



# 2023-2026 Service Plans & Budgets continuous improvement initiatives

Approximately 300 projects were identified as service improvement initiatives within the 2023-2026 Service Plans and Budget. These projects are listed below and are categorized into one of six continuous improvement theme areas of this report:

- + *Serving Calgarians*
- + *Systems & Technology*
- + *Operational Optimization*
- + *Infrastructure Optimization*
- + *Cross-Corporate Collaboration*
- + *Climate & Environment*

Service Name	Initiative Description	Continuous Improvement Theme
1 Affordable Housing	Increase the number of affordable housing units by leveraging funding from provincial and federal governments for City-led projects.	Serving Calgarians
2 Affordable Housing	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.	Serving Calgarians
3 Affordable Housing	Create an updated Corporate Affordable Housing Strategy to set the high-level direction for the next five to ten years.	Serving Calgarians
4 Affordable Housing	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.	Cross-Corporate Collaboration
5 Affordable Housing	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.	Cross-Corporate Collaboration
6 Affordable Housing	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.	Serving Calgarians
7 Affordable Housing	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.	Serving Calgarians
8 Affordable Housing	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.	Serving Calgarians
9 Arts & Culture	Invest in Calgary's cultural future through supporting Calgary and Chinatown Cultural Plans.	Serving Calgarians
10 Arts & Culture	Increase equitable access to festivals and events by delivering low-cost and no-cost festivals, events, and programming directly and with our partners.	Serving Calgarians
11 Arts & Culture	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.	Operational Optimization

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
12	Building Safety	Reduce building permit approval timelines by applying capacity, risk, and performance management.	Operational Optimization
13	Building Safety	Protect the public during construction through the revision of the Public Protection Site Safety Plan and monitoring of key safety indicators.	Serving Calgarians
14	Building Safety	Protect the public during construction through the revision of the Public Protection Site Safety Plan and monitoring of key safety indicators.	Serving Calgarians
15	Building Safety	Provide time-saving, easy and convenient options through education for builders and developers, and investment in customer self-serve capabilities.	Serving Calgarians
16	Building Safety	Improve building energy performance by delivering on the Climate Action Plan through education, and incentives.	Infrastructure Optimization
17	Building Safety	Manage inspections by providing industry leadership in risk management techniques that follow the Alberta Safety Codes Council's directive.	Operational Optimization
18	Building Safety	Support the Greater Downtown Plan by dedicating resources to the reviewing, approvals and inspections process.	Infrastructure Optimization
19	Building Safety	Contribute to Calgary's environmental sustainability by lowering greenhouse gas (GHG) emissions through the conversion of fleet vehicles to electric vehicles.	Climate & Environment
20	Building Safety	Improve convenience for customers and save fuel by enhancing inspection services through the use of remote video inspection.	Serving Calgarians
21	Building Safety	Improve employee engagement through a sustained and meaningful coaching and development program.	Systems & Technology
22	Building Safety	Act on the intent of Truth and Reconciliation by continuing to grow our partnership with Siksika Nation.	Serving Calgarians
23	Building Safety	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.	Operational Optimization
24	Bylaw Education & Compliance	Link populations experiencing vulnerabilities with partnering agencies and support services by evolving the front-line officer outreach model..	Serving Calgarians
25	Bylaw Education & Compliance	Address localized social disorder and improve safety in the downtown core by increasing community peace officer capacity..	Serving Calgarians
26	Bylaw Education & Compliance	Strengthen employee resiliency by delivering training and resources designed to improve officer safety and support mental and physical wellness.	Serving Calgarians
27	Bylaw Education & Compliance	Improve responsiveness to emerging local issues and citizen needs by leveraging new technology to modernize service delivery.	Serving Calgarians
28	Bylaw Education & Compliance	Promote bylaw compliance and community safety by increasing community engagement efforts.	Serving Calgarians
29	Bylaw Education & Compliance	Improve citizen awareness on illegal dumping and temporary sign bylaws through targeted education, programming and increased enforcement practices.	Serving Calgarians
30	Calgary 9-1-1	Improve emergency response coordination and reduce 9-1-1 processing times by unifying Police and Fire incident management systems.	Serving Calgarians
31	Calgary 9-1-1	Enable ongoing adoption of the emerging capabilities of modern communication networks by deploying Next Generation 9-1-1 infrastructure.	Systems & Technology

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
32	Calgary 9-1-1	Improve the caller experience by optimizing the Calgary 9-1-1 service delivery model and reducing call transfers.	Serving Calgarians
33	Calgary 9-1-1	Ensure resilience and continuity of 9-1-1 operations through proactive risk-based planning and mitigation for emerging and evolving threats.	Serving Calgarians
34	Calgary 9-1-1	Improve interoperability with partnering agencies, regional municipalities and First Nations.	Cross-Corporate Collaboration
35	Calgary 9-1-1	Better serve populations experiencing vulnerabilities by strengthening community partnerships and engagement.	Serving Calgarians
36	Citizen Engagement & Insights	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.	Serving Calgarians
37	Citizen Engagement & Insights	Improve organizational understanding of our scope and scalability through education, awareness and expectation-setting as an input into City decision-making.	Serving Calgarians
38	Citizen Engagement & Insights	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.	Serving Calgarians
39	Citizen Engagement & Insights	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.	Systems & Technology
40	Citizen Engagement & Insights	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.	Cross-Corporate Collaboration
41	Citizen Engagement & Insights	Provide online engagement that is accessible to all Calgarians by enhancing The City's capabilities and mirroring the in-person experience of engagement.	Serving Calgarians
42	Citizen Engagement & Insights	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.	Serving Calgarians
43	Citizen Engagement & Insights	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.	Serving Calgarians
44	Citizen Engagement & Insights	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.	Serving Calgarians
45	Citizen Information & Services	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.	Serving Calgarians
46	Citizen Information & Services	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.	Systems & Technology

Service Name	Initiative Description	Continuous Improvement Theme
47 Citizen Information & Services	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.	Systems & Technology
48 Citizen Information & Services	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.	Serving Calgarians
49 Citizen Information & Services	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.	Systems & Technology
50 Citizen Information & Services	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.).	Serving Calgarians
51 Citizen Information & Services	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.	Serving Calgarians
52 Citizen Information & Services	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.	Systems & Technology
53 City Auditor's Office	Support the delivery of value-add audits where complex technical emerging risks threaten Council objectives by utilizing subject matter expertise.	Operational Optimization
54 City Cemeteries	Complete Phase One of development at Prairie Sky Cemetery by 2026 to continue providing this provincially legislated service for the coming decades of Calgarians.	Serving Calgarians
55 City Cemeteries	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).	Serving Calgarians
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57 City Cemeteries	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.	Serving Calgarians
58 City Cemeteries	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.).	Climate & Environment
59 City Cemeteries	Reduce water use by implementing innovative, alternative products and strategic cemetery design (i.e., monument rain shadowing, drip irrigation, open green space).	Climate & Environment
60 City Cemeteries	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.).	Serving Calgarians
61 City Cemeteries	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.).	Serving Calgarians

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
62	City Cemeteries	Provide a safe and healthy environment for cemetery visitors, employees, contractors and volunteers by strengthening the commitment to safety and well-being.	Serving Calgarians
63	City Planning & Policy	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.	Cross-Corporate Collaboration
64	City Planning & Policy	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.	Infrastructure Optimization
65	City Planning & Policy	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.	Infrastructure Optimization
66	City Planning & Policy	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.	Cross-Corporate Collaboration
67	City Planning & Policy	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.	Cross-Corporate Collaboration
68	City Planning & Policy	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.	Serving Calgarians
69	City Planning & Policy	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.	Operational Optimization
70	City Planning & Policy	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.	Cross-Corporate Collaboration
71	City Planning & Policy	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.	Operational Optimization
72	City Planning & Policy	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.	Serving Calgarians
73	City Planning & Policy	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.	Climate & Environment
74	Climate & Environmental Management	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.	Climate & Environment

Service Name	Initiative Description	Continuous Improvement Theme
75 Climate & Environmental Management	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.	Climate & Environment
76 Climate & Environmental Management	Drive drought resilience in Calgary through a corporate-wide stance and significant collaboration involving Water Treatment & Distribution Service Line by planning for local and regional water demand, water allocation and/or licensing, water treatment and distribution infrastructure and/or operations and emergency response. Shifting regional climate, utility and environmental equity and the provincial moratorium on new licenses from the Bow Basin make this initiative complex, timely & important.	Climate & Environment
77 Climate & Environmental Management	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.	Climate & Environment
78 Climate & Environmental Management	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.	Climate & Environment
79 Corporate Governance	Support achievement of corporate goals by continuing to modernize governance practices and policies including implementing the service governance and policy review program.	Cross-Corporate Collaboration
80 Corporate Governance	Encourage more intentional management of capital by reallocating carry-forwards and/or relinquishments to high priority infrastructure opportunities.	Infrastructure Optimization
81 Corporate Governance	Encourage more intentional management of capital by reallocating carry-forwards and/or relinquishments to high priority infrastructure opportunities.	Infrastructure Optimization
82 Corporate Governance	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.	Systems & Technology
83 Corporate Governance	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.	Cross-Corporate Collaboration
84 Corporate Governance	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.	Cross-Corporate Collaboration
85 Corporate Governance	Advance goals and interests with other orders of government and enhance overall responsiveness through continuous advocacy process improvements and working closely with department clients.	Cross-Corporate Collaboration
86 Corporate Governance	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.	Cross-Corporate Collaboration
87 Corporate Governance	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.	Cross-Corporate Collaboration

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88	Corporate Governance	Improve adherence to policies, frameworks and procedures through a focus on education, training and compliance programs.	Cross-Corporate Collaboration
89	Corporate Security	Maintain organizational resilience from cyber security events by implementing mandatory cyber security awareness training for City employees.	Systems & Technology
90	Corporate Security	Improve organizational resilience and public safety through the life cycle and upgrade of security tools, applications and hardware in public facing facilities and other City infrastructure.	Systems & Technology
91	Corporate Security	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.	Operational Optimization
92	Council & Committee Support	Maintain standards of excellence in Citizen Recognition and Protocol by ensuring related policies are up-to-date, accurate and reflect leading practices.	Cross-Corporate Collaboration
93	Council & Committee Support	Enhance support for users of The City's legislative meeting management system including report writers, Mayor's Office, Councillors' Offices and General Managers' Offices.	Operational Optimization
94	Data Analytics & Information Access	Create, manage and provide corporate-wide geospatial technology, data and analytics that are reliable, secure and accessible for customers and Calgarians.	Systems & Technology
95	Data Analytics & Information Access	Provide City operational groups with tools and analytics to deliver their services more efficiently and providing them greater insight into strategic decision making.	Systems & Technology
96	Data Analytics & Information Access	Develop and support the Corporation's advanced analytics practice, providing guidance, sharing best practices and developing corporate data analytics and governance solutions.	Systems & Technology
97	Data Analytics & Information Access	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).	Cross-Corporate Collaboration
98	Data Analytics & Information Access	Provide professional learning opportunities and consulting to build City employee's innovation capacity and continue to partner on cross-corporate innovation projects with business units, to nurture a culture of innovation and human-centered design & prototyping, supporting the development of the next generation of civic services to Calgarians.	Cross-Corporate Collaboration
99	Data Analytics & Information Access	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.	Systems & Technology
100	Data Analytics & Information Access	Modernize eCommerce across the Corporation through standardization of commerce transaction processes, a rationalization of technologies, improved data insights, and improved customer experiences.	Systems & Technology
101	Data Analytics & Information Access	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.	Systems & Technology
102	Data Analytics & Information Access	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.	Systems & Technology

	Service Name	Initiative Description	Continuous Improvement Theme
103	Data Analytics & Information Access	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.	Systems & Technology
104	Data Analytics & Information Access	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.	Systems & Technology
105	Development Approvals	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.	Operational Optimization
106	Development Approvals	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.	Serving Calgarians
107	Development Approvals	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.	Serving Calgarians
108	Development Approvals	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).	Cross-Corporate Collaboration
109	Executive Leadership	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.	Cross-Corporate Collaboration
110	Executive Leadership	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.	Cross-Corporate Collaboration
111	Executive Leadership	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.	Cross-Corporate Collaboration
112	Facility Management	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.	Climate & Environment
113	Facility Management	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.	Climate & Environment
114	Facility Management	Generate long-term corporate gains through a mix of process harmonization, cost and procurement efficiencies, economies of scale, risk management, and investments that optimize value for money to achieve the long-term benefits from the Corporate Coordinated Operations & Maintenance (CCOM) transfers.	Operational Optimization
115	Facility Management	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.	Climate & Environment



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116	Facility Management	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.	Infrastructure Optimization
117	Facility Management	Reduce unanticipated down time and number of break/fix work orders by harmonizing the preventative maintenance program across buildings transferred to Facility Management.	Infrastructure Optimization
118	Facility Management	Inform lifecycle and sustainment investment decisions for the provision of operations and maintenance of the Corporation's facilities by enhancing transferred facilities' building asset data for Corporate Coordinated Operations & Maintenance (CCOM).	Operational Optimization
119	Facility Management	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.	Infrastructure Optimization
120	Financial Support	Support The City's financial sustainability by monitoring and responding to the changing economic and political environment.	Cross-Corporate Collaboration
121	Financial Support	Support and inform the Executive Leadership Team and Council decision-making by preparing a comprehensive suite of financial reports..	Cross-Corporate Collaboration
122	Fire & Emergency Response	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.	Operational Optimization
123	Fire & Emergency Response	Maintain service levels by ensuring adequate staffing levels to balance operational demands including emergency response, community risk reduction initiatives, training and wellness.	Operational Optimization
124	Fire & Emergency Response	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.	Operational Optimization
125	Fire & Emergency Response	Enhance service efficiency and effectiveness by leveraging new and emerging firefighting equipment and technology.	Operational Optimization
126	Fire & Emergency Response	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.	Climate & Environment
127	Fire & Emergency Response	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.	Serving Calgarians
128	Fire & Emergency Response	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.	Operational Optimization
129	Fire Inspection & Enforcement	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.	Operational Optimization
130	Fire Inspection & Enforcement	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.	Serving Calgarians

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131	Fire Inspection & Enforcement	Improve service levels for Calgarians by optimizing workforce capacity to align with service demand and workloads.	Cross-Corporate Collaboration
132	Fire Inspection & Enforcement	Support emergency response enhancements, safety education and fire prevention initiatives by improving the collection, quality, and analysis of incident data.	Operational Optimization
133	Fire Safety Education	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.	Operational Optimization
134	Fire Safety Education	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.	Serving Calgarians
135	Fire Safety Education	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.	Serving Calgarians
136	Fire Safety Education	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.	Serving Calgarians
137	Fire Safety Education	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.	Serving Calgarians
138	Fleet Management	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.	Climate & Environment
139	Fleet Management	Engage employees to be actively involved in maintaining a safe workplace through participation in safety governance committees, implementation of safety programs and performance improvement.	Cross-Corporate Collaboration
140	Fleet Management	Reduce liability to The City and citizens by investing in telematics and critical technology infrastructure that will improve vehicle safety and driver behaviour.	Systems & Technology
141	Fleet Management	Improve vehicle utilization and maximize the use of City-owned vehicles and equipment by advancing Flex Fleet, The City's corporate car share program.	Operational Optimization
142	Fleet Management	Improve vehicle and equipment uptime, service delivery to citizens, and reduce costs by implementing Reliability Centered Maintenance (RCM).	Operational Optimization
143	Fleet Management	Support critical service delivery and attract and retain a diverse workforce by implementing a workforce strategy for hiring "difficult to fill" positions.	Operational Optimization
144	Fleet Management	Partner with service owners to consolidate The City's fleet management practices to realize efficiencies and improve service quality and delivery to customers.	Cross-Corporate Collaboration
145	Human Resources Support	Advance The City as an employer of choice by exploring the development of a refreshed people strategy.	Operational Optimization
146	IT Solutions & Support	Optimize technology platforms and applications by balancing business technology investment decisions with corporate solutions.	Systems & Technology
147	IT Solutions & Support	Seek efficiencies and ensure compliance in a constantly changing and growing technology landscape by brokering technology services and resources for The City.	Systems & Technology

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
148	IT Solutions & Support	Improve the availability of City services by building, maintaining and supporting secure and resilient technology infrastructure.	Systems & Technology
149	IT Solutions & Support	Manage information as a strategic asset by advancing the use, reliability and value of civic data through improved access and analysis.	Operational Optimization
150	IT Solutions & Support	Increase availability of online services to Calgarians by providing the technology and support for business units to add municipal services online.	Serving Calgarians
151	IT Solutions & Support	Advance service delivery by exploring, identifying and evaluating emerging technologies.	Systems & Technology
152	IT Solutions & Support	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.	Cross-Corporate Collaboration
153	IT Solutions & Support	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.	Serving Calgarians
154	Infrastructure & Engineering	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.	Infrastructure Optimization
155	Infrastructure & Engineering	Advocate for project management excellence at The City as foundational for successful project delivery by providing project management supports, training and stewarding of policy and standards.	Operational Optimization
156	Infrastructure & Engineering	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.	Serving Calgarians
157	Infrastructure & Engineering	Strengthen our relationship with the development and construction industry to maximize The City's efforts in securing funding for capital projects by launching a capital grant management program and continuing to organize annual partnering with industry events.	Infrastructure Optimization
158	Infrastructure & Engineering	Maximize The City's infrastructure value for Calgarians by optimizing capital contract management practices across the organization.	Operational Optimization
159	Infrastructure & Engineering	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.	Operational Optimization
160	Infrastructure & Engineering	Improve building safety, reliability and efficiency by providing building engineering advisory services and by maintaining strict adherence to engineering and/or architectural professional standards across The City.	Operational Optimization
161	Infrastructure & Engineering	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.	Climate & Environment
162	Infrastructure & Engineering	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.	Infrastructure Optimization
163	Infrastructure & Engineering	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.	Operational Optimization

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
164	Land Development & Sales	Attract new business investment and promote economic diversification and growth for Calgary through the redevelopment of lands at South Hill.	Serving Calgarians
165	Legal Services	Continue to work on initiatives identified through the Legal Service's ZBR	Operational Optimization
166	Legal Services	Remain focused on employee wellness, retention and equity, diversity and inclusion	Cross-Corporate Collaboration
167	Legal Services	Implement technology advancements to modernize and streamline operations in accordance with Council approved ZBR commitments	Systems & Technology
168	Legal Services	Continue efforts to increase proactive involvement on priority Corporate issues	Cross-Corporate Collaboration
169	Legal Services	Continued engagement with customers on prioritization of service and service needs	Cross-Corporate Collaboration
170	Legal Services	Refine data collection and performance measures that support informed decision making	Operational Optimization
171	Legal Services	Review the resources required to support a resilient legal service	Operational Optimization
172	Legal Services	Contribute to Corporate initiatives that explore the use of technology to increase overall efficiency and effectiveness	Systems & Technology
173	Legal Services	Support Corporate initiatives to advance anti-racism	Serving Calgarians
174	Library Services	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..	Serving Calgarians
175	Library Services	Enhance pathways to wellness for Calgarians by improving and expanding services offered through Wellness Desks.	Serving Calgarians
176	Library Services	Enhance support for school-aged learning by developing pop-up and loanable versions of current Questionarium content and materials..	Serving Calgarians
177	Library Services	Improve early learning capacity by creating three new outdoor early learning centres by end of 2026.	Serving Calgarians
178	Library Services	Increase sense of belonging by creating additional opportunities for Indigenous Placemaking within current service locations.	Serving Calgarians
179	Municipal Elections	Improve the voting experience by enhancing and expanding internal and external partnerships with Council, school boards, post-secondary institutions, and community organizations.	Cross-Corporate Collaboration
180	Municipal Elections	Better reflect the needs of equity-seeking Calgarians, including newcomers and persons with disabilities by undertaking stakeholder engagement and implement voting process improvements.	Serving Calgarians
181	Municipal Elections	Identify and implement improvements for future elections through a review of voting technology security.	Systems & Technology
182	Organizational Health, Safety & Wellness	Enhance the employee experience by advancing corporate wide health and safety systems, programs and initiatives.	Cross-Corporate Collaboration
183	Organizational Health, Safety & Wellness	Advance organizational psychological safety by promoting a corporate-wide strategic approach.	Cross-Corporate Collaboration

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
184	Organizational Health, Safety & Wellness	Prevent and resolve safety incidents and issues by implementing appropriate processes across the organization.	Cross-Corporate Collaboration
185	Organizational Health, Safety & Wellness	Prioritize health, safety and wellness programs, services and initiatives by collaborating with and educating leaders.	Cross-Corporate Collaboration
186	Organizational Health, Safety & Wellness	Strengthen risk mitigation to reduce incidents and costs by utilizing a risk management framework.	Operational Optimization
187	Organizational Health, Safety & Wellness	Enhance the safety culture by strengthening employee engagement, productivity, psychological safety and occupational safety compliance by promoting and supporting corporate safety, health and wellness.	Cross-Corporate Collaboration
188	Organizational Health, Safety & Wellness	Improve service delivery and strengthen collaboration across the corporation by leveraging systems and technology.	Cross-Corporate Collaboration
189	Organizational Health, Safety & Wellness	Improve health, safety and wellness programs and initiatives by using data to support decision-making.	Operational Optimization
190	Parking	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.	Serving Calgarians
191	Parking	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.	Serving Calgarians
192	Parking	Increase revenue through the Flex Pass program and other new products.	Operational Optimization
193	Parking	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.	Systems & Technology
194	Parking	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.	Climate & Environment
195	Parking	Install Electric Vehicle charging stations on-street by working with the Calgary Sustainability team to assess demand and feasibility.	Climate & Environment
196	Parks & Open Spaces	Support climate resilience, focusing on improving the health of the ecological network, through the development and implementation of Habitat Management Plans.	Climate & Environment
197	Parks & Open Spaces	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.	Serving Calgarians

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
198	Parks & Open Spaces	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.	Serving Calgarians
199	Parks & Open Spaces	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.	Climate & Environment
200	Parks & Open Spaces	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.	Serving Calgarians
201	Parks & Open Spaces	Support continuous improvement of the service by exploring more data and technology options to improve decision making, sustainability and service delivery.	Operational Optimization
202	Parks & Open Spaces	Provide a safe and healthy environment for park users, employees, contractors and volunteers by strengthening commitments to safety and well being.	Operational Optimization
203	Pet Ownership & Licensing	Promote responsible pet ownership practices through increased community outreach, advocacy and engagement.	Serving Calgarians
204	Pet Ownership & Licensing	Enhance community safety by increasing collaboration with our partners to implement dog bite prevention and dog safety education to Calgarians.	Serving Calgarians
205	Pet Ownership & Licensing	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.	Serving Calgarians
206	Pet Ownership & Licensing	Expedite animal reunifications and increase compliance with the Responsible Pet Ownership Bylaw by communicating the value of pet licensing.	Serving Calgarians
207	Pet Ownership & Licensing	Improve responsiveness and access to virtual services by modernizing the technical infrastructure supporting the Animal Licensing Management System.	Systems & Technology
208	Pet Ownership & Licensing	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.	Serving Calgarians
209	Procurement & Warehousing	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.	Serving Calgarians
210	Procurement & Warehousing	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.	Serving Calgarians
211	Procurement & Warehousing	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.	Operational Optimization
212	Procurement & Warehousing	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.	Operational Optimization

	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
213	Procurement & Warehousing	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.	Cross-Corporate Collaboration
214	Procurement & Warehousing	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.	Operational Optimization
215	Procurement & Warehousing	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.	Cross-Corporate Collaboration
216	Procurement & Warehousing	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.	Operational Optimization
217	Procurement & Warehousing	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.	Operational Optimization
218	Property Assessment	Improve the customer experience by focusing on improving Calgarian's understanding and providing more online services and self-service options.	Serving Calgarians
219	Property Assessment	Better serve Council and Calgarians by smoothly transitioning the Property Assessment and Taxation services into the Assessment & Tax business unit.	Serving Calgarians
220	Property Assessment	Pursue future efficiency and effectiveness gains by continuously investing in technology and process improvements.	Systems & Technology
221	Public Transit	Improve service and align service levels with return of ridership by optimizing routes and schedules.	Operational Optimization
222	Public Transit	Improve transit service by investing in innovative service delivery options and technologies.	Operational Optimization
223	Public Transit	Improve employee engagement and safety awareness training by investing in employee commitment.	Operational Optimization
224	Public Transit	Support transit customer safety strategy, Safety 4 All, by coordinating efforts with Council, other departments and business units.	Serving Calgarians
225	Public Transit	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.	Climate & Environment
226	Public Transit	Contribute to corporate climate strategy goals by procuring innovative and environmentally friendly technologies.	Climate & Environment
227	Public Transit	Implement a continuous improvement framework to improve service delivery while coordinating across the corporation.	Operational Optimization
228	Real Estate	Acquire real estate to deliver capital infrastructure and community service projects, including streamlining intake of files from Planning & Development Services.	Infrastructure Optimization
229	Records Management, Access & Privacy	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.	Serving Calgarians

	Service Name	Initiative Description	Continuous Improvement Theme
230	Records Management, Access & Privacy	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.	Serving Calgarians
231	Recreation Opportunities	Support Calgarians' ability to experience the benefits of recreation by providing a range of equitable and accessible recreation opportunities that encourage active daily living.	Serving Calgarians
232	Recreation Opportunities	Provide sport leadership, sport partnership, sport opportunities, and sport experiences by progressing the Sport For Life Policy.	Serving Calgarians
233	Recreation Opportunities	Optimize current service delivery through a strategic approach to pricing, product and service offerings, and policy to meet market demand.	Serving Calgarians
234	Sidewalks & Pathways	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.	Operational Optimization
235	Sidewalks & Pathways	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.	Climate & Environment
236	Sidewalks & Pathways	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.	Cross-Corporate Collaboration
237	Sidewalks & Pathways	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.	Operational Optimization
238	Sidewalks & Pathways	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.	Serving Calgarians
239	Sidewalks & Pathways	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.	Operational Optimization
240	Sidewalks & Pathways	Provide Calgarians with stronger sidewalks that require less maintenance and have an extended lifespan through updated sidewalk designs and specifications.	Operational Optimization
241	Sidewalks & Pathways	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.	Operational Optimization
242	Sidewalks & Pathways	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.	Operational Optimization
243	Sidewalks & Pathways	Advance additional carbon dioxide emission reduction, incorporating green technologies and materials for environmental sustainability, through the use of materials such as Green Concrete which can store carbon dioxide and by replacing cement material with limestone which reduces cement content by five percent.	Climate & Environment



	<b>Service Name</b>	<b>Initiative Description</b>	<b>Continuous Improvement Theme</b>
244	Social Programs	Support youth with employment readiness, skills development and employment through the Youth Employment Centre to help them successfully transition into meaningful employment.	Serving Calgarians
245	Social Programs	Improve service delivery to clients of Seniors Services Home Maintenance Program through file digitization.	Systems & Technology
246	Specialized Transit	Improve service by investing in innovative service delivery options and technologies.	Operational Optimization
247	Specialized Transit	Improve employee engagement and safety awareness/training by investing in employee commitment.	Cross-Corporate Collaboration
248	Specialized Transit	Implement a continuous improvement framework to improve service delivery while coordinating across the corporation.	Cross-Corporate Collaboration
249	Stormwater Management	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.	Climate & Environment
250	Stormwater Management	Create safe and resilient communities through the continued delivery of strategic initiatives and capital flood mitigation projects to reduce the risk of river flooding.	Serving Calgarians
251	Stormwater Management	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.	Serving Calgarians
252	Stormwater Management	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).	Climate & Environment
253	Stormwater Management	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.	Serving Calgarians
254	Stormwater Management	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.	Serving Calgarians
255	Stormwater Management	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.	Climate & Environment
256	Stormwater Management	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.	Serving Calgarians
257	Stormwater Management	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.	Climate & Environment
258	Stormwater Management	Establish levels of service, optimize value, and deliver service equity by leveraging innovation, data, technology, and customer insights.	Operational Optimization
259	Stormwater Management	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.	Operational Optimization
260	Stormwater Management	Build shared priorities, develop objectives and improve activity planning by building partnerships across internal city business units.	Cross-Corporate Collaboration

Service Name	Initiative Description	Continuous Improvement Theme
261 Strategic Marketing & Communications	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.	Serving Calgarians
262 Strategic Marketing & Communications	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.	Serving Calgarians
263 Strategic Marketing & Communications	Improve the effectiveness and level of trust in City communications by addressing the growth of misinformation about The City. This includes providing staff with tools and training to identify, monitor, and correct misinformation when responding to Calgarian and media inquiries, and address increased demand within existing budget.	Serving Calgarians
264 Strategic Marketing & Communications	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.	Serving Calgarians
265 Streets	Enhance safety and accessibility of the mobility network by promoting safety-related processes, procedures and communication, and by installing ramps and related infrastructure.	Operational Optimization
266 Streets	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.	Cross-Corporate Collaboration
267 Streets	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.	Climate & Environment
268 Streets	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.	Cross-Corporate Collaboration
269 Streets	Enable opportunities for positive economic and environmental impacts by determining strategies and mechanisms to reduce travel hours within specified or peak travel periods.	Climate & Environment
270 Streets	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.	Operational Optimization
271 Streets	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.	Systems & Technology
272 Streets	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.	Operational Optimization
273 Streets	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.	Operational Optimization
274 Streets	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.	Cross-Corporate Collaboration

Service Name		Initiative Description	Continuous Improvement Theme
275	Streets	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.	Operational Optimization
276	Streets	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.	Operational Optimization
277	Taxation	Improve the customer experience by focusing on improving Calgarian's understanding and providing more online services and self-service options.	Serving Calgarians
278	Taxation	Make the Taxation service a more attractive long-term career choice by focusing on staff attraction, development, and retention.	Cross-Corporate Collaboration
279	Taxation	Pursue future efficiency and effectiveness gains by continuously investing in technology and process improvements.	Infrastructure Optimization
280	Taxation	Support evidence-based decision-making across The City and the industry by providing taxation information to internal and external data requesters.	Cross-Corporate Collaboration
281	Taxi, Limousine & Vehicles-for-Hire	Offer fair and equitable livery options for all Calgarians and industry participants by monitoring the effectiveness of the Livery Transport Bylaw.	Serving Calgarians
282	Taxi, Limousine & Vehicles-for-Hire	Optimize customer services for industry participants and new market entrants by leveraging technology to improve access to virtual licensing platforms.	Serving Calgarians
283	Taxi, Limousine & Vehicles-for-Hire	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.	Serving Calgarians
284	Urban Forestry	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.	Serving Calgarians
285	Wastewater Collection & Treatment	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.	Infrastructure Optimization
286	Wastewater Collection & Treatment	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.	Operational Optimization
287	Wastewater Collection & Treatment	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).	Operational Optimization
288	Wastewater Collection & Treatment	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.	Infrastructure Optimization
289	Wastewater Collection & Treatment	Improve energy efficiency and reduce Greenhouse Gas (GHG) emissions from wastewater operations.	Climate & Environment

	Service Name	Initiative Description	Continuous Improvement Theme
290	Wastewater Collection & Treatment	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.	Climate & Environment
291	Wastewater Collection & Treatment	Establish levels of service, optimize value, and deliver service equity by leveraging innovation, data, technology, and customer insights.	Operational Optimization
292	Wastewater Collection & Treatment	Reduce safety risk for employees and Calgarians caused by Hydrogen Sulfide (H2S) gases through improved modeling, monitoring and mitigation initiatives.	Operational Optimization
293	Water Treatment & Supply	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.	Operational Optimization
294	Water Treatment & Supply	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.	Climate & Environment
295	Water Treatment & Supply	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).	Operational Optimization
296	Water Treatment & Supply	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.	Climate & Environment
297	Water Treatment & Supply	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.	Operational Optimization
298	Water Treatment & Supply	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.	Serving Calgarians
299	Water Treatment & Supply	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.	Serving Calgarians