrastructure Services piloted a variety of proactive, business-friendly approaches to construction management that focused on helping businesses prepare for construction and mitigating impacts of construction on business operations in 2023. In 2024, we will implement lessons learned from 2023 and continue engaging with the local business community to further explore and test different business-friendly approaches to construction management.

Plus 15 network lifecycle construction

In Summer 2023, Infrastructure Services' project team collaborated with the Calgary Downtown Association to mitigate construction impacts and improve the citizen experience. This included ways to support local businesses while two adjacent Plus 15 bridges were temporarily closed for lifecycle renovations.

The City installed decals on the floor of the Plus 15 network and exterior sidewalks that directed users

around the bridge closure detour and back into the Plus 15 system. The signage also encouraged Calgarians to visit the Plus 15 shops and restaurants.

The City provided \$3,000 in Business Improvement Area financial support to the Calgary Downtown Association, for them to lead their own customized

"The opportunity to collaborate with The City of Calgary through Plus 15 construction resulted in enhanced communication opportunities, greater idea generation and ultimately a win for our downtown business community. The Calgary Downtown Association's Plus 15 Punch Card Program, coupled with The City's wayfinding decals on-street, restored foot traffic to several small businesses during a critical time."

Heather McRae, Calgary Downtown Association



business support initiatives. Calgary Downtown Association created a marketing program aimed at enticing nearby office workers to buy lunch at a Plus 15 food court that had experienced a decline in foot traffic because of the temporary bridge closure. This involved punch cards that offered office workers \$10 off a food court purchase after making five purchases. The City's investment of \$3,000 resulted in a return-on-investment of \$17,000 spent at Plus 15 food court businesses during construction.

Marda Loop Main Streets

This ongoing main street project highlights the complexities of a major urban renewal project being completed in an established urban environment. The City's approach to support businesses began prior to the start of construction when City employees took a boots-on-the-ground approach to reach out to area businesses to build awareness in preparation for the upcoming construction activities, answer questions and offer the opportunity to sign-up for regular updates through the project newsletter.

Throughout the 2023 construction season, Community & Business Relations' business liaisons provided a direct line of support to businesses. They worked alongside the project team to build relationships and provide timely responses to unexpected construction impacts on businesses. City employees focused on maintaining an empathetic and friendly presence in the community, attending community events and hosting "community office hours" at local businesses for people to drop-in to ask questions or share concerns.

The Marda Loop Business Improvement Area received \$20,000 in financial support from The City in 2023 to enable them to implement their own

initiatives to encourage Calgarians to support local businesses during construction. The funding supported several initiatives, ranging from wayfinding and digital marketing to promotional gift cards, to a localized campaign geared toward area residents.

The project team continues to work with Marda Loop businesses and the Business Improvement Area to explore ways to mitigate impacts and support businesses through construction.





Delivering great service and value for Calgarians

Right-sizing infrastructure

Collaborating with Planning and Development Services on an initiative to right-size assets and infrastructure to meet the needs of Calgarians.

Right-sizing refers to the planning and design of City assets that align with an updated city-building vision. This approach starts with refinements to the Municipal Development Plan and Calgary Transportation Plan, modification of policies and design standards for our street network, and the integration of climate and resiliency goals.

The policy work is then grounded by data collection and system modeling that define the infrastructure needs more holistically. For example, a transportation network study in the southeast quadrant of the city is investigating overall transportation needs to guide more appropriate infrastructure investments. These investments yield value for Calgarians with a lens on affordability.

Service strategies like RouteAhead, the Always Available for All Ages and Abilities (5A) Network Plan and the Pedestrian Strategy provide further guidance on the design of infrastructure that

Calgarians value and need. The functional planning study for the Bow Trail and Sarcee interchange includes a greater emphasis on active modes of transportation, reductions in the footprint and configuration of the interchange, and improved vehicle flows. Another example currently under construction are the improvements to 14th Street S.W. A staged approach is being used to maintain a two-lane urban cross-section and introduces a pathway and sidewalk along the east side of 14th Street S.W. The incorporation of active modes may delay or even eliminate the need for a future four-lane cross section.

Planning and design teams will learn from these projects and build a repertoire of approaches to right-sizing and integrating infrastructure into communities.



Delivering great service and value for Calgarians

Accessibility Reviews

Making the lives of Calgarians better by enhancing accessibility of City infrastructure and creating a more accessible city for all Calgarians.

The City's organizational realignment has provided an opportunity to bring a focus on accessibility to City projects. The team for Accessibility Design Standards is now formalized within Infrastructure Services, working directly with project delivery teams. This role includes responsibility for the maintenance and updates of the Accessibility Design Standards, application and project manager support, communication, and advocacy.

Since the team's formalization, we have reviewed the application of the Accessibility Design Standards on over 168 projects being delivered by various groups throughout the organization and our civic partners. These technical reviews fit into existing project processes, identifying potential accessibility improvements early in the project design phases without causing project delays.

From the 168 reviews, the team has enhanced accessibility of City infrastructure and created a more accessible public realm through:

- Appropriate slopes and landings on pedestrian bridges.
- Accessible entrance doors.
- Suitable washroom details.
- Accommodation of safe accessible crossings as part of Always Accessible for All Ages and Abilities (5A) pathway projects.
- Advocacy for inclusion of service dog relief areas.
- Identification of optimal locations for gender neutral and universal washroom stalls.
- Provision of inclusive seating areas in parks spaces.

Work in 2024 will focus on developing and implementing a long-term strategy and an update to the Accessible Design Standards to meet current accessible best practices and industry learnings.



With the update, a comprehensive engagement plan (including the Advisory Committee on Accessibility, internal and external feedback), a robust communications plan, and a targeted training plan for project delivery teams will be developed. While all advancing the accessibility culture within The City, project reviews and project manager support for application of the standards will continue, confirming projects being delivered provide an accessible and inclusive built-environment and spaces for all.

DID YOU KNOW?

We reviewed the application of The Access Design Standards on over 168 projects in 2023. Collectively, these reviews helped create more accessible public realms for Calgarians.





Delivering great service and value for Calgarians

Leveraging technology to improve service

Working to increase transparency and accountability to Calgarians and City Council for infrastructure projects across The City.

Two projects underway to deliver on this commitment are the Capital Projects Map and the Program and Project Management tool.

Capital Projects Map

Exploring Calgary's infrastructure projects

The Capital Projects Map will provide current information on the status of City infrastructure projects via an online, interactive map. In addition to providing the location of current City infrastructure projects by Ward, key project details such as project descriptions and status, schedule and budget will also be shared. This will enable Calgarians to stay up to date with projects of interest, at their convenience. This project also has an internal component that City employees can use to plan, coordinate, and collaborate in a more effective manner.

Program and Project Management Tool Optimizing Calgary's infrastructure programs and project management

A corporate-wide team has been working together to implement a robust project management system that all City departments can use to support The City's comprehensive Project Management Framework.

The Program and Project Management Tool helps business units improve consistency in project management practices, leading to improved project outcomes and customer satisfaction. The tool enables near real-time visibility into project progress, resource allocation, and performance metrics, empowering teams to make data-driven decisions and mitigate risks effectively. The Program and Project Management Tool also promotes communication and transparency among team members, interest-holders and leadership, fostering a culture of accountability and alignment towards achieving organizational goals.

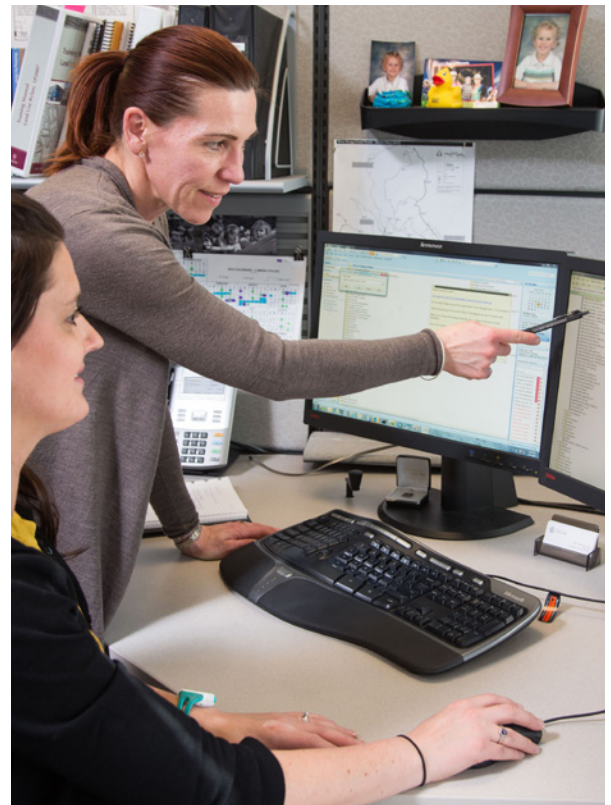


Roll out of the project management tool began in 2022, starting with the most capital-intensive teams. To date, over 1,000 users have been onboarded and trained on the project management tool. The roll out will continue across the organization, with continual updates to the tool being implemented based on user feedback.

In today's fast-paced and complex business environment, having a robust project management tool is crucial for maximizing productivity, optimizing resource utilization, and delivering successful projects on time and within budget. The Program and Project Management Tool is an example of how we are modernizing government, equipping our workforce with the tools and technology to improve the quality of our project management, so that we can serve Calgarians better.

DID YOU KNOW?

The project management tool enables near real-time visibility into project progress, resource allocation, and performance metrics, empowering teams to make data-driven decisions and mitigate risks effectively.





This report provides Council and Calgarians with line of sight to some of the work that The City is doing to deliver and build a vibrant and resilient city for future generations. The outcomes of these investments help build economic, social and climate resilience within Calgary and further Calgary's global positioning and reputation as one of the most livable cities in the world.

This inaugural report is a starting point, and we plan to evolve the report in the future to meet the needs of committee, council, and the community.