



# 2023 Progress Update

# Service Updates



**Making life better every day**

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# Introduction

These Service Updates are a companion to 2023 Progress Update Report. Each service update act as a reference source that allows Council and Calgarians to dive deeper into any areas that are of particular interest to them. They provide details on service performance including updates on initiatives, performance measures, financial performance, and information on how each service is progressing toward its approved 2023-2026 service plan and budget. Further, the service updates provide highlights of key accomplishments, service challenges faced during 2023 and trends and potential uncertainties that are being monitored.

An update on the progress of each service is provided:

- **Key Service Results** – outlines key service accomplishments.
- **Service Challenges** – outlines service challenges and how they are being managed.
- **Trends & Potential Uncertainties** – lists emerging issues and trends monitored by services.
- **Measuring Our Performance** – performance measures detailing how actual performance compares against the Council-approved expected future performance.
- **Progress on Service Delivery** – details on how the service initiatives are progressing against the plan and in alignment with Council’s refined priorities and results areas. The alignment matrix reflects only the most aligned Council priority and result area for each initiative. Note that initiatives may contribute more than one priority or result area.
- **Service Updates on Financial Performance** – operating and capital budget spend details.

## Legend

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### Performance Measures Status Icon Legend:

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

### Initiatives Status Icon Legend:

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

*The Service Updates have been updated for the 2023 – 2026 Service Plans and Budgets and are found here on [Service plans and budgets \(calgary.ca\)](https://calgary.ca/service-plans-and-budgets)*





# Building, Planning and Business





# Appeals & Tribunals

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

## Service Description

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

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

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

## Service Updates

### Key Service Results

The City Clerk's Office completed an upgrade to the Assessment Review Board case management system to improve the public user experience ahead of schedule. All testing and security requirements were satisfied while maintaining functionality. (Initiative 4)

Cross-training of Tribunal Clerk staff has been completed resulting in a 100 percent on-time publication rate of Assessment Review Board Decisions, an increase from 92 percent at mid-year. (Initiative 1 and Performance Measure 5)

The City Clerk's Office undertook an examination of potential barriers to accessing justice. A working group was established with internal partners to identify barriers and compile data and research. The final report and recommendations were delivered in the third quarter of 2023 and identified various themes and barriers to accessing justice. Work on this initiative will continue into 2024 with a focus on removing at least one of the barriers identified. (Initiative 2)

### Service Challenges

Turnover in temporary staff led to hiring and onboarding of new staff to support all three tribunals and increase effective service delivery.

There was a decline in decisions made within statutory timelines by the Assessment Review Board. The City Clerk's Office will continue working with all The City's tribunals to support timely decision-making and identify and mitigate issues as they arise.

### Trends & Potential Uncertainties

The trend toward delayed decisions may continue into 2024; however, The City Clerk's Office is dedicated to assisting The City's tribunals and providing training and guidance, as required. Additional process efficiencies may also be identified that will help The City's tribunals to achieve timely and effective outcomes.





# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

→ Progressing as planned

⊖ Not progressing as planned

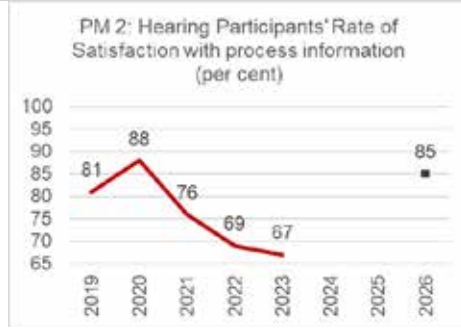
## Performance Measures

## Story behind the numbers

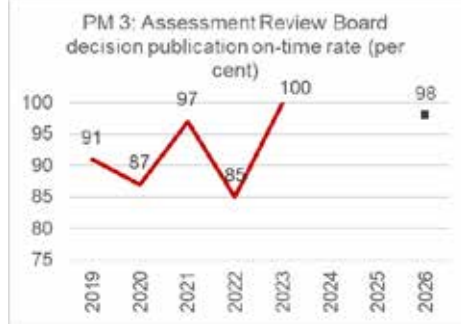
## Status



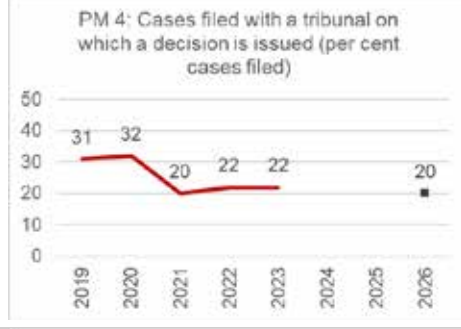
The number of decisions issued within the statutory timelines by the Assessment Review Board declined sharply.



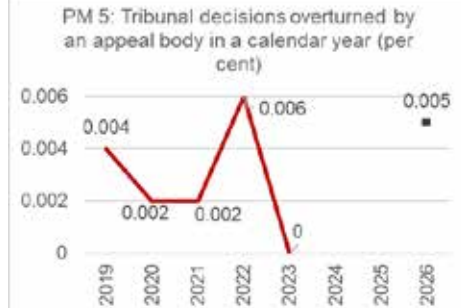
Participants who reported they were not satisfied with the customer service they received also included comments indicating dissatisfaction with the hearing process.



The City Clerk's Office has seven days to publish decisions of the Assessment Review Board. Staff cross-training has been effective in allowing for the timely publishing of decisions.



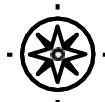
There is a disproportionate number of files across the City's tribunals with the Assessment Review Board receiving most of the files. Withdrawals and mutual agreements are continuing at a high volume, resulting in a low number of files being heard. There is a significant administrative component to processing these files and associated file closures.



Most board decisions are not appealed to a higher court. There were four instances of appeal; however, none were successful.

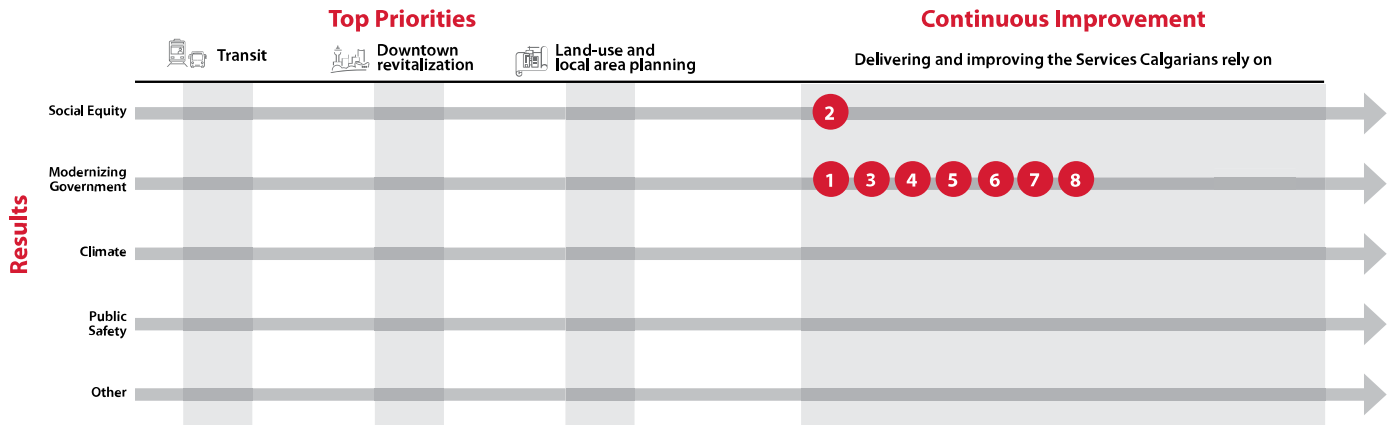







# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

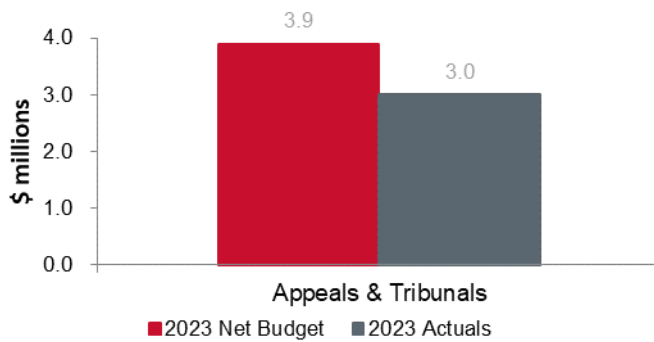
Initiative	Initiative Update	Status
1 Increase efficiency and adjust to varying volumes of appeals across all boards by training all tribunal clerks to support all three tribunals, rather than the specific-to-a-tribunal training approach that has been used historically.	Cross-training of Tribunal Clerks has been completed.	
2 Reduce barriers to participation and improve access to justice by investigating, planning and potentially expanding communication and outreach activities.	Barriers to accessing justice were identified and work will continue into 2024 to remove some of the barriers identified.	
3 Adhere to legislative requirements and provide timely service to Calgarians by continuing to render and publish adjudicative decisions within the specified timeframes.	The number of decisions issued within the statutory timelines by the Assessment Review Board declined.	
4 Provide an improved public user experience by upgrading the Assessment Review Board's file management software.	The upgrade was completed successfully ahead of schedule. All changes satisfied testing and security requirements while maintaining functionality.	
5 Ensure accessible processes by providing multiple channels for parties to file complaints and/or appeals, including in-person, online, mail, email and secure physical drop box.	All methods continue to be offered.	
6 Ensure accessible processes for participants by expanding support for various tribunal hearing formats, including virtual, in-person and written.	All methods continue to be offered.	
7 Identify opportunities for continuous improvement by seeking out feedback from hearing participants and input from members of the public.	Project work on identifying barriers to accessing justice helped to analyze participant's satisfaction and needs during the appeal/complaint process. Participants are requesting greater transparency and better access to resources.	

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



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**



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

Appeals & Tribunals has a favorable operating variance of \$0.9 million. The primary drivers of this variance were \$1.2 million savings in salary, wages, fringe benefits, as well as board member remuneration due to a lower number of complaints and higher number of negotiated settlements with The City, \$0.2 million savings related to contract and consulting costs, partially offset by a decrease of \$0.5 million in assessment complaint filing fee revenue due to a lower number of complaints.

In 2023, Appeals & Tribunals established a working group to identify barriers to accessing justice. The final report and recommendations were delivered in the third quarter of 2023 and identified various themes and barriers. Work will continue in 2024 focusing on removing at least one of the barriers.

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

Appeals & Tribunals has no capital budget in 2023.

# Building Safety

Led by: Director of Development, Business & Building Services

## Service Description

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

## Service Updates

### Key Service Results

Issued 19,500 building permits and granted occupancy on over 15,300 new dwelling units. Supported more customers, with a 10% increase in intake of new applications.

Increased the level of collaboration with industry to address construction-related issues, through the launch of a joint Builders Advisory Committee with BILD Calgary.

In 2023, a record 2915 suites were registered through the Secondary Suite Program to increase the current supply of safe affordable suites

Conducted successful ongoing public education that equipped Calgarians with information to provide complete permit applications, which supports streamlining of application reviews and inspections.

Introduced process improvements for Public Protection Site Safety Plans to ensure and timely review and compliance, which keeps Calgarians safe near construction sites.

Introduced energy labelling for residential buildings using the EnerGuide rating system, with over a third of new homes participating in the pilot program.

### Service Challenges

Missing information in permit applications resulting in longer timelines to complete reviews and issue permits. Joint committees with industry are providing opportunities for education and information-sharing.

Sustained increases in inspection volumes introduce a challenge in providing a predictable inspection booking window, with a 9% increase in applications and 23% increase in inspection volumes from 2022.

Maintaining staffing volumes in response to high volume and turnover. Leaders invested heavily in hiring additional staff to better support our increased inspection volumes, close open permits, and provide for succession planning, mentoring, and training.

### Trends & Potential Uncertainties

Population growth, market conditions and changing housing demographics are impacting the built form, with applications becoming more complex.

Industry interest in adopting artificial intelligence (AI) into the application process.

Ongoing transitioning to a more risk-based approach to approvals and inspections.

A long-term vehicle strategy depends on a charging infrastructure for a largely remote and distributed team of inspectors.

Staff retention and knowledge transfer through succession planning. Resource availability for improvement work.





# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

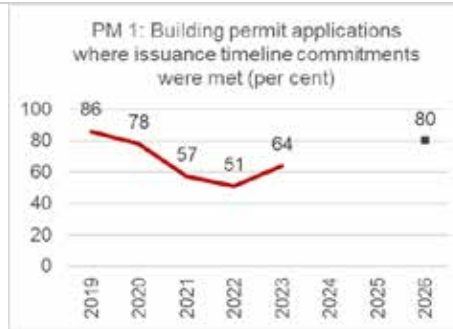
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

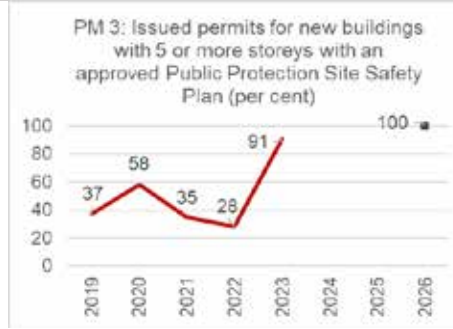
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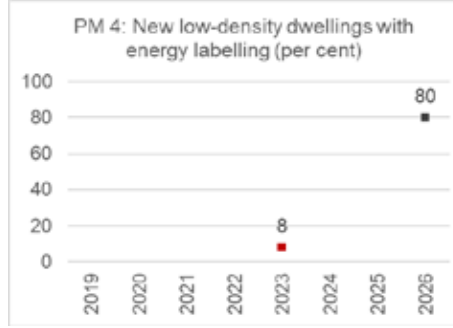
2023 was a record year for the number of building permit applications received. Overall, there was a 9% year-over-year increase in building permit applications from 2022 to 2023. Even with this increase, the City was able to issue building permits within the specified timelines 64% of the time, a 13% improvement over 2022. The City was able to issue over 19,500 building permits in 2023 and saw over 15,600 new dwelling units completed and added to the housing inventory for citizens to call their home.



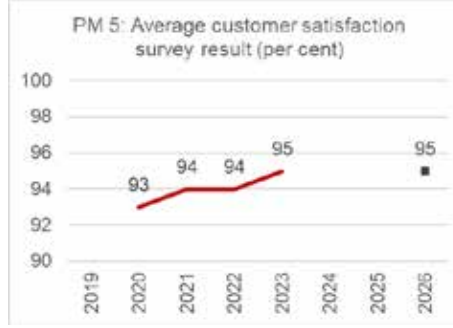
The unprecedented number of building permit applications received in 2023 resulted in a 22% increase in the number of completed inspections. As The City strived to keep up with demand, the sheer number of inspections meant that booking availability was limited. While the target is to have booking options available within the next 2 business days, 2023 saw an average of 4 business days to book a building inspection. The City will be working hard at improving availability by adding additional inspectors and improving routing to quickly get to sites.



Safety remains at the forefront of The City's priorities. Processes have been established to ensure that public protection site safety plans are in place for buildings with five or more stories. Under this new process, applications meeting the criteria will automatically be flagged for requiring an approved safety plan. Since implementing this initiative, performance has increased sharply, rising from 28% in 2022 to 91% in 2023. As the process is continually refined, performance is anticipated to improve further. Citizens can expect that all new buildings with five or more stories will have the site safety plans in place.



In September 2023, the energy labeling program was introduced, with initial participation being voluntary. While initial involvement was low, the results were anticipated as the program comes online. However, this initiative will become mandatory in 2024, requiring all new low-density dwellings to adopt energy labeling. Once the program becomes mandatory, performance will increase significantly, with citizens having the added benefit of now being able to purchase homes based on energy efficiency. The effectiveness of this performance measure will be reviewed in advance of mid-cycle adjustments.



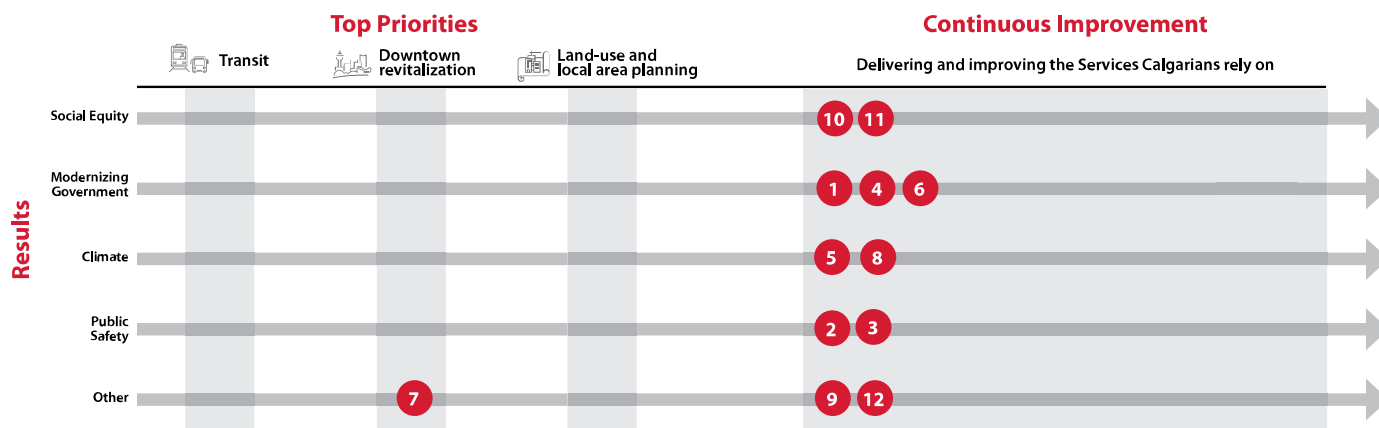
Survey results continue to show a high satisfaction from citizens that are applying for building and trade permits. While results are encouraging, The City is making every effort to improve that satisfaction even further. From adding additional staff to improve timeliness, increasing information to assist with permit applications, and streamlining internal processes, citizens will be sure to benefit from these improvements.










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

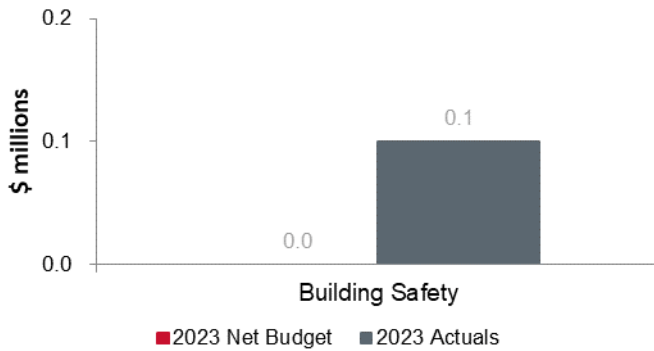
Initiative	Initiative Update	Status
1 Reduce building permit approval timelines by applying capacity, risk, and performance management.	Despite increasing volumes, permit approval timelines for Commercial Multi Family projects improved by 7% year over year, due to process efficiencies and additional staffing. Permit approval timelines for Residential Improvement Permits improved by 11% year over year and for Single Construction Permits by 20% year over year. This was due to increased consistency through mentoring and the implementation of quality standards.	
2 Protect the public during construction through the revision of the Public Protection Site Safety Plan and monitoring of key safety indicators.	Additional Public Protection Site Safety Plans (PPSSP) processing improvements have enabled visibility of PPSSP performance. From application review to occupancy, constructor performance for safe construction practices can be easily monitored to enable engagement and education, mitigating safety risks to sustain public safety proactively. The initiative is complete/ implemented, this will be an ongoing focus for the service line.	
3 Increase the supply of safe and affordable housing options by improving the regulatory environment for secondary suites.	The suites program saw a significant increase in applications and registrations in 2023. Most notably we registered 800 more than in 2022 and reached over 12 thousand on the registry, coming just shy of the 13 thousand registered goal. We expect to hit that in Q2 of 2024. Budget approval for a suite's incentive program was received, with a launch date for the incentive planned for early 2024.	
4 Provide time-saving, easy and convenient options through education for builders and developers, and investment in customer self-serve capabilities.	Webinars were conducted emphasizing the importance of a complete application and how to achieve a complete application. The quality Standards project delivered an improved guide to a complete application with a more comprehensive description of requirements and a plain language approach.	
5 Improve building energy performance by delivering on the Climate Action Plan through education, and incentives.	Enabled the launch of the Home Energy Labelling Program (HELP) pilot in 2023. HELP is a 24-month pilot aligned with the Calgary Climate Strategy Pathways to 2050, approved by council in the summer of 2022 HELP is designed to provide knowledge to homeowners of their building's energy performance that will help inform home improvement decisions.	
6 Manage inspections by providing industry leadership in risk management techniques that follow the Alberta Safety Codes Council's directive.	Staff engagement and development enhancements have been implemented to support our influx of new inspectors. Peer-to-peer and scenario-based virtual training has improved inspection consistency and inspector confidence, resulting in increased risk tolerance and an improved customer experience.	
7 Support the Greater Downtown Plan by dedicating resources to the reviewing, approvals and inspections process.	All Downtown plan applications were assigned a File manager as soon as we were made aware of the application, Pre-app meetings and DP comments were offered and expedited plans reviews were conducted to ensure files moved through the process as smoothly as possible.	

Initiative	Initiative Update	Status
8 Contribute to Calgary's environmental sustainability by lowering greenhouse gas (GHG) emissions through the conversion of fleet vehicles to electric vehicles.	Market offerings have been extremely limited with current availability being untenable or unavailable. Remain engaged with corporate teams in identifying viable market entries. Substantial Infrastructure upgrades (multi-year) needed to support large-scale centralized EV fleet adoption. Third-party charging network continues to be assessed for resilience to support field operations.	
9 Improve convenience for customers and save fuel by enhancing inspection services through the use of remote video inspection.	The Remote Video Inspection Service (RVI) is being expanded. The technology that enables inspectors to complete RVIs is being enhanced to streamline the process for inspectors and improve the customer experience. The customer base is being expanded.	
10 Improve employee engagement through a sustained and meaningful coaching and development program.	Increased 1:1 meeting with staff by Dept. ID  Started DOT (Do one together) plans examination sessions for staff through Senior Building Safety Codes Officers.	
11 Act on the intent of Truth and Reconciliation by continuing to grow our partnership with Siksika Nation.	After the constructive initial meeting with Siksika Nation in May 2023, despite continuous efforts to establish communication channels, unfortunately, no responses or updates were received from them. Despite monthly attempts to touch base via emails and seeking guidance from the City's Indigenous Affairs office, we encountered challenges in maintaining active engagement. In November, following a thoughtful discussion with our management team, it was decided that we would temporarily suspend our efforts. All parties involved were notified, and we remain optimistic about future collaboration.	
12 Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitments to our employees and Calgarians.	Residential bi-weekly in person meetings are used to promote policy, L&D courses for Respect in the Workplace, Diversity and Inclusion, Cyber Security, personal safety, consistency. Time in meetings is allowed for round table discussions in an open and engaging environment.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



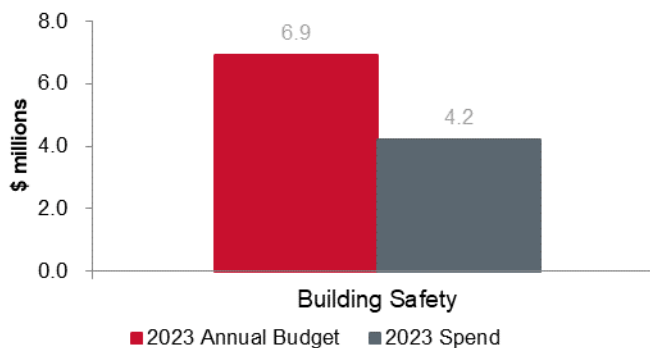
### Operating Budget Updates - 2023 net operating budget vs actuals:

Building Safety has a negligible unfavourable operating budget variance of \$0.1 million for the reporting period.

Key results achieved include:

- Issued 19,500 building permits and granted occupancy on 15,600 new dwelling units. Supported more customers, with a 10.0 per cent increase in intake of new applications.
- Sustained increases in inspection volumes, with a 9.0 per cent increase in applications and 23.0 per cent increase in inspection volumes from 2022.
- Launched the Secondary Suite Program to look into legislative changes and incentives to increase the current supply of 12,050 safe affordable suites, with 2,915 registered in 2023.

### Capital Budget and Spend as of December 31, 2023



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

Building Safety has spent 60.3 per cent of the 2023 approved capital budget. In 2023, the capital expenditures have been used to deliver:

Technology Enhancements:

- Online services - new and enhancements (new application processes; process improvements; ability to make payments for all permit types)
- System and platform upgrades (compliance - payment process, upgrades and enablers)
- Improvements to processes and systems to improve customer experience and reduce timelines

Service Modernization:

- Historical Digitization Project - A request for proposals (RFP) was initiated to advance the digitization of historic paper documents and plans related to permits and inspections. This will increase ease of access to information for both staff and customers. Support from consultants will complement the efforts of City staff to ensure progress.
- Service Demand Forecasting – Scoping of project to improve forecasting of permits and application volumes, supporting balanced resource allocations to manage demand for services.



# Business Licensing

Led by: Director of Development, Business & Building Services

## Service Description

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

## Service Updates

### Key Service Results

#### Awards

Award for Crime Preventions & Community Policing Initiatives

Expansion of Business Experience Representative service to all Business approvals, resulting in a single point of contact for businesses (noted in Business Licensing Initiatives one, three and four).

Business Licence Customer Research project is a longitudinal research project to better understand the business licence customer journey. Wave one (noted in Business Licensing Initiative five) was completed, and a working group was formed to implement quick wins and lessons learned. As continued research looks at the full customer experience adjustments and improvements will continue to be made with specific work to improve any pain points identified.

Business Licence Bylaw changes to salvage collectors, auto wreckers and salvage yard businesses and a supporting awareness campaign has resulted in decreased theft and an Alberta Police Chief's Crime Prevention Award (noted in Business Licences six, seven and 11).

## Service Challenges

As multiple approvals are required to ensure safety of Short-Term Rentals, applications are increasingly complicated and require more effort and time to complete. Further recommendations will be brought to Council in 2024.

COVID fee relief has created a backlog of expired business licences. The business continues to work through this backlog on a case-by-case basis identifying which have closed and educating those who are new to the renewal process to increase compliance.

Business licences which require other approvals, police checks or development permits remain more challenging for customers to navigate and require more coordination with partnering. This includes working directly with partners if issues arise as well as scheduled annual dialogs to align work and improved shared outcomes.

## Trends & Potential Uncertainties

Limited regulation of sharing economies like Short-Term Rentals will continue to put some health and safety requirements at risk.

Decreased tolerance for regulation will need to be balanced with licencing changes and explaining value of business licences.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

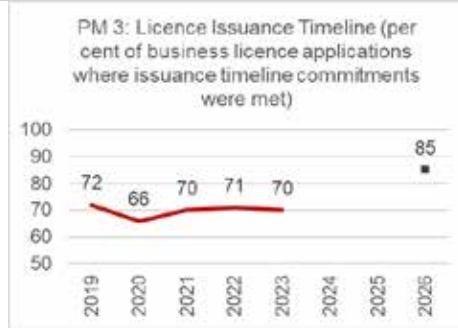
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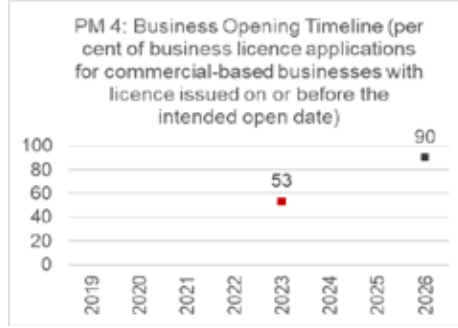
Since The City of Calgary’s enabling online issuance of business licenses in May 2022, the per cent of business licence applications received online has increased. The opportunity exists to learn from customers and improve this rate. The data suggests improvements to the `apply@calgary.ca` system, focusing on user experience could encourage more businesses & customers to complete applications online. Continued work will focus on listening to customer feedback and making adjustments which are intuitive and user-friendly.



The implementation of customer surveys for new licenses in September 2023 has provided valuable feedback; it shows a higher satisfaction rate amongst. The average rate of satisfaction has increased to 93per cent following survey’s recent expansion to include new licensees, which offers a broad perspective on customer experience. Moving forward, the City will maintain high satisfaction rates and address any emerging issues from survey feedback to meet the ambitious expected future performance in 2026.



Issuance timelines have remained consistent as the volume of licenses has increased. This demonstrates that the expanded Business Experience Representative service, started in May 2022, has been effective in improving timeline adherence for issuing business licenses. With the designated representative in place the service was well-positioned to deliver the a standard of service regardless of volume. This consistent performance throughout growth provides the opportunity to adapt to volume increases and improve overall timelines.



Customers optimistic open dates have impacted this measure, increased education has had positive impact however not enough to change the curve significantly. This measure has illuminated the complexities of capturing this data, and of the varying needs of businesses. Further investigation required to determine the best measure of improving predictability.



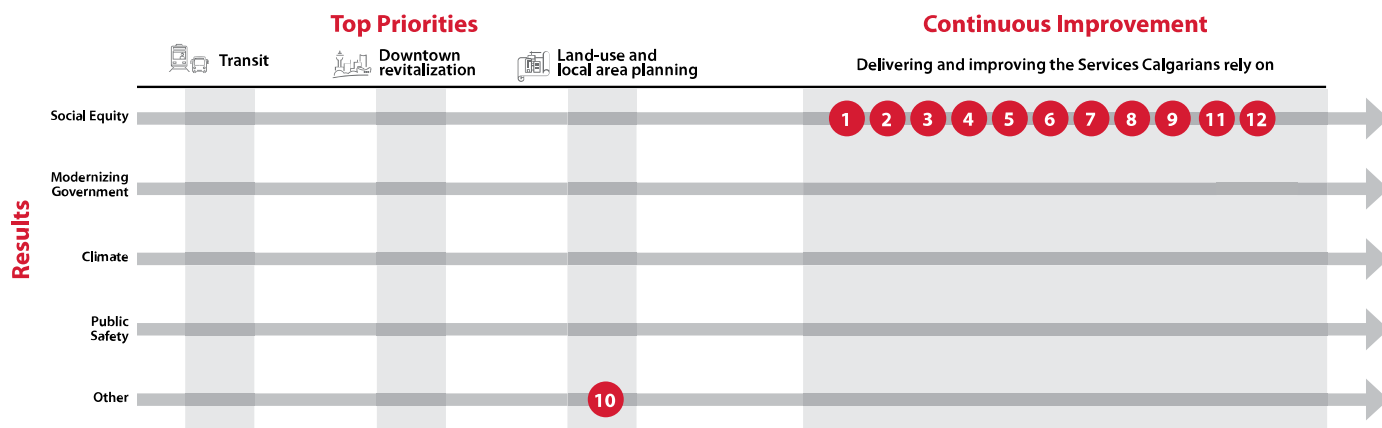
Sitting at 100 per cent, this performance measure shows a consistent upward trend from 2021. The success of this metric is largely due to fast response times to customer complaints. This was achieved by breaking work into zones; officers are paired by zone to ensure calls are dealt with. This works because if one officer is off duty, their partner will contact the complainant to resolve the issue. Files are checked daily by a sergeant and inspector. The zone partners make sure these files are completed on time. Initial responses are typically via phone or email which aids in efficiency.











# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Help businesses open on time by educating them on what they need to do to get a business licence, and by providing fast and predictable timelines that are measured and monitored with clear metrics.	<p>The Business Experience Improvement program saw Business Experience Representatives (BER) expanded to all business licence applications being assigned to a representative. Through working with the representative, business licence applicants can receive education specific to their situation. The representative can monitor progress and work with the customer to manage timeline progression.</p> <p>Webinars for business owners continue to be an effective way to communicate with new and returning customers. Both the number of webinars increased, and participation increased.</p>	
2 Provide customer service that is knowledgeable, prompt, and tailored to different business types, ensuring sufficient information is always available and accessible.	Formalized training to front line workers provides more hands-on practice to help them become more knowledgeable. The training starts with basic applications to build a strong information base, it then expands into the specifics of different business types and more complex situations.	
3 Improve communication with the business community by focusing on clearly communicating the relevant information that is required for a business customer to be successful in their journey and the internal information to staff in order for them to deliver a consistent and fast service.	<p>With the expansion of the Business Experience Representative (BER) to a full file management service all business customers will receive clear communication throughout their journey which allows a consistent and fast service. The designated representative can work in a customized way and check in with business customers where they see pieces missing or identify potential problems.</p> <p>This single touchpoint means business customers receive information that is specific to their situation and know where to turn if they have questions.</p>	
4 Make it easier for businesses to navigate getting a business licence through the Business Experience Representative program (a one-stop support for business applicants) by expanding it to more business sectors.	The BER program has been expanded to support all business sectors that require a business licence. Business Licensing tracks and compares the number of licences issued to comparable municipalities. This comparison helps to inform whether Calgary is overregulated compared to other municipalities. Comparing to other municipalities helps to establish and maintain a baseline of standards so that Calgary is viewed as a desirable city to own and operate your own business while living and playing here.	

Initiative	Initiative Update	Status
<p>5 Provide a more tailored customer service, including process improvements, specialized education by business type or need, and targeted communication by taking a customer-focused approach to delivering our service through proactive engagement with business and enhanced customer service data. An example of this is the development of customer journey maps.</p>	<p>The Business Licence Research Project (previously noted as the Business Research Initiative) Wave one has been completed and a working group was formed to implement quick wins and lessons learned so far.</p> <p>This work has begun to map out customer journey's and is using focus groups to dig deeper into pain points to better understand what solutions will have the biggest impact.</p> <p>The longitudinal research continues into 2024 with specific focus on business approvals that also required additional approvals.</p>	
<p>6 Respond to emerging markets and changing legislation by developing adaptable processes that can be expanded or adjusted to include new business types, including new sectors in the shared economy (e.g., short-term rentals, waste &amp; recycling businesses, home-based childcare).</p>	<p>Unique to all other license home based childcare licences include additional police checks at application and monitored through renewal. This annual renewal come due at the same time with high volumes and to complet them quickly.</p> <p>Changes to the salvage collector licence to reduce catalytic converter theft continue to be implemented and saw positive changes in late summer and early fall.</p> <p>Focusing on increased compliance through understanding for short term rentals by customizing education and building relationships with companies who facilitate these rentals.</p>	
<p>7 Enable a vibrant and safe business sector by reviewing the Business Licence Bylaw for gaps and opportunities and recommending changes to Council, as identified by the Financial Task Force to modernize our approach.</p>	<p>Ongoing review and evaluation allow for alignment with the Business Licence Bylaw. The changes made early in 2023 have resulted in awareness campaigns on fire inspections and catalytic converters. Continued work with the Fire Department to ensure safety in Short Term Rentals. As well, Business Licence Bylaw changes to salvage collectors, auto wreckers and salvage yard businesses and a supporting awareness campaign has resulted in decreased theft decrease thefts of catalytic converters.</p>	
<p>8 Ensure that businesses see value for money in their business licence by understanding business needs, communicating what a business licence does for them and for Calgarians, and analyzing revenue and reviewing fees.</p>	<p>Specific industries and business types have been targeted with webinars and awareness campaigns, including restaurants and breweries. These interactive communications allow for increased understanding of what approvals and licences are required to help business owners provide safe businesses.</p>	
<p>9 Create more ways for businesses to interact with Business Licensing services by enhancing the use of technology and digitizing processes. This includes improved self-serve functions, a fully online customer support model, digital licence, and businessMyID.</p>	<p>Online applications and renewals continue to be fully active and are continually updated to incorporate changes from the approved Land Use Bylaw and any process changes.</p> <p>The online experience in monitored through customer surveys and can be updated when areas of improvement are identified.</p> <p>As we continue monitoring the online experience, tools, such as artificial intelligence are being researched and we work with other leaders in this area to identify potential opportunities to use such tools to increase self-serve options and our online materials.</p>	
<p>10 Improve availability of information for businesses to understand what buildings might be suitable for their business through data sharing and business maps.</p>	<p>Business Map continues to be an online tool available to business owners and prospective business owners to support them in searching for new locations.</p> <p>Moving forward focus will be to increase Business Map usability and further integrated into the user experience.</p>	

Initiative	Initiative Update	Status
<p>11 Meet Calgarians' desire for safety and consumer protection by monitoring compliance with bylaws and provincial statutes. Our first goal is voluntary resolution through education, using enforcement where it is necessary.</p>	<p>To communicate new fire inspections requirements for Short Term Rentals, two webinars were provided to support business owners' ability to ensure safety. One of these targeted condo boards (466 views) and another was open to the public (93 live, 498 views).</p> <p>Changes made to auto wreckers and salvage yard businesses decreased catalytic converter thefts. This followed the changes to Bylaw and a significant public awareness campaign. This work won an Alberta Association of Chiefs of Police (AACP) Award for Crime Preventions Initiatives for the Catalytic Converters project in Calgary.</p>	
<p>12 Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to (our employees).</p>	<p>Planning &amp; Development Services introduced a new People Committee in September 2023. The committee and its upcoming working groups will support actions in celebration &amp; recognition, health &amp; wellness, and equity, diversity, inclusion &amp; belonging (EDIB). Business Licencing will contribute to the Development, Business and Building Services (DBBS) EDIB work Plan. PDS also launched an Indigenous educational series called "Seasons for Reconciliation" and continues work on the Indigenous Cultural Heat Map project.</p>	



# Service Updates on Financial Performance

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

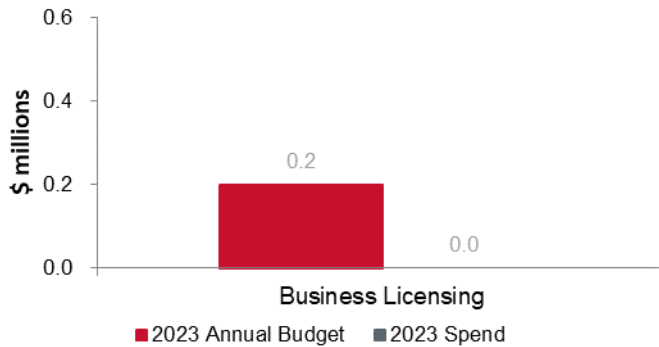
Business Licensing has no operating budget variance for the reporting period.

Key results achieved include:

- Expansion of the Business Experience Representative service to all business approvals
- Business Licence customer research project completed wave one using online surveys and in-dept interviews with business licence customers to better understand customer journey and make service improvements.
- Alberta Chiefs of Police crime prevention award for changes to the Business Licence Bylaw which reduced catalytic converter theft.

Business Licensing is a self-supported service line and any operating surplus or deficit would be contributed to the Business License Sustainment Reserve. In 2023, Business Licensing had an operating surplus, due to salary savings from intentionally managing the workforce, which was contributed to the business licensing reserve. COVID-19 relief package was approved by Council in 2021 to waive business license and renewal fees from 2021 March to 2023 March. Business license fees waived for Q1 of 2023 are approximately \$1.0 million, which was offset by a draw from corporate funding.

Capital Budget and Spend as of December 31, 2023



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

Business Licensing has spent 14.1 per cent of the 2023 approved capital budget. Lower capital spend is due to reprioritization of funding for One City Coordinated Records Management System (OCRMS) from other departments (i.e. IT) which has pushed out funding requirements within Business Licensing service line to 2024.

The 2023 capital expenditures include modernization of government through technology initiatives such as the One City Coordinated Records Management System (OCRMS) program. This means business customers can expect effective management, protection, preservation of their information.

Annual acquisition and lifecycle of equipment required for Business Licensing Peace Officers is being done under a larger program for which Bylaw Education & Compliance is the steward. These investments contribute to compliance and the ongoing work to reduce expired licence back-log incurred by the COVID renewal relief.



# City Planning & Policy

Led by: Director of City & Regional Planning

## Service Description

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

## Service Updates

### Key Service Results

In 2023, the Local Area Plan (LAP) Program received approval and positive feedback from Council on the Westbrook and the Heritage Communities Local Area Plans. A total of three LAPs are now complete, with another six on the horizon.

In September 2023, Council also approved the Home is Here: The City of Calgary's Housing Strategy. One of the actions that this service line has initiated is the proposed citywide rezoning to a base residential district. This change will help increase the supply of housing to meet demand and will be delivered to Council in April 2024. Further planning related actions will progress over 2024. A redesigned evaluation process for new community growth applications was also approved and implemented in August 2023. The service line has also made significant progress on updating its off-site levy, which was approved in January 2024.

The City's downtown office conversion programs enabled 11 approved office conversion projects that will collectively remove approximately 1.46 million square feet of office space downtown. Another four conversion projects are in the pipeline that would see the removal of an additional 680,000 square feet, once completed.

### Service Challenges

Calgary continues to face a housing affordability crisis. Despite approving measures like Home is Here: The City of Calgary's Housing Strategy, The City continues to face the challenge of addressing the fear of change and a reluctance to accept more housing diversity in many communities.

The service also continues to be challenged in gaining support on decisions today to tackle issues that many perceive to have little tangible impact to daily lives, such as addressing the climate crisis. The service needs to enhance its ability to demonstrate the value of these decisions to Calgarians. The service line must also manage increased public scrutiny and expectations around public engagement and the demand for simpler, user-friendly policies.

City Planning and Policy continues to be faced with challenges related to staff capacity, resourcing, and turnover during a highly demanding period with multiple priority initiatives.

### Trends & Potential Uncertainties

As Calgary continues to grow in population, the associated demand for housing and City services will also grow. This demand may strain our ability to develop policies that respond quickly enough.

Public scrutiny and engagement expectations are expected to increase as The City addresses politically sensitive topics like the climate crisis, environmental resiliency, and housing affordability. The careful coordination of communications and public engagement across initiatives is required to ensure transparency and timely execution of deliverables.

Calgarians are also demanding simpler, user-friendly policies as they become more politically engaged. The integration of Climate, Indigenous, equity, and data-driven considerations will be a priority in policy development.



# Measuring Our Performance

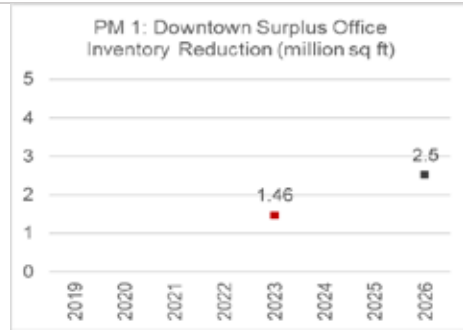
## Legend

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

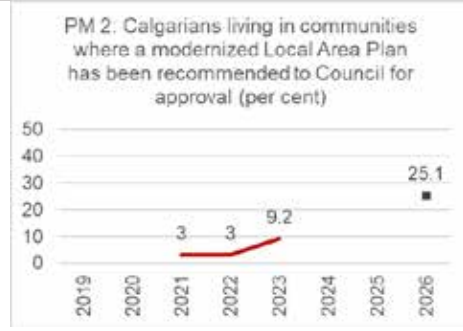
## Performance Measures

## Story behind the numbers

## Status

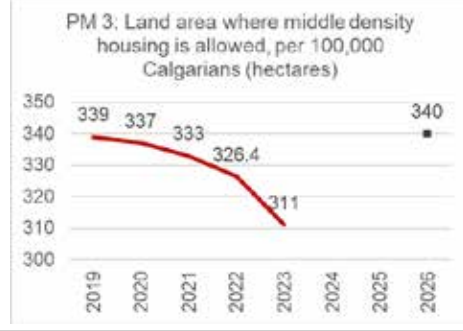


The reported 2023 value is based on the performance of the Downtown Office Conversion Program and reflects the anticipated square feet of vacant office space removed by projects approved through the program. Since the start of the Conversion Program, 11 conversion projects have been approved through the program that are anticipated to remove approximately 1.46 million square feet of vacant office space. These projects diversify and increase housing opportunities and enhance the vibrancy of downtown Calgary.



The Westbrook Communities and Heritage Communities Local Area Plans (LAPs) were approved by Council in 2023, adding 29 communities to the total inventory of communities with modernized LAPs. This has been reflected in the 2023 year-end value of this performance measure and the steady growth in the per cent of Calgarians living in communities with an approved modernized LAP.

A total of 82 communities and industrial areas were involved in creating modernized local area plans in 2023. This represents twelve phases of work completed across five active LAPs under development.



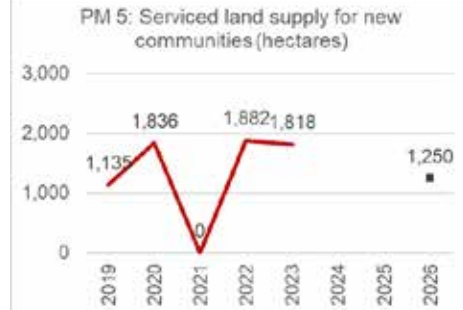
The rate of Calgary's population growth (1.9%) is outpacing the rate of middle density zoning availability. Calgary has seen strong migration (approx. 19,000 people in 2023) and the trend is expected to continue into 2024.

The City continues to explore policy changes that encourage middle density housing, including the new Housing – Grade-Oriented (H-GO) district and the proposal for citywide Residential – Grade-Oriented Infill District (R-CG) zoning. The impact of these changes will require time to be realized, however.



Unfortunately, an error was discovered in the 2022 land use data and a reliable 2022 value could not be provided. All other data points for measure have remained flat since 2019.

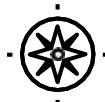
Industrial land continues to face conversion pressures from non-industry land. Several initiatives in the Industrial Action Plan will help retain and increase industrial land. Modern Area Structure Plans (ASPs), a new Zoning Bylaw, and the Calgary Plan may also help by offering greater use flexibility, a response to current development trends. Administration continues to evaluate land use applications with an aim to enable growth while retaining industrial land.



Serviceable land is defined by The City as vacant land that has an Area Structure Plan and has infrastructure for transportation, water, sanitary, storm and emergency service that is ready for development.

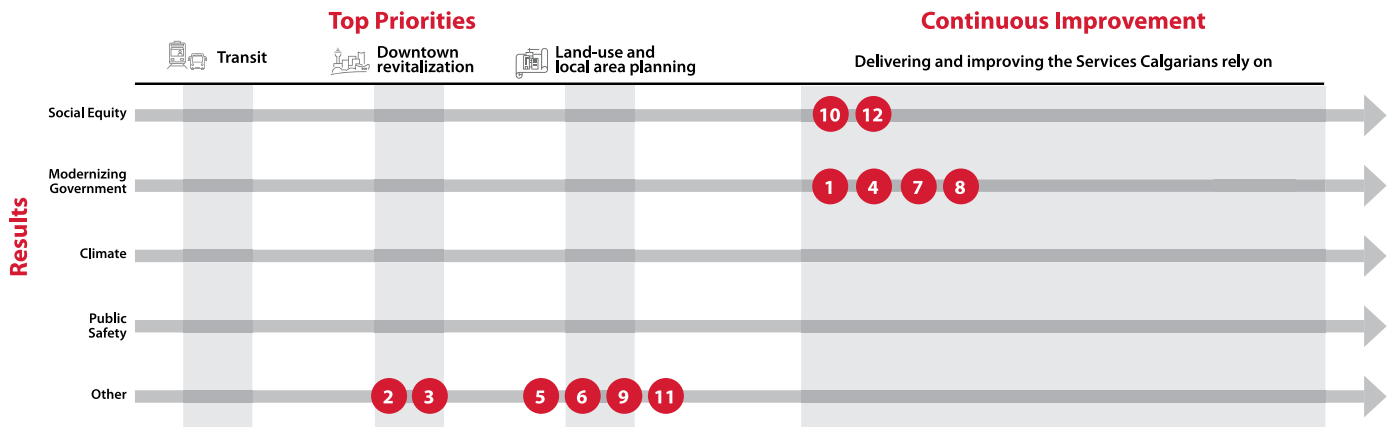
This measure continues to hold steady in 2023 and sits above the Municipal Development Plan's target of 3-5 years of serviced land supply. The current inventory of serviced land represents 10-13 years of land supply, based on current growth expectations. The slight reduction of serviced land supply seen in 2023 is a result of absorption over the year, signifying new development in the city.









# Progress on Service Delivery





## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➡ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

Initiative	Initiative Update	Status
1 Continue to rank as one of the most livable, attractive, and successful cities in the world, by aligning and combining the Municipal Development Plan and the Calgary Transportation Plan into one user-friendly document, The Calgary Plan. This new policy will enable us to effectively address the climate emergency, social equity, diversity, inclusion, belonging, anti-racism, and Truth and Reconciliation.	In 2023, the City Building Program successfully engaged a consulting firm to support with communications, engagement, mobility & transportation planning. The team also established a collaboration space at The Edison, enabling City staff and consultants to collaborate as one team. Finally, broad city-wide public engagement kicked off in October 2023 engaging over 1300 people at 17 pop-up events, over 4800 website visits, and nearly 1,230 responses provided by 500 people. Engagement with Indigenous communities, industry, and equity deserving groups is underway and will continue through spring.	➡
2 Revitalize Calgary's downtown by investing in (1) major civic projects to support trade, tourism, job creation and building strong regional economies; and (2) priority public infrastructure projects to provide necessary public amenity for a thriving community and that complement developer investment.	In September, the Century Gardens Basketball Court officially opened, representing a crucial initiative to activate and bring vibrancy back to the Downtown West community. This significant milestone was achieved through a partnership with Parks Foundation Calgary, The City of Calgary, and the Calgary Surge.  Downtown Strategy also directed 30 grants and approximately \$15,000 to local art groups to activate the downtown with performances and events, including supporting a 9-month inclusive, free arts amenity to residents and visitors through the Alcove Centre for the Arts.	➡
3 Diversify the mix of uses and increase housing opportunities in the downtown core to attract new residents and increase vibrancy in the heart of our city by implementing the Downtown Calgary Development Incentive Program, which, offers financial incentives to building owners to convert surplus office space into non-office uses and homes for Calgarians.	The City's downtown office conversion programs have been instrumental in achieving the vision and goals dedicated to creating a vibrant and thriving downtown. Downtown Strategy's work has resulted in the approval of 11 office conversion projects, that will collectively eliminate approximately 1.46 million square feet of office space in downtown Calgary. Additionally, two City-supported office conversion projects are actively underway. Moreover, there are four conversion projects in the pipeline, poised to remove an additional 680,000 square feet of vacant office space from the Downtown market.	➡

Initiative	Initiative Update	Status
<p>4 Deliver the residential, commercial and industrial opportunities that will continue to make Calgary one of the world's most livable and attractive cities by renewing the Land Use Bylaw to implement the vision of the Municipal Development Plan more effectively, while removing barriers from desired development and business activities.</p>	<p>The new Zoning Bylaw, currently called the Land Use Bylaw, will simplify the rules that govern the use of land and the form of buildings in the city.</p> <p>In September 2023, Council approved The City of Calgary's Housing Strategy with amendments and directed Administration to take actions to address the housing crisis. This includes proposing changes to residential zoning to allow for diverse housing choices for Calgarians. Various actions to increase the supply of market and non-market homes will be delivered through the City Building Program, including through the new Zoning Bylaw.</p>	
<p>5 Attract further investment, create jobs and support climate mitigation efforts, while supporting growing communities and business areas, by refining and improving our Citywide Growth Strategy to achieve compact, strategic and sustainable growth through targeted and balanced investments.</p>	<p>In new communities, the redesigned evaluation process was approved by Council and implemented as of August 2023. In established areas, new public space investments were completed, and progress was made on financial tools for enabling greater investment. Main Streets and Transit-Oriented Development continue to enable growth in priority locations using Council approved funding and support from external partners. In industrial areas, the 2023 Action Plan was approved by Council, leading to work starting on modernizing local area policy and evaluating incentives.</p>	
<p>6 Enable industrial growth through the modernization of Calgary's industrial policy and regulation and incentivize strategic short and long-term sector growth by pursuing growth-focused land use policy, regulatory and development initiatives to streamline city planning processes for industrial development and increase development flexibility and competitiveness.</p>	<p>In June 2023, Council approved the 2023 Industrial Action Plan. Since then, local policy amendments to six industrial Area Structure Plans have been initiated and work on exploring development incentives has begun. Administration also continues to evaluate capital infrastructure investments that would increase development capacity, ahead of The City's mid cycle budget adjustments.</p>	
<p>7 Enable The City to make transparent, informed, and sustainable investment decisions by evolving The City's understanding of the full financial impacts of a fast-growing city.</p>	<p>Improvements were made to the evaluation criteria of the New Community Growth Applications and the Operating Cost Model for better transparency and decision-making. These include improvements to financial considerations and overall refinements to inputs and assumptions.</p> <p>Financial contextual information was updated on Calgary.ca, including the new Funding Approval Status of Growth-Related Capital Requests report. An update on Financial Tools to Fund Growth Related Investments in the Established Area, including results from the North Hill Property Tax Uplift Pilot, went to Council in June 2023.</p>	
<p>8 Provide a consistent approach to funding new infrastructure, that supports growth and development, increases awareness of the impacts of growth decisions; provides a more sustainable funding source for complete communities; and improves timing between levy collection and infrastructure investment by refining, implementing and continuously improving Calgary's Off-site Levy Program.</p>	<p>Since 2022, the team has engaged and consulted with industry working groups on the financial formulas and rates for the new Levy Bylaw. Additional broader consultation with the building and development industry, along with interested parties and the public was completed in Q4 2023.</p> <p>The 2024 Off-site Levy Bylaw and corresponding Levy rates have been completed and approved by the Infrastructure Planning Committee in December 2023 and at Public Hearing by Council on January 15, 2024.</p>	

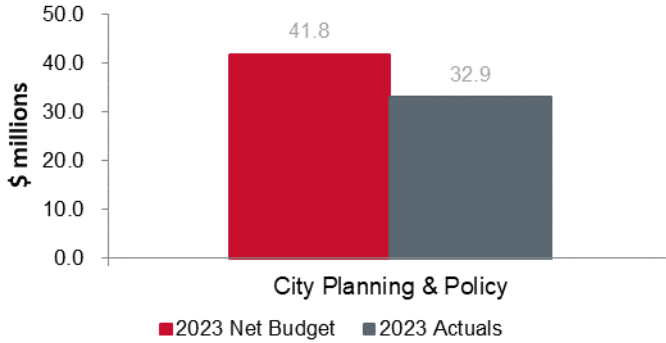
Initiative	Initiative Update	Status
<p>9 Support efforts in planning for up-to-date, livable, equitable and diverse communities by updating, replacing, and implementing over 250 outdated policy documents with approximately 40 new multi-community local area plans.</p>	<p>In 2023, the Local Area Plan (LAP) team engaged a total of 82 communities and industrial areas. Two LAPs, representing 29 communities and four industrial areas, received positive feedback and approval from Council. Council also approved the equivalent of four Area Structure Plans (ASPs) to be initiated during the 2023-2026 business cycle. The team has begun reviewing the ASPs that will provide new planning guidance and direction to approx. 1869 hectares of lands. The Local Area Investment Fund was also established and project ideas for approved LAPs were reviewed and identified in 2023.</p>	
<p>10 Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to (our employees).</p>	<p>Planning &amp; Development Services (PDS) introduced a new People Committee in 2023. The committee and its upcoming working groups will support actions in celebration &amp; recognition, health &amp; wellness, and equity, diversity, inclusion &amp; belonging (EDIB). PDS also launched an Indigenous educational series, Seasons for Reconciliation, and continues work on the Indigenous Cultural Heat Map project.</p> <p>City Planning &amp; Policy will also be inviting representatives for EDIB and anti-racism to join 2024 service committee meetings, to encourage integration of these considerations into policy development.</p>	
<p>11 Increase supply of industrial and residential lands within Calgary to meet increasing demands on market supply by implementing Council-directed annexations in Rocky View County and Foothills County.</p>	<p>In July 2023, Council directed Administration to explore alternative ways to engage regional partners and the Foothills County Annexation and the Rocky View County Annexation projects were halted. The City and Rocky View County have instead agreed to explore a mutually beneficial joint planning opportunity to spur economic growth for residents and simplify things for businesses across municipal boundaries. Work on this venture, named the Prairie Economic Gateway Initiative, kicked off in September 2023.</p> <p>The City also continues to work with regional partners on responding to servicing requests</p>	
<p>12 Cultivate a food system that works with partners to ensure food is consistently available, accessible, appropriate, and healthy for all Calgarians by developing a Council-approved Food Resilience Plan.</p>	<p>The Food Resilience Plan will support food security for Calgarians by mitigating acute crises and addressing chronic inequities. Implementation includes identifying strategies, policies, and legislation to bolster vulnerable elements of the food system and leveraging ongoing cross-corporate work, such as the City Building Program. Two strategists were hired in 2023 to complete this work.</p> <p>As the team and budget have been transferred to the Climate &amp; Environmental Management (CEM) service line through mid-year adjustments, this initiative will transfer to CEM in future reporting periods.</p>	





# Service Updates on Financial Performance

## Net Operating Budget and Actuals as of December 31, 2023



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

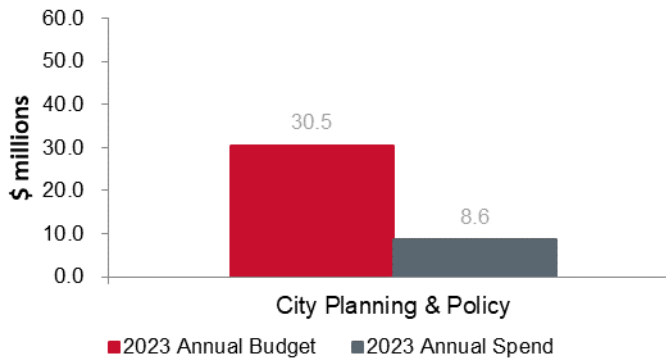
City Planning & Policy has a favourable operating variance of \$8.9 million, mainly due to underspending in salary and wages, communications, and consulting budgets.

The variance in salary and wages is mostly due to vacancies and positions that were unfilled for the majority of 2023. Many new programs that initiated in 2023 were not able to hire until later in the year.

The favourable operating budget was also impacted by underspent communications and consulting budgets which were a result of the timing of initiatives, programs, and contract services.

A portion of this favourable variance has already been relinquished through 2024 budget adjustments.

## Capital Budget and Spend as of December 31, 2023



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

City Planning & Policy has spent 28.0 per cent of its 2023 approved capital budget.

In 2023, the capital expenditures have been used to deliver the following:

- Priority capital projects in downtown Calgary proceeded through various stages of design, with several project designs revealed in the fall. Active projects are focused on areas that will improve downtown vibrancy and include Olympic Plaza, Stephen Avenue, 8 ST SW, 1 AV SE, Riverwalk West, and Eau Claire Public Realm Improvements.
- The Local Area Planning (LAP) completed two LAPs this year, contributing towards the modernization of city-building in Calgary.
- The Transit Oriented Development program progressed through planning and onboarding stages in 2023 and enables The City to achieve its strategic growth goals.

Due to the large scale of these projects, capital budget is expected to be deployed as initiatives progress and/or construction advances.

# Development Approvals

Led by: Director of Community Planning

## Service Description

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

## Service Updates

### Key Service Results

#### Awards

Mobility Achievement Award

Development Approvals approved 227 Green Building units in 2023; the largest net-zero ready residential project in Calgary's history as of October 2023 was approved in less than 60 days. The priority stream for Green Buildings continues to progress with Climate & Environmental Management (CEM) leading the day-to-day program management until it is transitioned to Community Planning. Multidisciplinary development permit application performance is consistent and trending up. An updated Urban Design website and internal tools have been launched to ensure applicants and internal partners are able to access information to support quality applications. Development Approvals (DA) is continuing relationship building with applicants and customers to improve service delivery; DA is continuing to focus on relationship building and engagement with customers and applicants.

### Service Challenges

Development Approvals is examining how to improve the Development Application Review Team's (DART) timelines to achieve the 2026 performance target of 85 per cent; currently, it's at 82 per cent. The Development Approvals Service Committee (DASC) has endorsed the Service Strategy and Analytics team to create a service performance improvement plan to meet the target. By expanding who can review Green Building applications, process efficiency will be improved which is positive as increased volume of this application type are expected. DART is also reviewing boundary lines in the North and South to ensure a balanced workload across geographic teams; assessing boundary lines and redistributing work may have positive impacts on timelines to approval.

### Trends & Potential Uncertainties

Development Approvals is focusing on the importance of urban design throughout 2024. The service line wants to help Calgary grow in ways that will meet everyday and lifestyle needs of Calgarians. The service plans a simplification of the online application process this year and will provide increased, quality guidance on what the applicant needs to get their permit approved. The demand for housing, employment and amenities in Calgary is growing. The service monitors projected application volumes to meet the needs of customers while responding to market demands. Development Approvals is continuing its work with industry in 2024 to address challenges while aligning with policy; the service line will also continue to watch interest rates, local population growth and housing affordability.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

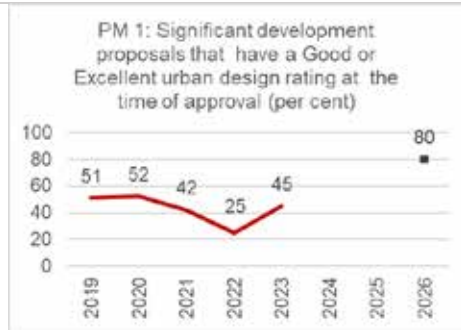
➡ Progressing as planned

⊖ Not progressing as planned

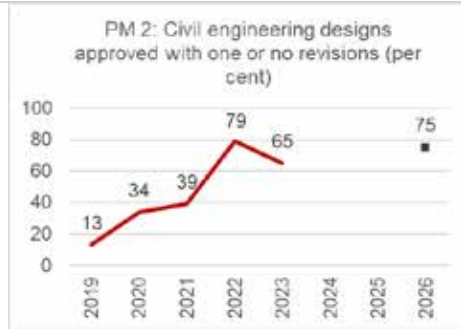
## Performance Measures

## Story behind the numbers

## Status



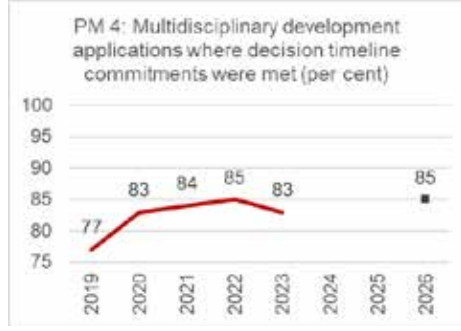
In the face of a surge in complex project approvals applications, our Planning team continues to champion transformation in our city. Notably, commercial, and downtown developments saw increased volumes, paralleled by improved urban design quality. Internally, continuous learning, team engagement, and a new multi-channel onboarding module, elevated the staff's focus on quality outcomes. Anticipating hurdles, we've laid a foundation for sustained improvement and our commitment to excellence and a shared vision positions us for success. Confidently, our urban design ratings will rise, shaping a dynamic, sustainable future.



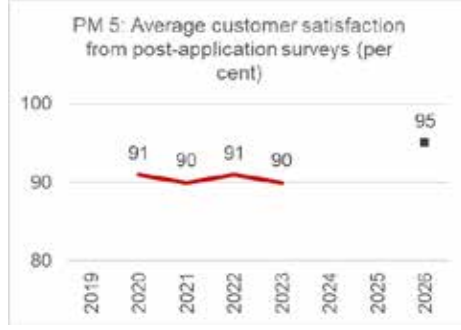
In 2023, an increase in civil engineering submissions prompted us to work with our industry partners on ways to enhance submission quality. This effort led to accelerated approval of infrastructure designs by The City. The positive trend is expected to continue into 2024 and beyond. Collaborating with industry, we proactively identify and address issues early, reducing resubmissions. This streamlining minimizes inefficiencies, ensuring faster approval and more swiftly implementable projects.



2023 saw significant file volume increases. Performance has remained static for 2023 with 83 per cent of files meeting decision timelines in the final quarter. While application volumes are high, they're returning to pre-COVID levels. Hiring of additional staff played a part in improved performance as new planners came onboard. This performance measure demonstrates that the ongoing process improvements and technological enhancements will continue to improve service delivery times for technical development permits, infills, and subdivision by instrument applications.

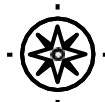


Multidisciplinary development application performance continues to be relatively stable. Application volumes exceeded 2023 levels during the same period. This increased volume coupled with an increase in pre-application volumes has increased staff workloads. Hiring efforts in early 2023 enabled growth to address volumes. Planning and Development Services (PDS) continues to pursue improvement initiatives that streamline processes and reduce timelines supporting the needs of our customers.



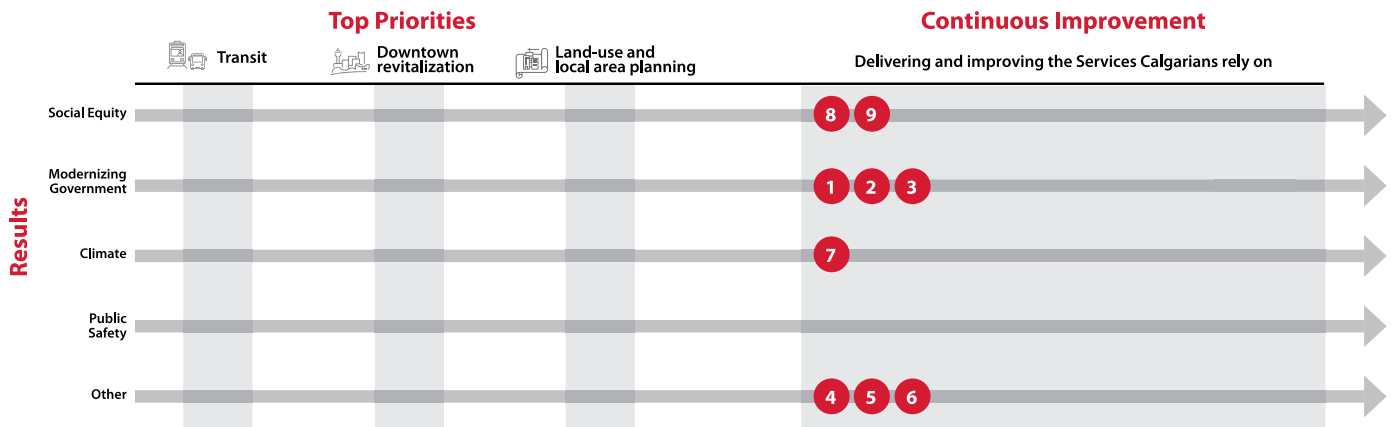
Customer satisfaction reached 90 per cent in 2023. Notable feedback includes 87 per cent of respondents acknowledging time commitments were met and 88 per cent satisfaction with timely outcomes. Positive sentiments indicate satisfaction with online process streamlining, professionalism and prompt response times. Insights guiding strategic focus on enhancing online services, staff efficiency and service excellence shows we're on track to achieve the 95 per cent satisfaction on expected future performance for 2026, which is in keeping with continuous improvement.






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Support the realization of development in Calgary, enhance the consistency of application reviews, and encourage greater certainty and predictability for customers by increasing the responsiveness and timely review of development applications. Continuous improvement towards a streamlined applications process, including better ways to track and measure effort along the approvals continuum, and improvements and updates to systems and tools.	2023 performance is similar to 2022. Currently application reviews are at about 70 per cent and trending up along with application volumes for development. Staffing has experienced some turnover but appropriate backfill has been consistently possible due to a great pool of in-house candidates. Vacancies are being actively recruited for which will help employees continue to manage increase low-density residential development applications.	
2 Support quality service delivery by ensuring we have the right resources at the right time to support the changing customer demands and market conditions. This can be accomplished through resource management, volume forecasting and proactive data analysis.	In 2023, Development Approvals experienced increased application volumes; to ensure the resources are available to handle this increase in service needs, active recruiting efforts are ongoing. With Technical and Subdivision teams now residing in the same division, the group is seeing more efficiency and has noted opportunities for cross-training to be explored in the coming months.	
3 Improve the experience and interaction of customers and Calgarians with the applications process through enhanced online service delivery that leverages technology to modernize, consolidate and streamline the products offered. This includes products on ApplyCentral, transitioning to digital advertisement, and building a “mobile friendly” development map.	Development Approvals (DA) will continue its investment in providing online services through 2024. Key customer experiences will be captured using surveys and one on one interviews with applicants; applicant performance is another part of customer research to be realized via interviews. DA is aware land use applications may trend up due to rezoning and is ready to process these. Working closely with the Calgary Inner-City Builders Association (CICBA) may further inform urban design quality while supporting application review which ensures customers know what they need to do to be approved.	

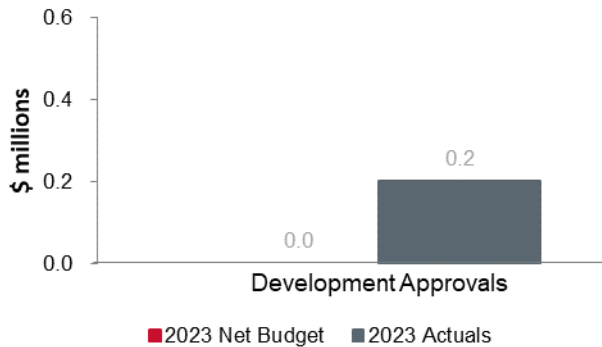
Initiative	Initiative Update	Status
4 Encourage high quality development aligned with the urban design principles identified in the Municipal Development Plan by reviewing, rating, and monitoring the urban design merits of applications. This includes regularly reviewing the evaluation criteria and current processes to ensure customers receive the appropriate feedback to improve quality where and when necessary.	Initiation of design review with the Urban Design and Open Space (UDOS) team is strongly encouraged as early in the application review process as possible. Through the Guide to Urban Design Review, which provides specific detail on the Municipal Development Plan (MDP) Urban Design Elements, applicants are provided with a statement of City urban design expectations. This has resulted in improved quality at submission, timeline improvements in many cases and higher quality design responses from collaborative applicants.	
5 Promote the successful realization of residential, commercial, and industrial development that reflects community and Calgarian interests through execution of a clear, consistent, easy to understand and updated Land Use Bylaw developed in partnership with City and industry partners.	Development Approvals supports the City Building Program by providing implementation insight into policy work. This program provides tools needed to enable housing security and choices, promote economic development, address climate change and strengthen relationships with Indigenous communities. The program has three parts going before Council in 2024: the Calgary Plan which merges with the Municipal Development Plan (MDP), the Calgary Transportation Plan (CTP) zoning bylaw (currently called Land Use Bylaw) to simplify developing and land use and the Street Manual.	
6 Ensure customer and industry expectations around value for service are met and reflected in user fees. This enables The City to continue delivering superior and equitable approvals service.	Planning, Subdivision and Land Use Application fees have remained frozen since 2017 at 2016 rates. Application fees support the delivery of our services without unnecessary financial burden to the applicant as the Canada continues to rebound after multiple challenging financial years due to domestic and global impacts.	
7 Advance the City's building and energy performance objectives through the implementation of the Net Zero Prioritization pilot program, by offering a prioritized development review process to builders that exceed the current minimum code requirements and meet the strict requirements of nationally recognized labelling and certification programs.	In 2022, 87 net-zero ready units were approved in Arbor Lake through the Net Zero Prioritization pilot program. The success of this pilot launched the Green Buildings Priority Stream program in February 2023. The new priority stream improves on the pilot by having a dedicated Enmax resource for applicants, enabling earlier collaboration with safety enforcement, subdivision, and code officers, and improving the coordination of urban design reviews with prioritized green projects. Two projects are currently under review and will result in a minimum of 260 net-zero ready units if approved.	
8 Advance the work of the White Goose Flying Report's Calls-to-Action by identifying and mapping areas of cultural importance to the Nations that were signatories to Treaty 7, Metis and urban Indigenous peoples in and around the Calgary area. This initiative will gather Four stories central to Calgary's downtown, including the creation story for Elbow/The Confluence (Moh-kins-stis in Blackfoot; Wicispa Oyade in Stoney Nakoda; Gut'stis'sti in Tsuu'tina; and Otokwunee in Cree/Michif).	Development Approvals (DA) is working on implementing and amending policies regarding place naming and engagement with Indigenous groups and Traditional Knowledge Keepers. By investigating opportunities for inclusive placemaking and place naming, DA is active in recognizing, celebrating and sustaining Indigenous presence on land undergoing development/redevelopment. Area Structure Plans and Local Area Plans will be using these policies as guidance when they undertake projects; this will also influence other City Business Units' future engagement with Indigenous people.	
9 Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to our employees.	Recruitment and retention practices have an Equity, Diversity, Inclusion and Belonging (EDIB) and Anti-Racism lens to foster a respectful, inclusive and equitable workplace. Development Approvals is preparing plans related to EDIB and Anti-Racism workplans which can be used to support recruitment and retention.	





## Service Updates on Financial Performance

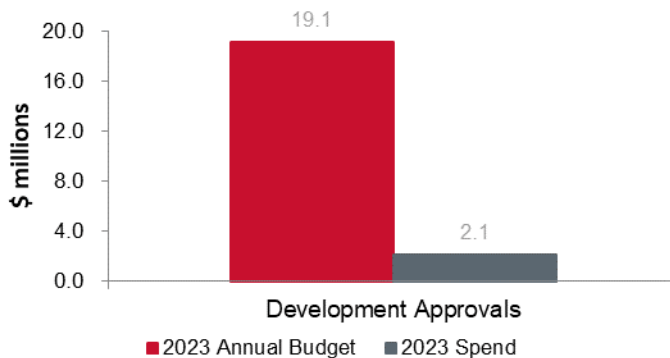
### Net Operating Budget and Actuals as of December 31, 2023



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

Development Approvals has an unfavourable variance of \$0.2 million due to lower internal recoveries than budgeted in Public Spaces Delivery.

### Capital Budget and Spend as of December 31, 2023



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

Development Approvals only spent 11.3 per cent of the 2023 approved capital budget. The Working Space Initiative project that would have used a significant amount of the budget was delayed due to Covid, the realignment, the unknown future of remote work and several workspace challenges. The construction phase of the project is expected to start in Q4 2024. The Service improvement project budget for Development Approvals was overspent as the team was able to accomplish more than expected.

# Economic Development & Tourism

Led by: Director of Partnerships

## Service Description

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

## Service Updates

### Key Service Results

- By year end 2023, the Opportunity Calgary Investment Fund has committed more than \$82 million to 26 projects, spurring \$800 million of investment, the creation, training and retention of more than 3,000 jobs, and supported or started more than 500 local companies.
- The Calgary TELUS Convention Centre generated a total of \$110.2 million in economic impact in 2023 including \$52.1 million in total direct impact, \$36.1 million indirect impact, and \$22 million induced impact. This was an increase of over \$89.9 million in total impact in 2022 (direct, indirect and induced).
- Platform Calgary welcomed more than 44,000 people to the Platform Innovation Centre and donated 1,795 booking hours for space to not-for-profits, a 28 per cent increase from 2022. Thirty-four companies supported by Platform Calgary raised more than \$40 million in investment and grants.
- Calgary's 15 Business Improvement Areas supported over 6,000 businesses and invested \$5 million in BIA taxes to deliver tailored programs and services for their shopping destinations including 220 events and activations, 175 outdoor patios and \$2.7 million invested in enhanced cleaning and public realm improvements.

### Service Challenges

- Global economic conditions in 2023 resulted in longer investment cycles. Persistently high inflation coupled with high interest rates meant companies looking to invest in the Calgary region delayed or downsized their investment decisions. Significant political and regulatory uncertainty in the province impacted perceptions of Alberta and Calgary. These combined challenges are creating headwinds for Calgary.
- Demand for Platform Calgary services continued to grow which strained its ability to offer programs and space bookings at discounted rates. Growing safety challenges in downtown Calgary impacted external bookings at the Platform Innovation Centre needed to generate revenue to support programs and services.
- Cost escalations in 2023 continued to be a challenge for Partner-led major capital projects and lifecycle maintenance including the rising cost of labour and supplies. Partners continue to mitigate these risks through reprioritization and cost management.

### Trends & Potential Uncertainties

Calgary Economic Development continues to monitor trends in immigration and affordability. In Q3 2023, Alberta had the highest population growth rate of any province in Canada and added 39,212 net new international migrants and 17,094 interprovincial migrants. While Calgary's average apartment rent in 2023 increased by 14 per cent, this was a decrease from 2022 when average rent increased by 22 per cent. The increase in population and increase in rents, coupled with increased prices of other household costs, resulted in an overall increase in the cost of living for all Calgarians.



# Measuring Our Performance

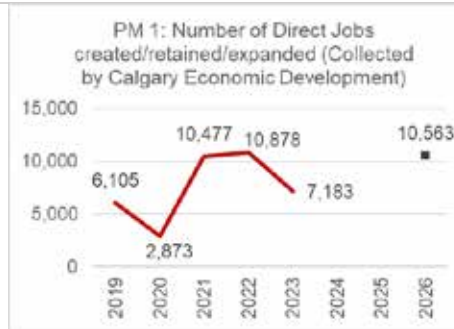
## Legend

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

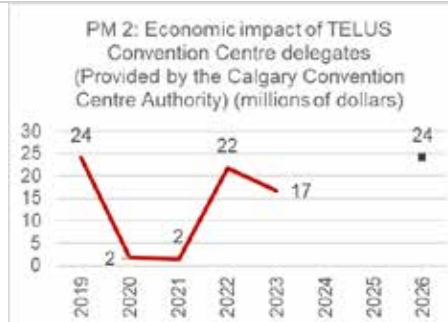
## Performance Measures

## Story behind the numbers

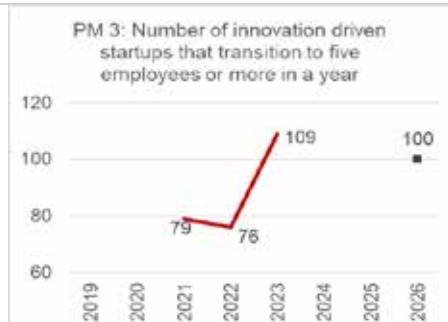
## Status



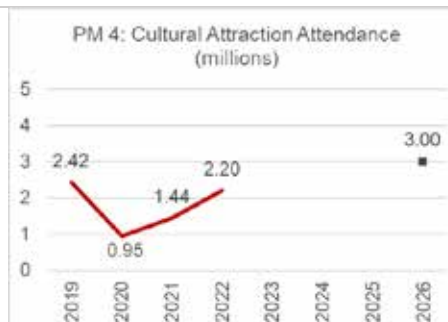
In 2023, even in the face of challenging economic headwinds and the Writer's and Actor's strikes in the United States, Calgary Economic Development delivered significant job growth and \$734 million of investment to the city. Calgary continues to have a strong value proposition across key sectors as demonstrated by announcements from Applexus and Eventcombo. The final job numbers in 2023 were close to the 2023 internal target despite delayed or reduced opportunities in our pipeline. And, in 2022 there were multiple large wins that cannot be guaranteed to happen with the same scale year over year.



2023 was a year of resiliency and activity at the Calgary TELUS Convention Centre (CTCC) that brought positive economic and social impact to Calgary and the downtown core. The CTCC was rebranded as a place of possibilities offering quintessential hospitality and boundless experiences to attendees. The sales team continued to sell into future years, the operations team focused on capital improvements, and CTCC's experienced employees created safe spaces for all guests. As the first purpose-built convention centre in Canada, in 2024, CTCC will be celebrating 50 years of bringing people together to create meaningful and enduring connections.



Through a variety of early stage programming and support, Calgary has a strong pipeline of tech startups with the potential to grow and scale in the years ahead. Enhancing the capability of Calgary entrepreneurs can accelerate the growth trajectory of startups which will in turn make a meaningful contribution to Calgary's economy. The 2023 Global Startup Ecosystem Report by Startup Genome identified Calgary as one of the most dynamic growing tech communities in the world. Calgary's leading features include the general low cost of doing business, access to global talent and the overall quality of life.

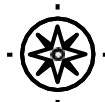


Cultural attractions managed and operated by The City's Civic Partners are unique destinations offering cultural and educational programs and opportunities for Calgarians and visitors to be active and learn about conservation, science, history and aviation. The Cultural Attraction Attendance measure tracks data from five Civic Partners managing and operating City-owned assets. 2023 data is an annual measure that will be available after the Civic Partner Annual Report in on May 1, 2024.



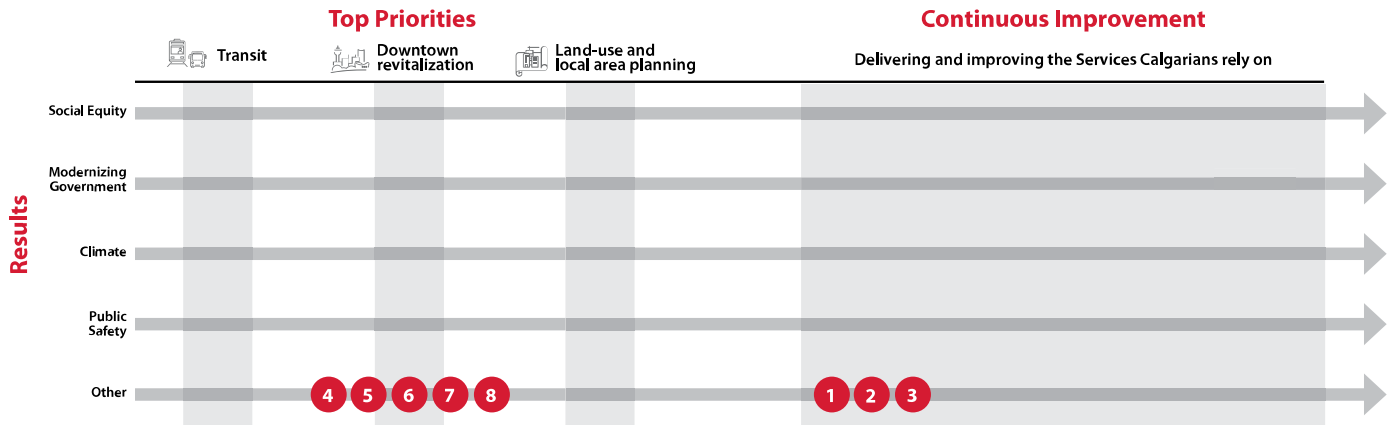
Partnering to deliver economic development services benefits The City, Calgarians, visitors, and the local economy. Partners leverage The City's investment with volunteers and other revenue streams including earned revenues, grants, sponsorships and donations. The leverage measure demonstrates how much Civic Partners contribute to deliver economic development services and reflect the mutually beneficial nature of these relationships. 2023 data is an annual measure that will be available after the Civic Partner Annual Report in on May 1, 2024.









# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Support the promotion and sustainability of the local economy and placemaking by supporting the governance and operation of Calgary's Business Improvement Areas.	In 2023, the Major Partners team provided one-window support for 15 Business Improvement Areas (BIAs) to meet The City's legislated requirements, support BIA operations and governance, and coordinate The City's work with BIAs across a variety of business units. In 2023, a consultant was engaged to undertake a BIA Governance Review and Capacity Building Project with recommendations expected in Q1 2024. It is anticipated that the recommendations will support continuous improvement of City processes, enhanced BIA governance practices, and tailored support for BIAs.	
2 Provide access to vibrant and high-quality cultural attractions for Calgarians and visitors by strategically investing in the lifecycle maintenance of City-owned assets managed and operated by Civic Partners including the Calgary Zoo, Fort Calgary, Heritage Park, TELUS Spark, Arts Commons and the Hangar Flight Museum.	In 2023, The City invested \$11.3M in capital funding through the Civic Partner Infrastructure Grant. Civic Partners leveraged this with \$4.7M to support approximately \$16M of lifecycle maintenance at their facilities. Key investments included building envelopes, structural and mechanical systems, safety upgrades and accessibility improvements. The investments also support ongoing asset management planning to manage risk and prioritize future investments. Supporting these projects helps ensure Partners can continue providing high-quality services and experiences for Calgarians and visitors.	
3 Support the delivery of economic development and tourism services, including implementation of Calgary in the New Economy: An economic strategy for Calgary, by collaborating, investing in, and supporting the governance and operations of Civic Partners.	This service guides investments in Civic Partners and Administration's one-window support for Civic Partners and Business Improvement Areas (BIA). In 2023, these key partners worked individually and collectively to achieve results for Calgarians including a rebound in meetings and conventions at the Calgary TELUS Convention Centre, Calgary Economic Development's work to promote Calgary as a location of choice, Platform Calgary's programs and services for entrepreneurs and startups, BIA events and activations and seasonal offerings at Calgary's cultural attractions.	
4 Provide access to arts and cultural opportunities for Calgarians and visitors that support a vibrant downtown by investing and supporting the Arts Commons Transformation Project.	The \$270M Phase 1 of the Arts Commons Transformation Project progressed into detailed design in 2023. The new building design will be revealed in 2024 during a groundbreaking ceremony and includes a 1,000-seat theatre and 200-seat studio theatre. The design for the modernization of the existing facility will progress in 2024. The adjacent Olympic Plaza Transformation was initiated in spring 2023 with an initial funding commitment of \$40M. The design team was announced in fall 2023, and design and funding will advance in 2024. These projects will support a larger more integrated campus.	

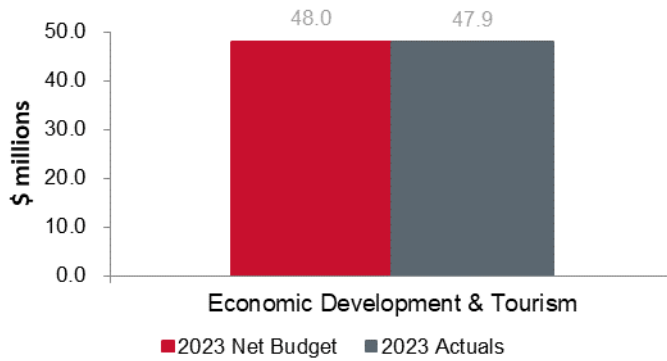
Initiative	Initiative Update	Status
5 Support the promotion of Calgary as a destination for business travel, and large-scale meetings and conventions by investing and supporting the BMO Expansion Project.	The \$500M BMO Centre Expansion Project reached significant milestones in 2023 as the building achieved weather tightness and full energization. The Calgary Municipal Land Corporation and the Calgary Stampede unveiled Gerry Judah's "Spirit of Water" as the public art piece that will anchor the expansion's plaza. The project will double the existing hosting capacity and is on budget and schedule for an anticipated grand opening during Stampede 2024. Progress continues with over 600 daily on-site crews focusing on interior tasks, including electrical, mechanical, and meticulous finishing touches.	
6 Provide access to high quality museum experiences for Calgarians and visitors through investing and supporting the Glenbow Renovation Project.	In 2023, the Glenbow Revitalization project focused on interior work such as finalizing abatement and site-enabling work for remaining floors, upgrading mechanical and electrical systems, and establishing a double-height salon and cube galleries. Exterior construction included precast removals, taking down historical sandcast murals, and installing the new exterior facade. The expected completion date for the current phase is Q3 2024. The project's next phase commenced in 2023 with the conceptual design of exhibits, galleries, and the exterior pavilion and terrace.	
7 Attract unique and diverse sport, recreation and cultural events by supporting Tourism Calgary to manage the Calgary Sports and Major Event Committee and Special Events Fund.	Tourism Calgary and Administration meet quarterly to identify opportunities, collaborate, and Tourism Calgary shares information about the Calgary Sports and Major Events' Special Events Fund investments. In 2023, 62 events were hosted with a projected economic impact of over \$132 million. Looking to 2024 and beyond, nearly \$155 million is estimated in economic impact, including 65 new events secured for future years.	
8 Grow the number of startups and entrepreneurs in Calgary and enhance the innovation ecosystem by investing in targeted programs and services delivered by Civic Partners including Platform Calgary and Calgary Economic Development.	The Platform Incubator is an 18-month program for scaling startups run by Platform Calgary out of the Platform Innovation Centre. In 2023, the program had 27 total participants, with another cohort coming online early in 2024. Companies in the Incubator raised more than \$8.5 million over the last year which is critical to their ability to scale. Alberta technology (tech) investment attraction in 2023 was dominated by a number of mega deals. Investments in early stage tech saw reductions in 2023 which posed challenges for new startups looking to access capital to grow.	





## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

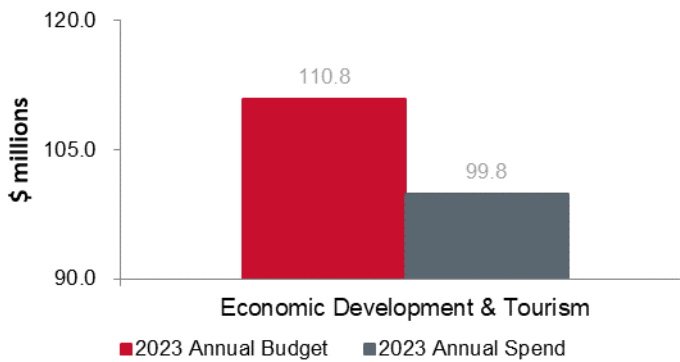


### Operating Budget Updates - 2023 net operating budget vs actuals:

Economic Development and Tourism has an insignificant favorable operating variance of \$0.1 million.

Approximately 96.0 per cent of the service's operation budget is represented by operating grants that are disbursed to ten Civic Partners. Each Civic Partner funded under this line of service leverages The City's funding with a variety of other sources.

### Capital Budget and Spend as of December 31, 2023



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

Economic Development and Tourism spent 90.1 per cent of its 2023 capital budget. After reaching a new project agreement, events centre investment accelerated in 2023.

The capital spend rate was impacted by new Civic Partner capital projects approved for the 2023-2026 budget. These projects are awaiting matching funding from other orders of government and private funding sources.

# Land Development & Sales

Led by: Director of Real Estate & Development Services

## Service Description

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

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

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

## Service Updates

### Key Service Results

Throughout 2023, significant progress was made on several projects to maximize The City's financial return on City-owned lands and to help advance Council's priorities. These projects include:

Constellation is the newest industrial park that will launch in Q2 2024. Constellation will offer a variety of light and medium general industrial uses. It will include a public space complex that incorporates stormwater management, wetlands, public parks, and pathways.

Midfield Heights is a mixed-use City-owned transit-oriented development which will offer development ready parcels for sale for both market and non-market homes and will feature parks and open spaces, a retail promenade, and upgrades to Calgary's pathway and bikeway network (5A Network).

The Aurora Business Park is being re-planned from a non-residential business park to a residential mixed-use community in consideration of the Green Line and affordable housing opportunities.

Work continues to progress the South Macleod project along Macleod Trail between 194th and 210th Avenue. Interchange design work is underway with a concept design to follow that will result in developable lands for mixed-use development.

### Service Challenges

Market volatility such as, high inflation and supply chain issues have impacted material pricing, and labor costs. Other challenges facing Land Development & Sales include a more favorable tax environment, lower development fees, and levies offered by competing markets. Strategies to mitigate include ensuring subdivision plans are flexible to accommodate a range of business opportunities and identifying growth opportunities within emerging industries.

There has been a slower pace of growth within the industrial sector due to a lack of City-wide capital investment in critical infrastructure to support industrial growth. Future industrial land development cannot advance without supporting infrastructure, increasing the risk of less job diversity, less off-site levy revenue and ultimately a decrease in the non-residential tax base for The City.

### Trends & Potential Uncertainties

With inflation and supply chain issues expected to continue, competition with the private sector for contractors and materials will be an added challenge further contributing to strain on pricing and procurement.

Land Development & Sales is continuously monitoring the health of the Land Servicing Reserve. With increasing development costs, supply chain issues, and affordable housing contributions, we must ensure we have sufficient funds to address our own project commitments.



# Measuring Our Performance

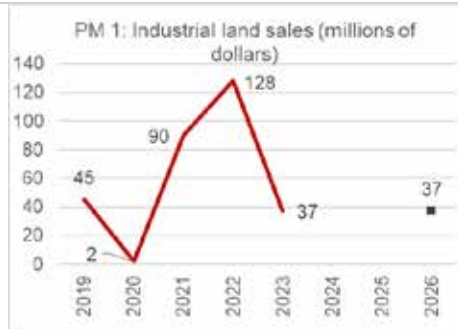
## Legend

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

## Performance Measures

## Story behind the numbers

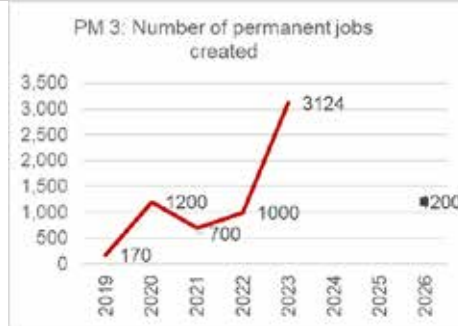
## Status



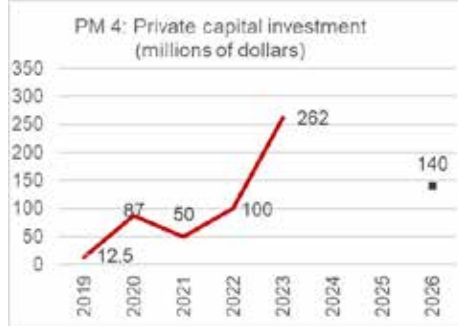
Increasing demand for industrial land in 2023 contributed to total sales exceeding \$37M. There were 6 transactions negotiated; including one significant sale amounting to \$26.5M for 38 acres in East Lake.



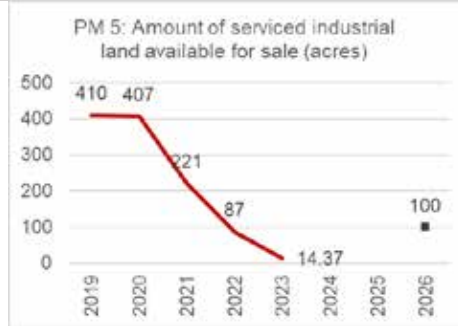
The Land Development & Sales team estimates that industrial sales targeted for development by third parties will see an increase in assessed value in the range of \$328M, which will contribute to an increase in overall non-residential tax revenue.



With every industrial parcel sold, it creates an opportunity for a new business development and job creation. Typically, from the time a parcel is sold it can take up to several years before the new business is up and running and new permanent jobs are created. Currently there is an estimated amount of 3,124 new permanent jobs that have been generated for 2023. Based on sales activity since the pandemic, Land Development & Sales anticipates job numbers to steadily increase over the coming years.

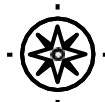


The private capital investments indicator is a figure based on investors' confidence in Calgary's industrial parcels. Land Development & Sales estimates roughly \$262M in private investment in 2023 related to industrial parcels. Industrial sales have been on the rise since the end of the pandemic which will contribute to increased private investment over the next few years.



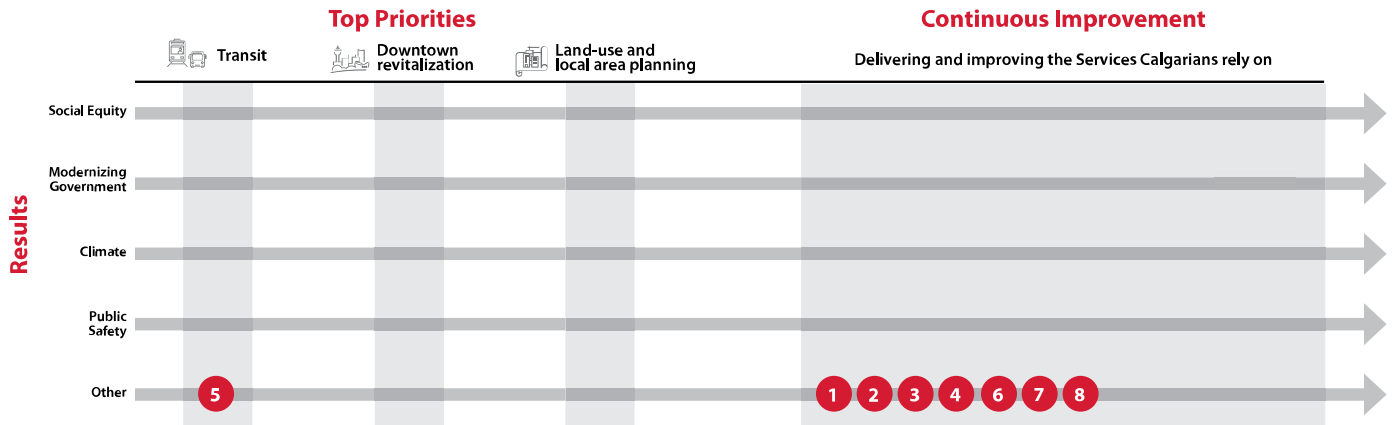
Due to an exceptional year of industrial lands sales in 2022 (300 acres sold), a limited amount of inventory was remaining. In 2023, 50 acres of serviced industrial land was sold, with 14.37 acres remaining in inventory. There are plans to replenish the supply with the launch of Constellation Industrial Park anticipated for Q2 2024 with an anticipated addition of 48 acres of land in Phase 1.






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Enable businesses to start, grow and invest in our city and support Calgary's economic resilience. We will accomplish this through the development and sale of serviced land opportunities located in Great Plains Starfield Phase 1.	Great Plains Starfield Phase 1 (renamed to Constellation) civil construction started in May 2023 and the project team has now completed all deep utility installations and some surface work components. Remaining surface work, landscaping and shallow utility installation are scheduled for 2024. Phase 1 is anticipated to launch in Q2 2024, while the planning and design work continues for future phases.	
2 Promote economic diversification and growth for Calgary by supporting new business investment through the sale of serviced industrial land in Point Trotter Industrial Park Phase 1.	There have been ongoing efforts to continue promoting economic diversification and growth in Point Trotter Industrial Park. In 2023, five lots in Point Trotter were sold, with only one remaining lot available for sale in Phase 1.	
3 Attract new business investment and promote economic diversification and growth for Calgary through the sale of serviced industrial land in East Lake Industrial Park.	Land Development & Sales closed on the sale of land in East Lake Industrial Park in December 2023 for a sale price of \$26.5M which included over 38 acres of land.	
4 Improve the quality of life for Calgarians by offering more housing and commercial options through the sale of lands in Aurora.	Work on a new vision for the Aurora lands will be captured by an updated Area Structure Plan and concept plan that will be followed by an Outline Plan & Land Use Redesignation application.	
5 Create great places to live, work and play for Calgarians through the redevelopment and sale of lands from our Midfield Heights urban village site.	Development activity is progressing in Midfield Heights. This mixed-use transit-oriented development will provide development-ready parcels that will be available for purchase in 2024.	
6 Create great places to live for Calgarians through the marketing and sale of lands at Richmond Green.	Land Development & Sales was able to reflect on learnings from an initial release of 3420 Sarcee RD SW (a portion of Richmond Green) and use this experience to develop an updated public market offering to dispose of additional lands. The team is actively negotiating with the successful proponent with an expected closing date in late 2024.	
7 Remove barriers to business investment and offer more housing options for Calgarians through the planning and feasibility analysis of the former RB Bennett school site.	Planning is underway on the former RB Bennett school site in Bowness. This site presents an opportunity to introduce affordable housing into the established area as well as upgraded parks for the community. The Outline Plan/Land Use Redesignations application was submitted in Q3 2023.	

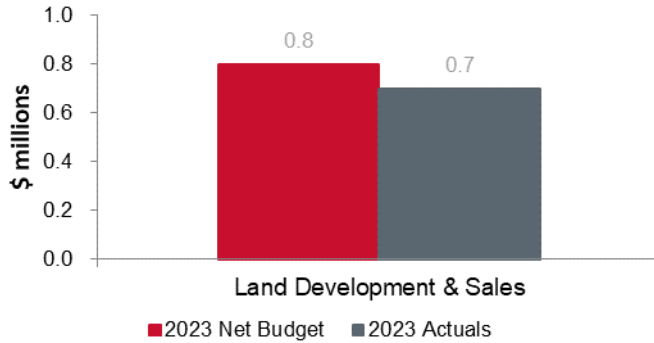
Initiative	Initiative Update	Status
8 Attract new business investment and promote economic diversification and growth for Calgary through the redevelopment of lands at South Hill.	Now known as the Riverbend transit-oriented development project due to its proximity to a future Green Line LRT station, efforts to redevelop 15 acres of brownfield lands in east Riverbend to support future transit-oriented development business opportunities have been delayed. Land Development & Sales is currently assessing the status of the project to move it forward.	





## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

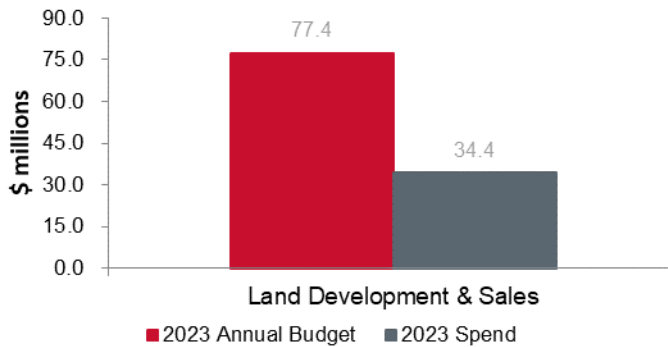


### Operating Budget Updates - 2023 net operating budget vs actuals:

Land Development & Sales has a favourable operating variance of \$0.1 million.

Land Development & Sales closed 6 transactions totaling \$37M and collected \$1.4M in service connection fees as part of a value-add service offered to purchasers.

### Capital Budget and Spend as of December 31, 2023



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

Land Development & Sales had a spend rate of 51.0 per cent of the approved capital budget for 2023. Key projects such as Constellation, are seeing a healthy spend rate of roughly 98.0 per cent, while others such as Midfield Heights experienced delays obtaining development approvals, which lowered the overall spend rate for 2023.

# Real Estate

Led by: Director of Real Estate & Development Services

## Service Description

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

## Service Updates

### Key Service Results

Real Estate facilitated the corporate approvals required for execution of the agreements needed to support construction of the new Event Centre, which includes a community rink, and public plazas. This milestone provides the green light for the project to move forward with design and construction. Corporate approvals are also in place to support construction of the 6 ST SE underpass, which will further contribute to develop Calgary's emerging Culture + Entertainment District.

In 2023, Real Estate responded to the Council approved Home Is Here: The City of Calgary's Housing Strategy (2024-2030), by identifying two City-owned sites suitable to provide land for transitional family housing. These two sites are estimated to provide 110 new homes that will house up to 350 individuals.

Non-profit affordable housing providers were awarded three parcels of City-owned land in the communities of Bowness, Erlton, and Parkdale which will create an estimated 140 new homes. Five additional parcels were approved by Council for disposition to non-market affordable housing providers. Combined, these contributions will provide more affordable housing opportunities for Calgarians.

### Service Challenges

There is increasing demand to support emerging City-wide initiatives that requires additional staff to accommodate the high volume of work. This has resulted in a need to reprioritize files and adjust timelines for work that is less time sensitive.

### Trends & Potential Uncertainties

The priority placed on supporting non-market land sales along with a growing number of requests from business units to access the Revolving Fund Reserve for capital projects is challenging the overall sustainability of the Service Line.

Real Estate will continue to respond and support key actions of the Home is Here – Housing Strategy that will help increase the supply of housing options in Calgary, which may require the disposition, lease, and acquisition of properties.

In 2023, the Executive Leadership Team approved a new vision for a centralized City-owned land management system to be achieved through the land system realignment program. This new direction of portfolio management will require a corporate transformational change resulting in a realignment of process, people, inventory



# Measuring Our Performance

**Legend**

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

## Performance Measures

## Story behind the numbers

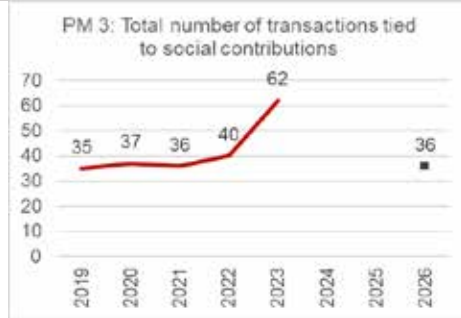
## Status



There was \$7M in revenue generated from surplus parcels land sales in 2023, which is trending downwards from previous years. Recently, there has been an increasing priority placed on making City-owned land available for affordable housing. Attractive development parcels are transacting below market value, leaving less desirable lots remaining in inventory. In 2023, there were three sites identified for non-market land sale that would have otherwise contributed \$7.3M in surplus revenue to the Revolving Fund Reserve, if sold at market value.



Active leasing agreements generated just over \$8.1M in revenue. This is an increase from the revenues achieved in 2022 and highlights that the performance measure is exceeding the targeted expectation for 2026. The team continues to focus on renewals and ensuring a fully leased portfolio.



A total of 62 transactions were tied to social contributions for 2023 compared to last year's total of 40 transactions. This reflects the focus and priority placed on affordable housing, not-for-profit, community events, charities, and other social initiatives.



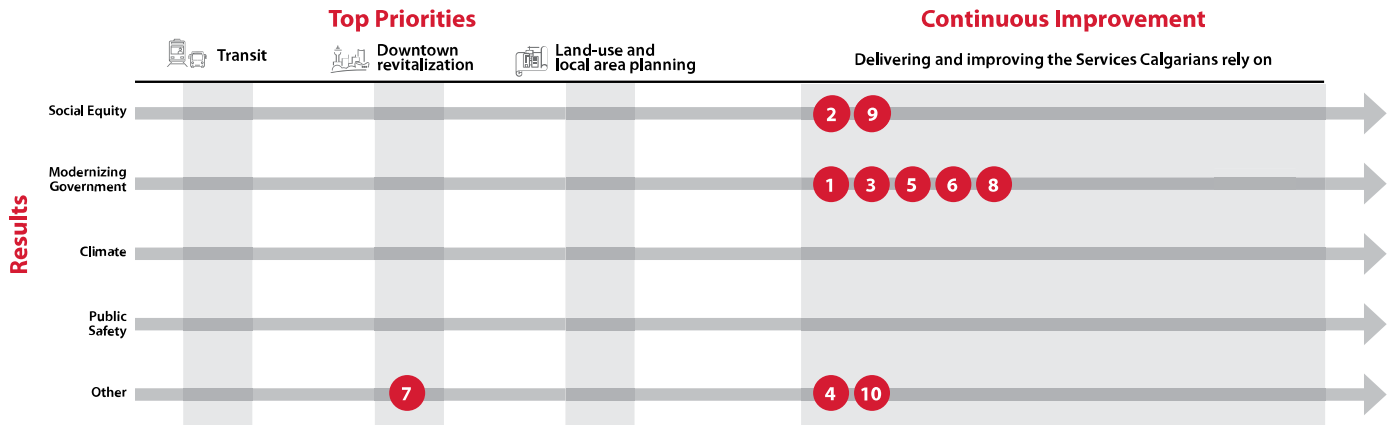
Real Estate recorded a total of 366 real estate transactions in 2023 (compared to a historical average of 224 ), representing a significant volume of work stemming from major projects such as Green Line and the Event Centre.











# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Provide efficient and effective land administration through polices and business practices. This includes managing corporate land inventory, encroachments, land titles, land support and general utility right-of-way agreements, while continually improving standards and bylaws to reflect changes within the Corporation.	<p>The new Customer Relationship Management (CRM) technology for Land Titles Services successfully launched late 2023. Work is underway to develop CRM for Encroachments, with a launch date expected in 2024.</p> <p>Improved functionality and usability upgrades were implemented to the Land Inventory and Data Application. These efficiencies were identified through continuous improvement exercises and partnership feedback systems. With these upgrades in place, Real Estate was able to respond to over 1,000 land inventory inquiries including over 550 map requests and 350 circulations.</p>	
2 Increasing the value and benefit that Calgarians receive from The City's land inventory. This will be achieved through reduction in maintenance costs, disposition of surplus properties, as well as activating and creating interim uses for underutilized parcels for social/environmental return and increased general revenue and tax opportunities.	<p>Real Estate has identified surplus properties for disposition and additional properties proposed for alternate use, including potential future housing prospects. In 2023, 7 transactions (10 properties) were disposed, which resulted in maintenance savings of ~\$400K and an annual tax uplift of ~\$24K. The team enabled the marketing of a Non-Market Land Sale, that will contribute ~\$70K to enhance park amenities upon disposition. Additionally, the team has been supporting the delivery of two City-owned sites to be leased for transitional family housing.</p>	
3 Generates revenue that contributes to the Real Estate Revolving Fund Reserve, which funds future acquisition budgets and activate properties within communities. Properties are held for future use to ensure amenities that The City would provide (food vendors at sporting facilities) are available to communities by leasing Corporate real estate to the public.	<p>Real Estate has prioritized working with tenants to negotiate arrangements for the recovery of outstanding deferred rent resulting in formalized rent repayment agreements on several major accounts with arrears; these accounts have not defaulted on their repayment plan.</p> <p>The team was able to minimize turnaround time needed to get vacant residential units on the market and was successful in achieving market or close to market rents in most instances.</p>	
4 Property management of corporate real estate holdings held for future municipal infrastructure.	<p>Real Estate is constantly seeking opportunities to improve processes such as issuing RFPs/RFQs to achieve competitive pricing for the provision of building and maintenance services to our portfolio. Currently the team is working on undertaking a building condition assessment for our portfolio to further support refining our capital plan to enhance a buildings potential in hopes to extend their useful life.</p>	

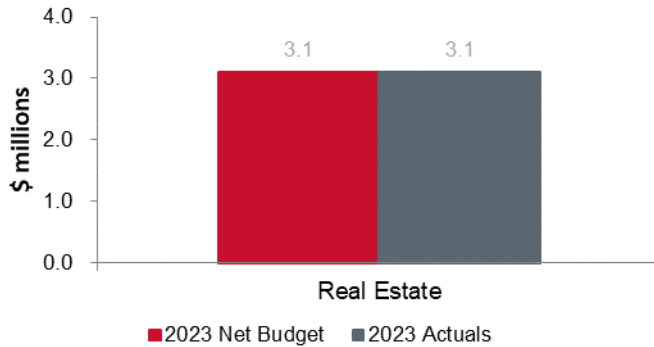
Initiative	Initiative Update	Status
5 Streamline business processes to improve efficiency and speed of transactions. Improve the clarity of lease and license agreements and related information for Corporate approvals. Continuously improve risk management, audit trails and repeatability of lease and license transactions through Corporate lease and license standardization.	The lease management software (Yardi) integration with PeopleSoft will go live in 2024. It will centralize billing, account receivables, collection process, and allow staffing resources to be allocated to other tasks. It will also include a dashboard for internal groups to view lease data specific to their business unit.  Standardization of lease terms and conditions is underway to addresses various lease types and templates for agreements such as a License of Occupation. Draft copies of agreements for murals and decorative lighting over bridges and 3rd party signs are currently being reviewed	
6 Strengthen The City's reputation through enhanced people and culture initiatives, compliance in safety, reporting, and enhanced governance. Drive the business forward by modernizing policies, processes, technology, and strategies to keep ahead of shifting demands with innovative marketing techniques, market analytics and data driven metrics.	Real Estate helped facilitate the implementation and launch of the new Customer Relationship Management system for the Land Titles team, which helped to modernize business processes, automate workflows, dashboard capabilities, and provided support for training. The team has also managed and maintained over 360 real estate transactions, distributed monthly physical and psychological safety topics and participated in ongoing policy review to optimize process.	
7 Acquire real estate to deliver capital infrastructure and community service projects, including streamlining intake of files from Planning & Development Services.	Real Estate continues to support infrastructure and community service projects which includes acquiring properties related to the construction of the 6 ST SE underpass. Other projects are still proceeding such as, the expansion of Bonnybrook Wastewater Treatment Plant to support population growth, continuous 5A Network improvements, and responding to on-going initiatives as brought forward by Council.	
8 Enable redevelopment and increase the tax base while supporting Calgary's growth and revitalization by marketing and selling City-owned surplus lands.	Real Estate has negotiated the disposition of eight City-owned surplus properties along 36th Street SE, providing opportunity for redevelopment to help increase housing availability for Calgarians.	
9 Increase the amount of below market housing in Calgary by partnering with Housing Solutions to support the continued implementation of the Non-Market Housing Land Disposition Policy.	Non-profit affordable housing providers were awarded three parcels of City-owned land in the communities of Bowness, Ertton, and Parkdale which will create an estimated 140 new homes for Calgarians. There has been ongoing effort to identify suitable parcels of land that can be utilized for affordable housing. In 2023, Council approved an additional five parcels of land that will be marketed for sale in 2024 in support of affordable housing.	
10 Supporting internal clients for Corporate projects by providing real estate expertise such as, land acquisition strategy for capital projects, expropriation, and valuation.	Real Estate has provided dedicated resources to support the work needed to advance major projects such as Green Line and the Event Centre, ensuring that the necessary land is in place to support construction activities. Throughout 2023, Real Estate settled all outstanding expropriation claims related to the 17th AV SE Bus Rapid Transit and 194 AV/210 AV SE Interchange projects, mitigating any ongoing financial risk to The City associated with the expropriations for these two capital projects.	





## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

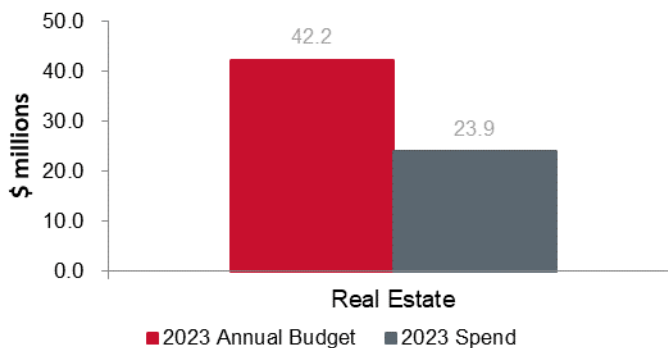


### Operating Budget Updates - 2023 net operating budget vs actuals:

Real Estate has no operating variance in 2023.

Roughly \$7.0 million in revenue was generated from 15 general surplus land sales that closed in 2023. There were three transactions completed under the Non-Market Land Sale policy to support affordable housing in three different communities, which will create additional homes for Calgarians. More than \$2.9 million in acquisitions fees were collected, and more than \$8.1 million in revenue was generated from active lease that included 53 nominal transactions completed for various Civic Partners, community events, and festivals to support activities around Calgary.

### Capital Budget and Spend as of December 31, 2023



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

Real Estate had a spend rate of 56.7 per cent of the approved capital budget for 2023. Lower vacancy rates have limited opportunities to address ongoing maintenance needs (typically done during periods of vacancy), which has contributed to the spend rate. As well, the integration of the lease management software (Yardi) has been delayed to 2024 to allow IT time to perform necessary upgrades to PeopleSoft.

Several technology projects were underway in 2023, including a new Customer Relationship Management (CRM) upgrade for Land Titles Services that was introduced late last year. Another project involved upgrades to the Land Inventory and Data Application system to capture functionality efficiencies.





# City Auditor's Office







# City Auditor's Office

Led by: City Auditor

## Service Description

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

## City Auditor's Office Accountability Framework

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



# Information and Communication





# Citizen Engagement & Insights

Led by: Director of Customer Service & Communications

## Service Description

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

## Service Updates

### Key Service Results

1. The Engage Portal now features translation services available in the top 10 languages spoken in Calgary. This has deepened The City's understanding of the perspectives of Calgarians, particularly those in hard-to-reach communities, to ensure all voices are heard. Substantial cost savings of \$500K resulted by transitioning from project-based translation services to a one-time service fee approach.
2. The Municipal Benchmarking Survey, a collaboration between this service and research teams from large Canadian cities, including Vancouver, Edmonton, Toronto and Montreal, provided valuable information on how Calgary compares when it comes to key performance measures and indicators. Incorporating this benchmarking has provided a greater insight into The City's performance and has fostered informed decision-making from senior leadership and strategic partners.
3. Significant improvements to the research panel approach boosted survey participation, resulting in a seven per cent increase in the Business Panel and a 10 per cent gain in the Calgarians View Panel. This growth has enhanced opportunities for Calgarians to provide meaningful feedback to inform City decision-making.

### Service Challenges

Calgary's recent population growth and changing demographics present a challenge for this service line as it strives to understand the perspectives of all Calgarians and support The Corporation's commitment to social equity.

Our knowledge and understanding of new communities and groups identified as hard-to-reach (i.e. the unhoused, people with disabilities, new Canadians) is increasing, requiring more comprehensive and inclusive communication. Accommodating these communities often necessitates additional strategies and tactics and may also require a more nuanced and time-intensive approach. In response to the city's changing landscape, the service line has focused on developing new and cost-effective strategies including segmentation research, in-person translation services, and engaging Calgarians in the places where they live.

Together, these approaches have helped deepen The City's understanding of the perspectives of all Calgarians, especially those in hard-to-reach communities.

### Trends & Potential Uncertainties

Citizen Engagement & Insights strategically partners with vendors to respond to changing circumstances, maintain objectivity, and to provide services that are impractical for The City to fulfill.

Current economic conditions, primarily inflation, are amplifying uncertainty by driving up the costs for vendor services. These cost escalations adversely affect customer budgets, timelines, and the service line's capacity to fulfill customer requests.

With demand for its services projected to increase throughout the business cycle, this service will need to navigate these economic pressures, balancing effective and representative input opportunities for Calgarians in the face of rising costs for the vendor services it relies upon.





# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status

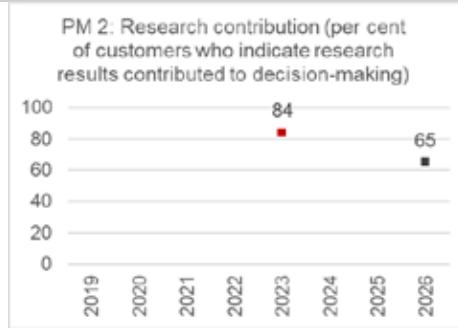


This service provides value to Calgarians by creating opportunities for meaningful input into City decision-making.



Performance in perceptions of how well The City is meeting expectations for participation in decision-making has declined, dropping from 62 per cent in 2022 to 51 per cent in 2023. This decline reflects a broader trend of diminishing trust in The City and concerns with how The City is addressing issues with the economy, safety, and transit.

Planned initiatives to improve social equity and the inclusion of hard-to-reach Calgarians will continue to provide inclusive and accessible opportunities for input into decision-making.



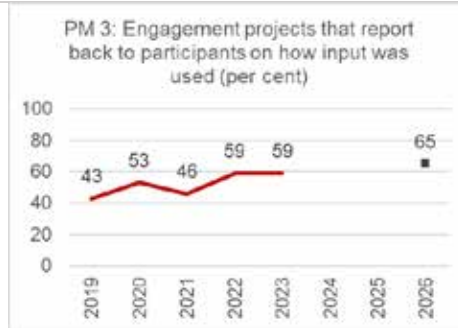
This service is committed to providing customers with actionable and objective insights that inform City decision-making.



2023 was the baseline year for surveying our internal service providers to determine if results had contributed to decision-making, with 84 per cent of respondents indicating that they agreed.

Greater than expected performance can be attributed to research-led initiatives such as regular meetings with City leadership to provide updates on research results and increased dialogue with Councillors.

Achieving the expected future performance of 65 per cent by 2026 remains on track.

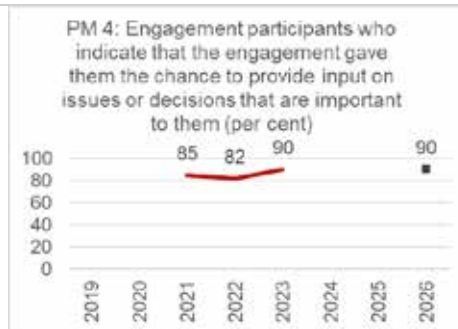


Calgarians expect The City to be accountable and transparent on how decision-makers use their feedback.



This measure captures the percentage of projects that report back on how engagement feedback has been used by project decision-makers. Performance in 2023 has remained on par with 2022 levels, with 59 per cent of engagement projects having included a report back on how feedback was used.

Users of this service will see continued prioritization of reporting back on engagement feedback over the course of the cycle, as the service currently remains on track to meet its 2026 expected future performance.

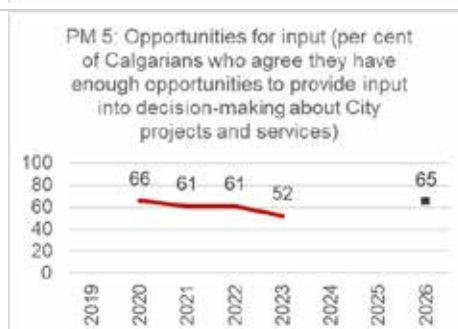


This service ensures that The City's decision-making process is inclusive, accountable, and transparent for Calgarians.



Results from the baseline year indicate an overall high level of satisfaction with The City's efforts to engage Calgarians on issues or ideas that are important to them. This measure does not track how satisfied participants are with the outcomes of engagement as most City decisions involve a range of perspectives or potential outcomes.

Continuing to engage on topics that are important to Calgarians will result in future success, including meeting the 2026 expected future performance.



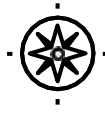
It is important that Calgarians feel they have sufficient opportunities for input into City decision-making.



Perceptions about the number of opportunities for input have declined since 2020, with the Fall 2023 data experiencing a significant drop. This decrease in performance coincides with growing expectations around consultation, coupled with a lack of trust in The City and government in general.

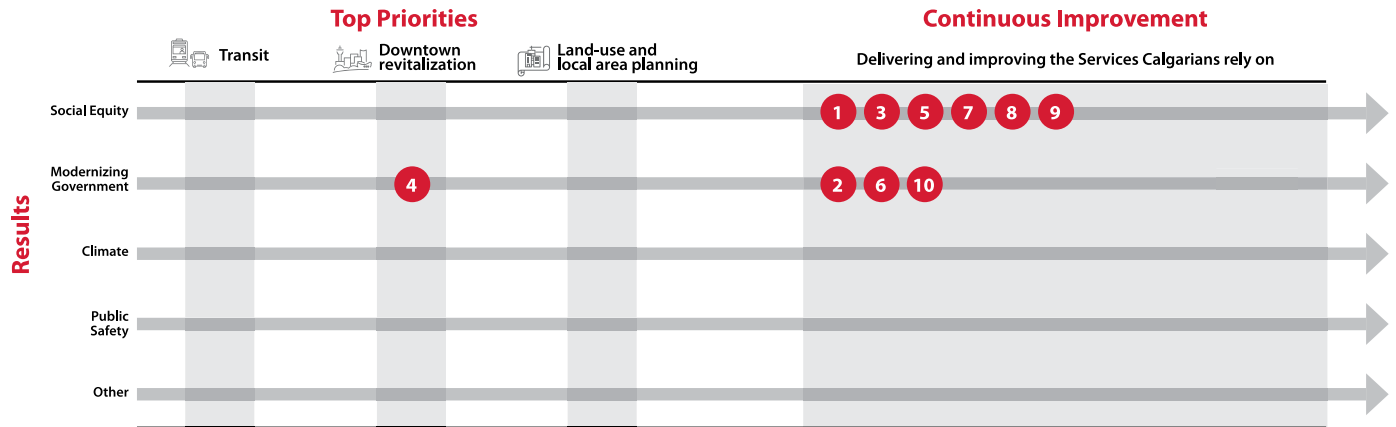
Despite these factors, more online and in-person opportunities for input were provided in 2023 than 2022, and the service will continue to focus on meeting the growing expectations of Calgarians.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

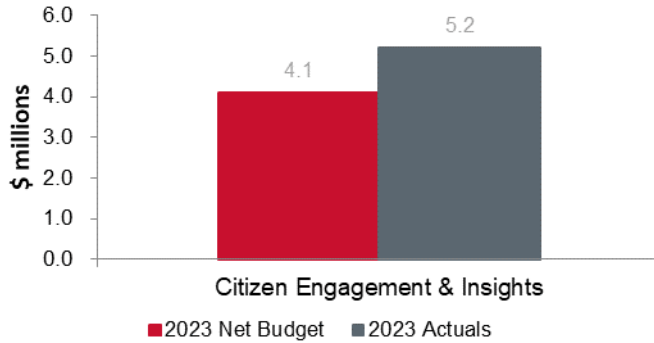
Initiative	Initiative Update	Status
1 Provide opportunities for input on City programs and services that are safe, fair, accessible, and representative of all Calgarians through the new target research and engagement activities and further implementation of the Inclusive Engagement Guide.	The 2023 Spring Survey of Calgarians provided an avenue to rate 44 programs and services based on their importance and satisfaction. The Corporate Research team ensured the study was representative, providing all eligible Calgarians with a chance of being selected to share their inputs. The Engage Resource Unit continued to foster equity discussions and find new ways to connect with Calgarians by partnering with a new vendor to engage with hard-to-reach cultural communities. The Inclusive Engagement Guide was also updated to incorporate current practices and emerging trends.	
2 Improve organizational understanding of our scope and scalability through education, awareness and expectation-setting as an input into City decision-making.	In 2023, the Research team met with Councillors to analyze detailed ward-level findings from the Fall Survey. As a result of these findings, Councillors will gain a deeper understanding of the values, concerns, interests, and priorities of the Calgarians they represent.  The Engage team began the development of an employee educational module aimed at enhancing organizational comprehension of engagement principles in 2023. By improving employee education in this area, Calgarians can expect more effective utilization of their input to inform City decision-making.	
3 Improve The City's ability to provide social equity and more accurately reflect its diverse population through the enhancement and expansion of online research panels. Larger panels with a wider population increase the overall representation of individuals and businesses and are critical to the success of the panels research program.	The Corporate Research team achieved notable success in broadening its online research panels in 2023. Implementing innovative strategies resulted in a 10 per cent expansion in the Panel of Calgarians participation and a seven per cent increase in the Business Panel. This growth has enhanced the overall representation of individuals and businesses in Calgary.  An initiative to retain panelists and improve survey response rates has also been implemented.	
4 Deliver broader context and insights into business leaders' attitudes and behaviours by initiating additional qualitative research. This work will provide critical information for key corporate initiatives such as the downtown revitalization and will aim to enhance The City's global positioning.	In 2023, the Corporate Research Team successfully conducted two waves of qualitative research with business leaders during the spring and fall.  This work yielded insightful feedback from business leaders, delving into crucial civic and economic matters. The research explored challenges confronting local businesses and examined perceptions of the local business environment that will provide an important input into future City decision-making.	

Initiative	Initiative Update	Status
<p>5 Gain insight into perspectives, lived experiences, and expectations of equity-deserving Calgarians by conducting primary research and advanced analytics. Research has seen increased demand for further analysis of Calgary's diverse communities. Advanced analytics and new data collection will address this need and provide insights into communities to improve social and service equity.</p>	<p>Equity Deserving Community analysis was carried out by the Corporate Research Team in 2023. This work provided insights into how different population groups in Calgary respond to key accountability measures for The City.</p> <p>Completion of this work ensures that all Calgarians have equitable and fair access to services offered by The City, irrespective of race, ethnicity, age, place of origin, colour, nationality, sexual orientation, gender identity, or socioeconomic status. Results were distributed across The Corporation to help The City better understand their services through this analysis.</p>	
<p>6 Improve access to data by expanding and better-leveraging external partnerships through benchmarking, academic research and partnering with other municipalities. Expanding collaboration will enhance connections, build relationships and knowledge-sharing opportunities and provide The City with enhanced global positioning.</p>	<p>The Corporate Research team collaborated with research teams in five Canadian cities to benchmark city performance across several areas in 2023. Findings from this research study were a critical input in the fall survey results presented to Council in October.</p> <p>The survey will also be conducted in 2024, and discussions are ongoing with internal and external parties to expand the survey both in terms of questions asked and the municipalities covered. This information will provide insights to The City and its strategic partners on how Calgary performs compared to other municipalities.</p>	
<p>7 Provide online engagement that is accessible to all Calgarians by enhancing The City's capabilities and mirroring the in-person experience of engagement.</p>	<p>All in-person engagement sessions in 2023 had an online equivalent. Offering both in-person and online engagement opportunities removes as many barriers to participation as possible, giving more Calgarians an opportunity to provide input and feedback.</p>	
<p>8 Provide greater digital equity for Calgarians who do not have access to technology by leveraging external partnerships to provide access to digital devices capable of gathering online engagement.</p>	<p>In 2023, the Engage Resource Unit strengthened its collaboration with the Calgary Public Library, working together to offer engagement opportunities on library computers for Calgarians without access to technology, thereby reducing barriers to participation.</p> <p>The service also acquired tablets in 2023 to use in tandem with in-person engagement sessions. This has enabled participants to engage in either the online or in-person experience, further enhancing digital equity opportunities for Calgarians.</p>	
<p>9 Improve engagement opportunities for equity-deserving Calgarians through the development and piloting of new tactics, tools and processes. Based on resource evaluation and reporting on effectiveness of the new actions, all of the recommended actions will be incorporated into future engagement projects.</p>	<p>The Engage Resource Unit completed two significant projects aimed at equity-deserving Calgarians in 2023 – the Forest Lawn Local Area Plan and Connect: Calgary's Parks Plan.</p> <p>These projects incorporated new equity tools and tactics focused on providing more engagement opportunities for all Calgarians. The learnings from these projects will be used in future engagement projects and will be reflected in updates to the Inclusive Engagement Guide.</p>	
<p>10 Build community trust, deliver greater efficiencies and reduce community fatigue with multiple project engagements in specific geographic areas by working to transition the community relations engagement pilot into a fully operational program.</p>	<p>The Engage Resource Unit concluded its community relations pilot with the Chinatown community in 2023. Following the completion of the pilot, resources were transitioned to other projects.</p> <p>Community relations work continues to be an important area of focus for the Engage Resource Unit, and insights gathered from the pilot have been applied to subsequent engagement activities and the Inclusive Engagement Guide. This service will continue to explore ways to foster long-term relationships with communities.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

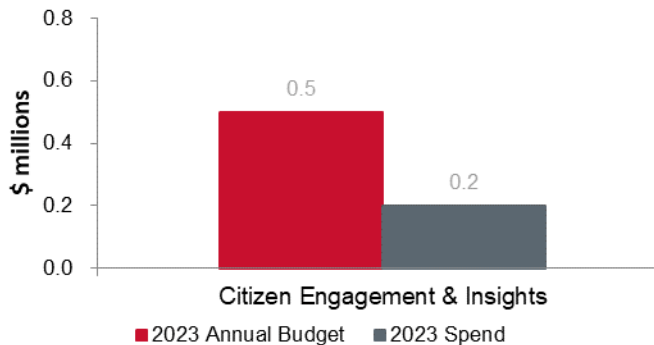


### Operating Budget Updates - 2023 net operating budget vs actuals:

Citizen Engagement & Insights has an unfavourable operating variance of (\$1.1) million due to salary and wages and contracts and general services.

The majority of the unfavourable variances are the result of budget items that require amendment through the assess and adjust phase of Realignment. Additionally, higher-than-expected expenditures on contracts and general services are attributed to strategic spending on surveys for corporate priorities such as public safety.

### Capital Budget and Spend as of December 31, 2023



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

Citizen Engagement & Insights has spent 51.3 per cent of the 2023 approved capital budget. The capital expenditures were dedicated to conducting customized segmentation research on Calgarians. This research aimed to gain a better understanding of communication preferences, lifestyle, and interactions, enabling The City to communicate and market services more effectively.

To fully leverage these segmentation results, the service line will allocate the remaining capital funds for advanced analytics research and a supporting communications roll-out to The Corporation.

# Citizen Information & Services

Led by: Director of Customer Service & Communications

## Service Description

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

## Service Updates

### Key Service Results

1. Calgary became the first major city in Western Canada to launch a daily 311 call back feature, reducing the need for Calgarians to wait on the phone to speak to an agent. The testing phase in late 2023 handled nearly 19,000 call backs, with full implementation and roll-out scheduled for early 2024. The expected long-term benefits of this customer-centric feature include a decrease in average call wait times and improved overall customer satisfaction with the 311 service.
2. The Social Equity User Testing Pilot for Digital Services was successfully completed, focusing on seniors, newcomers, and persons with disabilities. This initiative provided crucial insights into the unique challenges these groups face, positioning The City's digital experience to be more inclusive to all Calgarians.

### Service Challenges

Rising complexity is a challenge for this service.

311's average call handling time increased from 205 seconds in 2010 to 353 seconds in 2023. This increase is a result of a deliberate strategy to enable low complexity calls to be handled via digital channels, leaving more complex calls (e.g., tax and bylaw) for 311 agents. As Calgary's population grows, higher volumes of these complex calls are expected, which will further impact call handling times and volumes. To address this, 311 will be implementing a quality assurance program to ensure a consistent and optimized experience for customers.

The expectations of The City's online users are expanding as a response to rapidly changing technologies. To provide enhanced functionality, employees are trained regularly to leverage new platforms as well as artificial intelligence. Capital programs are critical to this continued evolution.

### Trends & Potential Uncertainties

The service line is closely watching Calgary's population growth and extreme weather trends, as increases have historically led to additional 311 calls. While initiatives are underway to address current pressures, further increases to call volumes could place additional stress on 311 service delivery and impact performance targets tied to satisfaction and wait times.

The rapid evolution of artificial intelligence also has potential impacts, as expectations for faster and easier service grow. Privacy, security, and procurement concerns present challenges in keeping up with these technological advances; however, The City is working to better understand how artificial intelligence can be leveraged, while ensuring proper governance and guidelines are in place to support employees.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

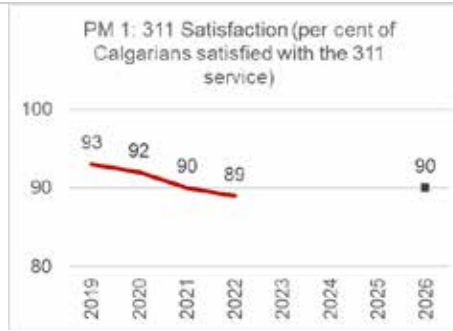
➔ Progressing as planned

⊖ Not progressing as planned

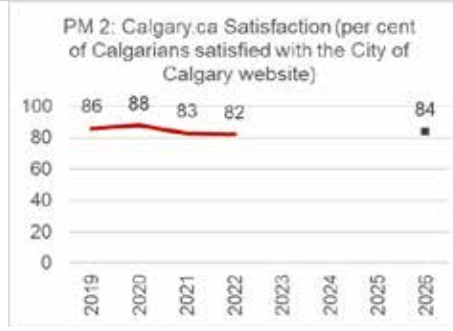
## Performance Measures

## Story behind the numbers

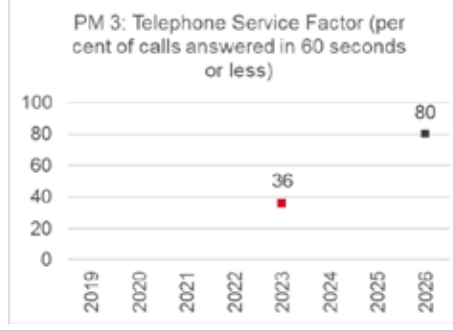
## Status



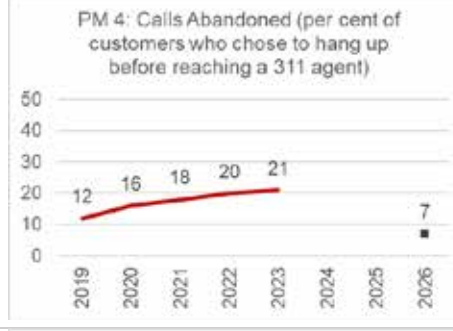
High satisfaction with The City's 311 service is important for maintaining trust with customers. A change to the Fall survey omitted the 311-specific satisfaction measure, leaving the service unable to report on performance until 2024. Perceptions of performance have declined slightly since 2019, with decreases in satisfaction closely tied to longer customer wait times. Enhancements deployed at the end of 2023, including a call-back feature, an on-call agent pool and a new quality assurance program should help reduce wait times and improve overall satisfaction with the service.



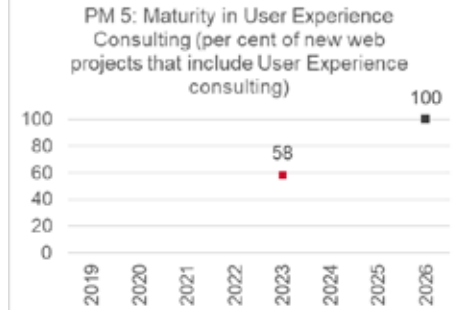
Customer satisfaction with Calgary.ca relies on easy access to information and services. A change to the fall survey omitted the Calgary.ca-specific satisfaction measure, leaving the service unable to report on performance until 2024. Data shows that users of this service are having more difficulty completing their tasks on Calgary.ca. Task completion scores have declined from 89 per cent in 2021 to 82 per cent in 2023. This decline, combined with evolving user expectations of online services may have an impact on satisfaction. This service expects greater clarity on Calgarians' satisfaction with Calgary.ca when results are available in 2024.



Ensuring a prompt connection to a 311 agent is crucial for providing customers with timely access to City information and services. A new baseline was established in 2023 for the Telephone Service Factor calculation as the service aimed to align this target more closely with other Canadian cities. 36 per cent of calls were answered within 60 seconds or less in 2023. The service faces a challenging task to achieve the goal of 80 per cent by 2026. The introduction of the 311 call-back feature in late 2023 has begun to make strides in reducing 311 wait times, resulting in a five per cent reduction compared to 2022.

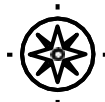


This service provides value to Calgarians by offering timely access to two-way information and services. Since 2019, the number of customers opting to disconnect before reaching a 311 agent has steadily risen, reaching over one-fifth (21 per cent) of total calls in 2023. The introduction of the 311 call-back feature in late 2023 has resulted in an incremental improvement to call wait times, and a new on-call pool of 311 agents will begin taking calls in early 2024 to support unplanned events and surges in demand. Despite these tactics, it is unlikely these efforts will be enough to reach the expected future performance of seven per cent.



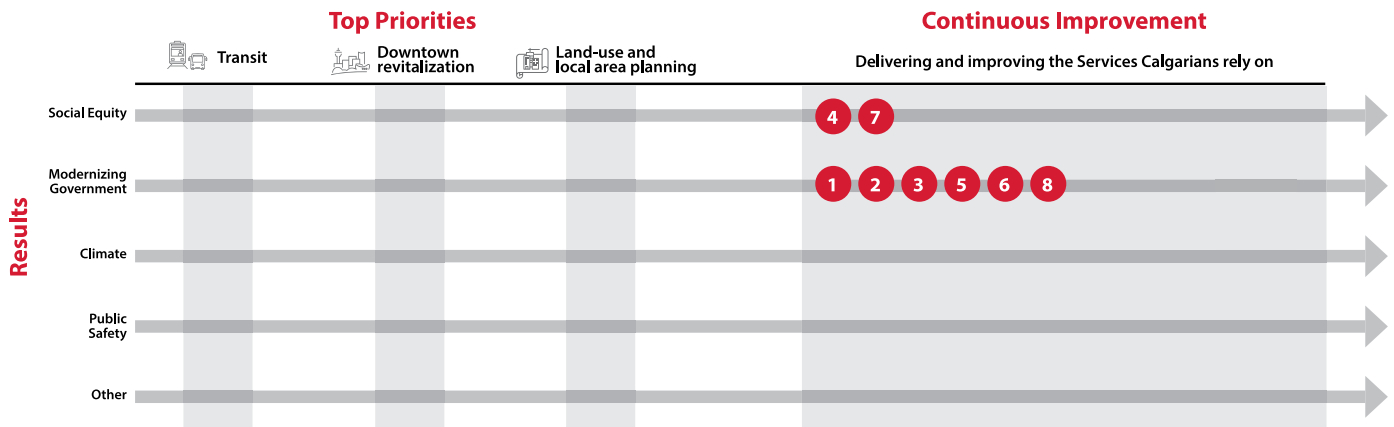
A modern government website evolves its users' experiences to match the community's changing needs. 2023 was the baseline year for measuring if new web projects included User Experience (UX) consulting, a service aimed at improving user experience and making Calgary.ca more accessible. The number of new Web & Digital projects increased by 55 per cent in 2023 compared to 2022. This growth has limited the ability to provide UX consulting to 58 per cent of new web projects in 2023. The service expects this measure to improve as The City's UX offering is expanded, but it may need to refine expected performance if demand continues to increase.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status	
1	<p>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.</p>	<p>This initiative leverages funding from the 311 Annual Lifecycle and Calgary.ca/myCity Annual Lifecycle capital programs. Key technical upgrades to the 311 platform were completed as part of continuous improvement work in 2023 to ensure the system was available to customers 24/7. These enhancements included annual licensing renewal, service request changes and updates to the 311 report distribution system. Platform enhancements to Calgary.ca are planned for 2024, starting with a robust analysis to determine the value of transitioning to a cloud-based hosting solution.</p>	
2	<p>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.</p>	<p>311 deployed 14 dashboards for internal and external use in 2023, notably an Evacuee Support dashboard for the Emergency Operations Centre that was used during the Northwest Territories wildfires. This was accessible to first responders and played a key role in aiding individuals seeking information about evacuees.</p> <p>311 also produced historical 2019-2022 data reports from each of the city's 14 wards. These included hotspot map summary presentations of the top services and information requests broken down by ward and community, to help decision-makers better understand issues and opportunities.</p>	
3	<p>Provide responsive and dynamic information to customers on Calgary.ca and advance efforts to modernize government by better leveraging existing technology and 311 data. Automatically offering up Calgary.ca pages based on the most popular 311 inquiries, ensures customers have easier access to the most relevant web content.</p>	<p>Web development successfully transitioned the Calgary Parking Authority website to the Calgary.ca platform in 2023. This migration utilized pre-built web components, updated content and user experience to improve usability and sustainability. This has resulted in a modernized web experience for Calgary Parking Authority and will deliver an improved user experience for their customers.</p> <p>The service has also completed the foundational work towards new Calgary Transit website enhancements in 2023, in preparation for an early 2024 launch.</p>	

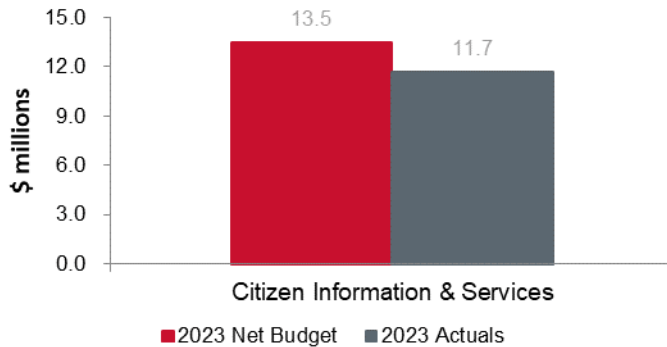


Initiative	Initiative Update	Status
<p>4 Increase the convenience and accessibility of information and services for customers by providing multi-channel solutions. Continue to advance the shift of services online and evaluate a call back option, while maintaining telephone service as a means for reliable two-way, real-time information sharing and dialogue with customers.</p>	<p>To reduce customer wait times, 311 launched a call back feature in late 2023. During high-volume call periods, customers were greeted with a message advising how long the expected wait may be and were presented with an option to have 311 call them back.</p> <p>The initial deployment of this feature was successful, with nearly 19,000 customer call backs completed from October to year-end. This contributed to a five per cent reduction in 311 wait times, helping to ensure that Calgarians had access to 311 live support.</p>	
<p>5 Provide a modern municipal website to Calgarians through ongoing improvement initiatives and the adoption of new technologies. This includes the use of automation to improve site consistency and functionality, while also providing savings to the Corporation. Throughout the cycle continue to explore the capabilities, efficiencies, and service improvements available by on The City's web platform.</p>	<p>This initiative leverages funding from the Calgary.ca/myCity Annual Lifecycle capital investment program.</p> <p>Several Calgary.ca improvement initiatives were completed in 2023. These included optimizing landing pages for topics, improving content automation, and developing connections between topics on Calgary.ca.</p> <p>This has resulted in improved access to City services and information for online customers.</p>	
<p>6 Increase the sustainability, scalability and resilience of the 311 subservice by leveraging an on-call pool of 311 agents which will support the efficient delivery of net new inquiries related to Calgary's anticipated population growth and projected increases in unplanned events (extreme weather, bylaw changes, social disorder, etc.).</p>	<p>This service line received new investment at the beginning of the business cycle to hire on-call 311 agents to address service gaps and support peak season call volume.</p> <p>Thirty-one new agents were trained in 2023 to resource an on-call agent pool that will support the delivery of 311 information and services.</p> <p>Results of this initiative will become available in early 2024, when the newly-trained on-call agent pool will begin answering phones.</p>	
<p>7 Provide digital equity to Calgarians through partnering with City service providers to review, evaluate, recommend and implement improvements to User Experience (UX). This will provide an intuitive and responsive experience to customers of Calgary.ca, its associated sites and applications while ensuring digital services and information are accessible to all.</p>	<p>Web development completed a digital services user testing pilot in 2023 with the goal of better understanding the experiences equity-deserving groups have when interacting with digital services and information such as Calgary.ca.</p> <p>This work identified common usability issues that create barriers to the outcomes of City services, including opportunities to provide more clear error messages, better readability and improved visibility of information.</p> <p>Calgarians can continue to expect a more accessible Calgary.ca experience, and improvement work will continue in 2024.</p>	
<p>8 Offer an improved, personalized experience for customers of Calgary.ca by modernizing The City's eCommerce capabilities to support revenue generation through digital development with a service that is more scalable and efficient to maintain.</p>	<p>Work related to this initiative will begin in 2024. This initiative delivers the foundational requirements toward creating a personalized experience for Calgarians that will allow for campaigns and revenue generating digital marketing capabilities to be implemented and leveraged. This initiative will also focus on creating the structure needed to collect user behaviour data; this will enhance the user experience across all City digital services.</p>	



## Service Updates on Financial Performance

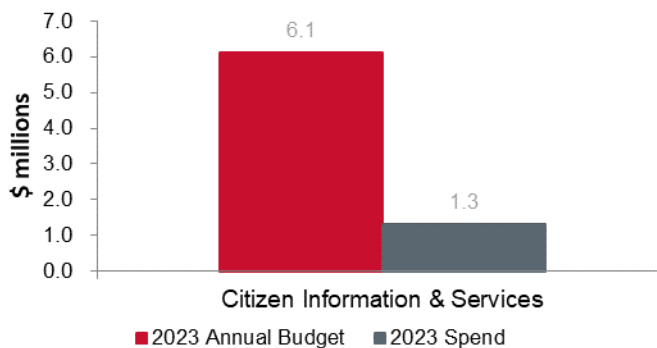
### Net Operating Budget and Actuals as of December 31, 2023



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

Citizen Information & Services has a favourable operating variance of \$1.8 million in 2023. This variance was primarily due to savings in software, contractual services, and salary and wages. Lower-than-expected expenditure in salary and wages is attributed to short-term vacancies, delayed hiring, sickness and accidents, and attrition. These vacancies are being factored into recruiting strategies for 2024.

### Capital Budget and Spend as of December 31, 2023



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

Citizen Information & Services spent 21.7 per cent of the 2023 approved capital budget.

311 allocated investment capital towards annual software license renewals and the evaluation of new software tools.

Web & Digital capital investments in the Continuity of Digital Services program were targeted toward the resources to deliver new digital service projects and continuous improvement initiatives. Key projects completed by the service in 2023 included the integration of the Calgary Parking Authority to The City's website, improvements to online building services approval process, and new topic-based Calgary.ca and myCity websites. Capital resources were redirected to operational work, thereby utilizing operational budget in 2023.

2023 capital expenditure in the Calgary.ca/myCity Lifecycle investment program was primarily focused on initial discovery and analysis work for migrating the Calgary.ca and myCity platforms from City servers to the cloud. The bulk of work dedicated to this program started in late 2023 and will accelerate in 2024.

This service line fully anticipates spending the entirety of its capital funding by the end of this business cycle.

# Records Management, Access & Privacy

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

## Service Description

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

## Service Updates

### Key Service Results

Two Corporate Administration Policies were approved in 2023: the Corporate Records Management Policy and the Protection of Privacy Policy. Good records management practices increase The City of Calgary's (The City's) ability to respond to access to information requests and reduce the corporation's risk of privacy incidents which can negatively impact The City's operations, finances, and reputation as well as public trust. (Initiative 1)

The City is committed to safeguarding personal information. Part of the City's commitment to privacy is to be transparent about The City's internal privacy practices. The establishment of the Protection of Privacy Policy promotes trust and confidence in The City through openness and transparency. Building a culture of privacy awareness is one of the key components of an accountable privacy management program, and promoting privacy at The City is a priority. (Initiative 2)

### Service Challenges

Interest in municipal records and decision-making is evident in the increasing access to information requests and views on the Archives online research portal. As a result, other service delivery in Records Management has been impacted. Reprioritizing workload to focus on legislatively required services has been implemented but it has had impacts on efforts to implement Privacy-by-Design principles and good records management practices. A service improvement initiative has identified opportunities to address resourcing gaps, and the approval of the Protection of Privacy Administration Policy and the Corporate Records Management Administration Policy will help ensure record and information management practices and the protection of privacy are top of mind in the design of City programs and services.

### Trends & Potential Uncertainties

Although access to information requests have increased year over year, 97 percent of requests have been completed on time. The City Clerk's Office is collaborating with partners on the use of Artificial Intelligence across the Corporation to ensure privacy is built into all City tools and processes.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

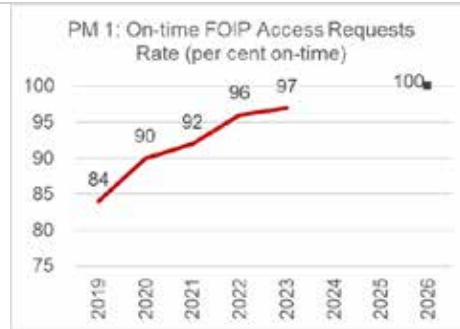
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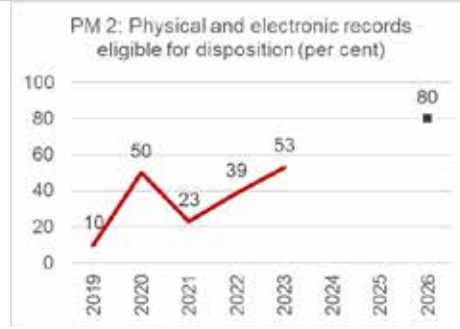
## Performance Measures

## Story behind the numbers

## Status



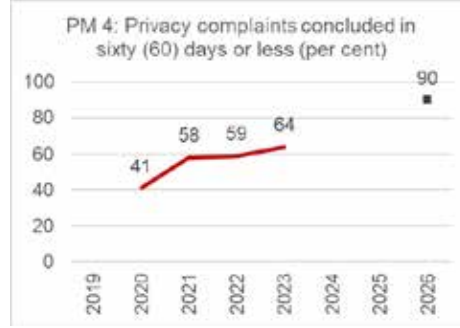
The percentage increase in on-time completion is the result of additional staffing resources, better management of timelines and efficiencies created in the access request process.



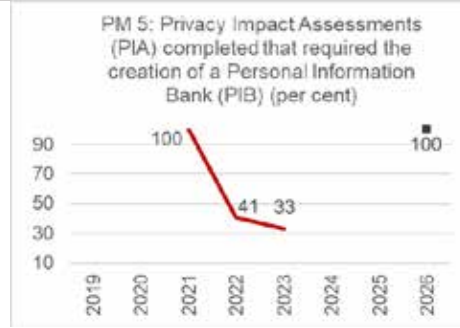
Records disposition continues to be on track to meet the expected future performance targets. Improved processes allow for greater rates of disposition of both electronic and physical records.



In the second half of 2023, an increase in the number of archival records available online was achieved by prioritizing public access to archival records.



The increase in the percentage of completed complaint investigations is the result of additional staffing resources, better timeline management and a balanced workload. Some privacy breach investigations take longer to complete due to the incidents' complexity.



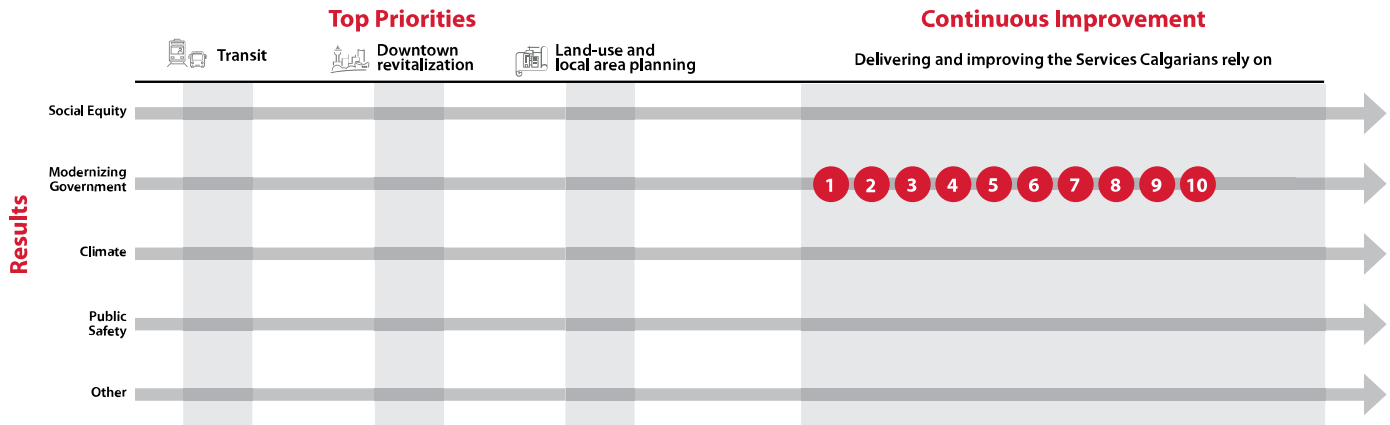
Although there is not an increase in the creation of Personal Information Banks (PIBs), preparatory work is being undertaken to automate the Privacy Impact Assessment (PIA) process to be more efficient and effective.











# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Will foster openness, transparency and public trust through the effective and consistent management of City records through their lifecycle and an overarching Protection of Privacy Administration Policy.	Two Corporate Administration Policies were approved in 2023: Corporate Records Management Policy and Protection of Privacy Policy. Communications about the new Protection of Privacy Policy will begin in January 2024 followed by communications about the new Records Management Policy in April 2024.	
2 Demonstrate The City's commitment to earning and maintaining public trust by exceeding privacy requirements prescribed by Freedom of Information and Protection of Privacy legislation, and being transparent about The City's internal governance structures and privacy practices by developing and implementing the recommendations of the Privacy Program Strategic Plan.	<p>Progress has been made on several Privacy Program Strategic Plan initiatives. The Freedom of Information and Protection of Privacy delegation of authority was reviewed and revised. The Protection of Privacy Policy was approved.</p> <p>Additionally, Business Units are currently working to bring 490 Corporate forms that collect personal information into alignment with the Freedom of Information and Protection of Privacy Act.</p> <p>A review of existing Personal Information Banks and the work to create an automated, user-friendly personal information registry on The City's website was completed.</p>	
3 Improve the public user experience by increasing access to archival records and maintaining that access to information for future generations through the launch a new archival collection management software system, ArchivEra.	ArchivEra was successfully launched in April 2023. Following the launch of the Archives online research portal, there is now an average of 2000 views/month and an increase in requests for copies of photographs.	
4 Increase records and information disposition compliance by promoting an increased rate of submission and faster, simpler processing through changes designed to modernize and simplify the disposition process.	Process and technical changes continue to progress within the current framework. Taking a collaborative approach with numerous departments has been critical in allowing for faster and simpler records disposition. The implementation of new records management governance documents (including a new bylaw and policy) in 2024 will allow for additional improvements to the processes.	

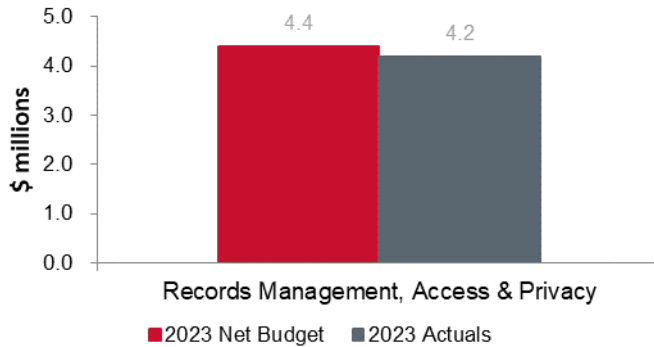
Initiative	Initiative Update	Status
5 A centralized file management system will automate workflow and streamline processes to ensure effective and efficient resolution of access and privacy files.	The business requirement gathering stage was completed in 2023. Development of the centralized file management system will begin in early 2024.	
6 The privacy management program will enable The City to identify weaknesses, strengthen good practices, demonstrate due diligence, and raise the protection of personal information above the minimum legislated requirements.	Building a culture of privacy awareness is one of the key components of an accountable privacy management program. Promoting privacy at The City was a priority throughout 2023. Several Privacy Program Strategic Plan initiatives were completed in 2023 including conducting a review of service contract templates to ensure consistent Freedom of Information and Protection of Privacy (FOIP) and confidentiality language.	
7 Assist with high-volume electronic records accessioning into The City of Calgary Archives by investigating technology solutions.	The City continued to explore options and best practices such as the ability to extract descriptive meta-data from Content Server and import the data into the archives management system to minimize data entry. The use of metadata and reporting has increased efficiency.	
8 Generation of a road map to prioritize digitization efforts and activities to ensure that preservation is approached in a methodical and prioritized manner by developing a long-term preservation strategy for corporate records, including the approval of a digital preservation framework will identify tools or software / storage costs.	The City continued to research other jurisdictions and best practices and expanded its knowledge of long-term digital preservation. Options on how to proceed with the development of a road map and the execution of a digital preservation framework are being explored to identify governance gaps and required standards to ensure the longevity of information.	
9 Modernize the Content Server electronic records management software will allow for additional functionality of this enterprise solution to a vendor supported version, including a richer feature set and user interface which will improved the practice of information management at The City.	The Content Server modernization project continues to progress with final user acceptance testing due for completion in early 2024, and implementation projected for the first half of 2024.	
10 Expand routine disclosure and proactive dissemination of City records.	Inventory of existing routine disclosure and proactive dissemination processes within The City is complete. Limited progress has been made since the completion of the review of existing routine disclosure and proactive dissemination processes due to staff capacity and increased volumes of access to information requests.	





## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

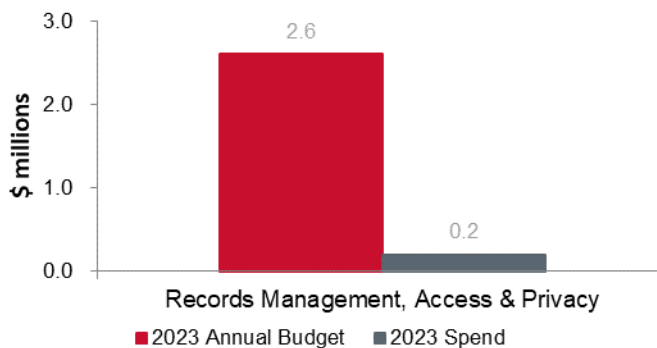


### Operating Budget Updates - 2023 net operating budget vs actuals:

Records Management, Access & Privacy has a favourable operating variance of \$ 0.2 million. The primary drivers of the variance were due to temporary reduction in contracted services spending and lower spending on communications services expenses.

In 2023, Records Management, Access & Privacy successfully launched ArchivEra, the online Archives research portal. Since its launch, ArchivEra has averaged 2000 views per month.

### Capital Budget and Spend as of December 31, 2023



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

Records Management, Access & Privacy has spent 9.0 per cent of the 2023 approved capital budget. The underspend is mainly attributed to lower spending in contract and general services.

In 2023, the capital expenditures have been primarily used to document the requirements for a new case management system for Access & Privacy. The project is in the analysis stage, and is expected to move to implementation in 2024, where the funds will be spent.

# Strategic Marketing & Communications

Led by: Director of Customer Service & Communications

## Service Description

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

## Service Updates

### Key Service Results

#### Awards

- Gold Quill Award of Merit
- 2023 Gold Stevie: Marketing Campaign of the Year - Government / Institutional / Recruitment

1. The service has increased its focus on delivering coordinated communications about priority issues to Calgarians through a new program to identify and elevate reputational risks and issues. This ensures the right people are working together to share more cohesive, accurate, and timely messages about the topics that matter to Calgarians and contributes to increasing the public's trust in The City.
2. In response to high volumes of social media activity and ongoing challenges in the social media environment, the service has implemented improved social media monitoring and reporting. Through this work, The City will be able to glean more actionable insights, save time, and refocus staff on providing Calgarians with accurate information and safe social media spaces for two-way communication.
3. Calgary.ca has moved from department-focused navigation to a more user-centric, topic-based approach. Using information provided by Calgarians about how they interact with the site, the service has reorganized web content to make it easier for the public to find relevant information and conduct business with The City.

## Service Challenges

Due to an unprecedented wildfire season and multiple elevated risk events, Strategic Marketing & Communications saw increased demand for crisis communications and Emergency Operations Centre support in 2023. While appropriate resources were found to address these events, it required key personnel to be re-deployed, creating significant strain and challenges in supporting City departments with regular communications to Calgarians. As the volume and duration of these events increase, existing practices are growing unsustainable and could impact satisfaction with City communications and the delivery of quality, timely information to ensure public safety.

To address these challenges, the service has conducted a review of its crisis communications program and will be focusing on training new team members, working with City services on communication prioritization, and increasing efficiency by updating support materials to reflect the changing nature of emergency activations.

## Trends & Potential Uncertainties

Advancements in artificial intelligence, along with upward trends in public polarization and online incivility, may lead to more sophisticated attempts at disseminating misinformation about The City. Failure to address the use of artificial intelligence for such activity could impact measures related to trust and the effectiveness of City communications. Advances in artificial intelligence also present an opportunity for the service to leverage technology to filter hateful and threatening social media comments, which would increase efficiency and protect employees and Calgarians from exposure to hate and incivility on City accounts. A tool is being assessed to ensure these benefits can be effectively delivered while continuing to respect the need for open and honest public discourse.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

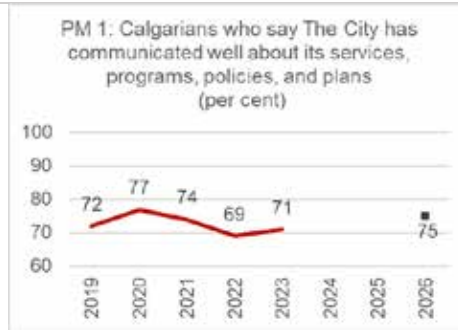
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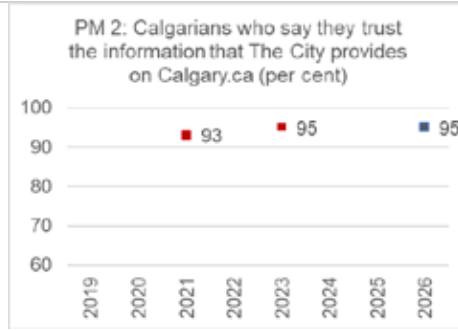
## Performance Measures

## Story behind the numbers

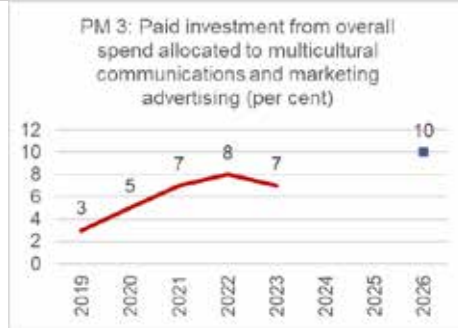
## Status



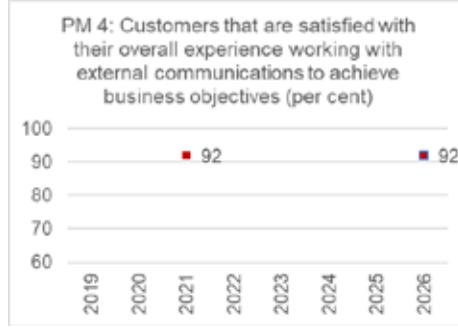
Due to changes with the Fall Survey of Calgarians, year-end data is unavailable. However, spring 2023 data shows a small increase in how Calgarians rated the quality of communications. Despite this rise, the score is six points below the five-year high seen in 2020. This is due to the shift from COVID communications, which were highly effective and valued by Calgarians, as well as increased public polarization and lower trust in government. With a new team focused on providing Calgarians with more cohesive and coordinated communications on key issues, the service is on track to reach its 2026 anticipated performance level of 75 per cent.



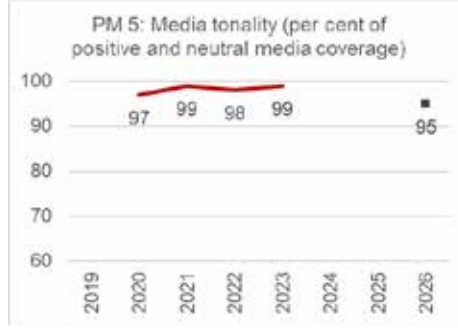
Calgary.ca remains one of Calgarians' most trusted sources of City information, with its trust rating increasing from 93 per cent in 2021 to 95 per cent in fall 2023. This is likely the result of ongoing efforts to prioritize accurate, up-to-date content and user-centric design – two key factors known to influence website trust. With continued high demand for content-related work on the website (9,700 requests in 2023), and content enhancement projects planned for key areas of the site in 2024, trust in Calgary.ca is expected to remain strong and meet 2026 anticipated performance levels.



The percentage of overall spend on multicultural advertising, which demonstrates The City's ongoing commitment to reach diverse groups of Calgarians with its marketing and communications, dropped by one point in 2023. This is due in part to several multicultural print publications ceasing operations, which led to the removal of this tactic from multiple plans. Given the growth of this measure since 2019 and the number of years remaining in the business cycle, the service still anticipates meeting the 2026 expected future performance.

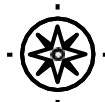


Client satisfaction with external communications provides the service with an indication of how well it is meeting expectations around service delivery and communications with the public, businesses, industry, and other orders of government. While an updated measure will not be available until the spring of 2024, the service expects to meet the 2026 anticipated performance level of 92 per cent previously achieved in 2021. To support ongoing satisfaction with external communications, the service has introduced processes to better respond to reputational issues and continues to evolve its use of data and analytics to reach desired audiences.



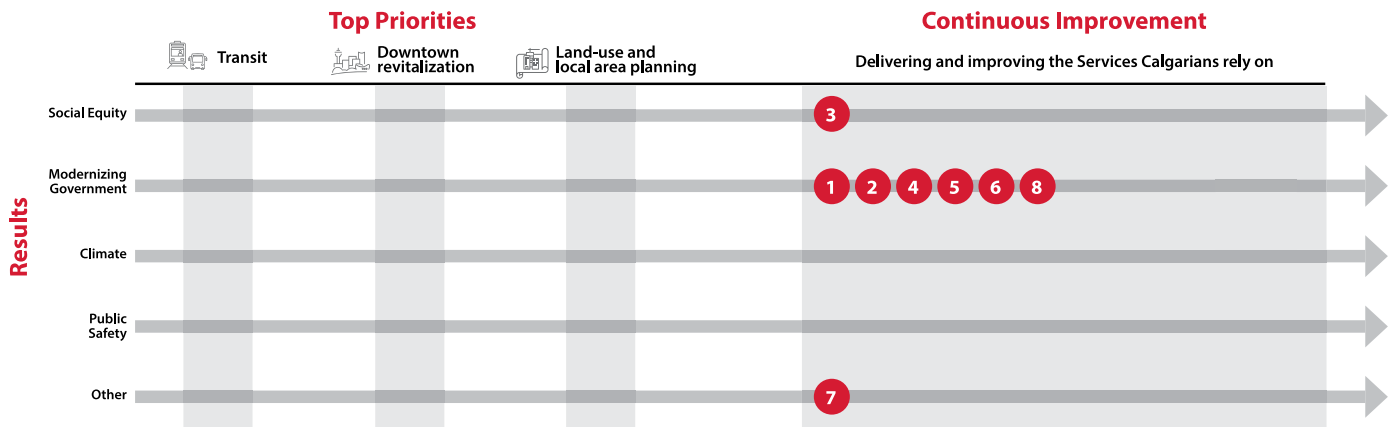
The media tonality measure looks at the percentage of news coverage classified as positive or neutral in tone and provides insight into the effectiveness of City media relations. Despite multiple polarizing issues facing The City, the tonality score has increased by one point since mid-year. As in past years, coverage has been mainly informational in nature and neutral in tone (83 per cent). Approximately 16 per cent has been positive and tied to popular projects (i.e. completed roads, park openings). Given past performance, increased media training, and new reputation risk processes, the measure is expected to stay in the high nineties.










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

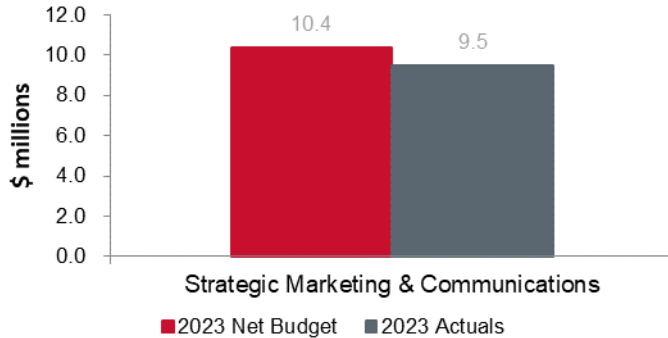
Initiative	Initiative Update	Status
1 Maintain The City's relationship and reputation with the public and media by focusing on the effectiveness and responsiveness of The City's social media and media relations efforts. This requires the service to manage of increased demand for timely, two-way communication within the existing budget, while also ensuring The City is able to adapt to the changing media and social media preferences of Calgarians.	Social media humanizes The City's brand, allowing it to address misinformation and manage risks. Two positive examples of effective response in 2023 were: 1. During Lobbyfest, concerns arose about the use of single-use plastics in displays. By clarifying that these would be repurposed into vinyl flooring, The City positively shifted the conversation. 2. Criticism about the expenditure on the Big Cheeto public art prompted The City's social media team to clarify that it was privately funded. This action altered the narrative and resulted in the most engaged post in 2023, reaching over 100,000.	
2 Support economic recovery and resilience priorities such as the Downtown Strategy, investment in Calgary and revenue generation for City services through the development and implementation of marketing and communication strategies. This includes leveraging data and analytics to better target audiences and partnering with Citizen & Information Services to implement e-commerce solutions to make doing business with The City faster and easier.	Strategic Marketing & Communications has implemented advanced analytics software on multiple applications (i.e. Live and Play, Assessment search, Engage Portal, myID) to better target audiences, and improve Calgarians' ability to find relevant information and do business with The City. The service line also completed a search engine optimization project for recreation programs, increasing leads generated to program registration pages by 117 per cent. In 2024, new metadata will be implemented to enable easier organization and cross promotion of City services.	
3 Advance social equity through communications and marketing support to City services. This includes continuing to champion inclusive and accessible City communications through the Multicultural Communications & Engagement Strategy and Equitable Standards for Communications.	By managing vendor and language service requests on behalf of The City and incorporating multicultural recommendations into all marketing plans and strategies, the service continues to further social equity by removing language barriers for Calgarians. Work to update multicultural insights and tools with the latest census data is on track, with the service planning to use revised Ward and Community Profiles to complete updates to the Calgary Language Map in early 2024.	

Initiative	Initiative Update	Status
<p>4 Improve the effectiveness and level of trust in City communications by addressing the growth of misinformation about The City. This includes providing staff with tools and training to identify, monitor, and correct misinformation when responding to Calgarian and media inquiries, and address increased demand within existing budget.</p>	<p>Strategic Marketing &amp; Communications continues to correct all misinformation where The City has been mentioned or tagged on social media and reaches out to any media outlet that publishes inaccurate information to ask for a correction.</p> <p>With the aim of enhancing trust in City communications, the service rolled out a new process in 2023 to internally elevate reputational risks associated with programs and projects where mitigation strategies can be applied to reduce the risk. A robust strategy to address and combat misinformation will be rolled out in 2024.</p>	
<p>5 Protect and enhance The City's visual identity and brand by educating staff on the related policy and conducting regular reviews of City communication and marketing materials for brand compliance.</p>	<p>Oversight and provision of creative services continues on City campaigns to ensure alignment with the Corporate Brand Identity Policy. The service also continues to work on ensuring all City marketing and communication activities are aligned with The City's brand strategy. The focus in 2023 was on educating contractors about The City's brand and visual identity guidelines. Additional educational opportunities and advocacy to encourage brand compliance within the organization and with external vendors are planned for 2024, along with policy updates.</p>	
<p>6 Ensure staff are connected, informed, equipped and engaged as ambassadors of The City by providing coordinated messaging to employees in support of The City's goals to modernize government and improve organizational culture. This includes maintaining core employee communications activities and channels, while also providing communication strategy and tactics for large corporate initiatives such as the Rethink to Thrive Strategy within the existing budget.</p>	<p>On top of regular ongoing tactics, the service reintroduced video as part of its employee communication efforts. In particular, the 'News Flash in a Dash' video series has proven to be highly effective at building connection and rapport between staff, providing new opportunities for collaboration between City communicators. In 2023, seven episodes aired with an average of 569 views and eight comments each - adding a boost to internal campaign messaging and personalization to external campaign messaging. Additional video features will be explored in 2024.</p>	
<p>7 Uphold public trust and confidence in The City by delivering ongoing communications and campaigns to raise Calgarians' awareness and understanding of The City's services, financial position, and the value Calgarians receive for their taxes and fees.</p>	<p>With an earlier preview of potential investments and Calgarians facing significant economic and social pressures, the service was tasked with communicating about key elements of The City's finances and opportunities to access information about the budget and adjustment process. The campaign used numerous tactics to detail the 2023 investment options, encourage public input, and break down complex financial information. This work led to six million impressions on City social media channels, with 7,000 clicks to information on Calgary.ca. and resulted in 26,000 views on the associated webpages.</p>	
<p>8 Improve the accessibility of Calgary.ca by making the content and services provided online easier to find and understand. This will help streamline the process of communicating with The City and help to manage high demand for in-person and telephone support.</p>	<p>In 2023, the service completed improvements to the way content is presented and organized on Calgary.ca. One key update involved transitioning the previous department and business unit format to a new user-tested topic structure, making it easier to find information on the site.</p> <p>Research conducted in 2023 support these improvements, with 96 per cent of users finding information easy to access compared to 85 per cent in 2021. While information is becoming easier to find, evolving expectations and complexity are impacting user's perceptions around how easy it is to complete a task on Calgary.ca.</p>	



## Service Updates on Financial Performance

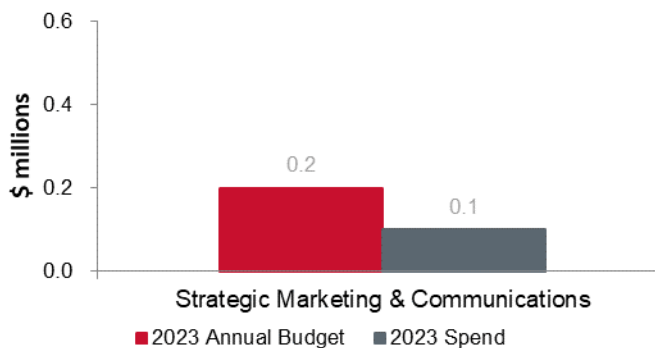
### Net Operating Budget and Actuals as of December 31, 2023



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

Strategic Marketing & Communications has a favourable year-end operating variance of \$0.9 million. This is primarily due to savings in salary and wages resulting from sickness and accident absences, attrition, and hiring challenges causing short-term vacancies. These vacancies are being factored into recruiting strategies for 2024.

### Capital Budget and Spend as of December 31, 2023



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

Strategic Marketing & Communications has spent 41.5 per cent of the 2023 approved capital budget.

This Service Line has a minimal capital budget. Funds have been invested in the replacement of aged audio/visual equipment used to support The City's brand and visual identity, and in a new email marketing tool to deliver timely and targeted communications to Calgarians. There was delay in equipment procurement resulting in the underspend. It is expected that the remaining funds will be fully utilized in 2024.



# Mayor and Council





# Mayor & Council

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

## Service Description

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

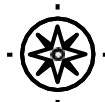
Audit Committee oversees the integrity of The City's annual financial statements, internal control processes, integrated risk management, the Whistleblower Program and the performance of internal and external auditors.

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

## Service Updates

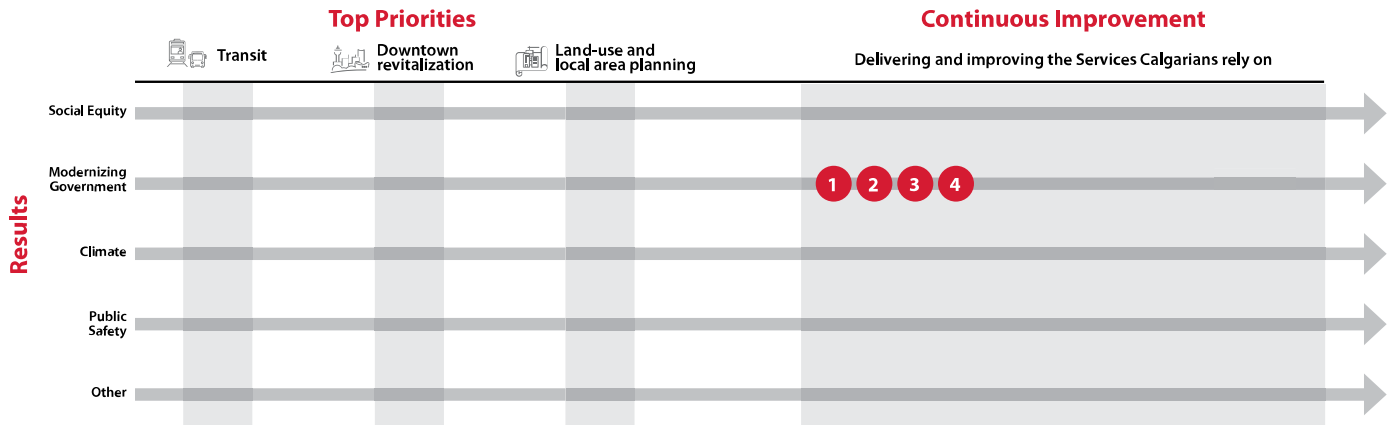
### Key Service Results

Members of Council continue to serve Calgarians and provide direction that reflects the best interests of the city. Audit Committee continues to support The City's commitment to increasing accountability and transparency by reviewing reports and programs. The Integrity and Ethics Office continues to support Members of Council in meeting the highest standards of conduct when carrying out public functions. (Initiative 1, Initiative 3, Initiative 4)



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



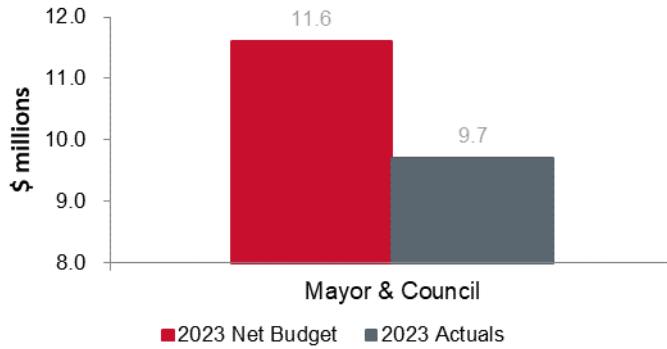
- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 The Councillors and their Ward Offices will continue to represent the interests of Calgarians and set direction for The City of Calgary.	No update available at this time.	
2 The Office of the Councillors will continue to evaluate service levels for the Ward Offices and Councillors.	Quarterly open houses for Members of Council were held, as well as training sessions for Councillors' assistants. The City Clerk's Office developed proposals for changes to the ward budget, which were approved through budget adjustments in November 2023.	
3 The Audit Committee will continue to provide oversight of The City of Calgary's annual financial statements, internal control processes, risk management, and the performance of internal and external auditors.	No update available at this time.	
4 The Ethics Advisor and the Integrity Commissioner will continue to support Members of Council in meeting ethical standards of conduct when carrying out their public functions.	No update available at this time.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



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

The Mayor and Council service has a favourable operating variance of \$1.9 million. The primary drivers of the variance were savings in salary and wages, as well as savings in contract and general services due to lower spending on travel and business expenses for the Mayor and Councillors' offices.

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

Mayor & Council does not have a Capital budget in 2023.





# Parks, Recreation and Culture







# Arts & Culture

Led by: Director of Partnerships

## Service Description

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

## Service Updates

### Key Service Results

- Five unique grant programs funded local non-profits, cultural and Community Associations and Business Improvement Areas to invest in communities and build capacity. Over \$4.4 million in funding was awarded to support 215 local festivals, events and cultural initiatives that were attended by 1.6 million people. Grant funding helped facilitate 8,595 partnerships and invested in 1,586 local businesses.
- Work is ongoing around promoting inclusivity through The City's direct events. Arts & Culture continues to work closely with Indigenous communities and is expanding the Public Art Guiding Circle to support the whole service.
- In partnership with Parks and Open Spaces, Arts & Culture worked with the Treaty 7 Nations to develop relationships and obtain traditional Tipis to support temporary Indigenous place keeping and cultural sharing within the downtown. After the transfer of a Blackfoot Tipi, and a Tsuut'ina Tipi and Métis Nation of Alberta Trapper's Tent unveiling, Indigenous-led community programming took place until the end of the event season.
- Arts & Culture launched 'Lot 6' which is now one of the highest booked festival spaces in downtown Calgary.

### Service Challenges

- Balancing the desire for city-wide festivals and events against the impacts on residential communities is ongoing. Residents are being supported by addressing concerns such as noise, litter and traffic congestion.
- The increasing polarization of world views is being reflected in Calgarians' interaction with the Arts & Culture service, with multiple examples of strong support for events or initiatives paired with strong objections. Additional time and resources are required to proactively manage reputational risks thoughtfully and respectfully, and meaningfully address concerns when they arise.
- Internal Administration processes and approvals delay timelines within the Arts & Culture service, often preventing a nimble response.

### Trends & Potential Uncertainties

- The most significant uncertainty is related to funding. Several key initiatives are not funded, including Chinook Blast, the Eventful City Strategy implementation, the Winter City Strategy implementation, and Tomorrow's Chinatown, among others.
- The trend of re-designing and re-developing the downtown is impacting the arts and culture scene in the short and long term, including limited access to festival and event venues, and public art relocations.
- A renewed discussion on support for the arts, during times of economic uncertainty, is an ongoing trend in the sector locally, nationally and internationally.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

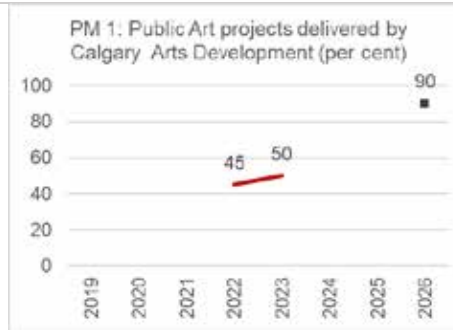
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

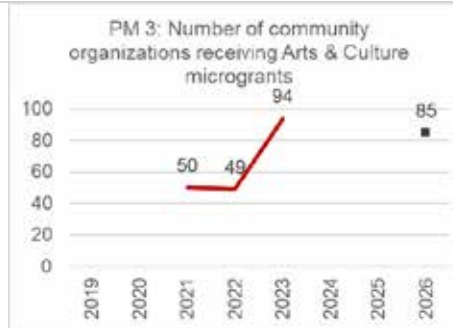
## Status



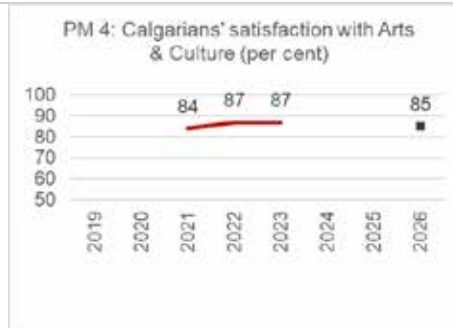
Major projects completed included the Inglewood Bird Sanctuary bridge, a large mural in Northeast Calgary and three microgrant projects. The City's Public Art team will complete the remaining project work in 2024. The City will continue to steward the public art collection and deliver on Truth and Reconciliation through art, while Calgary Arts Development Authority will commission new work. Collaborative initiatives include artwork from The City collection on billboards across the city, integrated public art as part of the North Central Bus Rapid Transit line and the Memorial Parkway project.



The goal in 2023 was to increase the number of Calgarians attending festivals and events that receive municipal support. This was achieved by increasing funding opportunities to low-cost or no-cost festivals and events. These types of initiatives require less funding, in comparison to larger festivals and events and add to the total number of events we support. The reduction in funding per attendee illustrates this, and exceeded performance goals for year end. The year-end figure reflects an update to data collection methods, where post-event attendance reports replaced pre-event estimates in 2023.



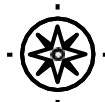
Applicants are prompted to select either Festival & Event Subsidy funding or Arts & Culture Microgrant funding. Limiting eligibility to one of two funding sources allowed more organizations to receive financial support, overall, through both streams. With more organizations receiving support, there is increased diversity in the opportunities being offered. Approved initiatives supported 2,073 local artists, 634 community groups, and 530 local businesses. The Arts & Culture Microgrant is underfunded, resulting in only being able to fund 29 per cent of eligible applications.



As part of continuous improvement, 2023 saw significant work towards improving the Arts & Culture stewarded Corporate Policies including: the update and approval of the Public Art Policy; drafting of the Festival and Event Policy (pending Council approval), and initial work on the redraft of the Civic Art Policy.

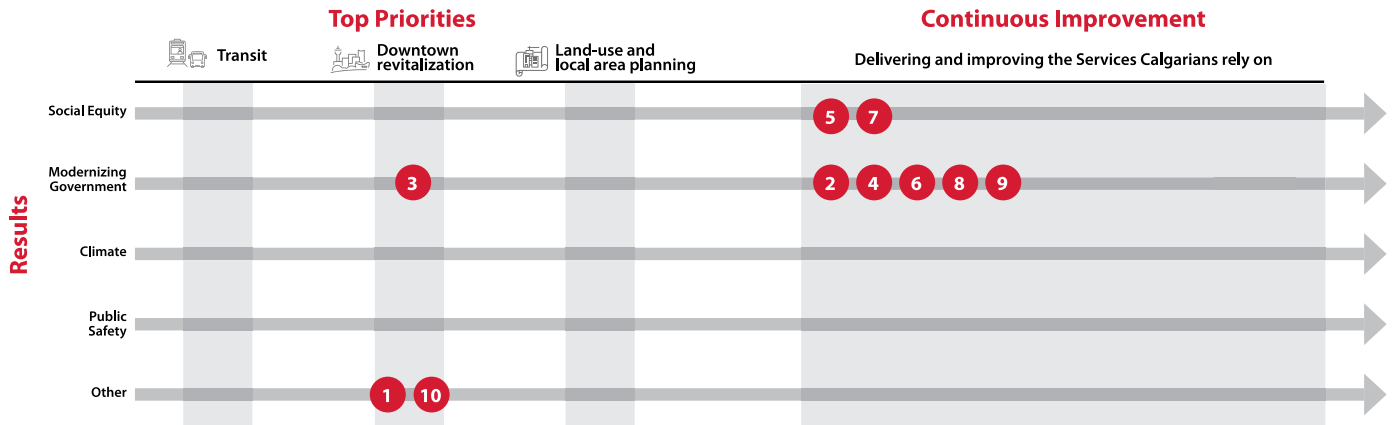


The Cultural Leadership Council (CLC) continues to grow as a sector leader, driving and supporting Arts & Culture division consultation, and providing advice on alignment with the cultural sector. In 2023, the Council confirmed multiple CLC alignments within existing organization strategies.









# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Support year-round meaningful cultural experiences by progressing the promotion of the Winter City and Eventful City strategies.	<p>The Winter City Strategy and Eventful City Strategy implementations are not funded. Work only progresses within existing resources.</p> <p>Winter City Strategy is increasing awareness of winter programming and encouraging initiatives not requiring Arts &amp; Culture funding. Funding for Chinook Blast brought 400,000 people to the downtown and \$13.8 million in economic impact.</p> <p>Eventful City Strategy: a Notice of Motion funded work to mitigate the impact of festivals and events on adjoining communities, including a community notification toolkit, resources to manage waste at events and a sound study.</p>	<span style="color: orange;">⊖</span>
2 Support our partners in the film and creative industries by progressing the film friendly strategy.	<p>Work in 2023 (establishing governance, program and project mapping, and centralizing permitting services from Calgary Economic Development) has completed the evolution from pilot to program. This work demonstrated the need for sustained resourcing for the film team. 2024 will focus on establishing the required structure, processes, and resources to support film permitting service, strategic planning, programs and relationship building for the long-term. Targeting mid-cycle adjustments to address resourcing shortfalls. Day to day operations continue to meet demand and service levels.</p>	<span style="color: blue;">↻</span>
3 Support economic, social and cultural opportunities downtown through Arts & Culture initiatives by investing in partners.	<p>The Arts &amp; Culture division works with partners to move forward initiatives that would benefit all Calgarians, primarily in relation to festivals and events in the downtown. For example, continuing the activation of Lot 6 through an innovative approach to programming; participating in the ongoing implementation of the Downtown Programming and Activation Strategy; working with Civic Partners and the Calgary Downtown Association as partners in Chinook Blast; and continuing work with Calgary Arts Development on several public art initiatives, including Chinatown project developments and support.</p>	<span style="color: blue;">↻</span>
4 Invest in Calgary's cultural future through supporting Calgary and Chinatown Cultural Plans.	<p>The Chinatown Cultural Plan is completed, following a significant contribution from external interested parties and partners, including translation, printing and distribution. The Plan and dedicated liaison work facilitates relationships with the cultural community.</p> <p>The Chinese Immigration Act Centenary Microgrant was funded through the Microgrant program and facilitated by the Arts &amp; Culture team. All funds from the Microgrant program were allocated. The program was successful and very well received by the community.</p> <p>The Cultural Plan for Calgary 2016-2026 continues to guide Arts &amp; Culture.</p>	<span style="color: blue;">↻</span>

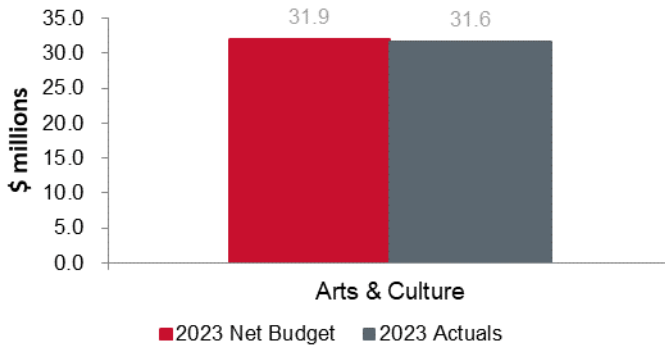
Initiative	Initiative Update	Status
5 Increase equitable access to festivals and events by delivering low-cost and no-cost festivals, events, and programming directly and with our partners.	Direct events delivered by Arts & Culture expanded to include 2023 Neighbour Day in addition to the annual Canada Day, Culture Days, Orange Shirt Day and New Year's Eve programs. Planning for 2024 events began in mid-2023, including critical contracts for 2024 Canada Day, grant planning and potential enhancement of Neighbour Day. An Indigenous Events Coordinator role was funded through Government Relations to support Canada Day's Indigenous content and lead the delivery of Orange Shirt Day. The delivery of these would not have been possible without internal and external partner support.	
6 Improve alignment and service delivery to citizens and modernize the arts and culture sector by reviewing and revising the Civic Arts, Public Art and Festivals and Events policies.	<p>Policies under review in 2023 include the Corporate Public Art Policy, the Festival and Event Policy and the Civic Arts Policy.</p> <p>The Corporate Public Art Policy update, approved by Council on 2023 March 14, resulted in the Public Art Program being able to formally pool percent-for-art funds, allowing for a separation between capital project delivery and public art commissioning.</p> <p>The Festival and Event Policy update draft is complete, and preparations initiated for a presentation to Council in 2024.</p> <p>Initiated the planning phase for an update of the Civic Arts Policy.</p>	
7 Contribute to Truth & Reconciliation outcomes through Public Art by ensuring Calgary's Public Art Program provides equitable opportunities for Indigenous artists to participate and be reflected in the collection.	The Arts & Culture division continues to implement parallel procurement practices. An Indigenous Curator was hired through this process with Council-approved funding for the 2023-2026 budget cycle. The Curator is directing a variety of public art projects and engaging Treaty 7 Nations. Artists have been selected for an Indigenous Placekeeping opportunity, and Public Art will work with Facility Management to implement it in 2024/25. Public Art and the Blackfoot Confederacy are piloting a Blackfoot-led, City-supported initiative that will be expanded to the other Treaty 7 Nations, if successful.	
8 Lead the ongoing development of the arts and culture sector in Calgary through strategic planning, investments and partnerships.	<p>The Arts &amp; Culture Manager chairs the Cultural Leadership Council (CLC), a group created as a result of the Cultural Plan for Calgary (2016). The CLC serves as a championing body for sector advocacy, to promote the advancement of arts and cultural plans, initiatives, and strategies, including the Cultural Plan for Calgary.</p> <p>In 2023, The CLC provided valuable expertise on cultural development work at The City to ensure diverse perspectives are represented and heard, including guidance on the Corporate Public Art Policy, Arts &amp; Culture Microgrants, etc.</p>	
9 Lead the ongoing development of Public Art leadership and conservation in Calgary through strategic planning, investments and partnerships.	Plans are in progress for prominent artworks to be re-sited. Transit story was removed from the Centre Street Light Rail Transit Platform to make way for station upgrades and will be re-sited in March 2024 at 45 Street SW Station. Plans are underway to remove Famous Five sculpture from Olympic Plaza due to renovations and will be re-sited in a new park space which will include meaningful cultural programming. The Public Art team provides ongoing support and guidance to other business units, Civic Partners, community groups and municipalities regarding public art best practices and maintenance.	
10 Increase vibrancy in the downtown by contributing toward activities in the Downtown Strategy.	In 2023, Arts & Culture worked with partners on activations such as the Historic Fire Hall #1 and Lot 6. Activating public spaces through programming and events is a crucial part of creating a vibrant downtown and is an area of focus for The City's Downtown Strategy team. The diverse and innovative programming that happened at Historic Fire Hall #1 and Lot 6 in 2023 are great examples of how reimagining underutilized space can help foster creativity, community, and a sense of belonging.	





## Service Updates on Financial Performance

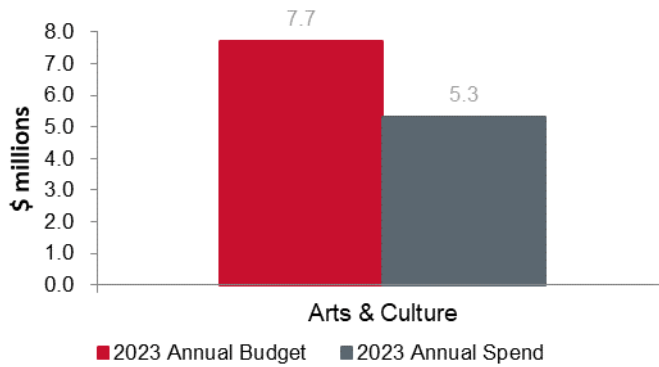
### Net Operating Budget and Actuals as of December 31, 2023



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

Arts & Culture has a favourable variance of \$0.3 million, mainly due to lower festival and event production costs and service overhead savings. Approximately 60 per cent of the service's operation budget is represented by Calgary Arts Development Authority's \$19.2 million operating grant. Initiatives funded included events focused on equity, diversity and belonging, a commitment to Truth and Reconciliation and innovative ways to use new and unique venue spaces.

### Capital Budget and Spend as of December 31, 2023



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

Arts & Culture spent 68.6 per cent of its 2023 capital budget. Underspend is mainly attributable to delays with the Millican-Ogden Brownfield Site project and the timing of transfers to Calgary Arts Development Authority related to the outsourcing of the Public Art Program. Transfer payments are made in accordance with signed agreement letters.

# City Cemeteries

Led by: Director of Parks & Open Spaces

## Service Description

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

## Service Updates

### Key Service Results

As a result of public demand, there is no longer casket plot inventory available at Queen's Park Cemetery. Land supply for casket interments at Queen's Park ended in December 2022. Columbarium, mausoleum, and cremation interment space and services are still available at Queen's Park.

Prairie Sky Cemetery (opened in 2021), located in the southeast, is now the only cemetery that offers casket burial and a wide selection of alternative interment products, including cremation interment alternatives (e.g., cremation plot, columbarium, scattering garden) and green burials. City Cemeteries Initiative 1, a priority capital project at Prairie Sky Cemetery, is progressing as planned.

Green burials support corporate climate change initiatives and are designed to reduce environmental impacts. City Cemeteries Initiative 9 was successful, as green burials slowly trended upward in 2023 since becoming available in 2021 at Prairie Sky Cemetery.

### Service Challenges

There was a decrease in overall interments sales, although there was an increased trend towards cremation alternatives. This may have been directly influenced by a lack of casket plot inventory in the Queen's Park cemetery and slow inventory uptake of the Prairie Sky cemetery location. Slow inventory uptake of the Prairie Sky Cemetery continues, and as a result there is a decline in advance planning for casket and cremation plot purchases.

Capital work at Prairie Sky Cemetery progressed and includes the design and development of a new customer service and administration building and supporting landscape work on site. Although capital funding was acquired, a capital funding shortfall has been determined, and additional funding will be required to fully fund the project. A project charter has been completed and a prime consultant has been acquired. Completion of this facility is now expected in 2026.

### Trends & Potential Uncertainties

The Perpetual Care Fund (PCF), which consists of 40 per cent of previous year's burial plot and memorialization revenues, is being reinvested into sustaining operations in perpetuity. The PCF will likely decline in 2020-30 to help support establishing the new Prairie Sky Cemetery and currently unfunded new north regional park and cemetery.

Other risks include the exploration into a long-term potable water source at Prairie Sky Cemetery and severe weather impacting maintenance. Revenues may also decline with the transition of operations to Prairie Sky Cemetery, as this new cemetery builds customer awareness and clientele. City Cemeteries management continues to work with internal and external partners to mitigate these risks.



# Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

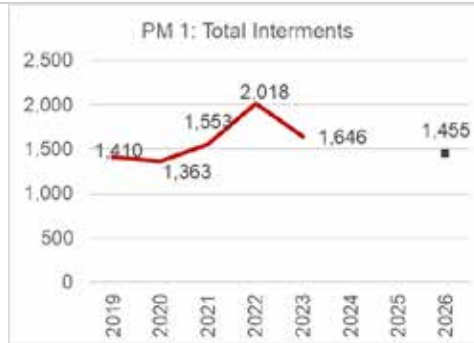
→ Progressing as planned

⊖ Not progressing as planned

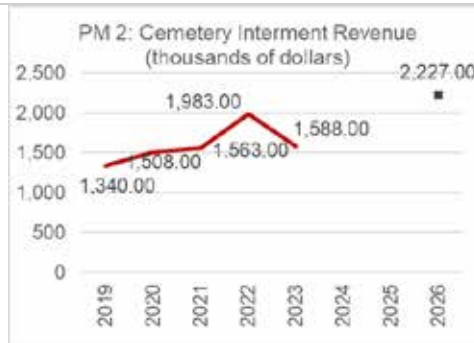
## Performance Measures

## Story behind the numbers

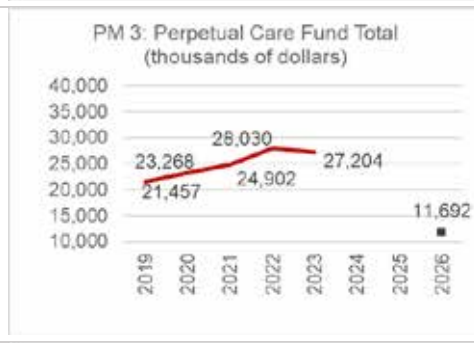
## Status



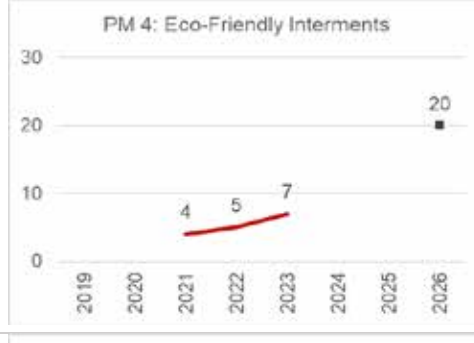
This measure represents annual burial plot, cremation, and mausoleum interments. In 2021 and 2022, there was an overall increase with the lifting of restrictions for public gatherings due to the pandemic. In 2023, total interments declined as predicted due to the end of the service's casket burial land supply at Queen's Park Cemetery.



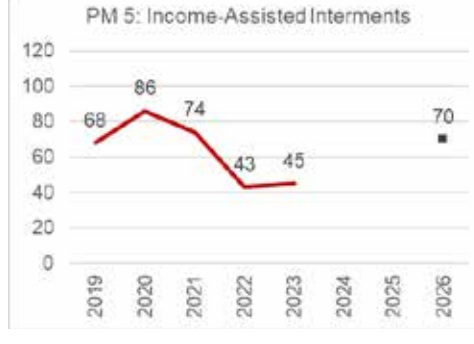
This measure captures annual burial plot, cremation, and mausoleum interment revenues. Revenue surpassed projections in 2022. In 2023, there was a decrease in overall interments sales, although there was an increased trend towards cremation alternatives. The decreased value for 2023 may have been directly influenced by a lack of casket plot inventory in the Queen's Park cemetery and slow inventory uptake of the Prairie Sky cemetery location.



City Cemeteries transfers 40 per cent of annual revenue to a Perpetual Care Fund (PCF). This fund supports provincial legislation to pay for cemetery maintenance in perpetuity (i.e., once a cemetery runs out of land and no longer generates revenue). The 2023 PCF annual total declined as predicted. The PCF is expected to enter a period of decline in 2023-26 (before rebounding in 2030-on and growing again towards more self-sustainability) as the service 1) loses revenue from Queen's Park Cemetery 2) establishes Prairie Sky Cemetery amid capital funding constraints and 3) works towards establishing a future northern regional park and cemetery.

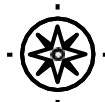


The design and opening of the Prairie Sky Cemetery introduced green burials as an interment option in 2021. In 2023, there was an increase in green burials, and demand for this new burial option has been trending slowly upward. Green burials offer a dignified option with minimal environmental impacts (e.g., reduction of carbon emissions and habitat preservation). Green burials feature the use of non-toxic and biodegradable materials, such as ecofriendly caskets and burial shrouds. In comparable markets, this option has not been popular to date. The four burials in 2021 represented some pent-up demand for this option.



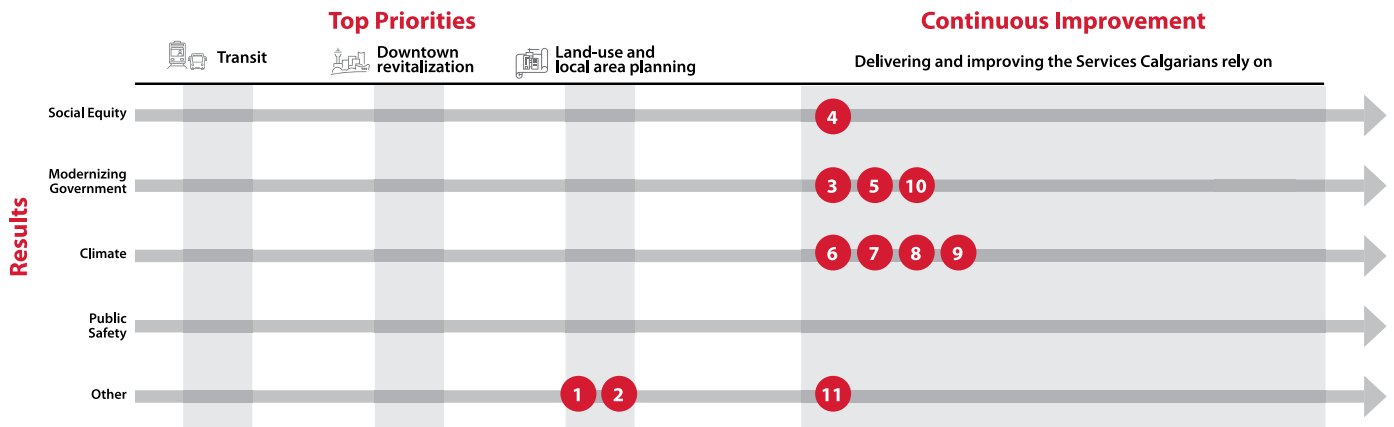
City Cemeteries operates under a not-for-profit business model. In addition to a wide variety of dignified, value-based services and pricing options for all Calgarians, City Cemeteries provide services to customers in financial constraints who would likely not be able to afford interment services provided by private cemetery providers. In 2023, there was a slight increase in customers who participated in Provincially sponsored Social Assistance Programs that The City provides interment space to at reduced rates.











# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

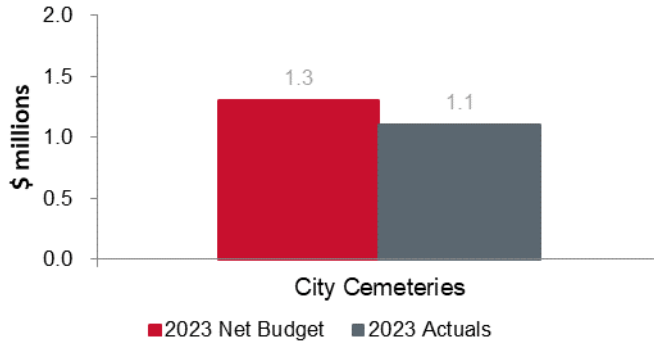
Initiative	Initiative Update	Status
1 Complete Phase One of development at Prairie Sky Cemetery by 2026 to continue providing this provincially legislated service for the coming decades of Calgarians.	This priority capital project is progressing as planned. Completion of this phase is expected in 2026.	
2 Meet Calgarian's needs and expectations for cemetery services by designing and constructing a customer service and administrative building at Prairie Sky Cemetery by 2024 (the service is currently working out of the nearby Ralph Klein Park building).	This priority capital project is progressing but not as planned. A project charter has been completed and a prime consultant has been acquired. A capital funding shortfall has been determined additional funding will be required to prevent descoping of the project. Completion of this facility is now expected in 2026.	
3 Manage Calgarians' expectations by implementing a closing strategy for Queen's Park Cemetery once casket interment space land supply ends in 2023.	The City of Calgary sold the last casket burial plot for Queen's Park Cemetery in December 2022 (cemetery opened in 1940). In 2024, the site will still have columbarium, mausoleum, and cremation burial sites available for purchase. Cemetery sales information has been updated, proactive communications underway, including media stories.	
4 Provide a diverse range of affordable and value-based cemetery products and service options by conducting an annual cemeteries price benchmark analysis.	Customer service and product option price lists were updated as part of the 2023-26 budget process. Prices will continue to be reviewed annually to respond to market and industry trends.	
5 Connect with Calgarians by re-establishing interactive community events (i.e., Mother's and Father's Day flowers, historic cemetery tours, etc.) and exploring new opportunities.	This initiative is progressing as planned. Events in 2023 included providing cemetery visitors with free flowers on Mother's and Father's Day in Q1/2. The service line continued to offer historic Cemetery Tours for the public and supporting Remembrance Day ceremonies for military and veteran groups. The Chinese Garden Project at Prairie Sky Cemetery was an enhancement to the burial section, allowing Calgarians to engage in a space to cherish their loved ones. It included a paving stone, retaining wall, gardens, ceremonial burning ovens, a ceremonial alter, statuary (Foo Dog) and a moon gate.	

Initiative	Initiative Update	Status
6 Support climate resilience by implementing climate-friendly initiatives through the strategic design, development and operations of the Prairie Sky Cemetery and new north cemetery-regional park (i.e. tree planting, seeding vs. sodding, natural landscapes, etc.).	A proactive, eco-sensitive maintenance program has been implemented at Prairie Sky Cemetery. With additional programming put in place in 2023, graves were cleaned on a more frequent basis to prevent artificial flowers or other materials being blown off graves and into the surrounding wetlands and farmlands.	
7 Reduce water use by implementing innovative, alternative products and strategic cemetery design (i.e., monument rain shadowing, drip irrigation, open green space).	This work is progressing as planned. For example, exploration of different arid condition grass seeds reducing water needs that are tolerant throughout the dry summer months. Progressive cemetery design, creating greater areas with reduced upright monument, reducing rain shadowing allowing for better overall irrigation.	
8 Support The City's climate strategies by introducing more natural landscape spaces within current cemetery spaces (i.e., reduced mowing cycles, less irrigation, native grasses, support wildlife and biodiversity, etc.).	This work is progressing as planned. For example, the green burial site, a natural area within the cemetery planted with prairie grasses minimizes maintenance and supporting the biodiversity of the site.	
9 Continually improve service and mitigate environmental impacts by exploring actionable and effective emerging interment trend opportunities (i.e., green burial, scattering gardens, cremation alternative interment options, etc.).	The addition of a scattering garden provides a valued alternative to families choosing cremation as their final disposition. In 2023, there was an increase in green burials, and demand for this new burial option has been trending slowly upward.	
10 Ensure service sustainability in the coming decades by continuing to allocate 40 per cent of annual interment and memorialization product sales to The City of Calgary's Perpetual Care Fund.	The City continued to transfer 40 per cent of annual interment and memorialization product revenue (based on the Cemetery Business Plan and industry best practice) to a Perpetual Care Fund (PCF) in 2023. This fund helps support and pay for cemetery maintenance (e.g., turf care, monument rehabilitation). The PCF will likely decline in 2020-30 to help support establishing the new Prairie Sky Cemetery and currently unfunded new north regional park and cemetery.	
11 Provide a safe and healthy environment for cemetery visitors, employees, contractors and volunteers by strengthening the commitment to safety and well-being.	Initiatives in 2023 included: additional onsite signage with respect to speed limits and support for the eco-sensitive programs within the Prairie Sky cemetery. Continued tailgate talks and participation in corporate Health and Safety programs, including increased onsite inspections supporting the City's safety initiatives and programs.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

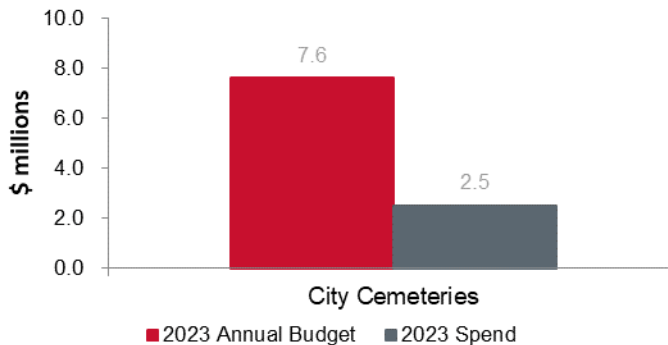


### Operating Budget Updates - 2023 net operating budget vs actuals:

City Cemeteries had a favourable operating variance of \$0.2 million. The primary drivers of the variance were tied to indirect savings in the Parks & Open Spaces Business Unit. City Cemeteries direct impacts were on budget for 2023.

In 2023, City Cemeteries expenditures for the period were within targeted forecasts. Cemeteries continued to focus on activities within its corporate objectives. Overall, it continued to focus on enhancing customer service, operational improvements, engaging internal reorganizational initiatives, and business-to-business communications. With Prairie Sky Cemetery now the primary cemetery with a full range of available interment options and with slow inventory uptake, both interment numbers and revenues have fallen below projected targets. As a result, operational demands have impacted the growth of the cemeteries Perpetual Care Fund.

### Capital Budget and Spend as of December 31, 2023



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

City Cemeteries has spent 32.3 per cent of the 2023 approved capital budget. The underspend is mainly attributed to construction delays in the Prairie Sky Cemetery irrigation that was waiting on a pumphouse contract and water license. Bids came in much higher than anticipated and several rounds of contract negotiations were required to reduce the bid price.

In 2023, the capital expenditures have been primarily used to complete most of the Prairie Sky Cemetery irrigation design and Administration Building prime consultant procurement and pre-design validation.



# Library Services

Led by: Director of Partnerships

## Service Description

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

## Service Updates

### Key Service Results

- The past few years have seen a return to normal for the Calgary Public Library. Each measure has routinely been compared to 2019, not only as the full service year before the pandemic but also a banner year for activity and member interest surrounding the openings of the new Central and Seton Libraries. With steady growth across multiple KPIs, and record highs across some of the most important services, 2023 will become the new year to measure against.
- With 6.74 million people walking through Library doors in 2023, visitation was extremely strong. Members showed high interest in physical spaces, even as digital services continued to grow. While still roughly 12 percent lower than that seen in the atypically high 2019, visitation has steadily grown month over month and this trend is expected to continue.
- Circulation of library materials continued to grow with 2023 representing the highest ever year. Library materials were checked out over 17 million times and combined physical and digital circulation was 14 percent higher than 2019.
- Library membership had a record year with 148,000 new accounts bringing the active membership base to 750,000 (56 per cent of Calgarians).

### Service Challenges

Several issues continue to present challenges for Library operations and the implementation of strategic priorities:

- The cost of materials and furniture is increasing, as is the amount of time required to procure it. Manufacturing and delivery times are getting longer, which is having an impact on planned lifecycle and library upgrades.
- Security incidents in the downtown core continue to trend upwards. Drug related incidents in Q4 2023 increased over 400 percent compared to the previous year, and patron vs. patron assaults are on the rise as well.
- The Library continues to experience challenges around physical spaces and locations to deliver Library services. In 2024, the Square Feet of Space per Capita measure is expected to decrease to 0.40 Sq Ft as the population continues to rise. New Library spaces slated to open in 2027 will alleviate this strain but until then, service space will remain a challenge.

### Trends & Potential Uncertainties

The largest potential uncertainty continues to be the steady rise in security incidents. Though still far more prevalent within the downtown core, drug related incidents are increasing within community spaces as well, burdening neighbourhood Libraries without dedicated security teams. The Library continues to work with downtown partners and stakeholders to work on security solutions but this rising trend presents an ongoing security risk to Library members and staff.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

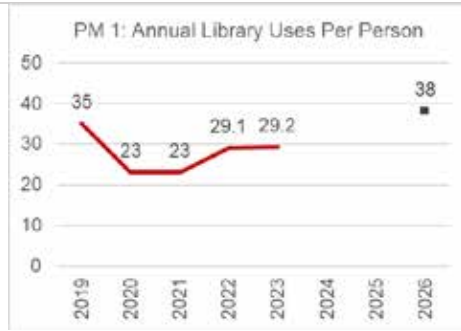
➔ Progressing as planned

⊖ Not progressing as planned

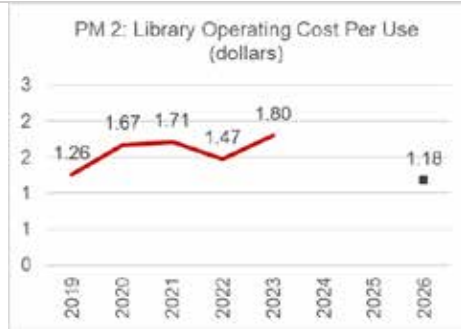
## Performance Measures

## Story behind the numbers

## Status



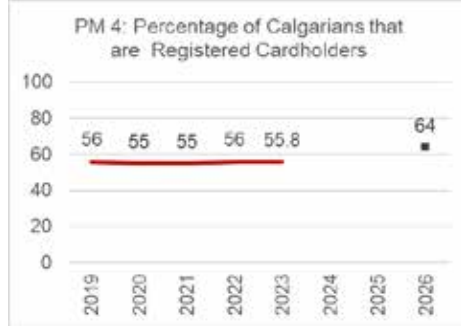
Annual Library uses is comprised of 11 different metrics, the criteria and definition of which are developed in conjunction with other Canadian Library systems. Of those 11 metrics, eight have increased in use relative to last year while three measures (all related to digital visitation) decreased. As a measure of capita, City population also affects this measure. At 29.2 Library uses per Capita, this measure compares favorably to Canadian municipalities.



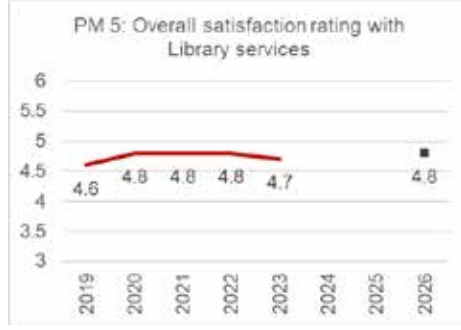
The increases to circulation, visitation, technology use and program attendance have contributed in large part to the increases in total usage. As this is a comparison of uses to budget, increases to operating fund in 2023 have offset the increases to usage. The measure stayed nearly the same, improving slightly from \$1.81 per use in 2022 to \$1.80 per use in 2023.



The Calgary Public Library had 6.74 million visitors walk through our doors in 2023. The per capita measure is 5.02 visits per Calgarian, a 37 percent increase over 2022. While still approximately 12 per cent lower than the pre-pandemic value, it is important to note that 2019 was an exceptional year for visitation with the excitement and activation of the newly opened Central and Seton Libraries. The comparison to a more traditional year like 2018 shows near parity. Visits have been increasing steadily each quarter for the past several years, a trend that is likely to continue throughout 2024.



Membership is the strongest it has ever been. In 2023, 148,000 new members registered for Library cards, 5 percent higher than the record year of 2019. Active membership is a flow of new memberships in and the removal of inactive memberships (after three years of inactivity). Approximately 60,000 inactive accounts were purged in 2023, an expected result of the bulk renewal of accounts in summer 2020 when fine free processes were implemented. Despite that decrease, extremely strong member acquisition and retention saw the membership base quickly bounce back. At 750,000 active members, a total of 55.8 per cent of Calgarians have Library cards.



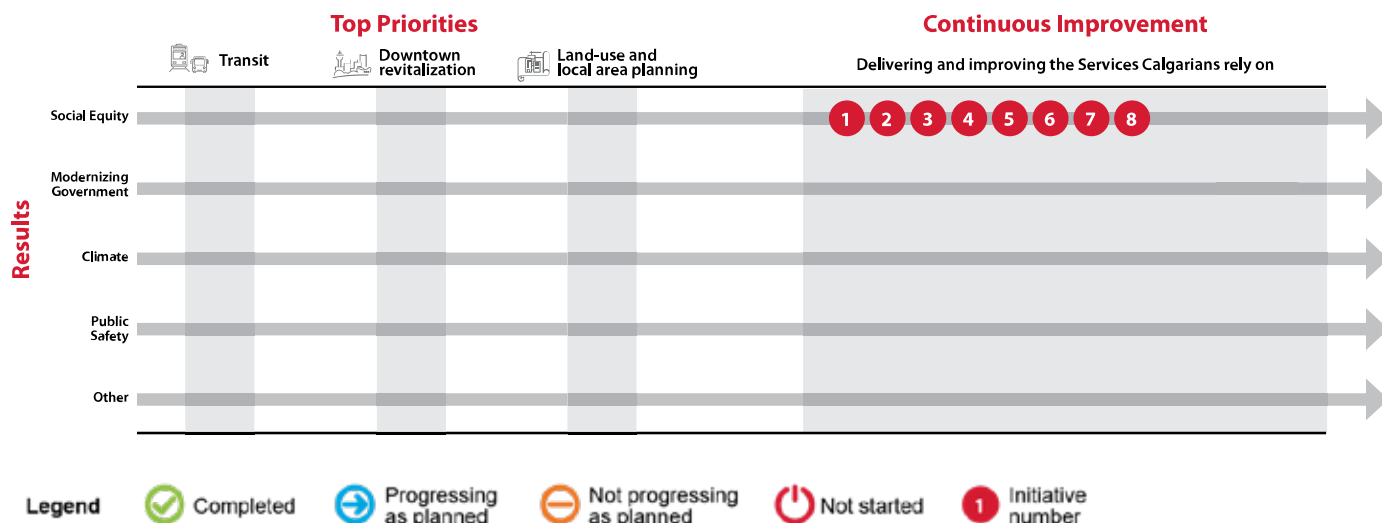
This measure is from a third-party phone survey conducted semi-annually. Of the 400 Library members surveyed in November 2023, 93 (23.3 percent) rated their experiences as very satisfying, while 280 (70.2 percent) rated their experiences as extremely satisfying for an overall satisfaction score of 93.5 percent. As these members are selected randomly, they represent a broad spectrum of Library users, engaging with a wide variety of Library services. This measure has remained consistently high since 2019, showing considerable resilience during the years of the pandemic. It is indicative of the quality and breadth of the Library's offerings.






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



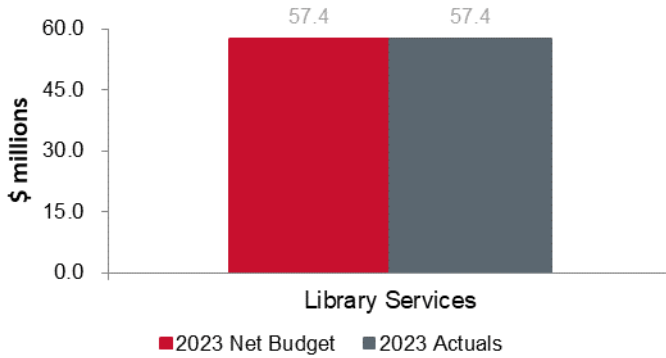
Initiative	Initiative Update	Status
1 Provide exceptional service to Calgarians by operating the existing 21 service locations, maintaining the current service level of 1,450 open hours per week (average 70 hours per location).	Library hours have not been altered and met expectations for the year. Exceptional service is reflected in membership levels, visitation levels and member satisfaction surveys. Membership continues to grow each quarter, with a total of 148,223 members added in 2023. The overall active membership base is 750,052. Visitation continues to increase as well, with 37 percent more total visits than in 2022. Lastly, member satisfaction continues to remain extremely high, with 94 per cent of respondents indicating their experience were very, or extremely satisfying.	
2 Increase quality of life for all Calgarians by operating outreach services to mobility-challenged populations, groups experiencing vulnerabilities, and those residing in areas without a convenient Library service location.	Community outreach has been one area that has been slower to return to pre-pandemic levels. This is due to a variety of reasons including staff capacity, partner capacity, and community need. It is also an indication of new found efficiencies however, as numerous routine outreach experiences have been translated to virtual delivery. Program facilitators now regularly engage with thousands of students concurrently, extending the Library's ability to connect with our communities. Approximately 1,500 outreach activities occurred in 2023, reaching a total of 62,616 community members.	
3 Enhance pathways to wellness for Calgarians by improving and expanding services offered through Wellness Desks.	The Wellness Desk program continued to expand this year. Reaching nearly 400 at risk Calgarians with critical support. The job desk is offered at Central, Crowfoot, and Shawnessy Libraries.	
4 Enhance support for school-aged learning by developing pop-up and loanable versions of current Questionarium content and materials.	Questionariums have been expanded to several additional locations, providing intrigue and discovery opportunities for more school-age students. Training resources have been developed to empower and encourage staff to activate the materials in dynamic and exciting ways.	
5 Maintain a "Good" rating in building condition assessments by conducting lifecycle investment in existing service locations.	A good rating has been maintained in all locations. Significant improvements to the Fish Creek Library began in 2023, to be completed in 2024.	
6 Increase quality of life for Calgarians by building four new library service locations by end of 2026.	Three Library locations (Belmont, Walden, and Symon's Valley) will begin construction in this budget cycle. A 3,000 Sq. Ft. space has been leased in Skyview to be developed into a smaller storefront location. This smaller space will alleviate the community need in the area until the larger Library location is constructed. All three larger libraries are on track to open by 2027.	
7 Improve early learning capacity by creating three new outdoor early learning centres by end of 2026.	Plans for outdoor learning centres have been placed on hold for the moment. Resources have been reallocated towards interior early learning centres, with both Fish Creek and Louise Riley renovations expected to be completed in 2024.	

Initiative	Initiative Update	Status
8 Increase sense of belonging by creating additional opportunities for Indigenous Placemaking within current service locations.	Round four of the Indigenous Placemaking project, which includes installations at Village Square, Judith Umbach and Fish Creek Libraries, is currently wrapping up. The Village Square Library installation was completed in August 2023. The fabrication and installation of a textile design at Judith Umbach is scheduled in Q1 2024. The Fish Creek installation is currently in progress, to be completed alongside that Library's renovation. This phase of the Placemaking, designed to connect emerging artists with experienced, is complete. Plans are underway to expand the Placemaking to other locations.	



# Service Updates on Financial Performance

## Net Operating Budget and Actuals as of December 31, 2023



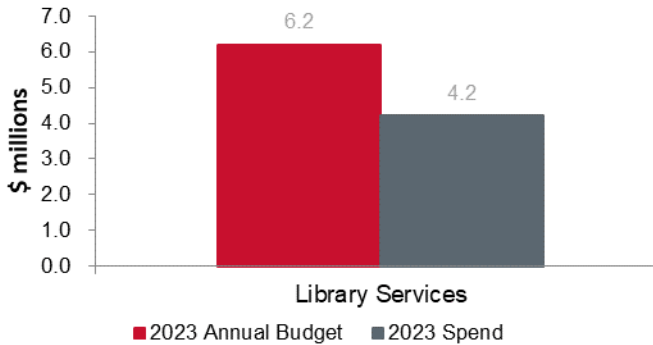
## Operating Budget Updates - 2023 net operating budget vs actuals:

Library Services has no operating budget variance for the reporting period.

Approximately 97 per cent of the service’s operation budget is represented by the annual operating grant to the Calgary Public Library. The Calgary Public Library leverages The City’s grant funding with a variety of other resources.

In 2023, the Calgary Public Library continued to deliver full service at 21 locations, acquiring a record 148,000 new members, circulating a record 17 million items, and showing strong visitation throughout the year.

## Capital Budget and Spend as of December 31, 2023



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

Library Services spent 67.6 per cent of its 2023 capital budget.

In 2023, the capital expenditures were primarily used to modernize and update locations based on lifecycle renewal schedules. 82.0 per cent of the Library Lifecycle budget was spent in 2023. Challenges around the acquisition of materials and supplies impacted the timely completion of several capital projects.

New Library projects approved for the 2023-2026 budget cycle are currently in design. Spending will accelerate as these projects progress.

# Parks & Open Spaces

Led by: Director of Parks & Open Spaces

## Service Description

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

## Service Updates

### Key Service Results

#### Awards

Calgary's Child Magazine - 2023  
Parents' Choice Award - Best  
Accessible/Inclusive Experience for Kids

Opening in 2023, Haskayne Legacy Park is Calgary's first regional park to open in over a decade. The new 126-hectare city regional park, in northwest Calgary, allows Calgarians to experience traditional western ranchlands alongside spectacular mountain, river and prairie views.

Parks & Open Spaces (P&OS) Initiative 1 highlights included an accessible playgrounds map, which allows users to find inclusive playgrounds throughout the city. It is now available through The City's public map gallery.

P&OS worked with Recreation Opportunities to deliver city golf courses' busiest season yet, with 56,000 more golf rounds than in 2022. P&OS Initiative 6 successes included winter and night golf pilots, the use of golf scooters and the All Abilities Championship.

The traditional land use project (P&OS Initiative 7), worked with the 8 Nations to create Elder recordings that share stories of the landscape for park visitors to experience. Each Elder was paired with an emerging artist from the same Nation to create a visual interpretation of the stories. This cultural learning opportunity is a small step in the journey toward reconciliation and celebrating unique traditions and practices.

## Service Challenges

In recent years, there has been an increase in real and perceived safety concerns in downtown parks for the public and City staff. In response, the service is working closely with enforcement and outreach partners to optimize public safety strategies. Ongoing initiatives to address park safety include: park activations (free events) to encourage more Calgarians into parks, enhanced communication between partners and increased staff training and awareness.

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

Capital project challenges included inflation and internal supply delays, impacting cost estimates and timelines.

## Trends & Potential Uncertainties

An anticipated increase in severe weather events such as flooding, hailstorms, wildfire and drought may impact our parks and open spaces, which could result in public safety issues, budget impacts due to potential damages, expensive repairs, lost revenue and restricted public access. Risk mitigation includes capital projects such as park flood protection, our business continuity plan, and general resiliency efforts.

Funding constraints and other challenges may result in lower ecological health in parks and open spaces. P&OS mitigation strategies include working with other City services on habitat restoration projects (e.g., naturalizing roadways), implementing the 2023-26 capital budget for new habitat restoration work and more community education and outreach.





# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

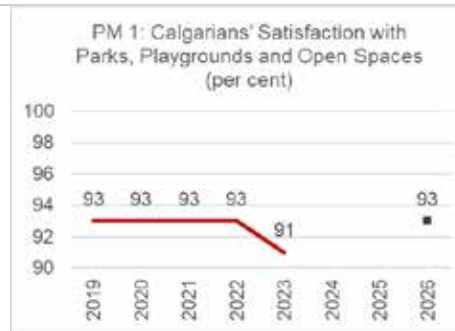
➔ Progressing as planned

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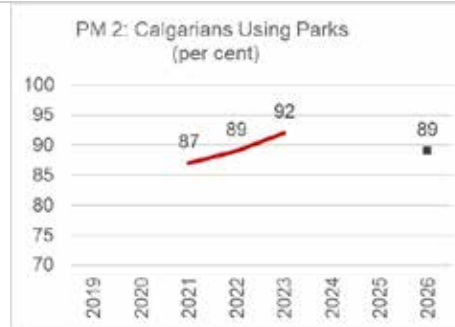
## Performance Measures

## Story behind the numbers

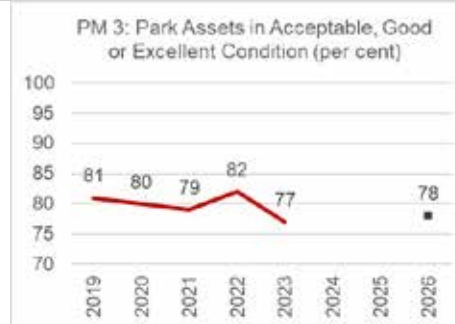
## Status



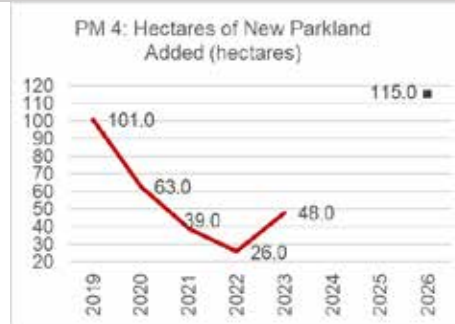
Calgary's parks have consistently scored high since the introduction of the annual Calgarian satisfaction survey. The 91 per cent score is from the 2023 Spring Survey of Calgarians Report. The slight decline may reflect the lower usage of parks in the winter months by Calgarians and the stress the system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



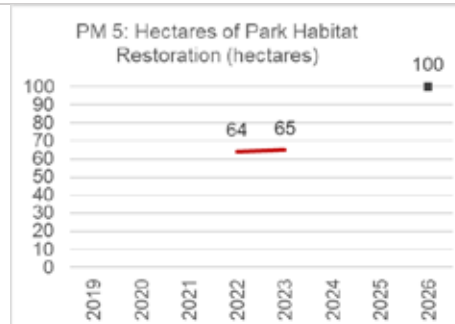
This Pulse on Parks survey result reveals the percentage of Calgarians who reported using parks in months without snow (April-September) in 2023. The 92 per cent year-end score, which is two per cent higher than the 2026 expected future performance, reflects the important role that parks play for Calgarians in providing spaces and opportunities to connect with nature, heritage, and each other. The service aims to increase the use of parks in winter months with the continuation and expansion of cold-weather park attractions (such as skating, cross-country ski trails, firepits, etc.).



This performance measure captures the percentage of our municipal park infrastructure rated as 'acceptable', 'good' or 'excellent' condition (as opposed to park infrastructure in need of repairs or replacement and rated as 'poor' or 'failing'). As park assets decline with age, the scores are also expected to decline, as reflected by the 77 per cent score for 2023. For 2023-26, P&OS prioritized lifecycle funding as part of its capital requests to help mitigate the declining condition of parks assets.

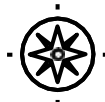


As Calgary grows, The City adds new parkland from developers, land acquisitions, etc. In 2023, 48 hectares (ha) of new parkland was added to the municipal parks system. Since 2017, 423 ha of new growth was absorbed, however, total funding per ha has decreased, despite funding additions in 2023. While growth drives efficiencies, the impacts also include lower maintenance levels (e.g., longer grass). For 2023-26, P&OS is slated to receive growth and inflation funding to help maintain 2022 service levels. Note: 2021 value has been updated to 39 ha due to a data reporting error.



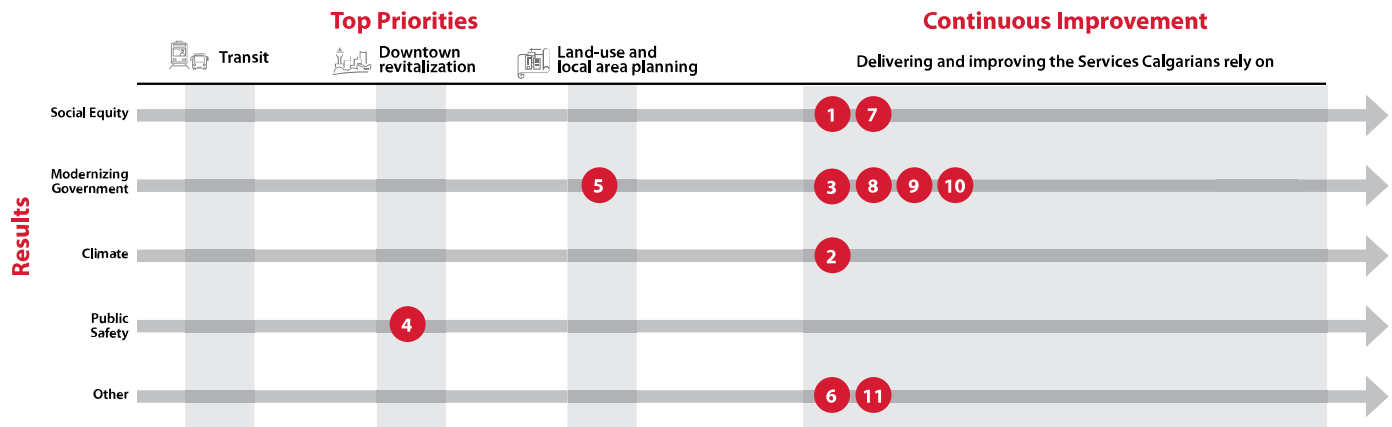
Park habitat restoration improves Calgary's ecological health and climate resilience. Due to capital funding constraints and no capital funding for this work in 2019-22, habitat restoration is projected to only reach approximately 45 per cent of The City's goal to restore 20 per cent of open space by 2025. The approved 2023-26 capital budget will help improve progress towards expected future performance, with new projects initiated and in the planning stage in 2023. P&OS plans to restore approximately 100 hectares of priority parks to improve ecological health and climate adaptation.











# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

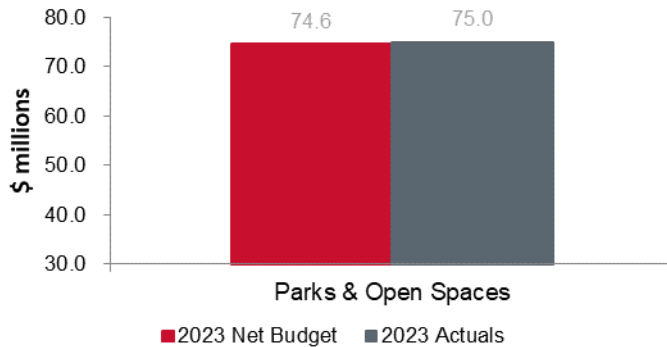
Initiative	Initiative Update	Status
1 Enhance the quality of life of Calgarians, Parks and Open Spaces by providing safe, inclusive, vibrant and accessible parks and open spaces.	The accessible playgrounds map, which allows users to find inclusive playgrounds throughout the city, became available in 2023 through The City's public map gallery. Capital highlights included the opening of Bow to the Bluff Corridor, Balmoral Circus, and Haskayne Legacy Park, Calgary's first regional park to open in over a decade. The new 126-hectare city regional park is in northwest Calgary and allows Calgarians to experience traditional western ranchlands alongside spectacular mountain, river and prairie views.	
2 Support climate resilience, focusing on improving the health of the ecological network, through the development and implementation of Habitat Management Plans.	The Ecological Network (EN) model was integrated into policy and open data layer. Climate & Environment is applying the EN to park planning in new community development. The approved 2023-2026 capital budget for habitat restoration will help improve progress on this initiative. In 2023, the Weaselhead Habitat Management Plan (HMP) completed restoration feasibility and external engagement. It is now in the process of internal engagement. Three additional HMPs are in planning stages (Edworthy, Douglasdale, Weaselhead and J.H. Woods parks).	
3 Assist and encourage commercial activities in City parks by continuing to improve processes for interested businesses and citizens who can enhance the park user experience.	In 2023, we introduced our updated Vendors in Parks guidelines that brought more transparency to the program and updated the fee structure to be more in line with the market. We increased from 13 to 15 summer vendors over the last year, with five new activations and saw a revenue increase. One of our newest vendors, Parc du Café, in North Glenmore Park has been getting great media coverage, and is thrilled with the program and plans to expand to other parks. This vendor is unique as they are also able to activate in the winter supporting increased connection to our parks in the colder months.	
4 Support downtown revitalization to increase community safety and enhance Calgarians' experiences in our downtown parks and open spaces by working with our partners, including public sector, private sector and non-government organizations.	We supported downtown revitalization by partnering with Calgary Downtown Association to activate three parks, supported winter events like Chinook Blast and prepared Prince's Island Park Lagoon skating rink. The Tipi Project created 'pop-up' gathering spaces for 26 downtown cultural activations. The Washroom Attendant Pilot Project, a pilot to improve public safety, attended 10,489 washroom visits at Olympic Plaza and Century Gardens. The pilot review included feedback from partners, which will be used in recommendations for a broader Public Washroom Strategy led by Community Strategies.	
5 Improve the sustainability and resiliency of Calgary's parks and open spaces system by updating the Parks Open Space Plan which is the overarching policy that governs use, provision and preservation of our municipal parks system.	Phase 1 and 2 public engagement for Connect: Calgary's Parks Plan, has provided clear policy direction for draft plan development. P&OS has partnered with Planning & Development Services (PDS) to finalize park policy creation; as a result, Connect content will now be split between PDS's new Calgary Plan and P&OS's Connect Plan. The plans will jointly guide how The City will develop and manage an exceptional, inclusive and sustainable parks system into the coming decades. Given this new approach, Connect project timelines will need to shift to honour and complement the Calgary Plan's timeline.	

Initiative	Initiative Update	Status
6 Maintain community connections and Calgarians' wellness by providing year-round amenities and activities, including winter activities and new attractions as opportunities arise.	P&OS service levels declined slightly in 2023 but will resume 2022 service levels in 2024. In 2023, new cold-weather park programs and amenities introduced during the pandemic provided the public with safe, fun and healthy activities during the winter (e.g., outdoor skating ponds, firepits), and a new skating rink was added in West Confederation Park. We worked with Recreation Opportunities to deliver city golf courses' busiest season yet, with 56,000 more golf rounds than in 2022. Initiatives included winter and night golf pilots, the use of golf scooters and the All Abilities Championship.	
7 Celebrate Calgary's past and strengthen The City's commitment to Truth and Reconciliation by continuing to maintain and celebrate Calgary's historic and cultural landscapes.	We partnered with the Koo Family on the Chinese Market Gardens on an archaeological study and found an original root cellar. Public tours of the site helped Calgarians to celebrate our past. Other cultural learning opportunities in 2023 included the Tipi Project (see P&OS Initiative 4) and the traditional land use project. The traditional land use project worked with the 8 Nations to create Elder recordings that share stories of the landscape for park visitors to experience. Each Elder was paired with an emerging artist from the same Nation to create a visual interpretation of the stories.	
8 To maintain Calgary's high quality parks and open space system, Parks and Open Spaces will continue exploring new funding mechanisms and partnerships that can provide value and benefits for Calgarians.	P&OS has entered into a short-term agreement for Millennium Park activation and are continuing negotiations to achieve a long-term sponsorship and activation agreement to enhance this park and create a true festivals and events location in the downtown. Additionally, the Parks Sponsorship Plan, a plan to explore options for identifying future opportunities for revenue generation and partnerships to support parks improvements, started in 2023 and will be finalized in 2024.	
9 Connect more Calgarians with their parks and open spaces system by developing and implementing a marketing and communications strategy to engage Calgarians on the value and benefits of using parks and accessing nature in the city.	Since implementing an updated social media strategy on July 1, 2023, we have reached 1.4 million viewers for our social media content on Facebook, a growth of 203 per cent from July-December 2023. During this period, we observed 24,100 interactions with our social media content (up 310 per cent) and 20,500 link clicks (up 106 per cent) when compared to the first six months of 2023. Increased frequency of updates to our webpages on calgary.ca, updated parks signage and good news stories in Calgary newsroom have increased awareness of parks and open spaces amenities and services.	
10 Support continuous improvement of the service by exploring more data and technology options to improve decision making, sustainability and service delivery.	A major and complex transition is underway for our Geographic Information System-based asset management and work tracking information system. This new system aims to help optimize processes, reporting and provide more data-based decision making for the service. The new system is expected to be implemented for the upcoming 2024 summer season. In 2023, the Customer Level of Service (CLOS) pilot started: CLOS is a model being used to assess our service delivery standards to aid in optimizing resources and decision making. It will continue in 2024 as more data will be gathered on park conditions.	
11 Provide a safe and healthy environment for park users, employees, contractors and volunteers by strengthening commitments to safety and well being.	The service is strongly focused on the continuous improvement of health, safety and environmental improvements for its staff, customers and partners. Ongoing initiatives to address park safety include: park activations (free events) to encourage more Calgarians into the parks, enhanced communication between partner organizations and increased staff training and awareness.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**



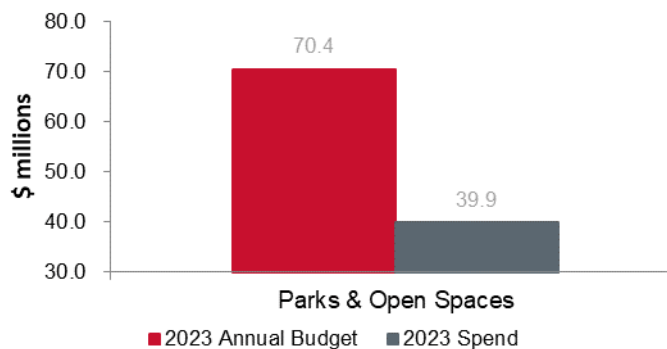
### Operating Budget Updates - 2023 net operating budget vs actuals:

Parks & Open Spaces (P&OS) has an unfavourable operating variance of \$0.4 million. The primary drivers of the variance were tied to a significant increase in homeless camp cleanup and a mowing contractor unable to fulfill 50.0 per cent of their contract. To meet service demands hourly on-call contractors were used at a higher cost.

In 2023, P&OS Business Unit was on budget, however, resources were reallocated between service lines creating offsetting variances in response to changing service needs. Base and one-time funding totaling \$1 million was used to target critical repairs, lifecycle replacements and irrigation equipment. Revenues from playfield bookings remained at pre-COVID-19 levels in 2023 after initial recovery in 2022.

A big success for P&OS was the Customer Level of Service (CLOS) pilot, which is aimed at standardizing service delivery citywide by improving data collection to optimize resources and enhance equitable service decision making. In 2024, the CLOS model will be expanded as more data is collected citywide. Working with all Nations, including the Métis, was a big focus for P&OS in 2023: we delivered the Tipi Project, sweetgrass transplanting ceremony and Land Acknowledgement Signage initiatives and started discussions for the Elder Guiding Circle.

**Capital Budget and Spend as of December 31, 2023**



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

Parks & Open Spaces has spent 56.7 per cent of the 2023 approved capital budget. The underspend is mainly attributed to projects deferred due to resourcing capacity; related to staff vacancies and increased project volume. It was also impacted by procurement delays: bids received well over approved budgets resulting in extended timelines for contractor negotiations, re-tendering and needed resolution of funding deficits. Projects also needed extended timelines for public engagement, site assessments and detail planning and design before construction.

In 2023, the capital expenditures have been primarily used to complete the new Haskayne regional park and several other smaller park improvements including completion of the "Bow to the Bluff" corridor. Substantial work was also completed on Humpty Hollow Park.

# Recreation Opportunities

Led by: Director of Recreation & Social Programs

## Service Description

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

## Service Updates

### Key Service Results

#### Awards

- Best Family Recreation Facility - Winner
- Best Extracurricular Programs for Preschoolers - Honourable Mention
- Best Extracurricular Program for School-Aged Children - Winner

Recreation Opportunities is making progress on returning to optimized service levels. Work supporting the initiative to recover our workforce has achieved good results, with staffing at 87 per cent of optimal levels, up from 75 per cent at the beginning of the year. In 2023, facility attendance is up over one million visits from 2022 (96 per cent of pre-pandemic levels). In 2023, Acadia Aquatic & Fitness Centre reopened resulting in all City-operated recreation facilities opening for the first time since COVID-19 impacted operations.

### Service Challenges

Inflation has been a significant factor impacting several capital projects experiencing gaps in project costs vs. total project budget. In addition, both internal and consultant capacity is delaying the progression of several strategies and projects, including GamePLAN and GamePLAN for Facilities. In affected projects, work is being reallocated to teams with the capacity to successfully undertake the work and strategies are underway.

While overall service delivery staffing is returning to optimal levels, hiring for specific skills (e.g., aquatics, skating and dance) has proved difficult. The labour market continues to be a challenge and is expected to remain volatile for three to five years.

### Trends & Potential Uncertainties

Recreation industry employment volatility, increased incidents of staff harassment and external societal stressors impacting staff are affecting Recreation Opportunities. More Calgarians are accessing Fee Assistance or may not be participating in recreation opportunities due to economic factors. Recent capital investments are not sufficient to meet Calgarians' evolving recreation preferences. Capital costs continue to escalate and a lack of deliberate infrastructure investments may not provide the level of service Calgarians expect.





# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

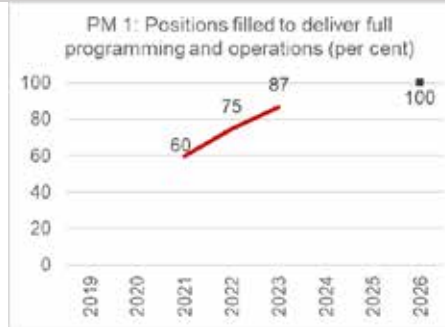
➔ Progressing as planned

⊖ Not progressing as planned

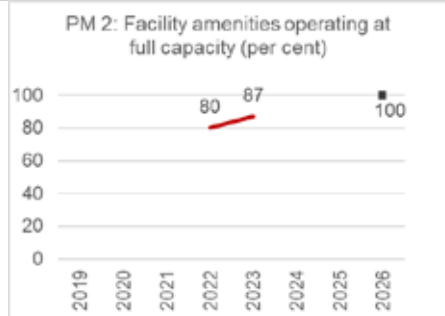
## Performance Measures

## Story behind the numbers

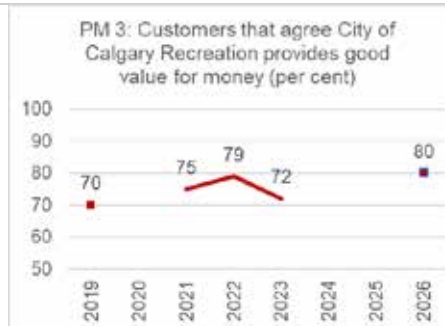
## Status



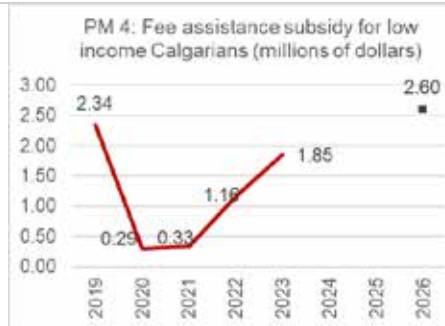
Good progress has been made to improve staffing levels. Operational staffing levels have remained stable since the summer. Current programming staffing levels are at 79 per cent of optimal levels and operations staffing levels are at 88 per cent. Recreation Opportunities will continue to focus on staff recruitment and retention in 2024.



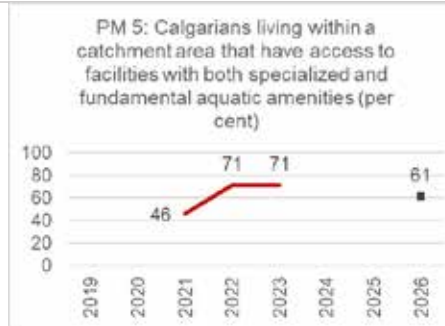
Operating hours at City-operated aquatic facilities are not yet fully optimized. Service adjustments consider workforce availability, seasonal facility use patterns and expectations of customers. With an increased staffing complement, more program hours can be offered, enabling the launch of new and previously enjoyed programming opportunities.



Recreation Opportunities delivers programs, services and access to facilities for Calgarians of all income levels. Customers continue to recognize the value of the programs and services provided and user fees remain competitive in the market. In 2023, 72 per cent of customers agreed that City-operated recreation programs and services provide good value for money. Recreation Opportunities' focus on optimizing staffing levels, operating hours and program offerings will help ensure recreation programs and services continue to provide good value to Calgarians.



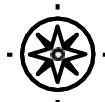
Demand for Fee Assistance continues to grow as Calgarians face ongoing economic challenges and recreation offerings recover from COVID-19 impacts. In 2023, the value of subsidies provided to Calgarians living with low-income was significantly higher than it was in 2022. Recreation Opportunities will continue to implement strategies to support usage of Fee Assistance among those qualified through Fair Entry.



Calgary's aquatic facilities inventory has not changed and 71 per cent of Calgarians continue to live within the catchment area of facilities with specialized and fundamental amenities. Newer aquatic and fitness facilities that provide specialized (e.g., water play features) and fundamental amenities (e.g., flatwater pools) are important community assets. The MNP Community & Sport Centre will create a multi-purpose hub and fill gaps in amenity availability for surrounding communities. More investment is needed to maintain or increase this measure as Calgary's population continues to grow.

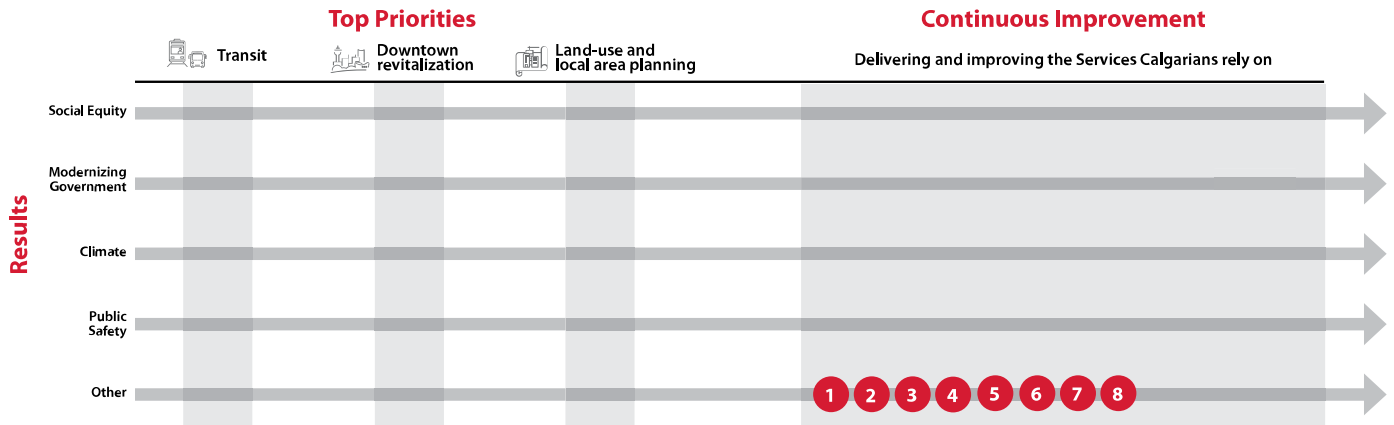










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➔ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

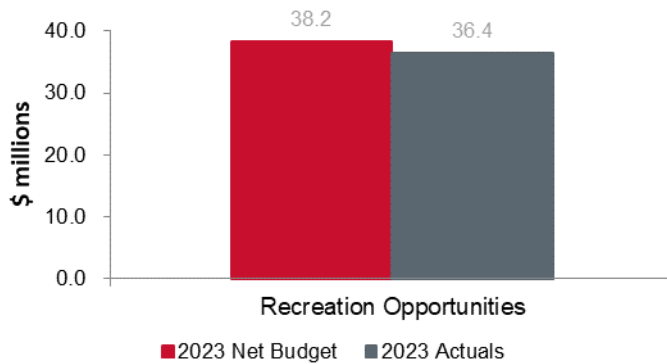
Initiative	Initiative Update	Status
1 Offer full programming and operations by recruiting and retaining the required complement of staff to recover our workforce post-pandemic.	Staff wellbeing and satisfaction is critical to both recruitment and retention. A project to strengthen a respectful workplace and improve staff safety has been implemented, including staff training supports. Signage promoting inclusivity and clarifying behaviour expectations of customers has been posted at facilities. The Code 86/81 Wage Review & Implementation addressed market changes and brought seasonal staff pay in line with market. As staffing levels stabilize, a new-hire onboarding and training project is underway to strengthen our workforce and increase retention of new hires.	<span style="color: blue;">➔</span>
2 Return to full amenity and service hours to meet the recreational needs of Calgarians by stabilizing and recovering direct delivery of recreation opportunities post-pandemic.	Open and accessible facilities with a full complement of programming will help bring service offerings in line with Calgarians' expectations. The Arts Centre Staffing Model is underway, with a review of facility operations continuing into 2024. In 2023, Acadia Aquatic & Fitness Centre reopened resulting in all City-operated recreation facilities opening for the first time since COVID-19 impacted operations. With an increased staffing complement, the service line can run more program hours and relaunch new and previously enjoyed programming opportunities.	<span style="color: blue;">➔</span>
3 Support Calgarians' ability to experience the benefits of recreation by providing a range of equitable and accessible recreation opportunities that encourage active daily living.	A Program Strategy is underway to support a coordinated approach to program delivery for Recreation Opportunities and Social Programs. Several innovative technology projects underway will increase staff capacity and improve our ability to meet customers' expectations, including an on-line booking system and digital waivers. An Equity in Service Delivery grant for Village Square Leisure Centre funded inclusion training for staff, youth engagement and safety projects and access to low-income transit passes.	<span style="color: blue;">➔</span>
4 Deliver equitable and accessible recreation opportunities by stewarding the publicly-funded recreation system to enable and support partners.	Recreation Opportunities stewards public recreation in Calgary and works with its partners to fill amenity gaps. Inflation continued to be a significant factor in several capital projects experiencing gaps in project costs vs. total project budget through 2023. Two major capital projects have completed detailed design: the Rocky Ridge Athletic Park will address a long-standing need for outdoor artificial turf fields in northwest Calgary and the Soccer Centre Dome & Artificial Turf Field Upgrade will provide citizens with a high-quality, year-round practice and play space.	<span style="color: orange;">⊖</span>

Initiative	Initiative Update	Status
5 Provide sport leadership, sport partnership, sport opportunities, and sport experiences by progressing the Sport For Life Policy.	The Sport for Life Policy focuses on working with partners to provide Calgarians access to participate in sports. The Sport Environment pillar will develop a transparent, repeatable process to onboard new and emerging sport groups to determine their asset requirements and how to accommodate them either through the City's existing inventory or through capital investments. The Emerging Sport Study will identify emerging sports and outline responsibilities with other service lines. A consultant has been onboarded and framework development will begin in 2024.	
6 Better demonstrate the value of the publicly-funded recreation system, through work with our partners to develop and report on performance measures.	This work is resourced to begin in a future year.	
7 Lead and invest in the future of Calgary's publicly-funded recreation system by resourcing and prioritizing the GamePLAN and Facilities Investment Plan.	GamePLAN is the 10-year vision for the public recreation system and will define what we and our partners are collectively striving for. GamePLAN has completed partner engagement. Public engagement continues until mid Q1 2024 and staff engagement begins Q1 2024. GamePLAN for Facilities (formerly the Facilities Investment Plan) continues to progress with the aim of presenting to Council alongside GamePLAN in Q3 2024.	
8 Optimize current service delivery through a strategic approach to pricing, product and service offerings, and policy to meet market demand.	Several sites have been identified for service provision evaluation, including Forest Lawn Multi-Service Centre, Rocky Ridge Athletic Complex and Belmont Fieldhouse. Service level agreements outlining the support Recreation & Social Program's Customer Service Centre provides to Parks & Open Spaces were presented with sign off pending. These agreements include rentals, Intelli and golf support. A draft service level agreement has been completed for the Calgary Board of Education. Once reviewed by Law, this agreement will support the 2024-25 school year.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**

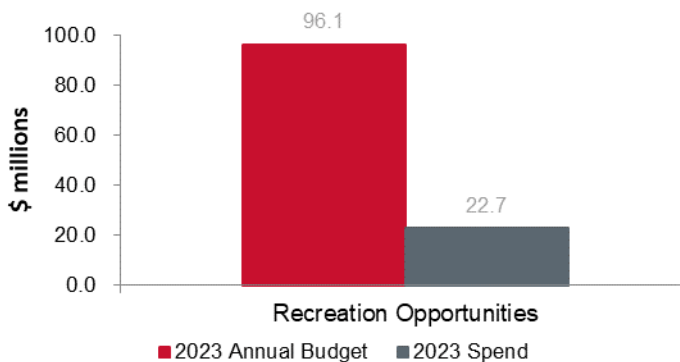


**Operating Budget Updates - 2023 net operating budget vs actuals:**

Recreation Opportunities has an favourable operating variance of \$1.8 million. Recreation facility operations continue to recover and maintain a positive trend; however, operations remain below historical levels. Revenues and attendance remain below historical levels, but intentional workforce management and facility operating hours offset impacts to revenue and generate cost savings.

City-operated Golf Courses exceeded a break-even position in 2023 and did not require the use of the tax supported portion of the budget as a result of higher-than-expected revenues.

**Capital Budget and Spend as of December 31, 2023**



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

Recreation Opportunities spent 23.7 per cent of its 2023 capital budget. This spend rate reflects the challenges of delivering capital projects in 2023. Inflationary pressures meant a number of projects could not progress without adjustments to scope and alternative funding options.

Delays to active projects with funding shortfalls due to cost escalation are addressed. The Soccer Centre Dome & Artificial Turf Field Upgrade project also faced cost escalations and delays, resulting in the single largest unspent budget for Recreation Opportunities in 2023 at \$22 million. The low spend rate is also a result of misalignment between project budgets and current execution schedules and plans; e. g., Foothills Fieldhouse.

Several key projects were successfully at or near completion by the end of 2023, including the Vivo Expansion, substantial completion of renovations to Glenmore Athletic Park and resurfacing of the Foothills Athletic Park Track. The Foothills track is now ready for the 2024 & 2025 National Youth Track and Field Championships.

Looking ahead, cost escalations for the Soccer Centre and Rocky Ridge Athletic Park have been resolved through the 2024 Budget Adjustments process and project delivery will ramp up over the coming year.



# Public Safety and Bylaws







# Bylaw Education & Compliance

Led by: Director of Emergency Management & Community Safety

## Service Description

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

## Service Updates

### Key Service Results

Community Safety peace officers ensure the safety, security, and well-being of the unhoused community and nearby residents downtown through regular bike and foot patrols.

With funding from the Downtown Revitalization Fund, maintenance around Dermot Baldwin Way S.E. increased from five to seven times weekly, contributing to enhanced client safety and a notable reduction in criminal activity around the Drop-In Center. (Initiative 2)

In 2023, City business units and agencies collaborated to strategically address city-wide encampments. This collaborative effort, recognized as Calgary's compassionate response, included Calgary Police Service, Calgary Transit, Downtown Ambassadors, Calgary Municipal Land Corporation, Human-Centered Engagement Liaison Partnership team, and RioCan security staff. Weekly meetings at the East Village Safety Hub were crucial for discussing ground-level actions to tackle challenges like petty crime and social disorder. The Extreme Weather Steering Committee, which included the Calgary Fire Department and Community Strategies, mobilized resources swiftly to aid the vulnerable population during extreme cold weather. (Initiatives 1, 2)

### Service Challenges

Despite adding two recruit classes, staffing challenges persisted into 2023 due to the impact of COVID-19 on recruitment. The pandemic suspended hiring and redirected focus from traditional bylaw enforcement to addressing protests and substance abuse in public spaces, particularly downtown. Limited staff, evolving priorities and the need for interagency coordination to address social disorder have been key challenges.

In 2023, Council approved public safety initiatives and new specialty units, including expanding Problem Properties Team, Community Traffic Safety Team, and the Community Resource Officers Program to help advance anti-racism and reconciliation objectives in communities. These teams will be formed by existing staff, prompting further recruitment. The service navigates challenges by broadening candidate requirements and emphasizing community-based experience over enforcement backgrounds, aiming to build an adaptive officer base that aligns with evolving needs of the city.

### Trends & Potential Uncertainties

Community Safety has successfully transitioned the community peace officer program to Level 1 status, which has allowed them to benefit from enhanced training and increased enforcement authorities to address emerging city challenges. Despite this progress, ongoing staffing challenges are straining resources, impacting their ability to meet growing expectations from Council and the public. Growing political and ideological division and heightened awareness of global events and social issues are fueling a rise in protests that require Community Safety support, a trend expected to persist in 2024. These evolving conditions demand adaptability from Community Safety and the need for ongoing collaboration to maintain public safety and compliance with City Bylaws.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

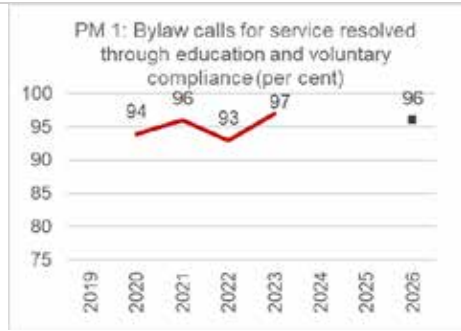
➔ Progressing as planned

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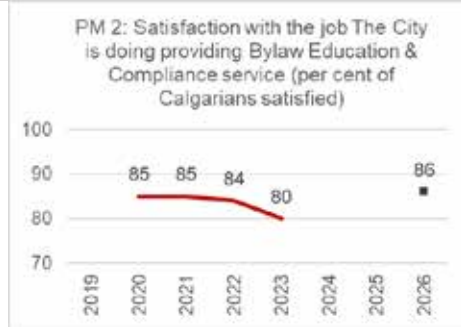
## Performance Measures

## Story behind the numbers

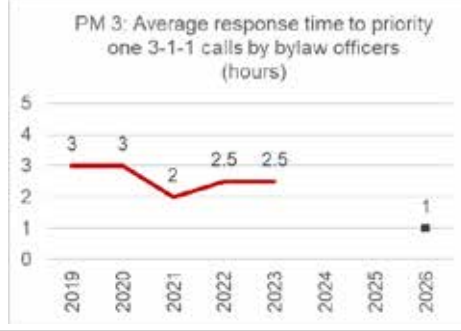
## Status



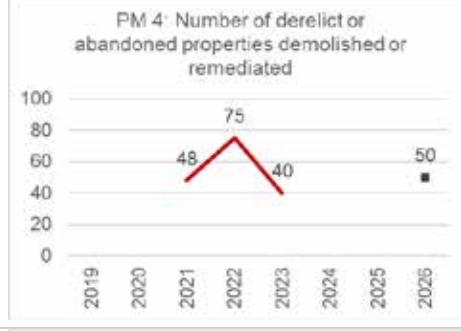
Community Safety has been able to address the evolving needs of Calgarians by continuing to adapt existing strategies for engagement, education and enforcement practices. The philosophy of “education before enforcement” has enabled high rates of compliance. In 2023, Community Safety applied an education-first approach to more bylaw concerns such as vehicle infractions and water use during restrictions.



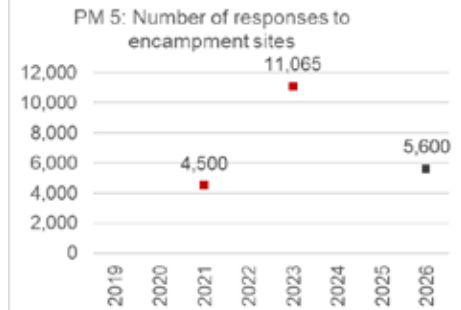
According to the 2023 Spring Survey of Calgarians, Bylaw Education and Compliance services were identified as a high importance service and an area with increases in interest for more investment. The survey found that Calgarians were moderately satisfied with services in 2023 with a satisfaction rating of 80 per cent.



For Emergency 3-1-1 calls created in 2023, the average response time by bylaw officers is 2.5 hours, returning to average response time seen in previous years. Community Safety strives to maintain responsiveness in a complex environment that has been challenged by emerging issues and trends that impact public safety.



Community Safety’s Problem Properties Team has overseen the demolition of 31 and the remediation of 9 derelict or abandoned properties across the city. With development of the Problem Properties Team, Community Safety will continue to develop and maintain an established response and monitoring program to address the broad spectrum of problem properties and aim to meet the 2026 expected future performance.



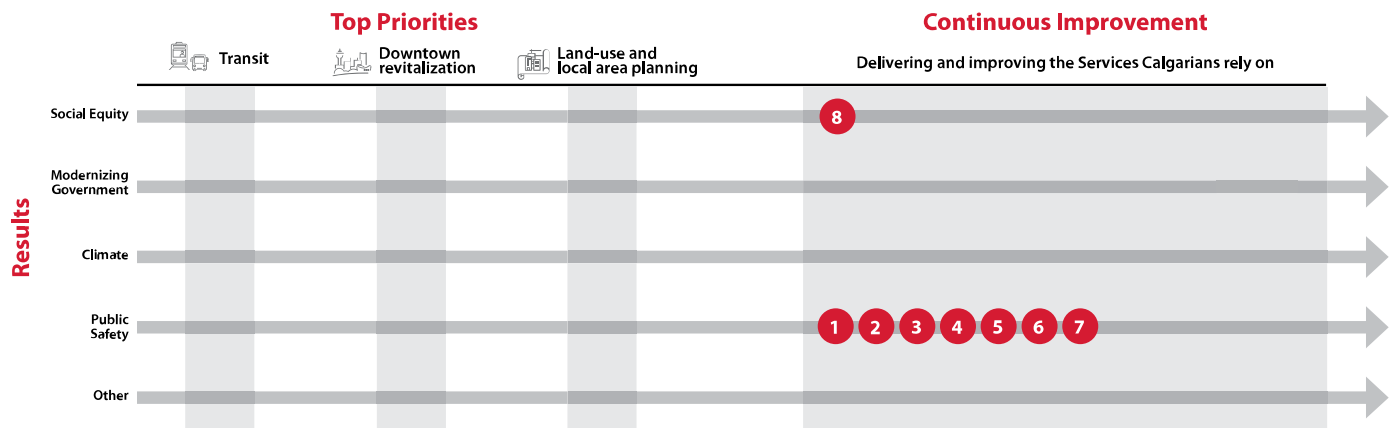
In 2023, Community Safety saw a citywide increase in encampment sites with a record number of 7,111 concerns reported. This resulted in 11,065 responses by officers, including reviewing each concern and subsequent visits, increasing the number of responses per concern over the year. Addressing encampments necessitates a collaborative effort between the Encampment Team and support services. Bylaw officers, through this coordination, uphold public safety and safeguard the unhoused community.








# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

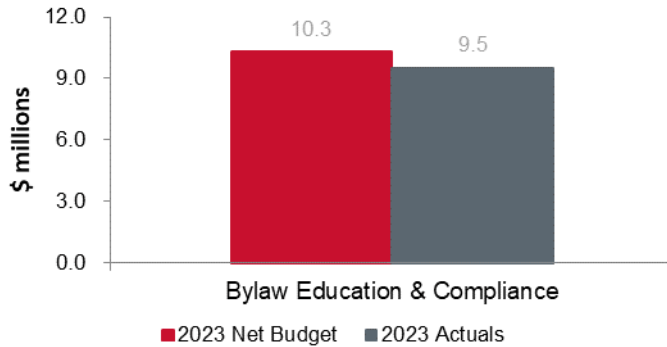
Initiative	Initiative Update	Status
1 Link populations experiencing vulnerabilities with partnering agencies and support services by evolving the front-line officer outreach model.	In 2023, the Encampment Team, formerly known as the Partnership Agency Liaison (PAL) Team, grew to three teams of officers. They employ a unique model focused on creating positive relationships to support vulnerable populations. This is done in collaboration with the Alpha House Human-Centered Engagement Liaison Partnership to facilitate outreach activities, connecting encampment residents with social services, including temporary shelters. The Extreme Weather Steering Committee was formed in the same year to enhance encampment response during severe weather conditions and ensure warming space	
2 Address localized social disorder and improve safety in the downtown core by increasing community peace officer capacity.	In 2023, the Encampment Team was formed by adding a third officer team to address the needs of the vulnerable population. With the inclusion of a third team, there is now an enhanced capability to address encampment issues citywide. Specifically, one team focuses on downtown response, while the remaining two teams manage concerns in other areas of the city.	
3 Strengthen employee resiliency by delivering training and resources designed to improve officer safety and support mental and physical wellness.	To enhance learning and development, staff regularly receive updates on training opportunities. In 2023, these opportunities included Before Operational Stress, Crowd Management, Boat Patrol/Water Safety Training, Field Training Officers, and Control Tactics Instructors. The Peer Support Team contacts are integrated into the daily operational schedule, offering knowledge, practical assistance, and emotional support during traumatic events. To bolster psychological support for the mental health of front-line members in EMCS, an additional psychologist was added to the existing team.	
4 Improve responsiveness to emerging local issues and citizen needs by leveraging new technology to modernize service delivery.	The One City Records Management Solution (OCRMS) is a strategic capital investment that offers a unified system with streamlined workflow, modern technology, and integrated information. Phase 2 preparations (of the 3-phase project) concluded in 2023 and set the stage for testing and training in Q1 2024, leading to the planned go-live in Q2 2024. This comprehensive solution minimizes reliance on multiple applications and manual workarounds, ensuring efficiency and coherence.	
5 Address problem properties in Calgary by increasing capacity to develop and maintain an established coordinated response and monitoring program.	In 2023, Council approved the Problem Properties Notice of Motion, which incorporated bylaw amendments, advocacy strategies, and operational changes to better tackle issues linked to problem properties. The bylaw enhancements allow Community Peace Officers flexibility in handling complex property-related concerns. Additionally, the mid-cycle budget request was granted, with staffing set to commence in 2024. The additional staff will mean the expansion of the Problem Properties Team by adding dedicated support staff and legal representation.	

Initiative	Initiative Update	Status
6 Promote bylaw compliance and community safety by increasing community engagement efforts.	The Community Safety team actively engages with local schools to promote community safety and educate students about bylaws. In Q4 2023, two Community Resource Officer positions were created to carry out this type of community engagement through schools full-time starting in 2024. Uniformed staff continue to participate in community engagement events like Coffee with a Uniform and with other agencies accessing the Stephen Avenue Safety Hub and East Village Safety Hub while increasing multi-agency community presence.	
7 Improve citizen awareness on illegal dumping and temporary sign bylaws through targeted education, programming and increased enforcement practices.	In 2023, Community Safety diligently enforced the illegal placement of signs in areas prone to excess signage. Officers conducted quarterly blitzes in partnership with the Ward 5 Councilor's Office to educate business owners and impound signs. 'Trail cams' deployed in hotspot areas served as effective deterrents, resulting in a decrease in illegal dumping. In Q3, the pilot transitioned to a newly formed team of officers tasked with gathering and monitoring trail cam data. This team coordinates with other business units to proactively identify emerging hotspots and address issues promptly.	
8 Promote inclusive public engagement by strengthening relationships with Indigenous and Racialized communities and aligning enforcement practices with the Corporate Anti-Racism strategy.	In 2023, Community Safety collaborated with members of the Anti-Racism Strategy team to develop and deliver training, including in-person Equity, Diversity, Inclusion and Belonging (EDIB) training. This training was delivered to EMCS leadership in Q4 2023, with further roll out to remaining EMCS staff in Q1 2024. Alongside this training, a new employee resource group for EMCS staff will be developed to support the training and assist with job-specific scenarios the in-person training can connect to. The Anti Racism Team continues to provide consultation to the Peace Officer Policy Review Team.	



## Service Updates on Financial Performance

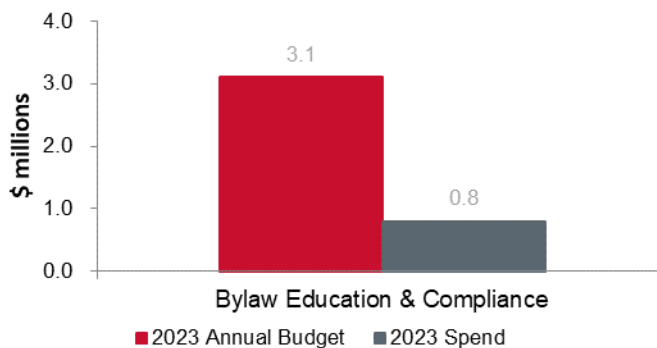
### Net Operating Budget and Actuals as of December 31, 2023



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

Bylaw Education & Compliance has a favourable operating variance of \$0.8 million. The primary driver of the variance was temporary vacancies through reprioritization of recruitment activity and training resources towards public transit safety initiatives for the first three quarters of the year, with recruitment classes opening up for Community Safety officers in the fourth quarter.

### Capital Budget and Spend as of December 31, 2023



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

Bylaw Education & Compliance has spent 26.2 per cent of the 2023 approved capital budget. Lower capital spend is due to reprioritization of funding for One City Coordinated Records Management System (OCRMS) from other departments (i.e. IT) which has pushed out funding requirements within Bylaw service line to 2024.

In 2023, the capital work includes acquisition and life cycle of equipment required for Community and Vehicle Standards Peace Officers, as well as modernization of government through technology initiatives such as the ongoing investment in the OCRMS program and assessment of a solution to replace and enhance the functionality of the existing Animal Licensing Payments Online (ALPO). Bylaw is also the steward of capital programs for technology modernization and equipment lifecycle across Community and Vehicle Standards.

# Calgary 9-1-1

Led by: Director of Emergency Management & Community Safety

## Service Description

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

## Service Updates

### Key Service Results

#### Awards

Technologist of the Year

Calgary 9-1-1 has made significant strides in enhancing its service delivery. The service onboarded a net of 18 new hires to bolster its capacity to respond to police calls. It also expanded employee skillset development and training opportunities, supporting its commitment to the public and first responders. (Initiatives 1,3)

The service has renewed its Regional Fire contracts and initiated a Regional Partners Service program to strengthen and enhance relationships and service delivery with regional partners. (Initiative 7)

To provide public education and awareness of 9-1-1 services, the service has initiated an external communications plan including public engagement, community involvement, and social media posts. This will improve citizen satisfaction, call re-allocation initiatives, and facilitate move from analog 9-1-1 service to the digital Next Generation 9-1-1 (NG9-1-1) network. (Initiative 2)

The services dedication to continuous improvement has been recognized by the Association of Public-Safety Communications Officials, which awarded Calgary 9-1-1 the Technologist of the Year national award. This underscores the service's contribution to public safety across Canada.

### Service Challenges

Calgary 9-1-1 has been addressing staffing challenges due to attrition, retirements, and a competitive hiring market through expanded community outreach, recruiting 33 staff, enhanced psychological health programs, and continued staff engagement.

A surge in unintentional 9-1-1 calls has increased call volume. Successful corrective actions involve short-term staffing increases, with technical, procedural, regulatory, and staffing analysis for long-term effectiveness have led the service to recover from this challenge with continued monitoring and an external audit of information security underway.

The complexity and workload of dispatch positions have risen, along with increased partner agency requests, prompting collaborative efforts for mitigation strategies.

Nationwide, the transition to NG9-1-1 in Canada has faced delays, impacting capital spending projections. Prolonged RFP processes for an internal system replacement project have shifted much of capital spend to 2024 and 2025.

### Trends & Potential Uncertainties

Calgary 9-1-1 is facing staffing challenges due to high recruitment standards, a competitive job market, and lengthy training periods.

Elevated social unrest, protests, and mental health challenges affect 911 call volume and complexity. The service's support of other jurisdictions in emergency situations has grown, resulting in uncertainties on operational demands.

The NG9-1-1 network will enhance the capabilities of 9-1-1 systems and support continued technology evolution required to meet the changing customer expectations of 911 service across Canada. The service is expected to move to the NG9-1-1 network in 2024. However, some elements of NG9-1-1 are still being discussed within the Canadian Radio-television and Telecommunications Commission that may impact the transition.





# Measuring Our Performance

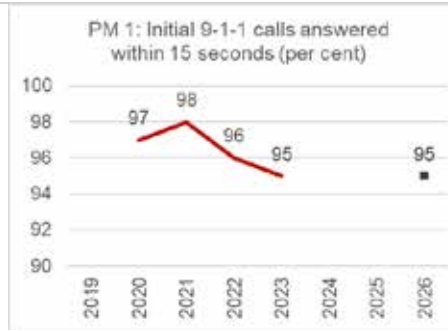
## Legend

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

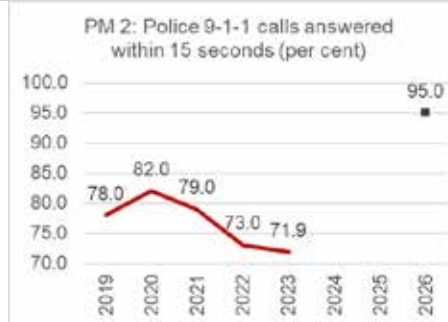
## Performance Measures

## Story behind the numbers

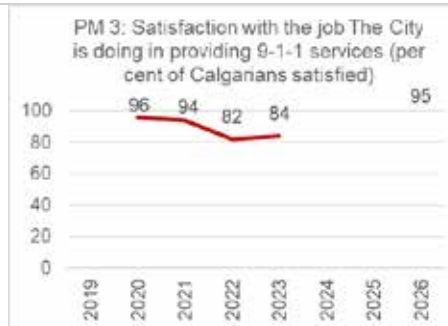
## Status



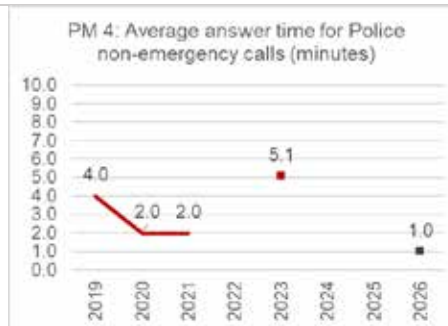
Calgary 9-1-1 strives to continuously improve this metric through training and technology and policy enhancements. This metric stems from the Alberta 9-1-1 Standard to provide prompt and reliable answering of emergency calls to benefit customers and resolve their emergency situations as promptly as possible.



Calgary 9-1-1 has been working to improve its performance on police call answer time, as citizens calling 9-1-1 with a police emergency are waiting on the line longer than expected. To address this issue, the service has recruited 18 new staff answering police calls. These initiatives include recruitment of new police call taking staff as approved in the new 2023-2026 budget, cross-training of existing staff, and continuous improvement of internal policies and practices.



The challenges that impact this metric include staffing issues, increased call complexity, and wait times. The restructuring of Emergency Medical Services (EMS) dispatching to Provincial jurisdiction also presents challenges. Citizens may not realize the distinction between 9-1-1 and EMS, which can lead to confusion. To improve this metric, the service has planned to reduce wait times (See PM #2) and create awareness of the distinction between Calgary 9-1-1 and provincial EMS dispatch service through corporate communication and community outreach efforts.

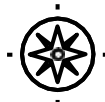


Calgary 9-1-1 is committed to providing timely service for both emergency and non-emergency calls. To enhance the quality of service, Calgary 9-1-1 is focusing on recruiting qualified staff and continuously improving processes and technology. Furthermore, a benchmarking initiative is planned in Q1 2024 to assess the need to adjust the future expected performance of call answer time through Mid-cycle Adjustment.



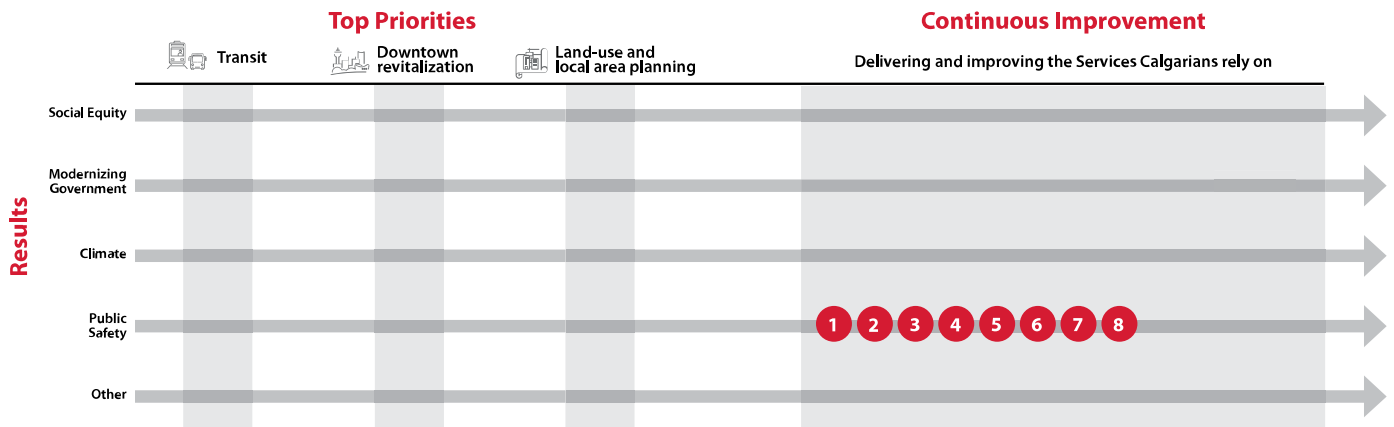
In 2023, Calgary 9-1-1 successfully transferred 3223 emergency calls to the 2-1-1 Distress Centre. The reallocation of 211 to the 911 call center has enhanced collaboration among communication officers and accelerated call transfers. This achievement is highly impactful to the population experiencing vulnerabilities and callers in crisis, who will benefit from being connected to the right resource and service.






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➡ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

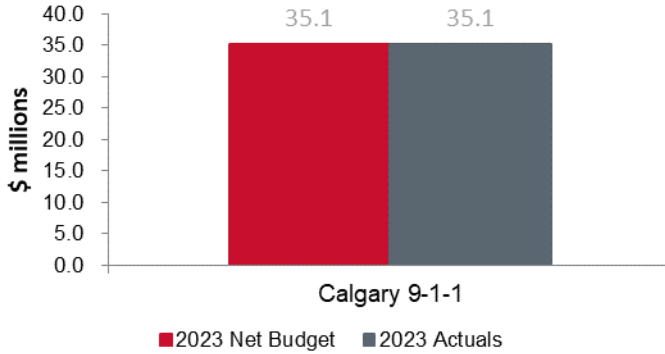
Initiative	Initiative Update	Status
1 Improve emergency response coordination and reduce 9-1-1 processing times by unifying Police and Fire incident management systems.	Calgary 9-1-1 aims to improve emergency response coordination and reduce 9-1-1 processing times by streamlining technology and equipment across the 9-1-1 center and enhancing the coordination of Police and Fire incident management systems. The ongoing work is progressing as planned, which will improve service to citizens and the ability to respond to calls and create a more efficient support model. The service is looking to adjust the initiative in the adjustment process.	➡
2 Enable ongoing adoption of the emerging capabilities of modern communication networks by deploying Next Generation 9-1-1 infrastructure.	Calgary 9-1-1 is well underway with its migration to the NG911 network, which will move all 9-1-1 calls within the service area from the existing analog to a new digital phone network. The migration to the NG9-1-1 network is planned for 2024	➡
3 Meet emerging and evolving expectations of Calgarians through ongoing staff training and development on systems and service changes.	Calgary 9-1-1 has a dedicated Learning and Wellness team that supports all 9-1-1 operational training initiatives and is working to enhance the training model across our agency. This includes a cross-training program, regular refresher training for 9-1-1 Emergency Communications Officers, ongoing training for new systems and policies, and a roadmap for modernizing and standardizing curriculum for all staff, which is currently underway.	➡
4 Improve the caller experience by optimizing the Calgary 9-1-1 service delivery model and reducing call transfers.	The service delivery model and continuous improvement opportunities, including leveraging ECOs trained in both Fire and Police call-taking functions, allow for staffing agility during call surges.	➡
5 Ensure resilience and continuity of 9-1-1 operations through proactive risk-based planning and mitigation for emerging and evolving threats.	Calgary 9-1-1 is working closely within the business unit to create proactive and risk-based plans. In 2023, updated Emergency Response Plans for all 9-1-1 staff locations have been created, coordinated mutual aid and interoperability exercises and training have been implemented, and the Tactical Dispatch Team with enhanced interoperability training has been improved. Work is underway to continue refinement of the strategic roadmap for long term planning around this initiative.	➡
6 Promote employee resilience, retention and a healthy work environment by strengthening psychological health and safety supports.	Calgary 9-1-1 is working to expand existing support services, develop new programs for staff, and contribute to the development of an overarching CoC psychological safety framework. This includes enhancement of an existing Peer Support team, additional counselling services for staff, strengthening of our Learning and Wellness team, enhanced training, and more. This work will be ongoing and will adapt to specific issues and needs necessary to support employee psychological health and safety.	➡
7 Improve interoperability with partnering agencies, regional municipalities and First Nations.	Calgary 9-1-1 has 12 Regional Partner contracts, including Tsuut'ina First Nation and Stoney Nation. These contracts include a fee for service for Calgary 9-1-1 to provide emergency call taking and Fire dispatch services for 11 regional fire agencies, as well as Peace Officer monitoring and dispatch services for Chestermere Municipal Enforcement. All 12 contracts were renewed in 2023.	➡

Initiative	Initiative Update	Status
8 Better serve populations experiencing vulnerabilities by strengthening community partnerships and engagement.	This service initiative is well underway and is exceeding targets for call re-allocation. This service initiative has seen a growth in partnerships and support for vulnerable populations, including collaboration with the Calgary Alpha House and their Human-Centered Engagement Liaison Partnership (HELP) team (formerly DOAP), and the Community Mobile Crisis Response team (a partnership between Calgary Police Service and the Alex Community Health Centre). Continued strategic planning around enhancements and ongoing support for this service initiative are underway.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

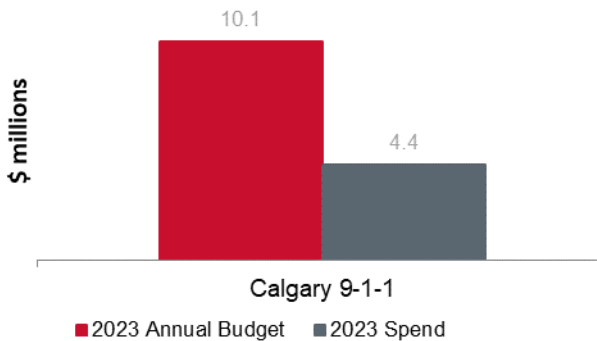


### Operating Budget Updates - 2023 net operating budget vs actuals:

Calgary 911 Service has no operating variance for the reporting period.

Landline revenue and operating base budget for 911 operations were fully utilized on 2023 operating expenditures, and thus there was no contribution to the 911 capital reserve.

### Capital Budget and Spend as of December 31, 2023



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

Calgary 9-1-1 has spent 43.9 per cent of the 2023 approved capital budget. The underspend is mainly attributed to longer than anticipated timeline for vendor selection and the Request for Proposal (RFP) phase of the Computer Aided Dispatch system.

In 2023, the capital expenditures include continued progress on the migration to the Next Generation 9-1-1 network and subsequent upgrades that will follow (i.e. Real Time Text). Annual acquisition and life cycle of equipment required for emergency communication call taking and dispatching was completed as planned.

# Emergency Management & Business Continuity

Led by: Director of Emergency Management & Community Safety

## Service Description

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

## Service Updates

### Key Service Results

The service supported over 4,000 evacuees from northern Alberta and the Northwest Territories. The Emergency Operations Centre (EOC) was open for 54 days and Canada Task Force 2 (CAN-TF2) deployed 14 times to other jurisdictions. Successful response to these events can be attributed to proactive investments made in emergency preparedness. (Initiatives 4, 5, 6)

The service developed post-disaster recovery guidelines to consistently identify which buildings in Calgary are most important for disaster recovery. This will ensure communities will continue to have resilient facilities to assist them during disasters. (Initiative 3)

The service initiated changes to better meet the needs of equity-deserving groups. These changes focus on increasing capacity to prepare for emergencies by reducing barriers to accessing resources, programs and supports. (Initiative 2)

The service successfully provided operational planning and incident management support to the World Petroleum Congress. (Initiative 8)

### Service Challenges

Demand for the service last year represents a new normal for emergency management and a reminder of the need for continued investment in disaster risk reduction and emergency preparedness.

The City experienced the cascading impacts that seemingly distant disasters can have locally. Calgary hosted thousands of wildfire evacuees from out-of-province, provided resources and personnel to support response efforts in other locations and endured weeks of poor air quality due to remote wildfires.

The service was challenged to sustain operations for months while also meeting normal business priorities. The demand for the service before, during and after disasters, is only expected to increase with climate change.

The needs and expectations of evacuees have become more complex. The service is evolving its Emergency Social Service program to match changes but many of these issues affect other City services and further work is required to prepare the Corporation for this new reality.

### Trends & Potential Uncertainties

Climate change is increasing the frequency and intensity of many natural hazards. Additionally, urbanization is expanding the total population, infrastructure and livelihoods exposed to these hazards.

These trends are challenging resilience and adaptation targets. Continued investment in risk reduction is needed to reduce the impact of events on The City's finances, reputation and service delivery.

The service's support of other jurisdictions has grown. These provide opportunities to learn but also stress local service delivery, fatigue personnel and delay achievement of service priorities.

New expectations for City service delivery have increased the service's incident support to smaller crises, continuity issues and planned events. This adds additional pressure on the business model.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

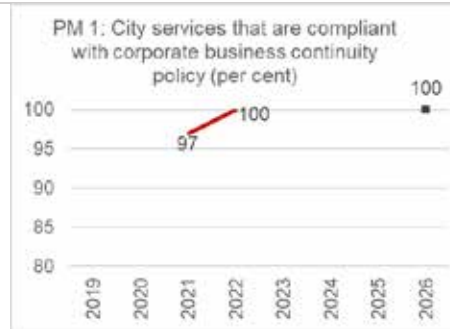
→ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

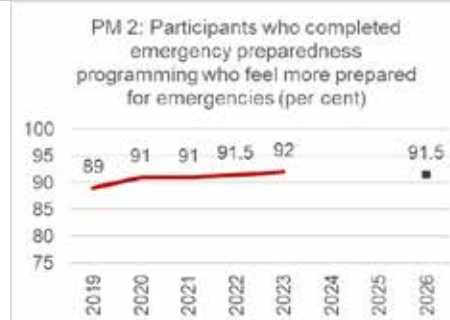
## Story behind the numbers

## Status



This measure won't be available until Q1 2024.

The service is responsible for coordinating Corporate business continuity planning activities. The target was set to align with compliance to the Business Continuity Planning administrative policy. The focus is on maintaining 100 per cent compliance with the policy and continuing to evolve the business continuity tools and framework.



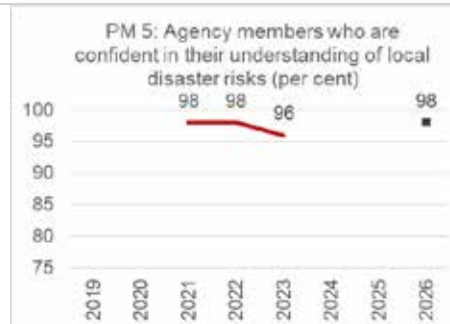
This measures the service's role in preparing the community for emergencies. The target was based on historic baseline data. Research indicates that focusing on increasing capacity can positively contribute to changes in self-protective behaviour. The focus is on maintaining the high standard and continuing to expand access to programming.



The service is responsible for preparing Agency members for their role in the Municipal Emergency Plan. The target was set based on the 2021 Agency survey. However, there continues to be an increased demand for onboarding new Agency members due to re-alignment and staff turnover. We expect this trend in staff movement to continue in 2024. The initial focus is on onboarding new members as soon as possible and maintaining members' abilities through regular training and exercises.



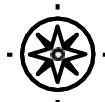
The target was set based on a survey of Agency members conducted in 2021. Our focus is to maintain our high standard by providing leadership and support to Agency members through continued engagement, collaboration and partnership opportunities.



This measures the service's role in educating and raising awareness of local hazards. This target was set based on a survey of Agency members conducted in 2021. The focus is on maintaining the high standard by continuing to evolve risk analysis, assessment and education practices to meet or exceed industry benchmarks.

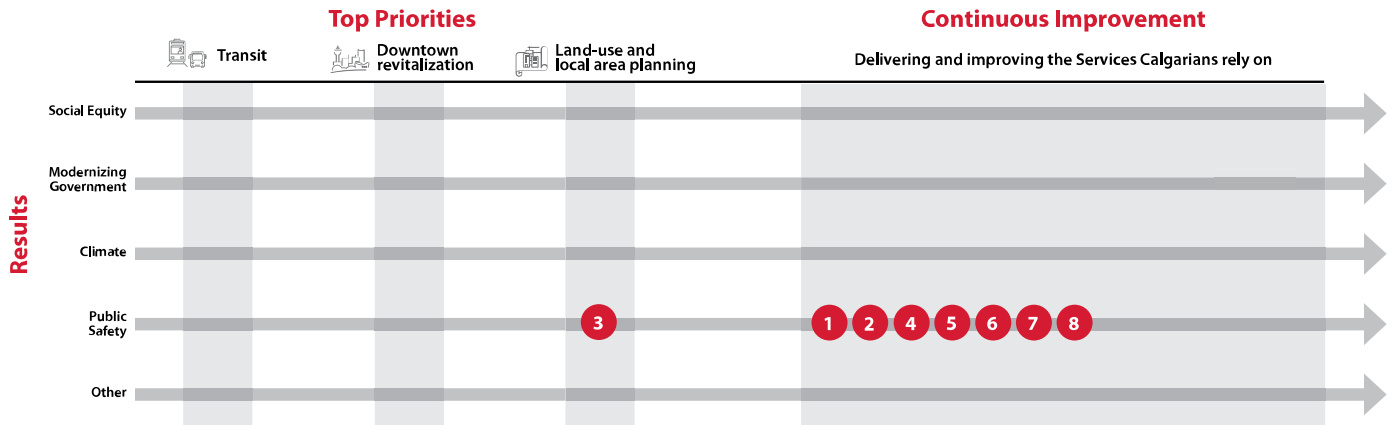










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

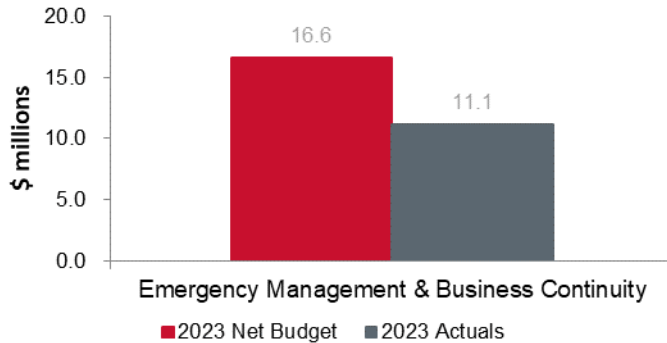
Initiative	Initiative Update	Status
1 Increase awareness and understanding of local hazards within the Agency, City services, and our communities by assessing, analyzing and communicating disaster risk.	In 2023, the service hosted two risk panels with the Emergency Management Committee of Council. The panels focused on extreme heat and cyber risks and subject matter experts from Environment & Climate Change Canada, Corporate Security and IT were invited to present. These panels are used to inform Council of local risks and activities underway to manage them. Additionally, the service completed the annual review and update of the Disaster Risk Assessment to ensure that priority risks are identified and managed to an acceptable level.	
2 Increase the capacity of the community to prepare for emergencies by providing emergency preparedness awareness, education and training.	The service received Equity in Service Delivery funding to focus on preparedness among equity-deserving groups, who can face increased vulnerability to disasters. The service conducted 11 community conversations with these groups to understand needs and co-create resources. Additionally, the service coordinated Emergency Preparedness Week programming and hosted a first annual Neighbour Day event focused on strengthening community resilience. In total, the service attended 68 community events and engaged over 6,000 attendees, including 1,500 from equity-deserving groups and 2,900 youth.	
3 Strengthen disaster risk governance and risk reduction practices within municipal plans, policies, and strategies by collaborating with Agency members, partners, and customers to reduce disaster risk through prevention and mitigation.	The service receives nearly 100 formal circulations from the Development Applications Review Team per year and is included in dozens of pre-application meetings and discussions regarding land-use planning in Calgary. The service submits comments and contributes to policy requirements to ensure our city is being built responsibly within the context of our disaster risks. Furthermore, the service works directly with private critical infrastructure providers on planning, design and operational considerations to heighten the resilience of these sectors and better prepare Calgary for its top disaster.	
4 Increase the capacity of Canada Task Force 2 Disaster Response Team to support local and regional disaster response and recovery by delivering funding, training, exercises, and equipment to ensure alignment with international standards and maintain a continual state of readiness.	The team provided tactical and incident management training to newly onboarded members and other response personnel from across the province. The team was deployed 14 times in support of provincial and interprovincial incidents. The Incident Management Team supported local and provincial governments in Alberta, Nova Scotia and the Northwest Territories. Volunteers completed 11,445 training hours this year, building skills needed for confined space, structural collapse and rope rescue.	

Initiative	Initiative Update	Status
5 Increase the capacity of the Agency to support local and regional disaster response and recovery by delivering emergency exercises, plans, resources, and training to maintain a continual state of readiness.	The service facilitated two functional exercises with the Agency, based on an extreme heat/drought and security of the World Petroleum Congress. The training program has also delivered foundational emergency management and Incident Command System courses to Agency members. In addition, the service supported operational planning for the Calgary Stampede, cyber risk and the World Petroleum Congress. The update of the Municipal Emergency Plan has been shifted to 2024 due to response impacts on regular business.	
6 Increase the capacity of Emergency Social Services to provide social supports to Calgarians during an emergency by delivering exercises, plans, resources, and training to maintain a continual state of readiness.	Emergency Social Services (ESS) delivered a comprehensive training program, including Psychological First Aid, workshops, and emergency management principles. In support of the Alberta wildfires, the service collaborated with the Province of Alberta to open a Reception Centre to provide registration and temporary housing supports to 82 evacuees. In support of the NWT evacuation, ESS supported 4,000 evacuees over a 25-day activation. As a result of these significant ESS-activations, the service will be reviewing the program to implement noted improvements.	
7 Increase the capacity of City services, critical infrastructure operators, and Agency members to continue operations during emergencies and business disruptions by delivering business continuity services that increase operational resiliency.	Business continuity planning is now in a cycle of continuous improvement, whereby advisory and educational services are reviewed, shared and implemented throughout the Corporation and community annually. The program was fully reviewed by peers during the Covid-19 pandemic and the policy that governs the service will be reviewed and updated again in 2024 as part of its regularly scheduled review process.	
8 Reduce the impact of major emergencies, planned events and service disruptions by coordinating corporate and Agency response and recovery activities.	The service opened the Emergency Operations Centre (EOC) and activated the Municipal Emergency Plan to support evacuees and wildfire responses in Western Canada. The service also dedicated resources to emergency management and public safety planning for the Calgary Stampede, World Petroleum Congress and the 17SX transit project. These preparedness activities resulted in better coordination, reduced impacts and decreased negative citizen sentiments for these high-profile events.	



## Service Updates on Financial Performance

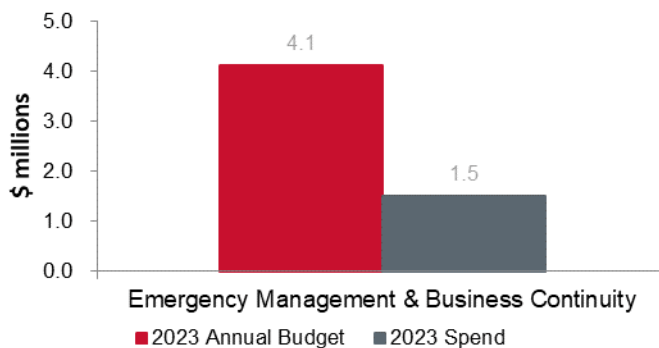
### Net Operating Budget and Actuals as of December 31, 2023



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

Emergency Management & Business Continuity has a favourable operating variance of \$5.5 million. The primary driver of the variance was \$5.1 million return of 1time budget pertaining to the World Petroleum Congress and remaining \$0.4 million mainly due to workforce vacancies that have been filled as of Q4 2023.

### Capital Budget and Spend as of December 31, 2023



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

Emergency Management & Business Continuity has spent 35.1 per cent of the 2023 approved capital budget. The underspend is mainly attributed to resources tied up in deployments to support wildfire response. Risk mitigation planning is currently underway to accelerate spend in 2024.

In 2023, the capital expenditures includes continued investment into Canada Task Force 2, disaster preparedness (including infectious disease and emergency social supplies), as well as equipment and technology upgrades across all Emergency Operations sites.

# Fire & Emergency Response

Led by: Chief of Calgary Fire Department

## Service Description

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

## Service Updates

### Key Service Results

The service responded to over 90,000 emergency incidents in 2023 while maintaining first-in unit response performance at fire and medical incidents. Strategic investments made to improve response performance at serious and escalating fires meant that critical resources were assembled on scene over one minute faster on average compared to 2022, an improvement of 6 per cent. A sixth District Chief was added to maintain span of control over frontline operations, improve emergency response to large incidents, and meet the needs of a growing city. The service also deployed two Medical Response Units to help deal with the continued increase in critical medical emergencies in the downtown core. New deployment software was implemented in collaboration with Calgary 9-1-1 using live data and continuous risk analysis to ensure adequate emergency response coverage in the city. The Fire Department also successfully opened Station 45 to provide emergency response coverage in the community of Belvedere and surrounding areas.

### Service Challenges

Increases in service demand and expansion of the coverage area due to new development continue to strain available resources and impede performance improvement efforts. Overall incidents increased 15 per cent, fires increased 14 per cent and critical medical interventions increased by 18 per cent. The service must continue to hire and train record volumes of recruits over the next few years as part of the strategy to maintain and improve service levels in alignment with Council-approved targets, especially considering Calgary's projected population growth. This stresses the capacity of both the recruitment and training functions and has impacts on the ability to deliver necessary incumbent firefighter training. The service is still facing supply chain issues and escalation of costs with key partners internal and external to The City.

### Trends & Potential Uncertainties

Risk levels in the downtown area are increasingly at a disproportionately higher rate compared to the rest of the city due to social disturbance, overdoses and poisonings, and other emerging safety issues. The service responded to 50% more poisoning and overdose emergencies in 2023 compared to 2022. The rate at which demand for service is increasing does not seem to be slowing down and the continued increase in fire incidents is a risk to community safety that needs to be addressed proactively. New stations and resources are required to maintain service levels in new communities at the city's boundaries while the most significant growth in call volume occurs in high-density urban areas. Proximity to surrounding jurisdictions may lead to renewed interest in regional services.



# Measuring Our Performance

## Legend

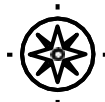
- Actuals
- Expected Future Performance
- Progressing as planned
- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

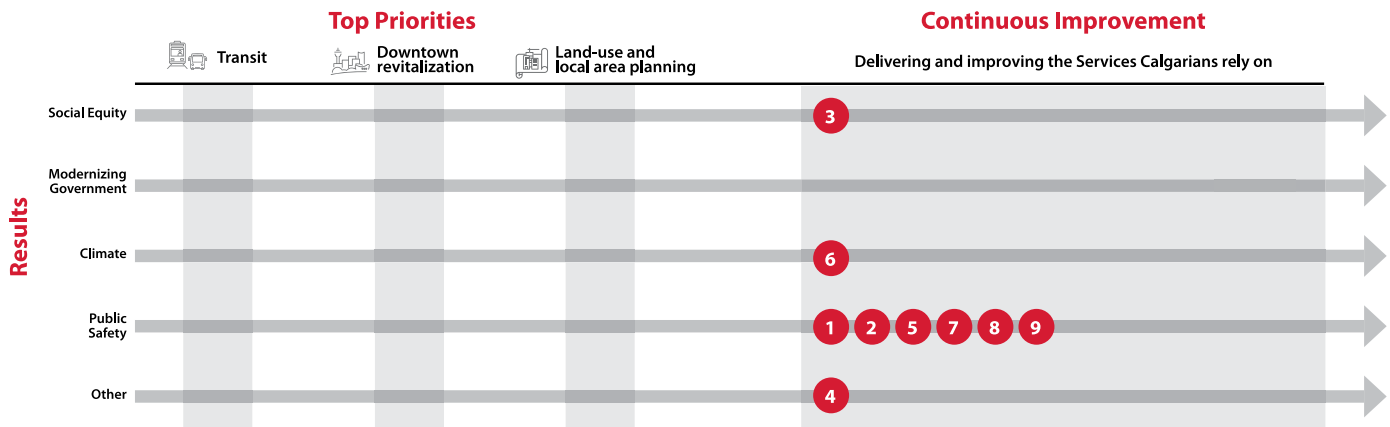
## Status

<p>PM 1: First-in engine emergency responses within seven minutes to fire incidents (per cent time target is achieved)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>84</td></tr> <tr><td>2020</td><td>84</td></tr> <tr><td>2021</td><td>84</td></tr> <tr><td>2022</td><td>83.2</td></tr> <tr><td>2023</td><td>83.3</td></tr> <tr><td>2026</td><td>86</td></tr> </tbody> </table>	Year	Performance (%)	2019	84	2020	84	2021	84	2022	83.2	2023	83.3	2026	86	<p>Despite another record-breaking year for service demand, first-in engine arrival at emergency incidents was unchanged compared to 2022. Strategic service improvements and additional frontline resources have been applied to prevent service levels from deteriorating and the service was able to respond to over 90,000 emergency incidents in 2023. While the service is still on track to achieve 2026 performance projections, success will hinge on the strategies implemented to address the rising number of emergency incidents in Calgary.</p>	<span style="color: blue;">→</span>
Year	Performance (%)															
2019	84															
2020	84															
2021	84															
2022	83.2															
2023	83.3															
2026	86															
<p>PM 2: Arrival of two engines, one aerial unit and a minimum of 12 firefighters within 11 minutes at serious and escalating fires (per cent time target is achieved)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>63</td></tr> <tr><td>2020</td><td>66</td></tr> <tr><td>2021</td><td>70</td></tr> <tr><td>2022</td><td>63.8</td></tr> <tr><td>2023</td><td>70.1</td></tr> <tr><td>2026</td><td>77</td></tr> </tbody> </table>	Year	Performance (%)	2019	63	2020	66	2021	70	2022	63.8	2023	70.1	2026	77	<p>The service observed a 6 per cent improvement in the time required to assemble critical resources at serious and escalating fires. Improvement initiatives included completion of station location upgrades, a real-time dynamic deployment software for response coverage, increased hiring to ensure adequate frontline staffing and the replacement of four aerial units with new tower and ladder units. Since the number of serious and escalating fires tends to be small, there can be significant variation in the 90th percentile statistic for this measure.</p>	<span style="color: blue;">→</span>
Year	Performance (%)															
2019	63															
2020	66															
2021	70															
2022	63.8															
2023	70.1															
2026	77															
<p>PM 3: Flame spread limited to within the room or object of origin (per cent time achieved)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>71</td></tr> <tr><td>2020</td><td>66</td></tr> <tr><td>2021</td><td>68</td></tr> <tr><td>2022</td><td>83</td></tr> <tr><td>2023</td><td>78</td></tr> <tr><td>2026</td><td>67</td></tr> </tbody> </table>	Year	Performance (%)	2019	71	2020	66	2021	68	2022	83	2023	78	2026	67	<p>While the service is outperforming projections there was a deterioration in the percentage of time flame spread was contained to room or object of origin compared to 2022. Continued changes to structural design, including building materials, spatial separation between occupancies, and room layouts make it harder to contain flame spread. This, alongside a 14 per cent increase in fire incidents in 2023, could be contributing to the deterioration in performance despite the improvement in the time to assemble essential resources at serious fires.</p>	<span style="color: blue;">→</span>
Year	Performance (%)															
2019	71															
2020	66															
2021	68															
2022	83															
2023	78															
2026	67															
<p>PM 4: First-in unit emergency responses within six minutes thirty seconds at critical medical incidents (per cent time target is achieved)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr><td>2019</td><td>87</td></tr> <tr><td>2020</td><td>86</td></tr> <tr><td>2021</td><td>83</td></tr> <tr><td>2022</td><td>82</td></tr> <tr><td>2023</td><td>84</td></tr> <tr><td>2026</td><td>88</td></tr> </tbody> </table>	Year	Performance (%)	2019	87	2020	86	2021	83	2022	82	2023	84	2026	88	<p>Medical response time performance improved 2 per cent while attending 20% more medical calls compared to the same period in 2022. Demand for medical services and the number of interactions with Calgarians experiencing vulnerabilities continues to be concentrated in the downtown core. The addition of the Medical Response Unit to serve high call volume areas has helped to manage the increase in critical medical calls. Overdose/poisoning incidents increasing by 40% compared to the same period in 2022. The service continues to be on track to achieve 2026 performance projections.</p>	<span style="color: blue;">→</span>
Year	Performance (%)															
2019	87															
2020	86															
2021	83															
2022	82															
2023	84															
2026	88															
<p>PM 5: Number of Calgarians engaged in fire prevention and life safety education by firefighters</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Calgarians</th> </tr> </thead> <tbody> <tr><td>2019</td><td>38803</td></tr> <tr><td>2020</td><td>132528</td></tr> <tr><td>2021</td><td>0</td></tr> <tr><td>2022</td><td>104539</td></tr> <tr><td>2023</td><td>138859</td></tr> <tr><td>2026</td><td>140000</td></tr> </tbody> </table>	Year	Number of Calgarians	2019	38803	2020	132528	2021	0	2022	104539	2023	138859	2026	140000	<p>Key engagement programs like the Home Safety Program and the Fire Safety Reports program restarted later than anticipated in 2023. Firefighters are responding to extremely high volumes of emergency incidents while trying to balance mandatory training and wellness requirements. This limits their capacity to engage in public education programs in non-emergency settings. The service continues to participate in School Fire Drills, Firefighter Storytime, and Station Tours requested via 3-1-1.</p>	<span style="color: orange;">⊖</span>
Year	Number of Calgarians															
2019	38803															
2020	132528															
2021	0															
2022	104539															
2023	138859															
2026	140000															



# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Improve emergency response and outcomes at serious fires by decreasing the time needed to assemble essential firefighting resources (two engines, one aerial, and a minimum of 12 firefighters) within 11 minutes at the incident. The service will focus on increasing the number of aerial units deployed across the city and the number of firefighters staffing those units.	The service was able to assemble essential firefighting resources at serious and escalating fires within the 11-minute target 70 per cent of the time, a 7 per cent improvement from the previous year. The service received three tower units and one ladder unit to replace existing aerials and will begin increasing staffing to four people in 2024 as part of the strategy to improve service levels and response time performance.	
2 Maintain service levels by ensuring adequate staffing levels to balance operational demands including emergency response, community risk reduction initiatives, training and wellness.	Over 100 new firefighter recruits completed training and joined the frontline in 2023. The service is hiring and training recruits at record levels to meet service demand as Calgary's population grows. Work is underway to prevent service disruptions by addressing staffing challenges due to higher absenteeism and lower overtime availability. The service also responded to calls for assistance from the province, deploying firefighters, apparatus and equipment to Grande Prairie, Yellowhead County and Yellowknife, while maintaining adequate staffing levels to meet service levels in Calgary.	
3 Foster an equitable, diverse and inclusive workplace that understands and represents the community served and where staff feel valued and experience a sense of belonging. The service will expand learning opportunities for, and remove barriers to, equity, diversity, inclusion and belonging, explore more equitable recruitment, selection and promotion processes, implement recommendations from The City's Anti-Racism Program, and practice Trauma Informed Leadership.	The Respect and Inclusion Office expanded and launched an Inclusion 101 course to improve awareness, understanding and competencies of equity, diversity, and inclusion. In July 2023, Camp Courage Calgary welcomed 24 girls and gender diverse youth to experience the possibility of a career as a first responder. Community outreach efforts were enhanced with additional spoken languages and attending more community events. Improvements to uniform clothing were implemented to foster inclusion and belonging. Employee recognition programs were restarted and improved, including Beyond The Call.	

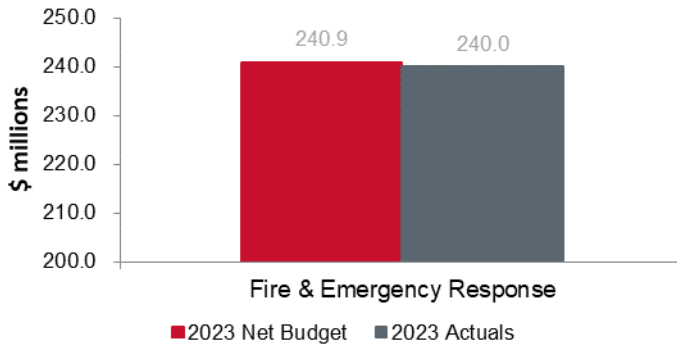


Initiative	Initiative Update	Status
4 Improve employee health, wellbeing and resilience by expanding mental health and psychological supports, reducing stigma in the workplace and culture and continuing to support medical health and physical wellbeing.	Mental Health exposures are now reported in the Safety Data Management System to improve psychological safety in the workplace. The investment in psychological services for 2023-2026 has improved the accessibility of these vital mental health supports for first responders. There were 800 medical referrals in 2023, and 17 per cent of psychologist visits were referrals for relationships, general anxiety and sleep. A Memorial Wall to honour fallen firefighters was established at headquarters.	
5 Enhance service efficiency and effectiveness by leveraging new and emerging firefighting equipment and technology.	The service is deploying Portable On-Demand units (POD) to improve the effectiveness of special responses. A real-time, dynamic, software tool was implemented in collaboration with Calgary 9-1-1 to provide alerting and recommendations that address coverage issues and service gaps. Wildland firefighting enhancements in 2023 included new pumps and equipment upgrades for all bush buggies to improve the service's wildland-urban interface response capabilities. The first phase of a program to upgrade water delivery at fires in alignment with industry best practice is complete.	
6 Mitigate the environmental impact of fire service delivery by assessing the feasibility of alternative fuel sources to power the heavy fleet while continuing to explore emerging firefighting technology and equipment to mitigate environmental impacts.	The service continues to investigate ways to mitigate the environmental impacts of fire service delivery. The service has a contract to test an electric fire engine and is working with Facilities on the implementation of charging infrastructure. The service is exploring opportunities with academic institutions to identify and research feasible technologies that could mitigate environmental impacts. Enhancements to the water delivery system for firefighting are also expected to lower water consumption while increasing effectiveness at fire incidents.	
7 Maintain the standard of service delivery by improving processes for frontline firefighters to maintain and enhance the necessary skills and competencies to perform their roles effectively and meet legislated Occupational Health and Safety requirements.	Investments to increase the number of firefighters and training officers improved service capacity. The service trained over 100 new recruits in 2023 and will maintain this pace for the remainder of the cycle to meet service needs. The probationary period for recruits has been expanded to 18 months to allow more time for evaluation and development of skills and competencies. Over 200,000 hours of incumbent firefighter training was delivered to maintain skills and competencies for service delivery, including over 60,000 hours due to the implementation of the Advanced First Aid program.	
8 Mitigate risks related to the Green Line project, including construction accidents like tunnel collapses, and the potential for service impacts due to road closures and traffic pattern changes. These risks are new ground for the service and require working with service partners to determine emergency response needs, impacts from construction work, response protocols, training requirements and specialized equipment needs.	The service continues to be involved in Green Line design activities. To minimize service disruptions, the service cooperated with Enabling Works for road closures and detours related to Green Line underground utilities relocation.	
9 Align the expansion of fire service delivery with community growth and development and meet the needs of Calgarians by ensuring that capital assets and infrastructure are timely, adequate, and well-maintained.	Station 45 opened successfully in 2023 to provide emergency response coverage in the community of Belvedere and surrounding areas. A station optimization study provided the leadership team with recommendations for station improvements to enhance emergency response operations and employee wellbeing. A governance plan was implemented to improve strategic decision making for capital projects and new processes will enable more effective and efficient management of capital budgets. Infrastructure planning and construction has incurred delays due to increased complexity and resource constraints.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

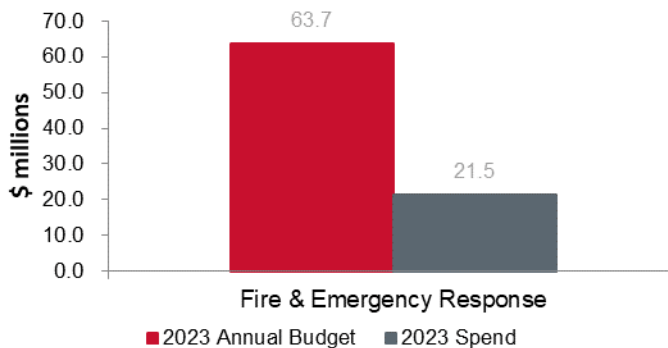


### Operating Budget Updates - 2023 net operating budget vs actuals:

Fire and Emergency Response has a favourable operating variance of \$0.9 million. The primary drivers of the variance were due to Salary and Wages from vacancies that were filled throughout the year, partially offset by higher Materials, Equipment & Supplies cost due to increased maintenance of older equipment and inflation.

In 2023 Fire and Emergency Response opened a new station in Belvedere allowing further development within the community as well as hiring three classes of new recruits to fill the outstanding vacancies to improve response times and reduce staff burnout within Fire and Emergency Response.

### Capital Budget and Spend as of December 31, 2023



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

Fire and Emergency Response has spent 33.8 per cent of the 2023 approved capital budget. The underspend is due to delays in construction of new fire stations driven by inflation and alignment with integrated civic facilities planning priorities.

In 2023, the capital expenditures have been primarily used to purchase new heavy fleet and equipment for Fire and Emergency Response which was much needed to address deferrals of heavy fleet purchases from previous budget cycle constraints.

# Fire Inspection & Enforcement

Led by: Chief of Calgary Fire Department

## Service Description

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

## Service Updates

### Key Service Results

The service conducted nearly 19,000 occupancy inspections with over 99 per cent delivered within the service level targets for Calgarians. A pilot investigator staffing model of three investigators per platoon during each 24-hour shift period has yielded benefits including improved report compliance, mental health and wellbeing of staff, and incident attendance. There is also evidence that cost savings have been realized compared to overtime usage.

The collaboration between Fire Inspection & Enforcement, Bylaw Education & Compliance, Calgary Police Service, Building Safety, and Alberta Health Services on the Coordinated Safety Response Team identified and addressed over 125 vacant and problem properties as part of a strategy to reduce community risk levels.

### Service Challenges

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

### Trends & Potential Uncertainties

Short Term Rentals continue to pose a risk to public safety due to unique challenges not reflected in Fire Code requirements and the volume of inspections required to ensure compliance. Solutions to address the ongoing housing crisis have implications for fire and life safety due to the intersection of urban densification and the increasing pressure on the building and development industry to move quickly. The service is also developing strategies to address the risks of new technologies, including lithium batteries and hydrogen fuel, and their widespread adoption.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



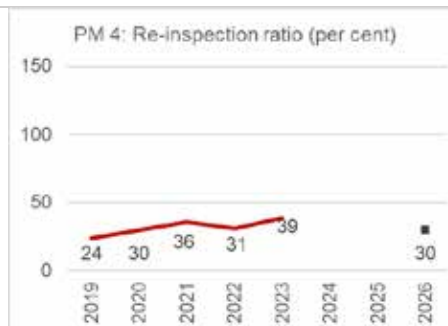
The service increased the volume of inspections in response to significant population growth in Calgary over the past few years. Roughly 50% of that growth has been in demographics that experience high risk factors for fire and life safety emergencies, including new Canadians and people with lower incomes. Social disorder trends in Calgary are also impacting fire safety practices in occupancies which is driving increased need for inspection and enforcement services.



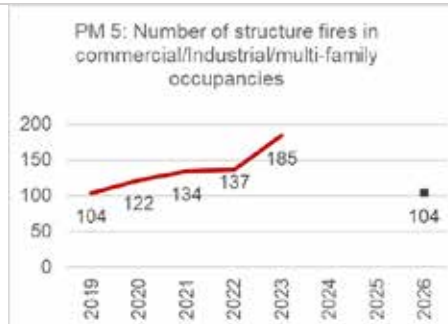
On-time completion rates for 3-1-1 request and complaint inspections were 86% in 2023. This is the result of reporting practices in 3-1-1 which leads to customer service requests remaining open until all re-inspections are complete and violations addressed. In over 99% of service requests, Inspection & Enforcement provides services to the customer within the service level targets. As fire code compliance issues become more complex, the service is finding more violations that are taking longer to be addressed by the responsible parties. This leads to multiple re-inspections over a longer period until compliance is achieved.



Despite completing over 1100 inspections in 2023 under the risk-based inspection model, the overall risk level for inspectable properties increased compared to the 2022 baseline. The Quality Management Plan (QMP) is being rewritten to reflect the risk-based inspection model. With this change, the service will require growth in available resources to have sufficient capacity to deliver both request and complaint services and the risk-based inspections model. Without sufficient resources to manage workloads, the service will face challenges in achieving the 2026 performance projection.



In 2023 the service partnered with Water Services, Alberta Environment, and Waste & Recycling Services to inspect high risk industrial properties. The service continues to observe an increase in the number and complexity of fire code violations which increases the need for multiple inspections to achieve compliance. To offset this, the service is communicating with, and educating, the business community to preempt issues and reduce the need for re-inspections stemming from violations that could be easily corrected or avoided.



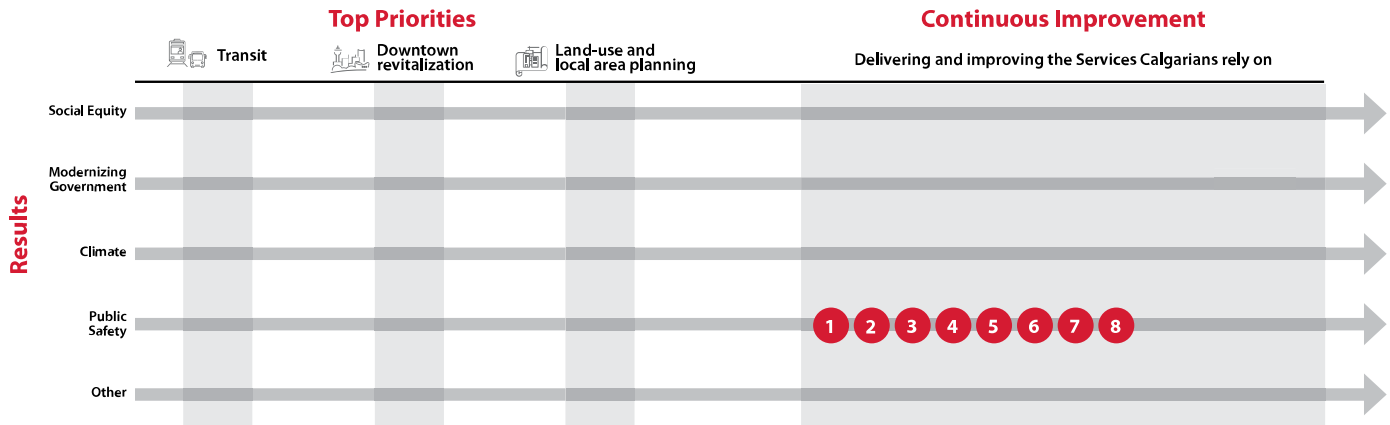
The number of fires in inspectable properties, including commercial, industrial, and multi-family occupancies, increased by over 30 per cent compared to 2022, driven primarily by an increase in industrial and commercial occupancy fires. For the first time in the past five years, the per cent increase in fires in inspectable properties exceeded the average overall increase in fires. The service is exploring delivery models that will enable expansion and enhancement of its risk-based program offerings to reduce the risk of fires in inspectable properties.








# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Support safe public spaces and events through ongoing fire inspections, education and compliance monitoring while implementing a proactive risk-based inspections model to deliver targeted inspections for higher risk occupancies.	The service completed nearly 19,000 inspections in 2023 to ensure the safety of Calgarians as they live, work and play in public spaces. The High-Risk Inspections team collaborated with Water Services, Alberta Environment and Waste & Recycling to inspect high-risk industrial properties in Calgary. An increase in the number, and complexity, of compliance issues in high-risk occupancies required additional resources to address violations. The service is developing and implementing plans to address risks stemming from increasing social disorder, including overdoses, poisonings and rough sleeping.	
2 Ensure that the city continues to grow and develop safely by providing plans review, technical services support and planning for new communities, occupancies and commercial operations.	The service has tripled its capacity for plans review and technical services support to alleviate delays in the building and development process. This reduces risks of compliance issues later in the construction and occupancy process, improving customer experience and overall public safety. Major projects underway involving the service include the BMO Expansion, the Calgary Event Centre, the Stephen Avenue revitalization and the Glenbow Museum renovation. The service is also responding to unique changes, including increasing automation and robotics in warehouses and businesses.	
3 Strengthen the sustainability of the service by investigating and recommending a funding model that supports the full breadth of services provided.	The service has identified gaps in the current service delivery models for fire prevention services within The City and is developing alternative proposals to address the challenges and improve service levels for Calgarians. In 2024, the service will engage with key partners to review potential models and incorporate feedback.	
4 Improve service levels for Calgarians by optimizing workforce capacity to align with service demand and workloads.	Calgary has experienced exponential growth recently and the service is facing challenges in keeping pace with the resulting demand. A flexible resourcing model was implemented to support decisions to dynamically shift capacity to areas with higher workloads. Investments to increase staffing have been prioritized and allocated to service areas with the greatest need, including fire investigation and plan reviews. Despite these improvements, there are insufficient resources available to deliver core services at the agreed service levels. Work is underway to identify alternative service models.	
5 Reduce community risks and enhance public safety and socioeconomic resilience by providing investigation services to identify fire trends and drive code changes, education efforts and product recalls.	The number of fires requiring investigation has increased by 100 per cent over the past three years. The pilot model of three investigators has expanded capacity and Fire Investigators have been able to investigate fires as required. The service is also participating in a committee providing National Fire Code change recommendations to the National Research Council.	

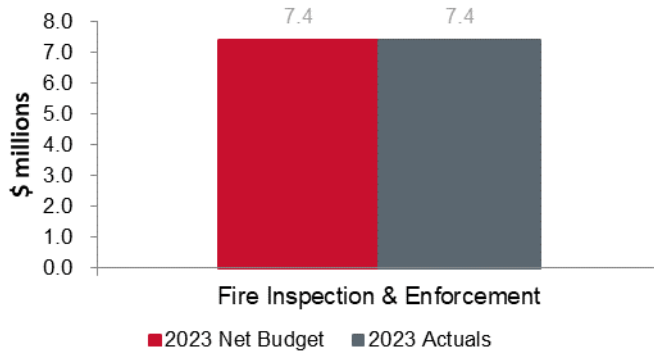
Initiative	Initiative Update	Status
6 Enhance fire prevention, loss reduction and safety codes compliance by maintaining staffing levels to support attendance of fire investigators at all fires according to the Safety Codes Act.	The pilot program for three investigators per platoon during each 24-hour shift period has yielded benefits including improved report compliance, mental health and wellbeing of staff and incident attendance. There is evidence that cost savings have been realized compared to OT use, and the next step would be a final decision to determine whether the model will be implemented permanently.	
7 Fulfill The City's commitment to the Province under the Quality Management Plan (QMP) to ensure compliance of buildings and businesses with the Safety Codes Act for the safety of Calgarians.	A final draft of the revised Quality Management Plan is currently being reviewed by Administration. Final approval by the Chief Administrative Officer and the Mayor is expected in Q1 2024.	
8 Support emergency response enhancements, safety education and fire prevention initiatives by improving the collection, quality, and analysis of incident data.	The service has initiated the process for a new Fire Records Management system to replace the existing system. This will improve data collection, reporting compliance, user experience and more. The service is also working with the Fire Commissioners Office to improve data collection across the province.	





## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



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

Fire Inspection and Enforcement has no operating budget variance for the reporting period.

In 2023, Fire Inspection and Enforcement saw the end of the City Council approved relief package which waived the business license collection along with fire inspection fees. Fire Inspections and Enforcement was able to draw on the Fiscal Stability Reserve to address the revenue shortfall until March 2023 when the program ended.

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

Fire Inspection and Enforcement has no capital budget in 2023.

# Fire Safety Education

Led by: Chief of Calgary Fire Department

## Service Description

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

## Service Updates

### Key Service Results

The service reached over 50,000 Calgarians in 2023 with tailored fire and life safety programming. The School Fire Drill program was delivered at 25 schools and reached over 11,000 Calgarians with fire and life safety messaging specific to the individual community. The service continued to see success in using community risk data when visiting schools to identify unique fire and life safety risks and provide targeted messages and letters for each household. The Home Safety Program reached a milestone of visiting 500,000 homes since the program began nearly 30 years ago and 98 per cent of Calgarians reported feeling safer and better equipped with fire and life safety information after receiving education. The Virtual Reality platform for delivering fire safety education launched in 2023 with a wide array of spoken language options to engage more Calgarians.

### Service Challenges

Emergency incidents in Calgary increased by 15 per cent and fires increased by 14 per cent. The service continues to face challenges in reaching a critical mass of Calgary's population to deliver essential fire and life safety information to mitigate the frequency and severity of emergency incidents. Utilization of frontline firefighters as public education resources is becoming more difficult as they respond to record numbers of incidents while trying to fulfill operational duties like mandatory training and wellness requirements. A working group has been convened to reassess the service delivery model and the role of frontline operations staff.

### Trends & Potential Uncertainties

New risks to community safety are emerging, including new technologies in residential settings, including lithium batteries and hydrogen fuel. The service currently does not have sufficient resources to deliver existing programs and identify new risks and strategies to address them. Increasing urban density and the impacts of the housing crisis and social disorder are also impacting community risk levels, which require proactive public education strategies.



# Measuring Our Performance

## Legend

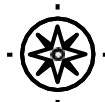
- Actuals
- Expected Future Performance
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- ⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

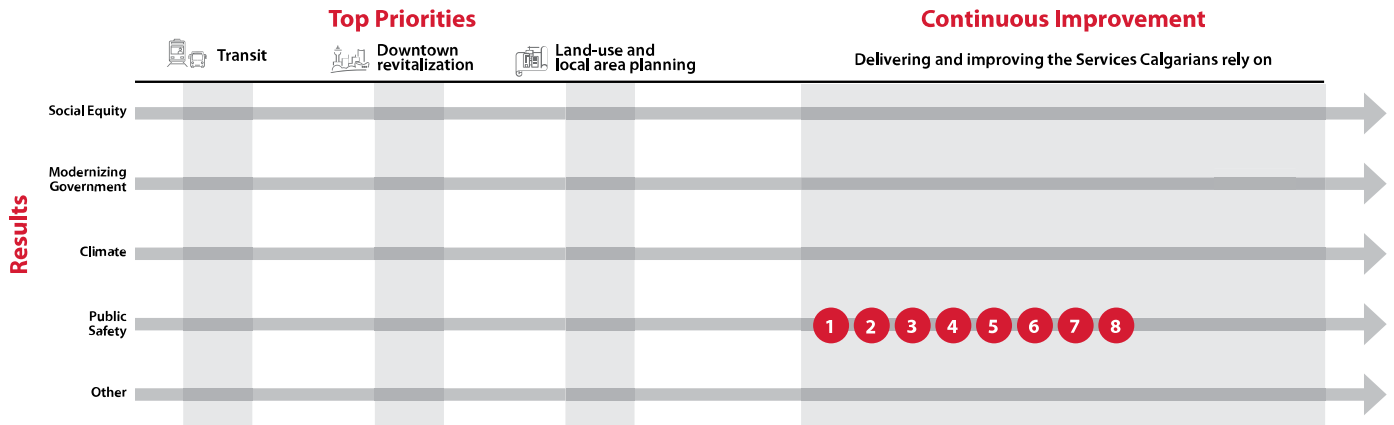
## Status

<p><b>PM 1: Number of Calgarians contacted annually about fire prevention and life safety through non-emergency initiatives</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> </tr> </thead> <tbody> <tr><td>2019</td><td>176,866</td></tr> <tr><td>2020</td><td>59,071</td></tr> <tr><td>2021</td><td>38,913</td></tr> <tr><td>2022</td><td>61,847</td></tr> <tr><td>2023</td><td>55,459</td></tr> <tr><td>2024</td><td></td></tr> <tr><td>2025</td><td></td></tr> <tr><td>2026</td><td></td></tr> </tbody> </table>	Year	Actuals	2019	176,866	2020	59,071	2021	38,913	2022	61,847	2023	55,459	2024		2025		2026		<p>The service is continuing to deliver public safety education through a hybrid online/in-person model, although the number of in-person engagements is recovering rapidly. The slight decrease in the number of Calgarians contacted annually is partly due to many people choosing in-person engagements, which improves the quality of education but limits the overall quantity of contacts possible. The service has observed that although there is greater population reach with virtual education, face-to-face contact is more effective for delivering critical life safety messages.</p>	<span style="color: orange; font-size: 2em;">⊖</span>
Year	Actuals																			
2019	176,866																			
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<p><b>PM 2: Number of Calgarians experiencing vulnerabilities that receive fire safety education</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> </tr> </thead> <tbody> <tr><td>2019</td><td>46,767</td></tr> <tr><td>2020</td><td>32,750</td></tr> <tr><td>2021</td><td>37,861</td></tr> <tr><td>2022</td><td>49,145</td></tr> <tr><td>2023</td><td>31,956</td></tr> <tr><td>2024</td><td></td></tr> <tr><td>2025</td><td></td></tr> <tr><td>2026</td><td>121,141</td></tr> </tbody> </table>	Year	Actuals	2019	46,767	2020	32,750	2021	37,861	2022	49,145	2023	31,956	2024		2025		2026	121,141	<p>The service is focusing education efforts on underserved populations that experience higher risks such as seniors, individuals with lower incomes, people with disabilities and new Canadians. The slight decrease in quantity was partly due to a shift in preference from virtual to in-person education with school-age children which reduced the quantity of engagements possible. The number of trained public education officers has also decreased slightly since 2019 even as Calgary's population has grown to nearly 1.5 million people, constraining the reach of programs and services in the community.</p>	<span style="color: orange; font-size: 2em;">⊖</span>
Year	Actuals																			
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<p><b>PM 3: Calgarians that believe they are prepared and have a plan to deal with a fire emergency (per cent)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> </tr> </thead> <tbody> <tr><td>2019</td><td>66</td></tr> <tr><td>2020</td><td></td></tr> <tr><td>2021</td><td></td></tr> <tr><td>2022</td><td>84</td></tr> <tr><td>2023</td><td>81</td></tr> <tr><td>2024</td><td></td></tr> <tr><td>2025</td><td></td></tr> <tr><td>2026</td><td>92</td></tr> </tbody> </table>	Year	Actuals	2019	66	2020		2021		2022	84	2023	81	2024		2025		2026	92	<p>In 2023, the service reached the milestone of visiting over 500,000 homes in Calgary since the launch of the Home Safety program. Although 96 per cent of households surveyed indicated they had working smoke alarms on each level of the home, only 49 per cent said that they tested their alarms monthly. Over 50 per cent of Calgarians identified that they did not have an adequate escape plan in case of emergency. The service is exploring how it can improve the quality of public education delivered in an environment where firefighters have reduced capacity to engage with the community in non-emergency settings due to competing priorities.</p>	<span style="color: orange; font-size: 2em;">⊖</span>
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<p><b>PM 4: Contacts who feel safer and better equipped with fire and life safety information after receiving education (per cent)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> </tr> </thead> <tbody> <tr><td>2019</td><td>61</td></tr> <tr><td>2020</td><td></td></tr> <tr><td>2021</td><td></td></tr> <tr><td>2022</td><td>88</td></tr> <tr><td>2023</td><td>98</td></tr> <tr><td>2024</td><td></td></tr> <tr><td>2025</td><td></td></tr> <tr><td>2026</td><td>75</td></tr> </tbody> </table>	Year	Actuals	2019	61	2020		2021		2022	88	2023	98	2024		2025		2026	75	<p>In 2023, 98 per cent of contacts feel that their level of preparedness for an emergency improved after receiving education. The service leveraged community risk data when visiting schools to identify unique fire and life safety risks in different areas and provided targeted messages and letters for each household. This provides strong support for increasing the service's reach as a key method of reducing community risks in Calgary.</p>	<span style="color: blue; font-size: 2em;">→</span>
Year	Actuals																			
2019	61																			
2020																				
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<p><b>PM 5: Communities in Calgary exceeding the community fire risk threshold (per cent)</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Actuals</th> </tr> </thead> <tbody> <tr><td>2019</td><td>13</td></tr> <tr><td>2020</td><td></td></tr> <tr><td>2021</td><td>12</td></tr> <tr><td>2022</td><td></td></tr> <tr><td>2023</td><td></td></tr> <tr><td>2024</td><td></td></tr> <tr><td>2025</td><td></td></tr> <tr><td>2026</td><td>7</td></tr> </tbody> </table>	Year	Actuals	2019	13	2020		2021	12	2022		2023		2024		2025		2026	7	<p>The number of communities exceeding the community risk index threshold has increased from the baseline due to multiple trends including an increase in the number of emergency incidents city-wide, new and emerging community risks like lithium battery fires, overdoses and poisonings, and fewer education interactions in the community. As the population of Calgary continues to grow towards two million people, the service is not adequately resourced to keep pace with these trends and is actively working to identify alternative service delivery models that would improve community risk reduction efforts.</p>	<span style="color: orange; font-size: 2em;">⊖</span>
Year	Actuals																			
2019	13																			
2020																				
2021	12																			
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# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

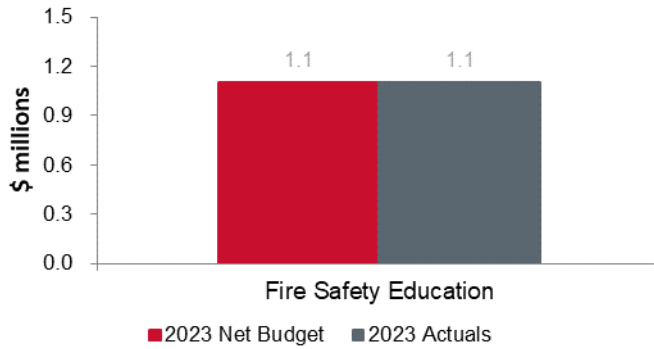
Initiative	Initiative Update	Status
1 Reduce the risk of property loss, injury and death due to fire for people impacted by socioeconomic inequity. The service will achieve this by continuing to develop and provide targeted fire and life safety education to Calgarians experiencing vulnerabilities.	The Youth Fire Intervention program continues to intervene with youth experiencing vulnerabilities and educated 17 individuals in 2023. A new “Steps to Safety” program was delivered to seniors in 2023 to provide eight fire safety messages and eight fall prevention measures. The service also worked with Calgary Housing Company to deliver education to people with lower incomes. The service continued to use an inclusion lens in developing programming, embedding considerations and guidance for individuals with different abilities, including deafness, vision loss and more.	
2 Build stronger and safer communities by ensuring Fire Operations staff receive adequate education and training to improve the delivery of quality general fire safety education.	The service launched the “Community Safety Café” series which provides regular videos from community safety officers to fire crews to discuss trends in community safety and updates to available programming. The final Community Safety training module is on hold while a working group convenes to discuss changes to the Home Safety program.	
3 Reestablish pre-pandemic community engagement efforts, life safety education programs and other suspended service offerings while developing new modes of delivering education and programs that leverage emerging technologies.	In 2023, the service reached the milestone of visiting over 500,000 homes in Calgary since the launch of the Home Safety program in 1996. This year, over 30,000 visits led to the installation and replacement of over 1700 smoke and carbon monoxide alarms. Programs like the School Fire Drills, the Fire Safety Trailer and all other in-person engagements were restarted in 2023. The service also launched the Virtual Reality Education platform as an immersive way to experience fire and life safety education.	
4 Improve the inclusivity, impact and reach of fire safety education programs by continuing to develop and expand the virtual and in-person hybrid service delivery model.	While virtual education enables greater population reach, certain customers and programs are requesting in-person engagements for safety education. This enhances the quality of education delivered, but it constrains the volume of Calgarians that can be reached by each program. Virtual Reality simulations have been adapted for a wider array of spoken languages and the service is leveraging multilingual firefighters in delivering education to diverse communities in Calgary. The service is continuing to apply an inclusion lens, embedding considerations and guidance for people of all abilities.	
5 Enhance targeted community risk reduction programs by developing risk assessments using a community lens combined with fire station district boundaries to better align educational outreach for specific risks.	The use of historical incident data and specific community risk profiles to inform School Fire Drill program content has been successful. The information is used to develop tailored messaging and educational material for families whose children participated in the School Fire Drills program. In 2023, firefighters visited 25 schools and over 11,000 Calgarians. A Community Risk Index provides information about risk factors for each community for Community Safety Officers to identify relevant education programs. This will improve the quality and effectiveness of service delivery.	

Initiative	Initiative Update	Status
<p>6 Improve the identification of community risks and development of specific risk reduction strategies by collaborating with service partners to leverage their knowledge of Calgary’s diverse communities when completing annual updates to community risk assessments.</p>	<p>The service is collaborating with Community Strategies to complete the 2023 update to the Community Risk Assessment. Due to competing priorities, the update is expected in Q1 2024. Door-to-door engagements are being informed by GIS data, focusing on areas that have a history of greater emergency incidents, communities over 10 years of age (increased probability of expired smoke alarms), and communities with a greater percentage of individuals experiencing vulnerabilities.</p>	
<p>7 Strengthen the sustainability of Fire Safety Education services by developing and maintaining relationships with sponsors and community partners.</p>	<p>In 2023 the service developed and delivered public education messages in collaboration with groups like Calgary Immigrant Women’s Association, Calgary Housing Company, Meals on Wheels, Deaf and Hear Alberta, Dare to Care, Alpha House, and Calgary Public Library. A sponsorship with Conoco Philips provided funding for the development of the Virtual Reality Safety Simulation platform and a continuing sponsorship with Kidde enables the service to install and replace smoke and carbon monoxide alarms in communities across the city.</p>	
<p>8 Incorporate social equity outcomes and cultural responsiveness in service design and delivery by deepening the understanding of key barriers, risks and opportunities when engaging populations experiencing vulnerabilities in Calgary.</p>	<p>The service is deepening its connections in the community by building relationships with cultural groups. Over the past year, firefighters and community safety officers were involved with organizations and events, including Fiesta Filipino, GRIT – Getting Ready for Inclusion Today, Almadina Language Charter School, Independent Living Seniors Resource Centre, Centre for Newcomers, Japanese Festival, Dash Mesh, French Immersion Schools, Mandarin Bilingual Schools, and people with disabilities at Columbia College.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



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

Fire Safety Education has no operating budget variance for the reporting period.

In 2023, Fire Safety Education was able to visit over 30 thousand homes, installed 1,250 smoke alarms and 430 carbon monoxide alarms.

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

Fire Safety Education has no capital budget in 2023.



# Pet Ownership & Licensing

Led by: Director of Emergency Management & Community Safety

## Service Description

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

## Service Updates

### Key Service Results

Pet Ownership and Licensing ensures the safety and well-being of Calgary's pets, housed and lost, and the community at large, while addressing the shelter capacity concern to improve services for animals.

A successful adoption event was held in November 2023 where 75 cats and 14 dogs were adopted. This event was an opportunity to create awareness of Animal Services' shelter and available animals looking for new homes. (Initiative 1)

To improve the safety of Calgarians, a Program Coordinator has been hired to develop youth educational programs for delivery at schools to reduce dog bite occurrences. This program will begin in the Spring of 2024. This Coordinator will also lead the development of a foster network to house animals under our Safe Keep Program in foster homes, reducing time in our facility and improving the welfare of these animals. (Initiatives 2, 7, 8)

The service moves forward to replace its online payment and shelter management system with a more intuitive system, enabling improved tracking of lost pets, communication with customers, and variable licensing rates. It will also include facial recognition technology and push notifications for localized incidents.

### Service Challenges

Pet Ownership and Licensing faces challenges with a 17% annual increase in impounded animals and a decline in the animal return-to-owner rate from 78% to 35% over the last five years. This is attributed to rising pet care costs and a lack of pet-friendly housing for renters, impacting the shelter's capacity. While partnership agreements with other rescue groups can provide some support, conflicting priorities continue to result in limited numbers of adoptable animals being transferred. This increased workload, both physically and mentally for shelter staff, and required the hiring of additional limited-term employees.

To address these challenges, the service is considering facility renovations to create additional kennel space following Canadian Shelter Guidelines, increasing communications and marketing around the service while highlighting the importance of pet licensing and its benefits, permanently reopening Animal Service's adoption program and introducing a new foster program.

### Trends & Potential Uncertainties

Pet owners in Calgary are facing several challenges, including increased veterinary costs, housing difficulties and licensing issues. Calgarians looking to surrender their animals are met with a waitlist of up to eight weeks. This is due to The Humane Society following the Capacity 4 Care model, leaving owners with little choice but to find alternative homes themselves or simply allowing the animal to go free in hopes it will be taken in by a shelter, including Animal Services, vet clinics, or new homes.

Animal Services is seeing an increasing number of dogs and cats that were likely released pets, many of which require expensive medical treatments or surgeries. This has led to citizens looking to The City for support in record numbers.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

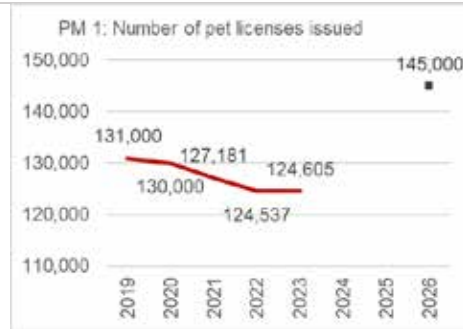
➡ Progressing as planned

⊖ Not progressing as planned

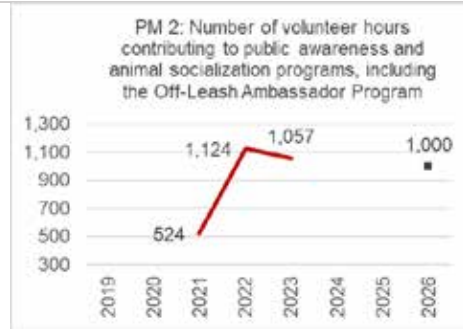
## Performance Measures

## Story behind the numbers

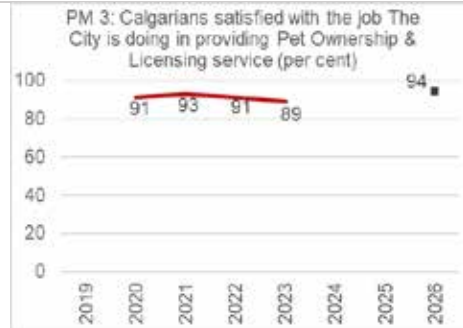
## Status



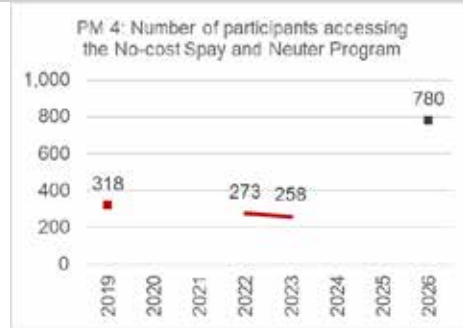
In today's economy, pet owners may face a dilemma whether to prioritize their pets' license fees or other essential expenses such as groceries, mortgage/rent and utilities.



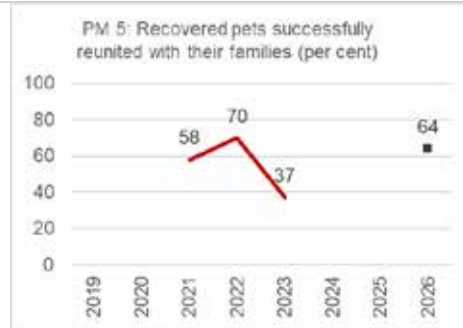
The Off-Leash Ambassador Program has shown resilience, maintaining high volunteer engagement despite leadership turnover and a slight decrease in volunteer hours compared to 2022. The program's estimated economic value this year is \$24,734.



Pet Ownership & Licensing has received high levels of citizen satisfaction, as reported in the 2023 Spring Survey of Calgarians. This satisfaction level has demonstrated consistency, remaining relatively stable when compared to the 2022 survey results.

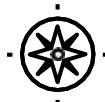


The No Cost Spay Neuter Program needs to continue its focus on cats. The shelter has experienced a significant increase in the number of stray cats being admitted due to running at large. The best recourse to the overpopulation of cats is to have them spayed or neutered.



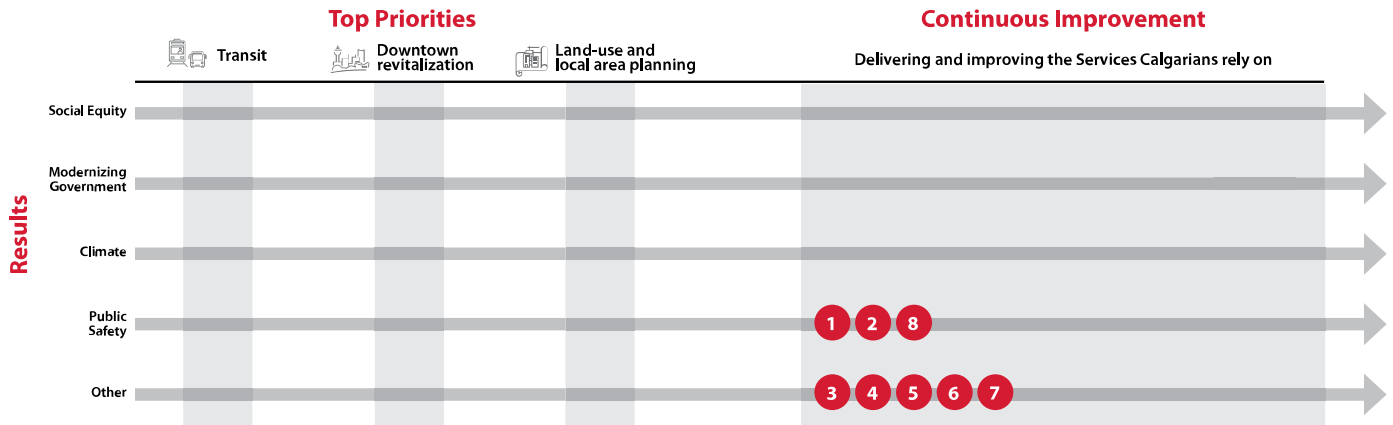
Due to the current economic situation, fewer owners have claimed their pets or are relinquishing their pets as strays with no intent of redeeming.






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

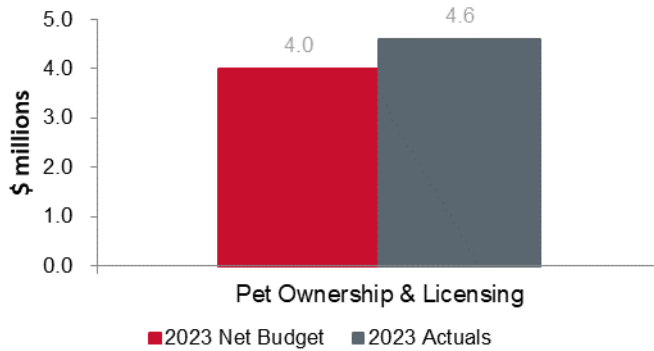
Initiative	Initiative Update	Status
1 Promote responsible pet ownership practices through increased community outreach, advocacy and engagement.	Communications is actively running campaigns through various channels such as media (print, radio and TV), social media, Calgary.ca and City employee channels to increase animal adoptions, promote partnerships and to remind citizens of the importance of pet licencing.	
2 Enhance community safety by increasing collaboration with our partners to implement dog bite prevention and dog safety education to Calgarians.	A Program Coordinator was hired in 2023 with an emphasis on developing a Dog Bite Prevention Program. The program's development included collaborating with the Calgary Humane Society to ensure there is no redundancy and increase education for students. The program aims to attend schools in April 2024, where metrics will start to be collected.	
3 Promote bylaw compliance and mitigate impacts to surrounding communities by delivering education and awareness to Calgarians on Livestock Emotional Support Animals and urban agriculture practices.	Pet Ownership & Licencing is committed to responding to all inquiries for support regarding Livestock Emotional Support Animals and urban agriculture practices. This includes reviewing educational and training opportunities that will promote bylaw compliance.	
4 Expedite animal reunifications and increase compliance with the Responsible Pet Ownership Bylaw by communicating the value of pet licencing.	Although reunifications have dropped in 2023, Pet Ownership & Licencing is working to increase Calgarians' awareness of pet unification through animal licencing. This includes increasing knowledge of the services and programs offered by Animal Services. Community Safety Peace Officers continue to assist with following up on non-compliant Calgarians and highlight the importance of licencing their pets and all the benefit that entails.	
5 Improve responsiveness and access to virtual services by modernizing the technical infrastructure supporting the Animal Licencing Management System.	The ALPO/Chameleon replacement project is experiencing a delay in moving forward, due to challenges of completing the proof of concept to be compliant with The City of Calgary's Information Technology Standards.	
6 Build employee resiliency by delivering training and resources to support mental health and wellness.	Pet Ownership & Licencing recognizes that working with shelter animals and their owners can be challenging. To support staff, the service will be making an eight-week online course available in February 2024. The course, offered by the University of Florida's Shelter Medicine Program, focuses on stress, burnout, empathic strain and moral distress.	
7 Enhance animal health and well-being at the Animal Services Centre by strengthening coordination with our partnering agencies that support pet rescue and safe keeping.	Pet Ownership & Licencing is working with Parachute For Pets to provide extra resources to assist in the pet safekeeping for rough sleepers. Parachute for Pets provides support for vulnerable Calgarians before their pets are turned into shelters. This will alleviate the stress on the facility's capacity issue and reduce the animal's length of stay.	

	Initiative	Initiative Update	Status
8	Promote animal and community safety by streamlining and expediting processes that establish nuisance and vicious dog designations.	The streamlined process is now fully operational with improved designations, with help from the law department.	



## Service Updates on Financial Performance

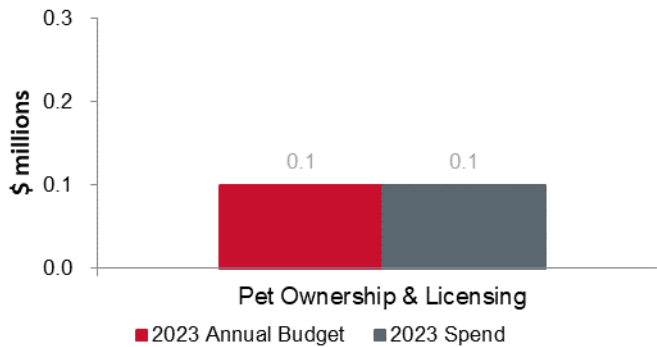
### Net Operating Budget and Actuals as of December 31, 2023



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

Pet Ownership & Licensing has unfavourable operating variance of \$0.6 million. The primary driver of the variance was an increased need in limited term Shelter support staff and resources due to increase in impounded animals, and decrease of redemption by owners.

### Capital Budget and Spend as of December 31, 2023



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

Pet Ownership & Licensing has spent 85.6 per cent of the 2023 approved capital budget.

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

# Police Services

Led by: Calgary Police Service / Calgary Police Commission

## Service Description

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

## Service Updates

### Key Service Results

#### Awards

- Award for Outstanding Service
- Award for Crime Prevention and Community Policing Initiatives
- He for She Award
- Top 5 under 5
- Deb Jolly Leadership Award
- Civilian of the Year Award
- Community Leadership Award
- Lifetime of Distinguished Service Award
- Order of Merit of the Police Forces

- Property-related crimes continue to decline, but violent crimes have increased, driven by non-domestic assaults and street robberies. Publicly generated calls for service remain stable, whereas officer-generated calls for service are above the five-year average driven by the proactive work officers have been conducting at LRTs and other public spaces.
- Collaborated with mutual aid and City of Calgary partners to ensure public safety for delegates and Calgarians during the 24th World Petroleum Congress.
- Reviewed the School Resource Officer program in collaboration with Argyle, ActionDignity and The City of Calgary Engage. Confirmed SROs are an asset to schools, however, some individuals are afraid, uncomfortable, or anxious in the presence of police. The team is working through recommendations to improve the program.
- Collaborated with crisis response and transformation partners to implement the Community Safety Investment Framework, the Community Mobile Crisis Response team, Calgary Urban Strategy, expand the Police and Crisis Team and define the scope of Reach Up. In call diversion work, 7,827 calls were diverted from 911 to 211, for interventions by phone or in person.

### Service Challenges

•Disorder and crime rates, particularly within the city's core, are an increasing concern. Disorder is often highly visible and has a disproportionate impact on public perception of safety. In December 2023, the Government of Alberta announced funding for 50 officers to support the implementation of the City of Calgary's Transit Safety Strategy and address crime and social disorder across the city, with focus on downtown and public spaces.

•The Calgary Police Commission in conjunction with the CPS are reviewing traffic fine revenues. This comes following increasing instability with fine revenues and its impact on the budget as well as the provincial freeze on automated traffic enforcement. There is a growing perception that traffic enforcement goals are driven by the need to meet fine revenue targets rather than achieving traffic safety objectives and Commission is concerned about a potential conflict of interest with fine revenues feeding directly into the police budget

### Trends & Potential Uncertainties

•Bill C-48 comes into effect in January 2024 to strengthen the bail system. It will address the enhanced risks posed by intimate partner violence and serious repeat violent offenders involving the use of firearms, knives, bear spray and other weapons.

•The Police Amendment Act proclaimed changes to ministerial authority to set provincial policing priorities, administrative changes to the Law Enforcement Review Board, and provincial appointments to the Police Commission. In 2024, additional requirements for the Police Review Commission and Police Service Regulations should be announced.

•The CPS is prepared to explore increasing its physical presence downtown, and it could eventually expand into a front counter service once again.





# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

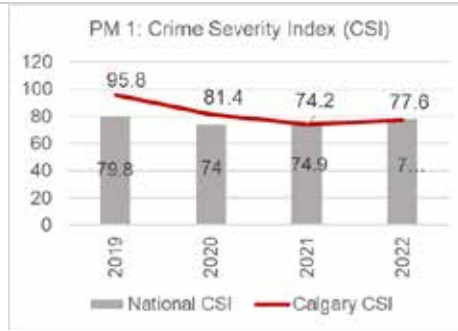
➡ Progressing as planned

⊖ Not progressing as planned

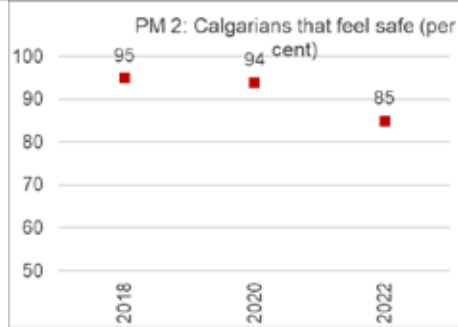
## Performance Measures

## Story behind the numbers

## Status



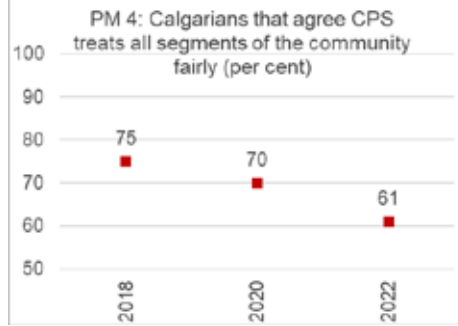
The Crime Severity Index (CSI) is calculated by Statistics Canada and measures changes in the volume and severity of crime in the city. While crime rates have limitations as a performance measure because they are impacted by many variables other than the police, they reflect the impact of the crime prevention and intervention efforts of CPS and its social service partners. Calgary's violent CSI was 79.7 in 2022, a decrease of 8.1 from 2021 and remained below the national index of 97.7. Calgary's overall CSI increased by less than 5 over 2021 to 77.6, with increases in property crimes such as vehicle theft influencing the final index.



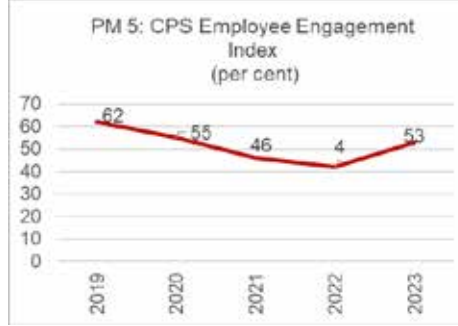
Calgarians' perception of safety impacts their satisfaction with policing, socio-economic activities, and Calgary's ability to attract new residents and visitors. The percentage of Calgarians who feel safe is measured through a statistically valid survey where residents are asked to rate their level of agreement with the statement, "Calgary is a safe place to live." In 2022, while the crime severity index, which measures changes in the volume and severity of crime, fell by 4 points to 77.6, 85 per cent of Calgarians agreed that Calgary is safe. This metric is particularly pertinent to the collaborative initiatives to address safety concerns.



Clearing a crime means that police have identified a suspect and there is sufficient evidence to charge the individual with the offence. The incident may be 'cleared by charge' if charges are laid, or 'cleared otherwise' if charges are not laid. The Weighted Clearance Rate is calculated by Statistics Canada and gives a higher weight to serious crimes. Calgary's weighted clearance rate remained below the national average in 2022, though the rate continued its upward trajectory. The volume of property crimes coupled with limited forensic capacity means CPS prioritizes resources to investigate violent crimes.

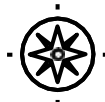


The Calgary Police Commission asks in its survey whether Calgarians agree that officers respond in a fair way when dealing with all segments of the community. Key areas of work in 2023 included the review of the School Resource Officer program, the creation of a Youth Advisory Board, ongoing work on race-based data, in-Service anti-racism and Indigenous education, ongoing dialogue to better understand community's perspectives about improving policing service delivery to Indigenous, Black and diverse Racialized communities and employed 9 mobilizers to support relationship building, engagement and planning with community.



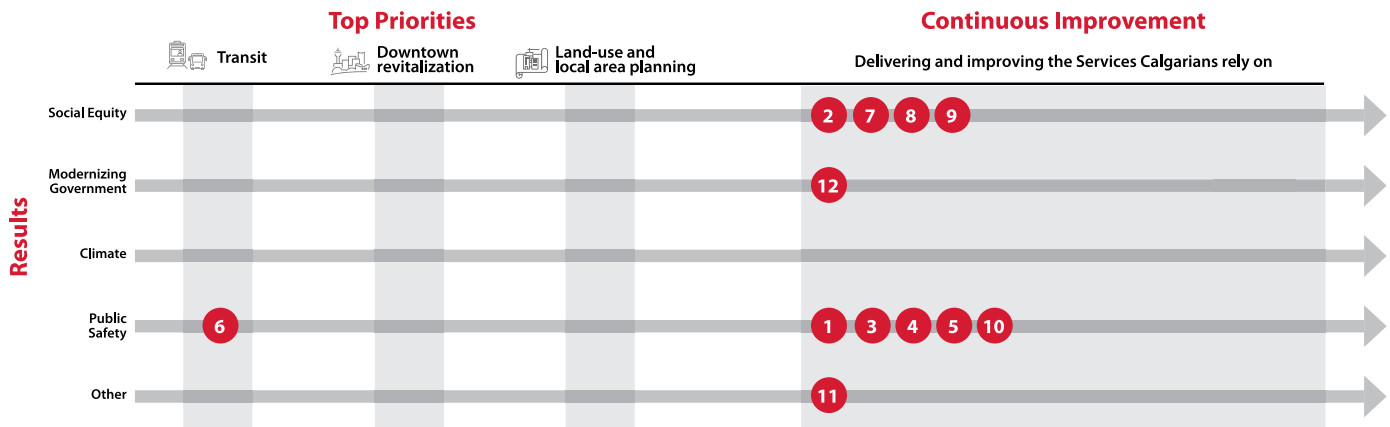
Employee morale and engagement impact the quality of policing services that Calgarians receive and the health and wellness of those who serve. The Commission conducts an annual survey of CPS employees to ask about their perceptions, wellness, workloads, work environment and morale. In 2023, the CPS achieved the first increase in the employee engagement index (EEI) since 2020, moving from 42 in 2022 to 53 in 2023. Sworn EEI improved 9 points from 34 to 43 and civilian EEI improved 11 points from 62 to 73. Survey completion rate also increased to 1625; the highest number since 2019.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

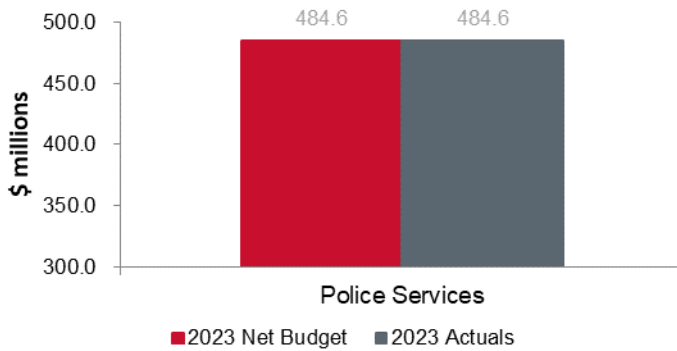
Initiative	Initiative Update	Status
1 Address the recruiting and staffing issues impacting the services we provide.	The CPS is committed to recruiting members that reflect the community we serve and demonstrate our core values. We are working to recruit and fully staff open civilian positions, prioritizing those that support our core business commitments. Sworn recruitment outreach events have increased 28% over 2022 (Jan - Nov) and we have 580 active candidates in the application process. In 2023, we hired 115 new recruits and 21 Direct Entry Officers that will start their careers with CPS by reinforcing the frontlines, exceeding our goal to recruit 135 sworn members this year.	
2 Continue pursuing the Community Safety Investment Framework and other alternative call response models.	CPS streamlined its CSIF strategy to invest \$5 million into the Mobile Response Team, Police and Crisis Team expansion, Distress Centre Calgary (211/911 co-location), Alexandra Health Centre Community Mobile Crisis Response and Alpha House (HELP team sustenance and expansion). The Service continued to work with partners in developing the strategic direction for REACH Up Calgary, which stands for Recovery, Empowerment, Advocacy, Compassion and Healing (formerly referred to as the Real Time Integrated Mental Health and Addictions Centre (RIMHAC).	
3 Develop a Joint Safety Traffic Plan with The City of Calgary.	CPS is partnering with the City of Calgary to develop and implement the Calgary Safety Mobility Plan; a 5 year plan to improve the safety of our transportation network. The key target for this plan is to achieve a 25% reduction in the number of major injury and fatality collisions. Work in 2023 was guided by the 2022-2023 Interim Traffic Safety Plan. The CPS and the City are finalizing the development of a comprehensive plan, considering changes to processes and policies as well as confirming performance measurement and identifying key partners to support the roll out of the joint plan.	
4 Implement recommendations from the review of the body-worn and in-car camera programs.	Body worn cameras provide an unbiased, independent account of police/community interactions and serve as an investment in CPS's commitment to deliver accountable and transparent services. In 2023, the CPS procured an additional 250 cameras to accommodate new hires and the expansion of the program to uniformed officers in specialty units, completed the new BWC policy, trained all law enforcement mutual aid partners involved in the World Petroleum Congress on BWC and In Car Video operations, and 3 additional members of the team became certified BWC instructors.	
5 Apply an equity, diversity and inclusion lens to our organization and its programs.	Reviewed Workplace Impairment, Flexible Work Options, Workplace Harassment & Violence Prevention, Dress Standards, HAWCS Deployment, Sworn Promotions, Child Forensic Interview, Building Access and Security, social media, Religion in the workplace and Sexual Assault Investigations policies with equity lens. Supported work including School Resource Officer program review, developed EDI calendar to acknowledge days of significance, created guides for inclusive language and pronouns and created a framework for establishing employee resource groups at CPS.	

Initiative	Initiative Update	Status
6 Develop a strategy with Calgary Transit to provide prevention and intervention approaches on transit.	Central to the Public Transit Safety Strategy is a commitment from CPS to work together with Transit peace officers to address emerging issues on transit and to integrate with their new deployment model. This initiative will rely on the work of the Safe Public Spaces plan that focuses on the communities around transit locations that may see displacement of issues. The 50 funded officers from the Government of Alberta will also contribute to addressing transit issues within the Districts, as well as high systems users that strain resources from Transit and CPS.	
7 Implement the Anti-Racism Strategic Roadmap from the Anti-Racism Action Committee	Worked with Anti-Racism Action Committees, Habitus and ActionDignity to understand community's views about improving policing service delivery to Indigenous, Black, and diverse Racialized communities; reviewed School Resource Officer program; established Youth Advisory Board; partnered with Professional Standards and Strategic Services to explore the collection and use of race-based data and with The City of Calgary's Anti-Racism program to support improved alignment between The City's Anti-Racism Strategic Plan, Public Safety Plan and CPS' Anti-Racism Strategy; delivered in-Service training.	
8 Implement the Indigenous reconciliation road map under the guidance of local Elders and Nations.	Participated in a sweat lodge and medicine gathering event to understand the significance of ceremony, traditions, and customs. Collaborated with AWO TAAN Centre to support MMIWG and the Circle of Wisdom to support an Indigenous Older Adults Unit. Assisted Major Crimes, Missing Persons and Homicide with smudge for families of missing and murdered Indigenous people. Attended Tsuut'ina Police training on housing and matrimonial property, supported their Indigenous Anti-Gang Strategy, trained members of Transit and CPS Recruits, and partnered with Recruiting to recruit Indigenous applicants.	
9 Implement race-based data collection in more areas and improve collection where it is happening.	Despite the complexities associated with this work, the team conducted analysis on race data based on officer contacts, victims of violent crime, offenders of violent and property crime and use of force. Findings from these reviews have been presented at CPS leader updates, Calgary Police Commission as well as to the Community Mobilizers, the external Anti-Racism Action Committee, and the Diversity Superboard.	
10 Build a new indoor firearms range to improve employee safety and allow more officers to be trained.	Currently completing preliminary design and building location analysis work to submit a feasibility report and site master plan for the new 16 bay range in Q2 2024. Functional programming, consultation with gun range and acoustical experts, together with detailed analysis of technical systems, regulatory requirements and environmental assessments are underway. The feasibility report is anticipated to include a Class 4 cost estimate (accurate to -30% to +50%).	
11 Implement the internal Pathways to Engagement plan to improve employee engagement.	Pathways implemented purposeful action and communicated with employees. Efforts focused on updating employees about 6 key areas - improve resourcing workloads and resilience; build Executive and Senior Leadership Teams trust and support; implement fair, efficient and effective processes; improve communication and information sharing; support professional development; and clarify organizational identity and priorities. The Service launched an internal website to share updates, stories, and videos and, a confidential, permanent, easy to access channel for employees to provide ongoing feedback.	
12 Implement various technological solutions to improve data reporting and organizational efficiency.	Continued to progress the mobile strategy and completed the new cell phone roll-out and the transition to a new wireless provider; 23% of the recommendations developed by the taskforce working to improve efficiencies in record management have been completed; launched an additional KITT car; developed key operational dashboards; launched the eTicketing/Administrative Penalty Information System (APIS) and upgraded key systems (Content Server and InTime). In 2024, the Service will implement a new Computer Aided Dispatch system, Phase 1 of the Learning Management System and continue eTicketing.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

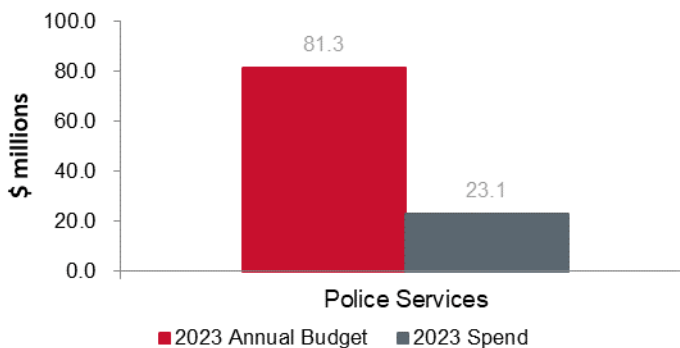


### Operating Budget Updates - 2023 net operating budget vs actuals:

The Calgary Police Service (CPS) has no operating budget variance for the reporting period.

In 2023, CPS was effective to revenue and expenditure management, in a year of increased operational demands. CPS continued its budget commitment to the Community Safety Investment Framework (CSIF), with partners, which included dedication to alternative call response strategies. Further, CPS was able to contribute to Reserves at year end.

### Capital Budget and Spend as of December 31, 2023



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

CPS has spent 28.4 per cent of the 2023 approved capital budget. The underspend is mainly attributed to the Facilities program, which envelopes budget for a new district office and indoor range. Planning is underway to these two larger initiatives.

In 2023, the capital expenditures have been primarily used to the life cycling of vehicles, communication and computer equipment.







# Social Programs and Services



# Affordable Housing

Led by: Director of Partnerships

## Service Description

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

This service improves outcomes for Calgarians by increasing the supply of affordable housing and improving the housing system. We use municipal initiatives and support the Calgary Housing Company and other partners to create solutions and leverage investments. We supported the creation of 3,600 non-market homes for low and moderate-income Calgarians since 2017, helping to prevent and reduce poverty in Calgary. There are about 2,500 City-owned, 1,860 Calgary Housing Company-owned and 777 Silvera for Seniors owned affordable units.

## Service Updates

### Key Service Results

- Approval of Home is Here – The City of Calgary’s Housing Strategy 2024-2030 to address the housing crisis.
- Released the 2023 Housing Needs Assessment that informs The City’s work related to housing affordability.
- Council approved initiatives that will significantly impact service delivery, including:
  - \$20 million annually to support a land fund for future affordable housing developments.
  - \$6 million one-time funding for affordable housing for Indigenous people.
  - Disposition of City-owned land through the Non-Market Land Sale program in Parkdale, Erlton and Bowness. Creating up to 104 homes.
  - Designated two City-owned sites for the Family Housing Program.
  - Established a Council Advisory Committee on Housing to provide a constant pulse to Council on the housing crisis.
- Continued to leverage federal funding, including:
  - Rapid Housing Initiative funding to build 64 new affordable housing units.
  - Housing Accelerator Fund Contribution agreement for \$228 million to create over 6,800 units in the next three years.
- Hosted a housing conference with over 200 delegates from 114 organizations to promote collaboration in addressing Calgary’s housing needs.

### Service Challenges

- Calgary is experiencing a housing crisis and urgently needs more supply of housing and more affordable housing in all neighbourhoods. At least one in five households cannot afford their housing.
- The City can contribute to addressing the housing crisis by amending planning policies, providing land and/or funding and bringing partners together to deliver services. Mobilizing will require an uninterrupted commitment to allocating sufficient resources, ongoing collaboration and coordination.
- Inconsistent funding and policy from other orders of government continue to be a barrier to creating new housing and preserving existing affordable homes.
- Cost escalations caused by inflation, supply chain disruptions and rising labour costs continue to create challenges for housing providers, including non-profit housing providers, and for Calgary Housing Company’s delivery of City-owned new and regenerated affordable housing.

### Trends & Potential Uncertainties

- 110,000 more people are expected to make Calgary their home over the next five years. To ensure Calgarians have housing choices that meets their needs, Calgary needs to significantly increase and diversify the supply of housing.
- Calgary continues to experience low vacancy rates, unprecedented increases to rent and higher costs to purchase a home. Tight housing market conditions, coupled with other inflationary pressures, are putting households at risk of maintaining their housing affordability.
- Federal and Provincial housing funding programs can be unpredictable, with complex requirements and tight deadlines. To meet these requirements and deadlines, resources have had to be reallocated to rapidly and effectively develop plans and programs that meet the funding criteria.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

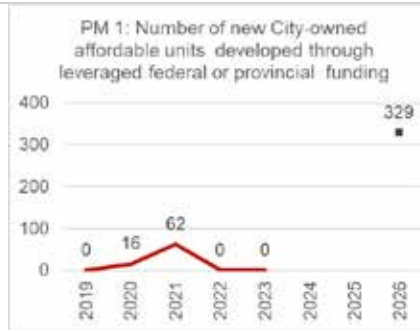
➔ Progressing as planned

⊖ Not progressing as planned

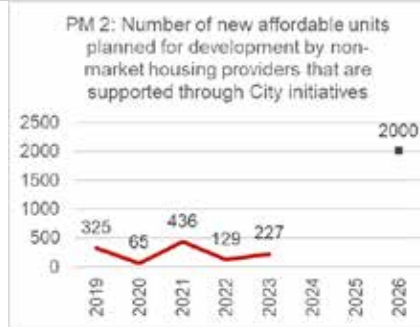
## Performance Measures

## Story behind the numbers

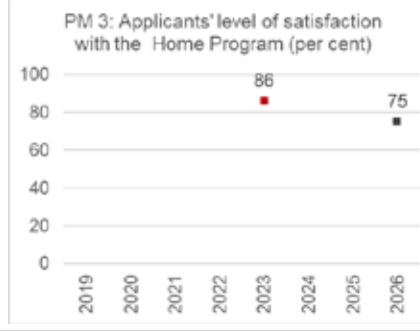
## Status



The City continues to leverage federal and provincial funding for new development and redevelopment. In 2023, provincial Affordable Housing Partnership Program funding was awarded for two City-owned projects – the Bridgeland Place Phase 1 retrofit and Mount Pleasant affordable housing development. The data for this measure is counted when the units are opened for occupancy. City projects in development are progressing but no new units were opened in 2023. The Affordable Housing Partnership Program aims to deliver up to 400 new City-owned housing developments and/or regenerated homes by 2026.



In 2023, 227 new non-market housing units have been approved at the development approval stage of the planning approval process. The City also issued an Expression of Interest to deliver housing for families experiencing homelessness on two City-owned sites in Horizon/Whitehorn and Shawnee Slopes/Fish Creek-Lacombe. City initiatives and key programs that continue to support the creation of affordable units are the Non-Market Land Sale, the Housing Incentive Program and partnering with other orders of government.



In a fall survey, conducted with previous program recipients, there was an 86 per cent satisfaction with the Home Program. Flexibility of fund delivery in meeting evolving housing needs and administrative support throughout the application process was highlighted as key reasons for satisfaction. Notable areas for program improvement included broadening priority areas to include organizational capacity building and mental health supports. As this is a new measure for the 2023-2026 Service Plans and Budgets cycle, no historic data is available.



The data for this measure is counted when the units are opened. In 2023, 57 units were opened from the Non-Market Land Sale #2. The third sale of three surplus City-owned parcels will result in approximately 104 units, pending land use and development permit approvals. Administration approved five sites yielding 289 units for Non-Market Land Sale #4 that is currently pending Council approval.



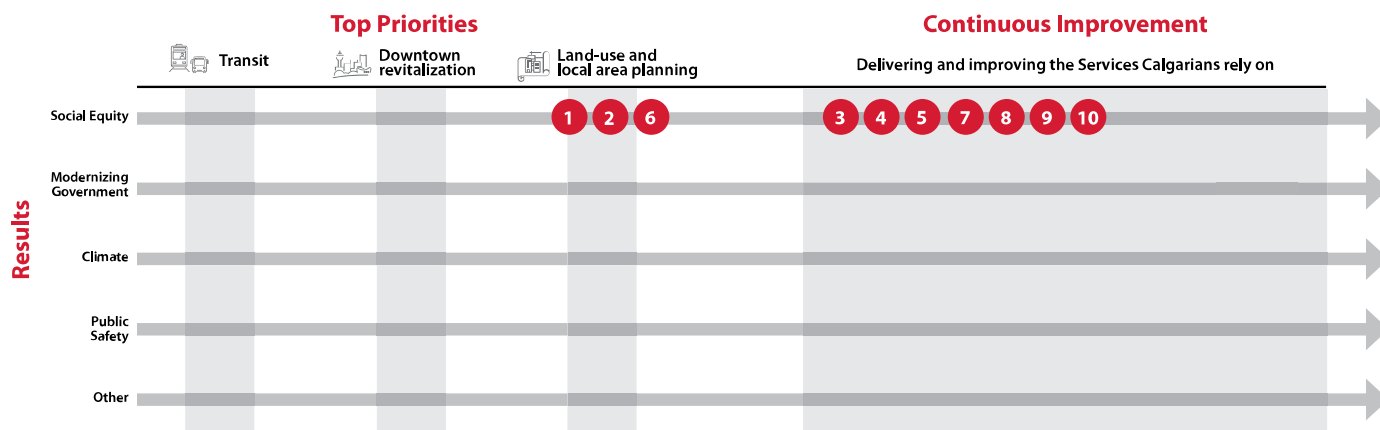
Applications for the Housing Incentive Program are accepted throughout the year. In a fall survey conducted with previous program applicants, there was a 100 per cent satisfaction rate with the Housing Incentive Program. As this is a new measure for the 2023-2026 Service Plans and Budgets cycle, no historic data is available.











# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

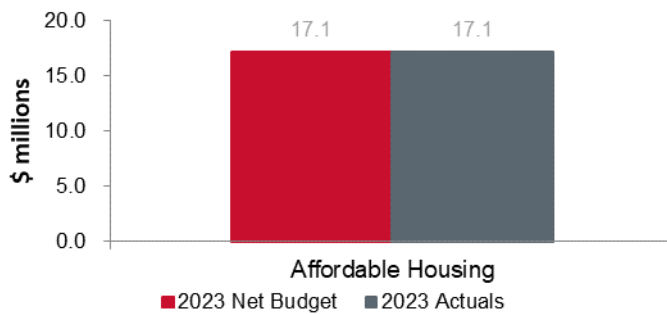
Initiative	Initiative Update	Status
1 Increase the number of affordable housing units by leveraging funding from provincial and federal governments for City-led projects.	The City secured federal funding through the third Rapid Housing Initiative program. This funding was stacked with \$2 million in City support, to build a minimum of 64 new affordable housing units in partnership with the non-profit housing sector. We continue to proactively work with government and sector partners to leverage funding. Most notably, The City signed the federal Housing Accelerator Fund Contribution agreement for \$228 million to build over 6,800 housing units in the next three years. The first of four annual payments of \$57.1 million was received in November 2023.	
2 Increase the number of units developed and operated for those in housing need by collaborating with Calgary Housing Company and non-profit housing partners to leverage funding from other orders of government to increase the number of units developed and operated by non-profit housing providers and to strengthen partners' delivery of services.	Calgary Housing Company was awarded funds through the Affordable Housing Partnership program to support the delivery of two City-owned developments: the Bridgeland Place Phase 1 retrofit and Mount Pleasant affordable housing development.	
3 Support the planning, designing, and building of new City-owned units and maintain existing City-owned units by supporting the Affordable Housing Capital Program.	Approximately \$7.5 million in lifecycle maintenance projects were completed for City-owned affordable housing properties. This included renovations of 263 units that are now in compliance with Minimum Housing and Health Standards. Construction on Rundle Manor redevelopment, Varsity Tri-Services projects, and Bridgeland redevelopment projects progressed in 2023. Mount Pleasant project re-engaged the design consultants and advanced the new design through the Development Permit application in 2023. Lifecycle funds have also been allocated towards Calgary Housing Company and Silvera owned units.	
4 Create an updated Corporate Affordable Housing Strategy to set the high-level direction for the next five to ten years.	Council approved Home is Here - The City of Calgary Housing Strategy 2024-2030 in September 2023. Housing Solutions is coordinating the Implementation and Governance Framework for the strategy. During the 2024 budget adjustments, Council approved funding for the Land Fund, Secondary Suites Incentive program, Downtown Strategy, One Window, Housing for Indigenous People and equity-deserving populations and funding from other orders of government.	

Initiative	Initiative Update	Status
5 Respond to Council's Housing and Affordability Task Force Notion of Motion by presenting the Housing and Affordability Task Force's recommendations, findings on a Housing Commission, recommendations for updating the Non-Market Land Sale program and policy, and strategies to undertake with partners to leverage federal funding programs.	All four directives in the Notice of Motion have been completed and approved where required by Council. They include: a \$20 million annual budget for the Housing Land Fund to unlock more City-owned land for non-market housing; a briefing on strategies to leverage federal funding, resulting in The City receiving \$228 million from the Housing Accelerator Fund; incorporation of Housing and Affordability Task Force recommendations into the approved Housing Strategy; and research summary and recommendation on Housing Commission models, resulting in a Council Advisory Committee on Housing in 2024.	
6 Support the creation of additional affordable housing units by modifying relevant corporate policies and practices to create additional opportunities for the Non-Market Housing Land Sale.	The Land for Affordable Housing Action Plan was approved by Council in early 2023 and is intended to increase the supply of available land. The most notable actions in the plan are to create a Housing Land Fund. A \$20 million fund was approved through the budget adjustment process in November 2023 to increase the supply for the Non-Market Land Sale program, as well as policy changes to support land opportunities for Indigenous non-profit housing providers.	
7 Increase housing stability and successful tenancies for affordable housing residents or people in core housing need by providing grants through the Home Program to non-profit organizations to create and deliver programs that help Calgarians in the areas of education and skill building, financial empowerment, community inclusion and integration and supports during COVID-19.	The Home Program provides \$975,000 in grants to non-profit organizations annually to deliver programs that will improve housing stability and support successful tenancies. In 2023, the program approved 12 applications with a total of \$975,000 in grant funding disbursed.	
8 Help non-profit organizations reduce development costs and enable them to leverage funding from other orders of government and financial institutions, by providing grants to non-profit organizations towards pre-development activities and rebates on eligible City development fees for both affordable rental and homeownership housing projects through the Housing Incentive Program.	The Housing Incentive Program accepts applications year-round. In 2023, The City committed \$2.56 million for eight affordable housing projects. Through the Housing Strategy, Administration was tasked with updating the Terms of Reference for the Housing Incentive Program to enhance support for non-profit and private sector initiatives in accessing funding from various levels of government. Administration commenced this initiative in Q4 2023, with a scheduled Briefing to the Community Development Committee in April 2024 to present the program's refreshed framework.	
9 Improve outcomes for Calgarians in need of core housing by leading policy, research and advocacy that will strengthen the housing system and provide Calgarians to access opportunities and overcome barriers.	Council approved the Indigenous Affordable Housing Recommendations that included 25 actions to address affordable housing challenges facing urban Indigenous People. The 2023 Housing Needs Assessment was completed and released in September. This report supports The City and the sector in decision-making to address the housing crisis. On December 7, 2023, in observance of National Housing Day, The City of Calgary hosted a half-day conference and housing partner exhibition, with over 200 delegates representing 114 unique organizations within the housing sector and 13 exhibitors in attendance.	
10 Fund Silvera for Seniors Lodge Program as required by Ministerial Order under the Alberta Housing Act.	As per the requirements in the Ministerial Order, signed by the Government of Alberta, The City of Calgary and Silvera for Seniors, The City provides operating grant funding on a quarterly basis, and capital grant funding through a reimbursement model, for seven lodges and 775 suites across Calgary. In 2023, Silvera for Seniors opened one new Lodge location (Gilchrist Commons) and transitioned residents from two aging buildings (Valleyview Lodge and Confederation Lodge) to the new location. Occupancy for all Silvera's Lodge program properties was approximately 91 percent at year end 2023.	



## Service Updates on Financial Performance

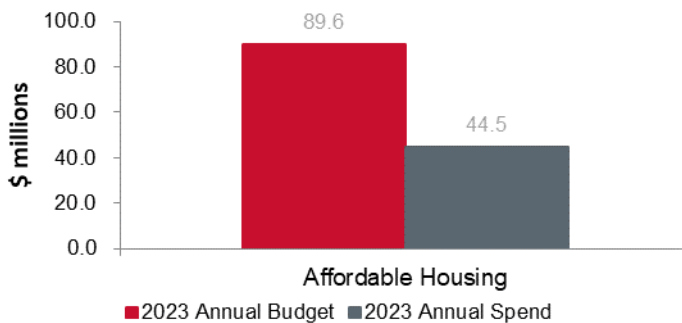
**Net Operating Budget and Actuals  
as of December 31, 2023**



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

Affordable Housing has no operating budget variance for the reporting period. Approximately 48 per cent of the service's operating budget is represented by Silvera for Seniors' \$8.2 million annual operating grant.

**Capital Budget and Spend as of December 31, 2023**



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

Affordable Housing has spent 49.7 per cent of the 2023 approved capital budget. The capital spend rate was impacted by projects awaiting match funding from other levels of government to proceed and by construction delays on projects being led by third parties.

The spend included the Rundle Redevelopment Project that is now advancing quickly after delays in securing funding, continued lifecycle maintenance for City-owned affordable housing, as well as transfer payments to non-profits for the Rapid Housing Initiative (RHI) affordable housing projects.



# Community Strategies

Led by: Director of Community Strategies

## Service Description

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

## Service Updates

### Key Service Results

Funding enabled in 2023:

\$41 million through Family and Community Support Services | \$750,000 through Coordinated Community Extreme Weather Response | \$2.7 million through Public Safety Canada and City of Calgary | \$18 million through Community Safety Investment Framework. Over 42,000 Calgarians benefited from participating in funded programs. For every dollar The City contributed to this work, another \$1.57 was leveraged in the community.

Impacts to Calgarians:

155 prevention programs to increase social inclusion | 925 transports to shelters on the coldest nights | 37 community initiatives responding to social issues | 13 programs for youth in or at risk of joining a gang.

The City hosted a Mental Health and Addiction Forum that brought together nearly 300 sector partners and participants with lived experience to share knowledge and connect Strategy action to mental health and addiction researchers in order to ensure actions are informed by evidence.

A “First winter in Calgary” website was launched to provide new Calgarians with easy to access tips and resources.

### Service Challenges

Community safety is a significant priority to all orders of government, but there is jurisdictional blurring and no formal framework in place to coordinate efforts. The City will work to develop an advocacy plan to ensure City investments will complement those of the Province.

Community Strategies partner organizations continue to be negatively impacted by rising operational costs and recruitment / retention challenges, limiting services available to those who need it most. Lack of core funding for capital, adequate technology infrastructure and cybersecurity are also challenges.

Death from drug poisoning has risen in Alberta. Effects of a toxic drug supply for both clients and staff in downtown shelters is extreme. The City is working with the Drop-In Centre to strengthen their mental health and addiction navigation program, with the view to quickening access to available services for those with severe and acute needs.

### Trends & Potential Uncertainties

Connecting and leveraging collaboration opportunities between partner organizations and business units have been effective to better understand and respond to the needs of Calgarians.

Affordability of essential goods and housing, and timely access to social supports such as mental health and addictions services remain major challenges for Calgarians and especially for those experiencing vulnerabilities. When people lack what they need to thrive through social connections, equitable access to supports, information, and resources, they are more likely to be impacted by mental health and addiction issues, or be involved in crime.

An Angus Reid poll identified that 60% of Canadians believe there has been more crime in their community in recent years.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

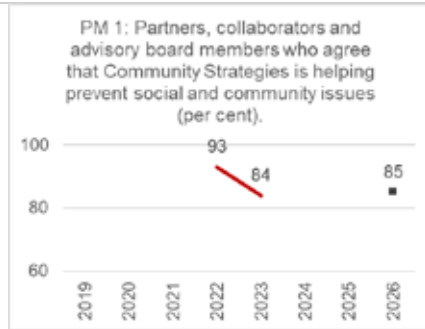
→ Progressing as planned

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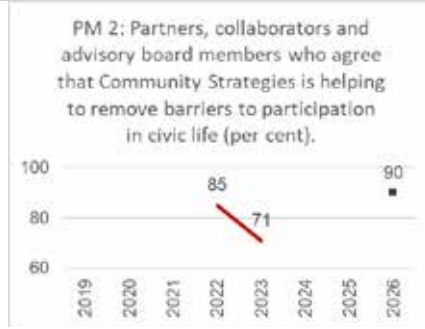
## Performance Measures

## Story behind the numbers

## Status



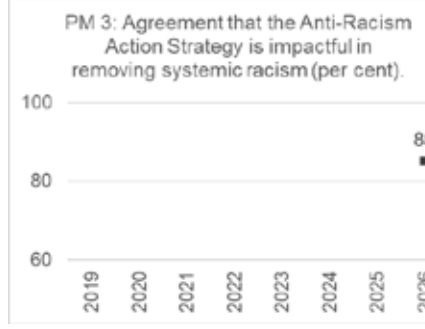
84 per cent of responding partners, collaborators and advisory board members agreed that Community Strategies is helping to prevent social and community issues. Some of the groups surveyed include the Critical Service Provider Group, Emergency Wellness Response Team, Beltline Community Investment Fund Committee and the Older Adult Advisory Committee. Survey response rate was lower than desired and changes are planned to address this in the future.



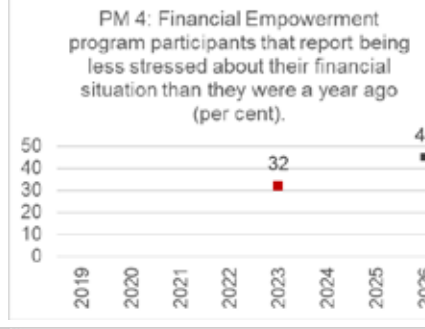
71 per cent of responding partners, collaborators and advisory board members agreed that Community Strategies is helping to remove barriers to participation in civic life. In 2023, many Albertans were impacted by climate events and many City partners and collaborators shifted their focus to providing basic needs support, allowing less resourcing to be used for removing barriers.



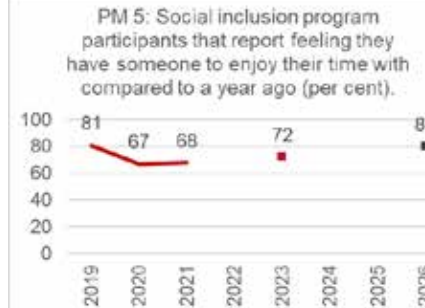
Moving into 2024, we will continue to focus on practical plans to remove barriers to participation in civic life.



This performance measure will be amended at the Mid-Cycle Adjustments to Service Plans and Budgets.

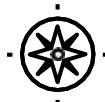


Family and Community Support Services programs are multi-jurisdictional (75 per cent Government of Alberta funded, 25 per cent City of Calgary funded). This performance measure gauges the effectiveness of programs in the outcome area of economic self-sufficiency. When people have what they need to thrive, they are less likely to be impacted by mental health and addiction issues or be involved in crime. 32 per cent of respondents felt less stressed about their finances than a year ago after participating in financial empowerment programming. This result is influenced by the current economic climate, particularly the impact of inflation.



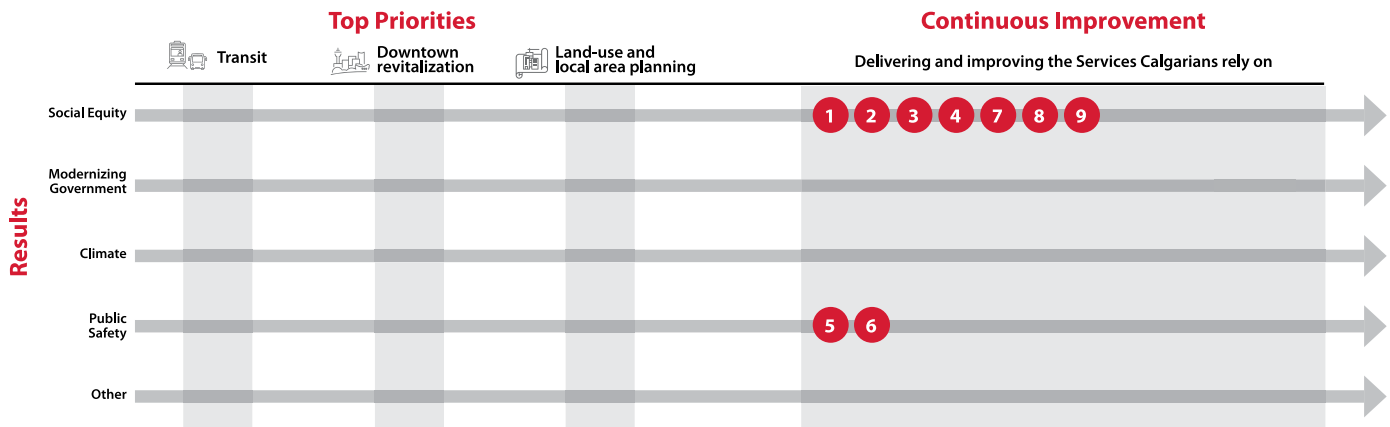
This performance measure gauges the effectiveness of Family and Community Support Services programs in the area of positive social ties. 72 per cent of participants in social inclusion programming reported feeling that they have someone to enjoy their time with compared to a year ago. This indicates an increased sense of community belonging, which contributes to overall wellbeing.








# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

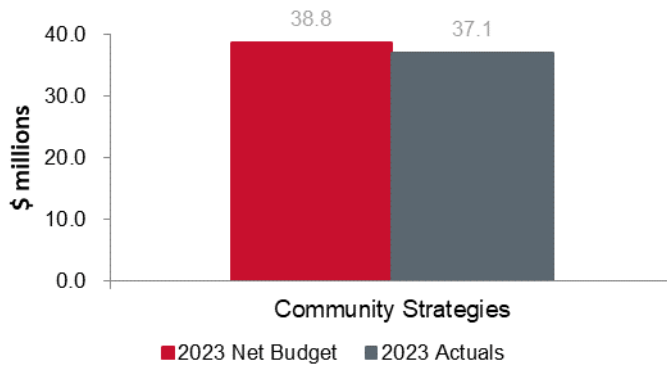
Initiative	Initiative Update	Status
1 Reduce poverty and remove barriers for those experiencing poverty to participate in civic life by advancing the Enough For All Strategy in partnership with Vibrant Communities Calgary (VCC), and other community collaborators working in the poverty reduction and homelessness space.	<p>Vibrant Communities Calgary's (VCC) focus for 2023 is on affordable housing, justice, and health. With the University of Calgary, VCC has critical research underway and continues to convene Champions, and lead on policy and systems change within these levers.</p> <p>The Emergency Shelter Shuttle expanded operations to 7 days a week to transport persons from LRT stations to emergency shelters during colder months.</p>	
2 Improve access and strengthen support for Calgarians experiencing mental health and addictions through the implementation of actions in Calgary's Mental Health and Addiction Strategy.	<p>The Mental Health and Addiction (MHA) Strategy identified system gaps and opportunities, reduced system silos through collaboration, improved funding practices and hosted a forum that brought sector partners together to share knowledge and connect programs to research. The City invested \$7.8 million through the MHA Investment Framework and moving into 2024, will continue to invest, convene to build capacity and amplify the work of the sector advancing Strategy actions and will work to develop an advocacy plan to ensure investments made complement those of the Province.</p>	
3 Increase the capacity of community organizations to prevent social issues and respond to emerging community need by developing and implementing investment frameworks such as the Family & Community Support Services fund (FCSS) and the Crime Prevention Investment Plan (CPIP).	<p>155 programs approved for Family and Community Support Services (FCSS) funding received their allocations in Q2 and began serving Calgarians. Funded programs are expected to report on the impact of their programs in Q1 2024. Planning for the next FCSS funding call began in Q4 2023 with an expected launch early 2024.</p> <p>Another capacity-building call for funding proposals was launched in Q3 2023 with 198 applications received, with a total request of \$9.8 million. Assessment of these applications began in 2023, with funding allocations to be made in Q1 2024.</p>	
4 Increase the equity and accessibility of City services by supporting the understanding of the unique needs of Calgary communities and equity-deserving groups through policies, research and evaluation tools such as the Social Wellbeing Policy, the Equity Index, Equity Analysis Tools and the Equity in Service Delivery Fund.	<p>The Equity Program's Social Research staff have consulted with City service lines to increase their understanding of the Calgary Equity Index and its applicability to their own services.</p> <p>The Equity Program funded 28 projects and programs across City services, through the Equity in Service Delivery Fund.</p> <p>This knowledge sharing and Equity in Service Delivery funding have created diverse opportunities across City service lines to make equitable service delivery improvements, be more aware of data gaps and improve overall service design for new programs.</p>	

Initiative	Initiative Update	Status
<p>5 Improve community safety through collaborative investments such as the Community Safety Investment Framework (CSIF) which guides investment in crisis prevention and improved crisis response; and the Building Safer Communities Fund, which seeks to further develop and enhance community-based prevention and intervention programs that reduce gun and gang violence.</p>	<p>The Community Safety Investment Framework (CSIF) is a collaborative investment effort between The City and the Calgary Police Service. In 2023, \$17.8 million was invested in 37 community initiatives with the long-term outcome to improve the wellbeing of Calgarians through an equitable and effective crisis response system (including continued work on the REACH Up and Action Table projects).</p> <p>The City and Public Safety Canada funded 13 organizations who operate programming for youth involved in or at-risk of joining gangs.</p>	
<p>6 Improve the resilience of children, youth and young adults at-risk of gang involvement and criminal activity by partnering with the Calgary Police Service, Alberta Health Services and the Calgary Police Youth Foundation to provide early intervention and prevention programs (MASST, YARD and ReDirect).</p>	<p>In 2023 the Multi-Agency School Support Team has refined and will continue to refine data collection processes, the Youth at-risk Development Program piloted an improved intake process, and the ReDirect Program underwent a full redevelopment, shifting its focus from radicalization in youth/young adults to addressing ideological and hate-motivated conflict among youth under 18. All program areas provided early intervention support to at-risk youth and families to reduce the likelihood of justice involvement, and all are seeing increases in referrals and level of complexity with clients.</p>	
<p>7 Improve racial and social equity by taking actions to eliminate systemic racism in The City's processes, programs, services, practices and policies. We will accomplish this through the development and implementation of an anti-racism strategic plan and framework created in collaboration with internal and external partners.</p>	<p>This initiative will be amended at the Mid-Cycle Adjustments to Service Plans and Budgets.</p>	
<p>8 Improve access and social inclusion of diverse populations through the development and implementation of actions related to the Calgary Local Immigration Partnership, the Gender, Equity, Diversity and Inclusion Strategy, and the Seniors Age Friendly Strategy.</p>	<p>Age-Friendly Calgary - a collaborative group of stakeholder organizations and citizens preparing for Calgary's aging population - have coordinated with the Calgary Local Immigration Partnership on access and social inclusion issues which impact both the seniors' and newcomers' communities in Calgary (accessibility, snow and ice control initiatives, and the Winter City Strategy). Coordinated event planning and information sharing has amplified the reach in both communities.</p>	
<p>9 Prevent social issues from escalating in severity and complexity for The City's ability to respond by monitoring and addressing emerging trends, and connecting with community members, community organizations, partners and advisory committees.</p>	<p>Calgary Local Immigration Partnership (CLIP) hosted a collaborative Winter Information Fair with the Age Friendly Strategy and community partners to address safety as well as orientation for newcomers who may not have experienced a winter city nor understand the supports that are available to make winter safe and enjoyable.</p> <p>CLIP engaged with non-profit community organizations which support immigrants and refugees living in Canada, to develop a community-based plan that will inform the call for proposals to Immigrant Refugee and Citizenship Canada for the next 5 years.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



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

Community Strategies Service has a favourable operating variance of \$1.7 million. The main reasons of the variance were:

- Staff turnover, delays in hiring and staff redeployment to support the Northwest Territories wildfires resulted in overall salary savings (\$1.2 million)
- Program savings associated with external grant prioritization (\$0.2 million)
- Delays in technology solutions scoping and procurement (\$0.3 million).

With more turnover and increased time to fill vacancies, there was increased pressure on staff and delays to some project deliverables. However, Community Strategies Service spent 96 per cent of its operating budget, workforce has stabilized, key service results were achieved, and business initiatives and performance targets are progressing as planned.

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

Community Strategies Service has no capital budget in 2023.

# Neighbourhood Support

Led by: Director of Community Strategies

## Service Description

Neighbourhood Support builds the capacity of Calgarians to maintain neighbourhoods that foster social inclusion, economic participation, and sense of belonging. We work to understand and meet the specific needs of neighbourhoods so that no resident or neighbourhood is left behind. We support community associations and social recreation organizations by contributing funding to activate local spaces and support a variety of local programming to develop social connections among neighbours. By supporting residents and community leaders in navigating and aligning City resources, we increase the social wellbeing of Calgarians.

## Service Updates

### Key Service Results

Twenty-five Community Associations received over \$135,000 funding in 2023 from the Inspiring Neighbourhoods Grant (ING) program for community-led projects and initiatives. These include gathering spaces, community gardens, recreational programming and community engagement.

The Community Social Work program received funding from the Government of Alberta to support the Home-Based Business Network and to employ additional Community Connectors, who work alongside Community Social Workers to develop residents' capacity, build their social connections and increase their economic participation. In 2023 this added resource has enabled city employees to support residents in developing business plans and launching home-based businesses.

The organizational health of 96 per cent of Community Associations are rated as "low risk", and 85 per cent are "low risk" when it comes to financial health.

### Service Challenges

Consumer price inflation is expected to flatten out within the current Service Plans and Budget cycle. This will not undo the price gains of 2021-2023, and prices will stay at a relatively elevated level compared to two years ago. Vulnerable residents of Calgary struggle to meet basic needs. When this is the case, they do not have authentic and sustainable access to inclusion and participation.

Some community partners face ongoing financial uncertainty, staffing and volunteer challenges, resulting in a high risk that some community partners may not have the capacity to work with The City in achieving service outcomes.

The number of community groups competing for the same funding is increasing. Rising costs (utilities, insurance, required audits) and the time required to look after ageing infrastructure takes attention away from programming. The City will continue to convene partners to build capacity, share knowledge and amplify sector results to maximize the use of each dollar.

### Trends & Potential Uncertainties

The number of neighbourhood volunteers declined during the pandemic but has begun to turn the curve in 2023. The percentage of volunteers who agree that, 'their sense of belonging has increased,' rose from 79 per cent to 87 per cent since 2021, illustrating the social inclusion benefits that volunteering offers.

Resources are being developed for a Connected Communities program to complement the existing Community Social Work and Neighbourhood Partnership programs and they will help to build the capacity of organizations and residents for Asset Based Community Development.





# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

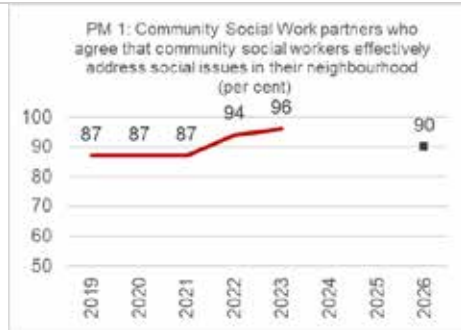
→ Progressing as planned

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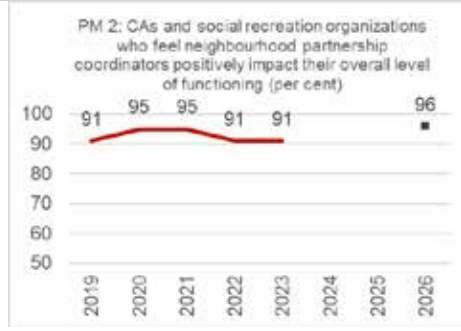
## Performance Measures

## Story behind the numbers

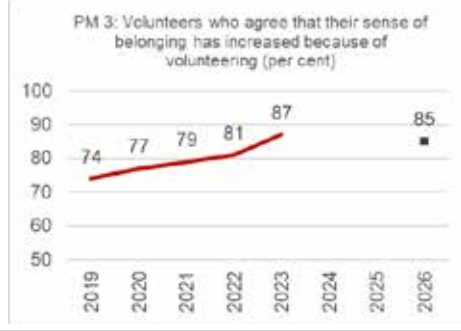
## Status



Working with partners is essential when aiming to make a difference in communities. Compared to the last few years that were impacted by Covid-19, this year has allowed for a more stable work environment with no restrictions on gatherings. Relaxation of this restriction has helped to strengthen relationships and our partners' belief that Community Social Workers are effectively addressing social issues in their neighbourhood.



Measuring the positive impact of Neighbourhood Partnership Coordinators on the overall level of functioning of Community Associations and Social Recreation Groups is key in assessing the quality of support provided to these organizations by The City. In 2023 this number remains high with 91 per cent of participating groups reporting that their Neighbourhood Partnership Coordinator positively impacts their organization's level of functioning. This in turn allows community associations and recreation organizations to continue to offer a variety of high-quality local programming to develop social connections among neighbours.



Helping Calgarians create neighbourhoods which foster a sense of belonging is one of the primary goals of the Community Social Work program. Involving residents as volunteers is one way of achieving this goal. Increased effort in 2023 has been made by Community Social Workers to provide formal volunteer and learning opportunities. There is now an online volunteer request form as well as a formalized official City volunteer program, both of which may be helping to connect people with volunteering they find meaningful, finding a deeper connection to their community and therefore increasing their sense of belonging.

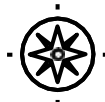


Measuring organizational health is part of an annual review process for Community Associations and Social Recreation Organizations that operate on City-owned land, to evaluate the overall wellness of community-led organizations supported by Neighbourhood Partnership Coordinators. The negative financial impact of the pandemic on these groups is continuing to lessen as groups recover over time, with 96 per cent of groups reporting a "low risk" organizational health rating.



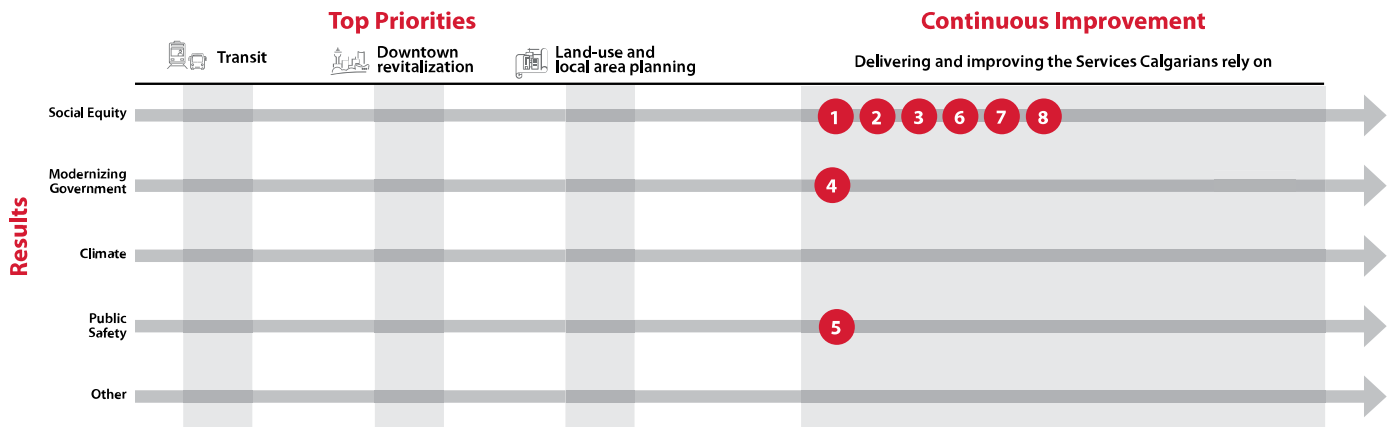
The Citizen Satisfaction Survey is administered annually to citizens and collects information on their opinions and overall approval of the work The City is doing on their behalf and to improve the lives of all Calgarians. In 2023, 28 per cent of Calgarians agree that they are regularly involved in local events in their communities, this is up slightly from 2022 (27 per cent).









# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

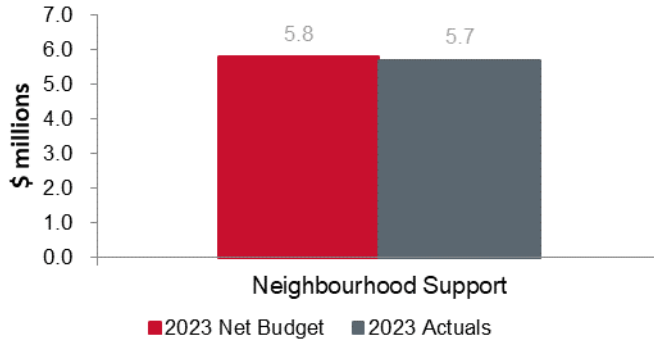
Initiative	Initiative Update	Status
1 Increase the social inclusion and economic participation of residents in neighbourhoods experiencing high levels of inequity through intentional community development including neighbourhood assessments and community-led initiatives.	<p>The Calgary Equity Index is used to identify geographic areas in Calgary where equity is lowest. Community assessments in four new areas with low equity indices were completed in 2023.</p> <p>The number of communities supported by Community Social Workers has increased from 23 to 24, with a resourcing decision pending on three more.</p> <p>Twenty Community Connectors have been employed to support the increased economic participation of residents.</p> <p>Twelve Calgarians in 10 communities have joined the Home-Based Business Network and six of them have created budgets for their business ideas.</p>	
2 Foster vibrant and connected communities by strategically investing in community-based organizations and projects through micro-grants and the Inspiring Neighbourhoods Grant.	<p>'Small grants' funding process improvements have been made in 2023. Greater representation on advisory committees and better support for neighbourhood-based initiatives of Indigenous and Racialized Calgarians is nearly complete.</p> <p>The Inspiring Neighbourhoods Grant program supported 25 community associations with funding for community-led projects.</p> <p>A new decision matrix/assessment tool was piloted in 2023 which allows greater flexibility when a community project requires greater than 50 per cent of total project costs to be funded.</p>	
3 Engage with community partners to help address and meet the changing needs of their residents by providing information, advice, and support in navigating City and community resources.	<p>The Community Social Work program continues to act as the backbone for the Native Information Network.</p> <p>Neighbourhood Partnership Coordinators act as a conduit for Community Associations, linking these organizations to resources and information from across the Corporation. An online Community Association Toolkit has been created on Calgary.ca to enable Community Associations and residents to guide themselves more easily through resources when they desire.</p>	
4 Increase the financial health and organizational resilience of community associations and social recreation organizations by providing in-depth and tailored guidance to strengthen their structure and processes, as well as overseeing compliance of the conditions within the lease or license of occupation.	<p>The Status of Community Associations and Social Recreation Organizations assessment process is used annually to identify potential organizational or financial weaknesses.</p> <p>The assessment is used to focus City resourcing, and liaisons work through identified mitigation strategies to support and strengthen organizations.</p> <p>Neighbourhood Partnership Coordinators and Community Social Workers share and co-develop strategies and business planning resources to support Community Associations and Social Recreation Organizations.</p>	

Initiative	Initiative Update	Status
<p>5 Improve a sense of community belonging and safety by supporting and advocating the activation of safe and inclusive spaces in collaboration with community residents, and internal and external partners.</p>	<p>In 2023, the Inspiring Neighbourhoods Grant supported 25 Community Associations with over \$135,000 in funding for community-led projects and initiatives.</p> <p>Thirteen of the 25 projects were specifically placemaking and beautification initiatives, including gathering spaces, community gardens, recreational programming and community engagement.</p>	
<p>6 Increase a sense of belonging for local residents, particularly those experiencing vulnerabilities, by creating opportunities for them to connect through community hubs.</p>	<p>Five Community Hub sites received grants of \$5000 each to achieve common goals including creating opportunities for residents to be active participants and leaders in shaping the social and economic fabric of their community.</p> <p>Twenty-four youth completed the Matched Savings program in 2023. Participants learned skills to build their financial capacity and achieved a total savings of \$1000 each. Most participants identified that they will use their savings for their educational goals. Cohort graduates often become facilitators for future cohorts, further strengthening their financial skill.</p>	
<p>7 Increase social inclusion of populations experiencing vulnerabilities by engaging with, and facilitating the input of residents and other community groups into the development and implementation of strategies and practices that contribute to social well-being.</p>	<p>The Community Social Work program partners with the Calgary Community Development Learning Initiative to provide education on a range of community development tools and approaches. In 2023, support was provided to Calgarians to increase neighbourhood input into the policy process. This training was also championed across other City business units that deliver community services.</p> <p>Encouraging resident input into issues of inequity is a particular focus (For example, the mental health and addiction strategy, the experiences of new Canadians and anti-poverty initiatives).</p>	
<p>8 Support the social resilience of Calgarians by implementing social wellbeing strategies at the local level such as poverty reduction and Calgary's Mental Health and Addiction Strategy, and through the consideration and inclusion of the needs of diverse populations such as Indigenous and Racialized people.</p>	<p>Neighbourhood grant application processes have been updated to remove barriers for, and promote uptake by, Indigenous and Racialized residents.</p> <p>The application process for residents to become City of Calgary volunteers has been simplified. Often one opportunity (volunteering) can increase a resident's access to other opportunities (i.e., employment, education).</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



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

Neighbourhood Support Service has a favourable operating variance of \$0.1 million.

In 2023, Neighbourhood Support Service operating spending was slightly less than budgeted due to vacancy savings, with all initiatives and measures on track.

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

Neighbourhood Support Service does not have a capital budget in 2023.

# Social Programs

Led by: Director of Recreation & Social Programs

## Service Description

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

## Service Updates

### Key Service Results

Social Programs made good progress advancing priorities, completing several projects in 2023. The Calgary Parking Low-Income Market Permit and High-Speed Low-Cost Internet programs went live, providing Fair Entry clients with reduced-cost street parking and internet access. The Revised Fair Entry Eligibility review for seniors accessing low-income transit passes is live. The Youth Employment Centre experienced a 16 per cent increase in youth seeking support, with a 15 per cent increase in new client registrations. The Seniors Services Home Maintenance program now serves 1,750 seniors living with low-income (up 500 clients since mid-year and 840 clients since 2019), the highest number of clients served since the program launched. Transit Access Eligibility completed reviews to improve client access processes, including the Paratransit Peer Review and Vehicle Exclusion Review.

### Service Challenges

More Calgarians are facing challenges due to the lingering effects of the COVID-19 pandemic and pressures from the economy, increasing demand on Social Programs. Staff capacity has delayed some projects, including the Calgary AfterSchool amalgamation, but project managers are advancing outcomes as capacity allows. Fair Entry's capacity has been expanded through a pop-up location in City Hall School's vacant space to enhance service delivery, despite delays to the renovation of the third floor Municipal Building location.

### Trends & Potential Uncertainties

Calgarians experiencing vulnerabilities continue to face severe issues. The youth unemployment rate continued to rise in 2023 and is now sitting at 14.3 per cent. Many industries that typically hired for seasonal positions did not hire at the same volume due to lower consumer spending and uncertainty in the economy. Fair Entry continues to experience very high demand, averaging an additional 2,000 applicants per month. This demonstrates the increasing pressures Calgarians are facing and why Social Programs is experiencing challenges responding to the demand for programs and services.



# Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

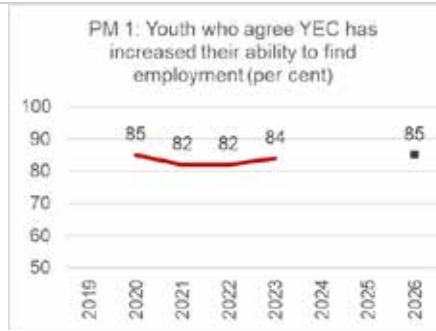
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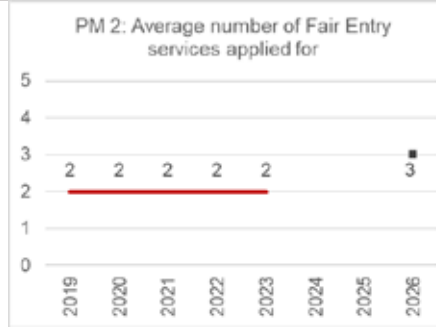
## Performance Measures

## Story behind the numbers

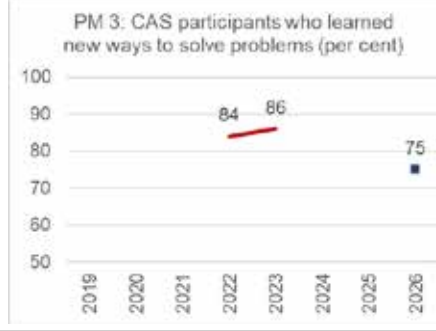
## Status



In 2023, Alberta had the third highest youth unemployment rate in Canada. Youth are an untapped labour market that can assist in addressing the staffing shortage faced by many industries in Calgary. Youth Employment Centre equips youth for employment readiness with skills development, enabling youth to confidently secure jobs that provide investment in the local economy and create economic resilience. This measure has remained consistent over the past five years, throughout the impacts of the COVID-19 pandemic and other broad economic challenges.



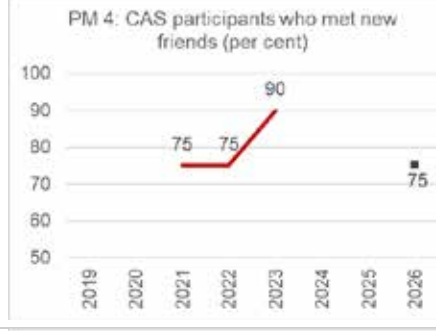
Many Calgarians continue to be impacted by the effects of the COVID-19 pandemic and broader economic forces that have worsened their financial circumstances. This has resulted in a need for more reduced-rate services that are essential to their wellbeing. Currently, there are seven subsidy programs available through Fair Entry, including the Telecom Subsidy (High-Speed Low-Cost Internet) which was launched in mid-November 2023. This new program is anticipated to augment the average number of programs applied for in 2024.



Calgary After School offers no-cost programs to children and youth, with a focus on developing social emotional learning. Through participation in CAS, children and youth say they have developed new skills and gained tools needed to solve problems in their lives. By continuing to fund CAS programs, more children and youth will continue to build resilience, preparing them for life.



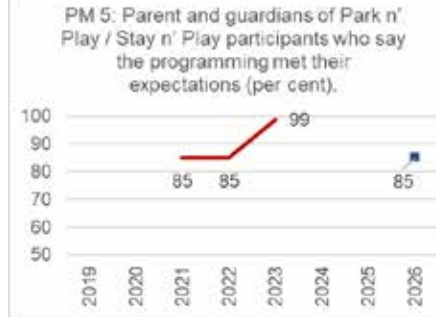
The percentage of participants who learned new ways to solve problems through CAS remains stable in 2023 compared to 2022 (the variation from the 2023 mid-year update is likely due to the low sample size of program evaluations completed at that point in the year).



CAS's no-cost programs focus on social emotional learning, providing participants opportunities to develop friendships and social skills. These friendships and social emotional skills in turn build resiliency among children and youth facing vulnerabilities. CAS provides equitable access to opportunities that equip participants with skills and tools for life-long learning and development.



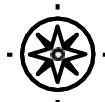
With a focus on making connections and emotional regulation, the percentage of participants who met new friends through CAS increased significantly from 75 per cent in 2022 to 90 per cent in 2023.



Nearly all parents/guardians of Park n' Play (6-12 year olds) and Stay 'n Play (3-5 year olds) participants found that the programming met their expectations. These safe, supervised programs help children make new friends in a play-based learning environment. Games and activities are designed to encourage youth on their path to healthy and active lifestyles.

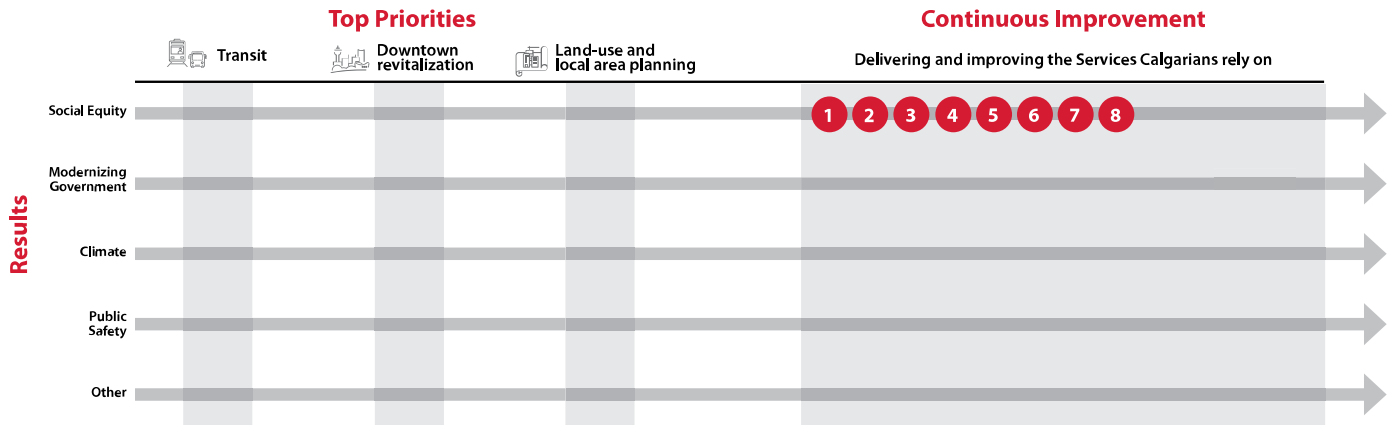








# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

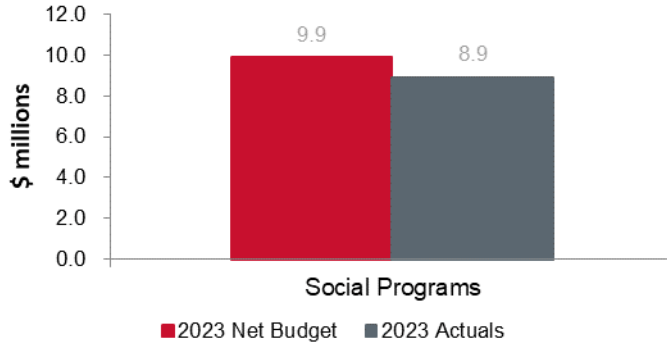
Initiative	Initiative Update	Status
1 Support social wellbeing by providing no- and low-cost, local and equitable programs for Calgarians facing negative social conditions.	Participation in no- and low-cost programming increased significantly this year, with 17,800 visits (up 27 per cent from 2022) to free summer programs by over 7,000 individuals (up 34 per cent from 2022). Several Transit Access Eligibility projects are complete, including the Paratransit Peer Review, Phase-out 5-Point Harness Project and Vehicle Exclusion Review, with more planned for 2024. The Low-Income Seniors Yearly Calgary Transit Pass is fully in effect, with provincial government support.	
2 Provide Indigenous cultural opportunities for children and youth to further Truth and Reconciliation actions by delivering targeted programming.	The Indigenous Calgary After School Pilot Project has achieved significant milestones. Four Elders were engaged and informed the development of the Connecting to Mother Earth curriculum for CAS programs. The Pilot successfully ran in fall 2023 at six sites with 120 children participating. The program will expand to 14 CAS sites in 2024/2025 resulting in an over 600 children participating in the Connecting to Mother Earth Curriculum.  A 2024 objective will include exploring how to implement Truth and Reconciliation Calls to Action in LEAD Youth programs.	
3 Support youth with employment readiness, skills development and employment through the Youth Employment Centre to help them successfully transition into meaningful employment.	Over 38,000 youth connected with the Youth Employment Centre to attend workshops, employment fairs and access the resource area for job searching and career planning, representing a 16 per cent increase from 2022. The Youth Employment Centre also experienced a 15 per cent increase in new client registrations. Almost 3,000 youth registered for individual assistance with job searching, connecting to employers and career planning.	
4 Provide career development opportunities for at-risk youth by partnering with and supporting potential employers.	This work is resourced to begin in a future year.	
5 Improve service delivery to clients of Seniors Services Home Maintenance Program through file digitization.	Projects supporting file digitization are underway and are included in a larger Subsidy Assistance Management System (SAMS) project to support business process improvements. This includes Robodial, an opt-in telephone system for seniors to receive messages about service delivery information (e.g., snow clearing). The SAMS project is now on hold, contingent on the SAMS V3 system upgrade.	
6 Support community connections for students and their families by streamlining the process for providing access to free and low-cost school space.	Enhancements were made to the school database software in early 2023 and it continues to be used by not-for-profit groups offering low-to-no cost programming in schools. Additional enhancements have been identified and prioritized for 2024 and IT is currently completing cost estimates. However, since there is currently no allocated budget it is unclear when this work will be completed.	

Initiative	Initiative Update	Status
7 Deliver culturally appropriate and trauma-informed programming for refugee children and youth facing complex social situations.	High numbers of refugees continue to arrive in Calgary. Social Programs continued to partner with Calgary Catholic Immigration Society to provide programming to 1,346 refugee children and youth in 2023. Social Programs partnered with Recreation Opportunities to teach martial arts once a week as a pilot program so participants could learn self-control and emotional regulation skills. This activity was a huge success and the pilot will transition to ongoing programming. Parents were also very appreciative that their children were safe in these programs after fleeing from war.	
8 Meet the needs of low-income Calgarians by maintaining Fair Entry service levels, providing access to City services at reduced rates.	Social Programs made good progress advancing priorities, completing several projects in 2023. The Calgary Parking Low-Income Market Permit and High-Speed Low-Cost Internet programs went live, providing Fair Entry clients with reduced-cost street parking and internet access. Fair Entry experienced the highest volume of service requests in 2023, with over 61,000 subsidy applications processed (an average 2,000 more applications per month than the previous year). Currently, 113,000 Calgarians (90 per cent of Calgarians living with low-income) are approved for Fair Entry.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



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

Social Programs has a favorable operating variance of \$1.0 million. The main reasons contributed to the variance are savings in snow clearing costs through the Seniors Home Maintenance Program due to a dry start of the winter season and staff shortages in the Calgary AfterSchool program that impacted program offerings in the first half of the year.

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

Social Programs has no capital budget in 2023.



# Tax and Property Assessment



# Property Assessment

Led by: Director of Assessment & Tax

## Service Description

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

## Service Updates

### Key Service Results

The Property Assessment service's key service results for 2023 were:

- The 2024 property assessment roll consisted of over 581,000 accounts and approximately \$387B in assessed value. Despite a 2.5 per cent increase in accounts, all required quality standards were met or exceeded.
- Customers made approximately 6,331 phone inquiries throughout the 2023 Customer Review Period (CRP) up from 3,995 in 2022. CRP surveys of customers showed an 80 per cent customer satisfaction score in 2023 up from 78 per cent in 2022.
- Property Assessment extensively engaged with non-residential property owners regarding their 2023 property assessments which contributed to only 10.2 per cent of total tax revenue being under complaint. This was the lowest proportion since tracking began and down from the 2008 high of 47.9 per cent. This was in large part due to the great work done during Pre-Roll Consultation to arrive at an all-time high number and value of agreements with non-residential property owners and overall 99.6 per cent of the total number of properties did not have a complaint filed in 2023.

### Service Challenges

The Property Assessment service's largest challenges faced in 2023 were:

- The CIAO+ (Calgary Integrated Assessment Office+) Program, which will replace Property Assessment's core valuation software, has had continued vendor delivery delays that have led to the go-live date of this program being extended into 2025.
- The 2023 property market saw some instability that arose due to factors such as rising interest rates, high inflation, and rising property values for residential, industrial, and other property types. For the Property Assessment service this saw decreased public trust, increased workload, and increased financial risk. This was primarily mitigated via increased engagement with customers which led to a record number of agreements and the lowest proportion of total tax revenue being under complaint since tracking began.

### Trends & Potential Uncertainties

The largest trends and potential uncertainties for the Property Assessment services are related to ongoing economic uncertainty, rising property values, and increasing cost of living. In response to these identified risks the Assessment & Tax business unit is updating its Business Continuity Plan and rewriting its entire internal business planning & reporting process to reflect the changes made as part of the Organization Realignment and meet industry best practices. The new 2024-2026 Assessment & Tax Strategic Plan has the following strategic goals: provide an integrated and exceptional customer experience; deliver excellent quality through expertise and governance; and be a great place to make a living.





# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

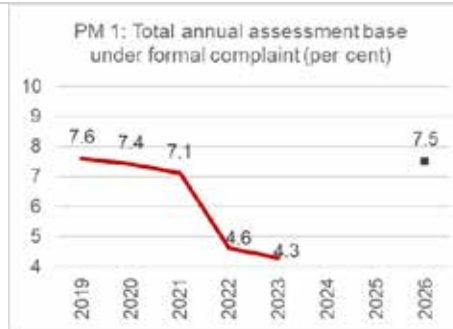
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



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



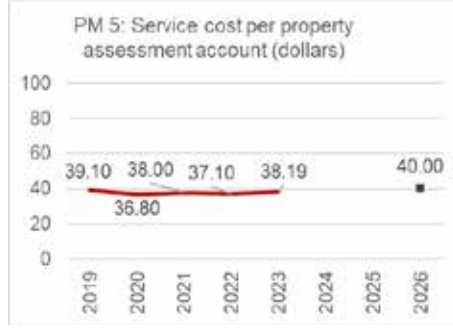
Property Assessment conducts a transactional customer satisfaction survey any time a customer who has called in agrees to undertake one. Historically, results had generally stayed over a very healthy 80 per cent but fell below this level in 2018-2021. Efforts to turn the curve back over the historical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



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

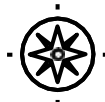


This is the most fundamental performance measure to evaluate the quality of the property assessment roll. Commonly called the "Assessment to Sale Ratio", anything close to 100 per cent means that, on average, properties are selling for close to what they are assessed at. Performance measure results have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



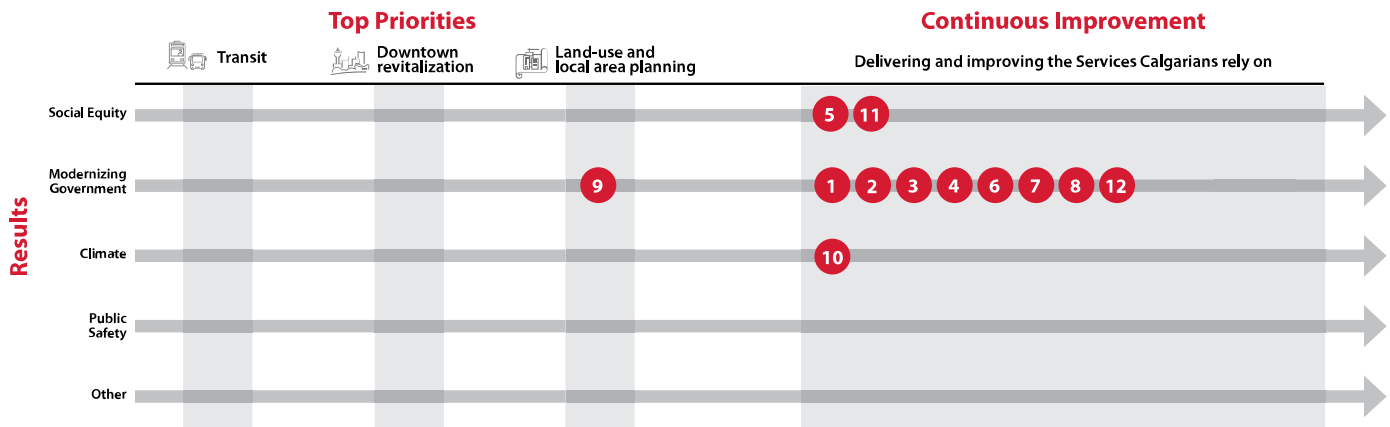
This performance measure had generally trended down through 2015-2020 as operating budgets did not keep up with account growth. Service levels drops were minimized due to efforts to increase efficiency despite the increase in both the volume and complexity of accounts. This trend has reversed and this performance measure has generally been moving higher since 2020 due to increased investment by The City of Calgary which will allow service levels to be maintained.











# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

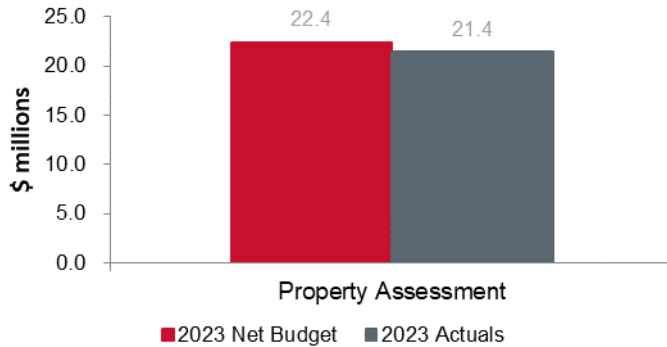
Initiative	Initiative Update	Status
1 Meet and exceed all legislated requirements and industry standards by preparing fair and equitable property assessments for all Calgary properties.	The 2024 property assessment roll consisted of over 581,000 accounts and approximately \$387B in assessed value. Despite a 2.5 per cent increase in accounts, all required quality standards were met or exceeded.	
2 Improve the customer experience by focusing on improving Calgarian's understanding and providing more online services and self-service options.	Customers made approximately 6,331 phone inquiries throughout the 2023 Customer Review Period (CRP) up from 3,995 in 2022. CRP surveys of customers showed an 80 per cent customer satisfaction score in 2023 up from 78 per cent in 2022 with team members resolving 78 per cent of inquiries on the first phone call.	
3 Manage The City's financial risk and improve relationships with Calgarians by actively collaborating with property owners and agents regarding their property assessments.	Property Assessment extensively engaged with non-residential property owners regarding their 2023 property assessments which contributed to only 10.2 per cent of total tax revenue being under complaint. This was the lowest proportion since tracking began and down from the 2008 high of 47.9 per cent. This was in large part due to the great work done during Pre-Roll Consultation to arrive at an all-time high number and value of agreements with non-residential property owners and overall 99.6 per cent of the total number of properties did not have a complaint filed in 2023.	
4 Maintain equity for all property owners by listening, reviewing, understanding any complaints, and working to collaboratively resolve any Calgarian's concern by exchange of information, amended notice, and if necessary, by explaining our assessments before the Assessment Review Board.	Property Assessment again increased its collaboration efforts to all-time highs securing 3,281 total 2024 agreements for a total of approximately 34.2 billion in 2024 taxable property assessed value. After removing Multi-Residential from the above numbers, this represents about 45.3 per cent of the 2023 non-residential taxable property assessment base with signed agreements in place which ensures tax revenue stability and security for The City.	
5 Ensure exemption legislation is correctly interpreted and applied by managing the taxable and non-taxable status of properties.	In 2023, 33.9 per cent of the non-residential assessment base was exempt from taxation which is an increase from 32.3 per cent in 2022. Property Assessment's property tax exemption processing times stayed below 2023 targets 83 per cent of the year.	
6 Better serve Council and Calgarians by smoothly transitioning the Property Assessment and Taxation services into the Assessment & Tax business unit.	The merge of the Property Assessment and Taxation services into the Assessment & Tax business unit was successfully implemented and now there are a number of projects that have been completed or are in progress to optimize the new business unit. These projects include "Assess and Adjust"; improving property assessment notices; integrating Taxation and Property Assessment tools, products, and processes; determining the ideal future workplace; renovating workspaces; realigning information storage; and moving a considerable number of staff to a new workspace.	

Initiative	Initiative Update	Status
7 Make the Property Assessment service a more attractive long-term career choice by focusing on staff attraction, development, and retention.	Property Assessment only has access to a small pool of qualified staff and the 2023 overall turnover for the Assessment & Tax business unit is currently at over four per cent for core employees. In 2018, Calgary had the lowest percentage of appraisal staff accredited in Canada at 14 per cent. Efforts to address this resulted in getting this all the way to 47.8 per cent and now, due to some staff transition, Calgary sits at 37.9 per cent. Creating a “Transforming Learning” strategy is a 2023-2026 priority which is currently active and is aimed at improving all aspects of staff development.	
8 Pursue future efficiency and effectiveness gains by continuously investing in technology and process improvements.	The CIAO+ Program aims to replace Property Assessment’s core valuation software with a new vendor supported software solution. This Program is the primary capital priority for Property Assessment and represents a large investment of resources. The Program has experienced vendor delivery delays which will affect the go-live date of the new software. The go-live date has moved into 2025. The development and configuration of the new solution is almost complete. The focus for the CIAO+ Program team in 2024 will be testing and training.	
9 Support evidence-based decision-making across The City and the industry by providing property assessment information to internal and external data requesters for such issues as downtown revitalization, affordable housing, etc.	As part of the 2023-2026 service plans and budgets process, the Property Assessment service received additional funding to hire new staff. Those new staff for 2023 have been hired and a part of their focus is on providing property assessment information to external and internal data requesters to support priorities like the Downtown Strategy, Housing Strategy, and Citywide Growth Strategy.	
10 Address the climate emergency by reducing Property Assessment’s carbon footprint using both technological and process related tools.	Property Assessment implemented a contest to incentivize more property owners to use eNotices rather than have their property assessments mailed. As of 2023 December 31, around 58,000 property owners have signed up to receive an eNotice which is up approximately 13 per cent since this time last year. This eNotice usage increase along with conducting many Assessment Review Board hearings via videoconference, reducing mailing/printing, moving more services online, and staff working primarily with a telework agreement all contributed to an unmeasured reduction in The City’s carbon footprint.	
11 Advance equity efforts at The City by making decisions after first considering all Equity, Diversity, Inclusion, & Belonging implications.	After successfully applying to the "Equity in Service Delivery Fund" the Assessment & Tax business unit has \$70,000 to undertake the ProperTEA (Tax Equity Assessment) project which is expected to conclude by 2024 June 28. This project will see a partnership with the University of Calgary Department of Economics’ research group. It will explore issues of equity in The City of Calgary’s residential property assessment and tax system and develop targeted and operational refinements to better meet the needs of diverse Calgarians and to support greater equity.	
12 Increase resilience and consider how best to operate in a future that is increasingly volatile, uncertain, complex, and ambiguous by proactively preparing for unexpected challenges.	The Assessment & Tax Business Continuity Plan and the entire internal business planning & reporting process are in the process of being completely rewritten to reflect the changes made as part of the Organization Realignment and bring things up to industry best practices. While there is still more to do an early success in 2023 was the creation of the first ever multi-year Assessment & Tax Strategic Plan.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



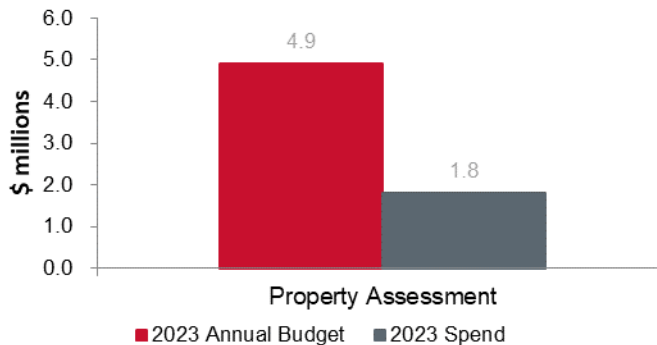
### Operating Budget Updates - 2023 net operating budget vs actuals:

Property Assessment service line has a favourable variance of \$1.0 million. The main reasons that have contributed to the variance are savings in salary and wages from intentionally managing the workforce of \$0.9 million and savings in business and communications expenses of \$0.1 million.

In 2023, Property Assessment had a number of accomplishments achieved such as:

- Mailed a high-quality property assessment roll to well over half a million accounts
- Provided better customer service during the Customer Review Period despite a 61 per cent increase in inquiry volume
- Administered a record low proportion of total property tax revenue being under complaint
- Negotiated a high number and large value of Pre-Roll Consultation agreements
- Released an improved property assessment notice format and improved website content and usability

### Capital Budget and Spend as of December 31, 2023



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

Property Assessment has spent 36.8 per cent of the 2023 approved capital budget.

The Calgary Integrated Assessment Office+ (CIAO+) Program aims to replace Property Assessment's core valuation software with a new vendor supported software solution. This Program is the primary capital priority for Property Assessment and represents a large investment of resources. The Program has experienced vendor delivery delays which will affect the go-live date of the new software. As a result, the spend rate for 2023 is lower than anticipated and the go-live date has moved into 2025. The development and configuration of the new solution is almost complete. The focus for the CIAO+ Program team in 2024 will be user acceptance testing (UAT) and training.

# Taxation

Led by: Director of Assessment & Tax

## Service Description

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

## Service Updates

### Key Service Results

The Taxation service's key service results for 2023 were:

- There were almost 555,000 annual bills mailed for a total of \$3.0B in budgeted provincial and City of Calgary property tax revenue and the City of Calgary portion of that makes up approximately 43 per cent of The City of Calgary's total revenue that is spent providing the important services that Calgarians use every day.
- The City of Calgary is very effective, collaborative, and compassionate in property tax collection as, despite having over well over half a million accounts, only five went to the actual tax sale auction on 2023 April 26, of which only one sold. As well, the 2023 property tax debit reminder notices as a percentage of property tax billed (0.98 per cent) is the lowest since at least 2013.
- The Taxation service helps non-profit organizations and citizens in need with property tax cancellation, reduction, or refunds through various programs. 2023's discretionary tax relief programs resulted in approximately \$2.2M in tax cancellations and included relief to organizations such as the Calgary Housing Company, Silvera for Seniors, and many others.

### Service Challenges

The Taxation service's largest challenges faced in 2023 were:

- A very active real estate market and record high number of service requests has created workload issues that require careful management.
- The 2023 property market saw some instability with residential property values rising sharply and non-residential property values not showing that same increase. This arose due to reasons such as rising interest rates, high inflation, and various other market factors. For the Taxation service this resulted in decreased public trust, increased workload, and increased financial risk. Despite this difficult environment, Taxation staff worked collaboratively and compassionately with taxpayers and were able to maintain the lowest levels of unpaid property tax per account since tracking began. Taxation staff also were able to assist non-profit organizations and citizens in need with property tax cancellation, reduction, or refunds through various programs.

### Trends & Potential Uncertainties

The largest trends and potential uncertainties for the Taxation services are related to ongoing economic uncertainty, rising property values, and increasing cost of living. In response to these identified risks the Taxation service increased its focus on property tax exemptions and tax relief programs and the Assessment & Tax business unit is updating its Business Continuity Plan and rewriting its entire internal business planning & reporting process to reflect the changes made as part of the Organization Realignment and meet industry best practices. The new 2024-2026 Assessment & Tax Strategic Plan has the following strategic goals: provide an integrated and exceptional customer experience; deliver excellent quality through expertise and governance; and be a great place to make a living.





# Measuring Our Performance

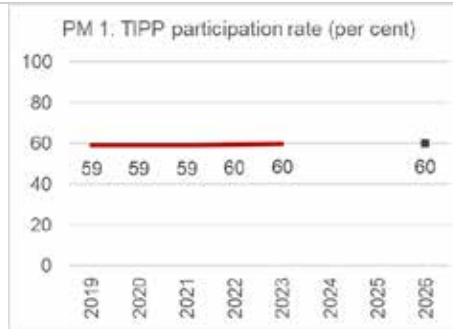
## Legend

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

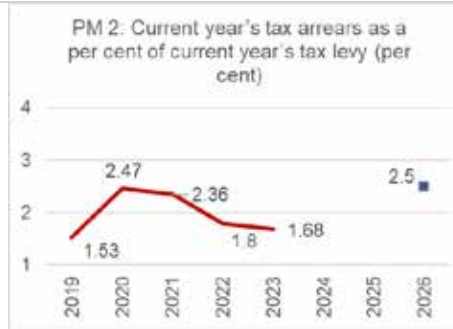
## Performance Measures

## Story behind the numbers

## Status



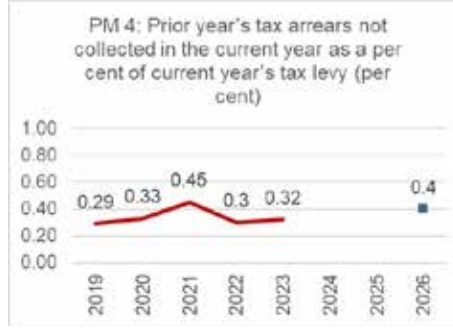
This performance measure was recently impacted by online registration, improved forecasting, better distribution of initial payment if joining after year beginning, and the removal of fees. While the participation rate has remained relatively steady for several years, it has done so while The City has seen an increasing number of property tax accounts. Over 306,000 accounts participate in The City of Calgary's Tax Instalment Payment Plan (TIPP), the TIPP rate is one of the highest in Canada, and the goal is to continue to be so.



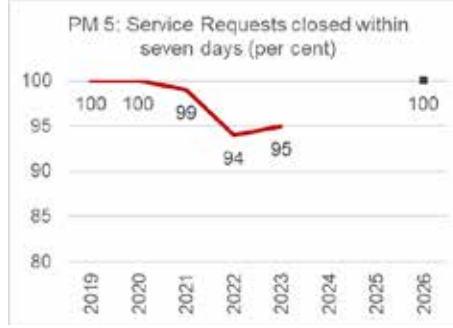
This performance measure indicates the overall effectiveness of the Taxation service. In 2022-2023, it dropped back below desired levels after rising in 2020-21 due to the impacts of the pandemic. It is influenced by the accuracy and timeliness of billings, payment processing speed, effective communication, payment options, due dates, penalties, outstanding tax collection, responsiveness of systems/resources, and maintaining low current year tax arrears.



This performance measure had generally trended downward between 2015-2019 due to operating budgets not keeping up with account growth. Calgary continues to have one of the lowest results for this performance measure in Canada but recent increased investment by Council has pushed it upwards. This will allow Calgary to further leverage technology, enhance efficiency and productivity, and better address requests from Council and administration.



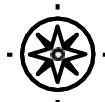
The prior year's tax arrears not collected in the current year as a per cent of current year's tax levy measure shows the proportion of prior years' tax arrears not collected as of the year end. The cost of living, strength of the local economy, and collection practices may impact tax arrears, collections, and penalty and interest charges. When compared to other peers in the MBNCanada benchmarking program, The City of Calgary's results for this measure are consistently much lower and 2023 maintains that position.



This performance measure is a key factor in increasing customer satisfaction and public trust in the Taxation service. Results are commonly at or near 100 per cent but occasionally unexpected events push results lower than desired levels. 2023 has seen every month over 98 per cent except April, November, and December when call volumes were high and staff assigned were low. This has dragged down the overall year-to-date results. Efforts are underway to improve forecasting so that staffing numbers can be high enough to deal with unexpectedly high call volumes.

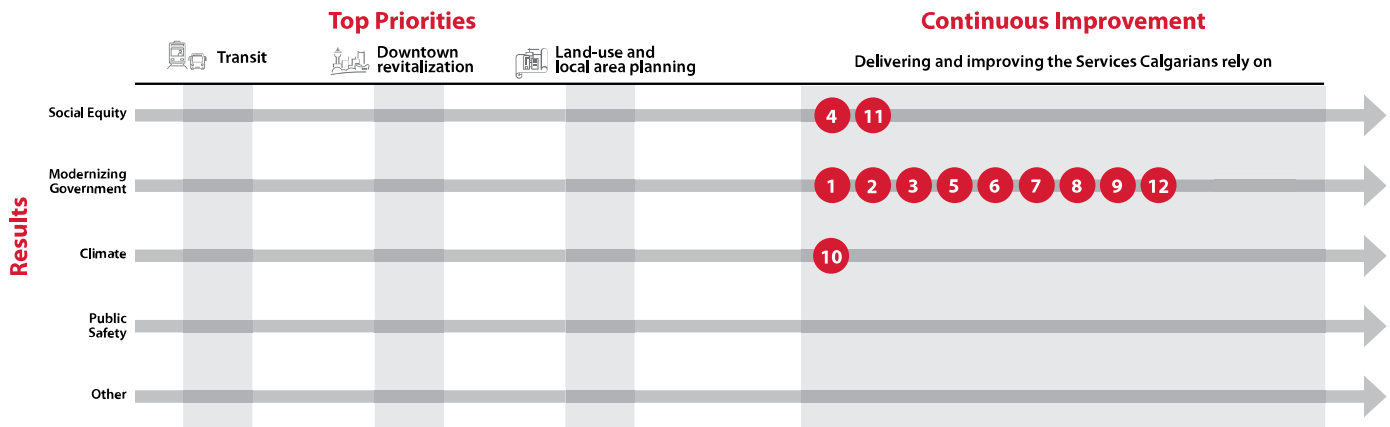













# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➡ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

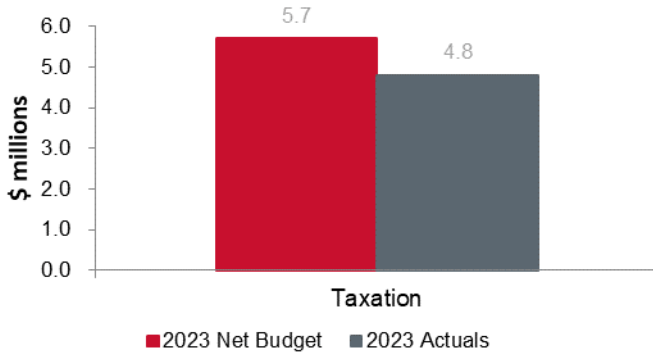
Initiative	Initiative Update	Status
1 Ensure Calgarians have access to their accurate and timely property tax bills by following billing best practices.	The 2023 Property Tax Bylaw was passed on by Council on 2023 March 14. The 2023 property tax bills were mailed out on 2023 May 25 with a due date of 2023 June 30. There were almost 555,000 annual bills mailed for a total of \$3.0B in budgeted provincial and City of Calgary property tax revenue and the City of Calgary portion of that makes up approximately 43 per cent of The City of Calgary's total revenue that is spent providing the important services that Calgarians use every day.	➡
2 Improve the customer experience by focusing on improving Calgarian's understanding and providing more online services and self-service options.	Tax Instalment Payment Plan (TIPP) participation continues to increase as can be seen by the over 306,000 active TIPP accounts and approximately \$159 million of revenue coming in each month. Additional customer service-related improvements have been already made or in the process of being made with the TIPP Self Service Registration project, Tax System Modernization program, further integration of processes and systems between the Taxation and Property Assessment services, exploration of providing copies of property tax bills online, etc.	➡
3 Provide The City with a significant and stable source of property tax revenue by effectively and efficiently collecting property taxes.	The City of Calgary is very effective and collaborative in property tax collection as, despite having over well over half a million accounts, only 4,546 Pre-Tax Notification properties were identified with 279 of those eventually being included on the Tax Sale listing. Staff compassionately worked with the owners of those properties and just five went to the actual tax sale auction on 2023 April 26, of which only one sold. As well, the 2023 property tax debit reminder notices as a percentage of property tax billed (0.98 per cent) is the lowest since at least 2013.	➡
4 Help Calgarians in need of financial assistance by offering compassionate property tax relief-based programs under certain circumstances.	The Taxation service helps non-profit organizations and citizens in need with property tax cancellation, reduction, or refunds through various programs. 2023's discretionary tax relief programs resulted in approximately \$2.2M in tax cancellations and included relief to organizations such as the Calgary Housing Company and Silvera for Seniors and programs such as the Non-Profit Tax Mitigation Policy, Compassionate Penalty Relief, the Property Tax Assistance Program, and the Tax Incentives for Renewable Power Generation Developments on Brownfield Sites Policy.	➡
5 Support Council's Guiding Principle of Building Strong Communities by improving Business Improvement Area (BIA) engagement and relationship building.	The 2023 Business Improvement Area budgets and enabling bylaws were passed by Council on 2023 January 24. The 2023 Business Improvement Area Tax Notices were mailed out on 2023 February 8 with a due date of 2023 March 31. There were almost 6,000 notices mailed for a total of \$5,153,856 in budgeted Business Improvement Area tax revenue.	➡

Initiative	Initiative Update	Status
6 Better serve Council and Calgarians by smoothly transitioning the Property Assessment and Taxation services into the Assessment & Tax business unit.	The merge of the Taxation and Property Assessment services into the Assessment & Tax business unit was successfully implemented and now there are a number of projects that have been completed or are in progress to optimize the new business unit. These projects include “Assess and Adjust”; improving property tax bills; integrating Taxation and Property Assessment tools, products, and processes; determining the ideal future workplace; renovating workspaces; realigning information storage; and moving a considerable number of Taxation staff to a new workspace.	
7 Make the Taxation service a more attractive long-term career choice by focusing on staff attraction, development, and retention.	Taxation only has access to a small pool of qualified staff and the 2023 overall turnover for the Assessment & Tax business unit is currently at over four per cent for core employees. Creating a “Transforming Learning” strategy is a 2023-2026 priority which is currently active and is aimed at improving all aspects of staff development.	
8 Pursue future efficiency and effectiveness gains by continuously investing in technology and process improvements.	The Tax System Modernization program was provided capital funding as part of the 2023-2026 service plans and budgets process and aims to update PTWeb and City Ownership OnLine (COOL). PTWeb is the primary property tax system and work will be initiated in 2024. COOL interfaces with Alberta Land Titles, allows Taxation to receive feeds of ownership changes, and development work is well underway. The TIPP Self Service Registration project was completed in 2023 and will result in multiple efficiency and effectiveness gains.	
9 Support evidence-based decision-making across The City and the industry by providing taxation information to internal and external data requesters.	As part of the 2023-2026 service plans and budgets process, the Taxation service received additional funding to hire new staff. Those new staff for 2023 have been hired and a part of their focus is on providing taxation information to external and internal data requesters to support priorities like the Downtown Strategy, Housing Strategy, and Citywide Growth Strategy.	
10 Address the climate emergency by supporting the Clean Energy Improvement Program and reducing Taxation’s carbon footprint using both technological and process related tools.	Reducing mailing/printing, switching to no bleach envelopes, and having many Taxation staff working with a telework agreement have contributed to an unmeasured reduction in The City of Calgary’s carbon footprint. Tax Instalment Payment Plan (TIPP) online went live late in the last quarter of 2023 and was quite successful with 45% of new TIPP sign-up done via the online form resulting in 3,063 accounts that didn’t have to have a TIPP agreement either mailed or emailed to them. The Clean Energy Improvement Program (CEIP) is actively supported by the Taxation service.	
11 Advance equity efforts at The City by making decisions after first considering all Equity, Diversity, Inclusion, & Belonging implications.	After successfully applying to the "Equity in Service Delivery Fund" the Assessment & Tax business unit has \$70,000 to undertake the ProperTEA (Tax Equity Assessment) project which is expected to conclude by 2024 June 28. This project will see a partnership with the University of Calgary Department of Economics’ research group. It will explore issues of equity in The City of Calgary’s residential property assessment and tax system and develop targeted and operational refinements to better meet the needs of diverse Calgarians and to support greater equity.	
12 Increase resilience and consider how best to operate in a future that is increasingly volatile, uncertain, complex, and ambiguous by proactively preparing for unexpected challenges.	The Assessment & Tax Business Continuity Plan and the entire internal business planning & reporting process are in the process of being completely rewritten to reflect the changes made as part of the Organization Realignment and bring things up to industry best practices. While there is still more to do an early success in 2023 was the creation of the first ever multi-year Assessment & Tax Strategic Plan.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



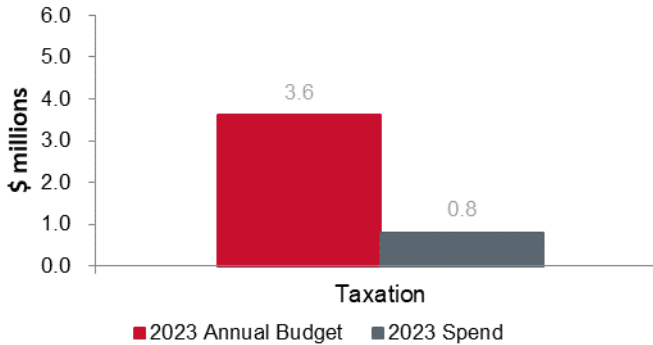
### Operating Budget Updates - 2023 net operating budget vs actuals:

Taxation service line has a favourable variance of \$0.9 million. The main reasons that have contributed to the variance are higher than anticipated revenue of \$1.3 million mainly from City Online (e-commerce) as a result of increased real estate activities, savings in Property Tax Assistance Program (PTAP) of \$0.1 million; partially offset by unfavorable variance in salary and wages of (\$0.2) million and higher printing and postage expenses of (\$0.3) million.

In 2023, Taxation had a number of accomplishments achieved such as:

- Mailed a property tax notice to well over half a million accounts for a total of \$3,009 million in budgeted property tax revenue
- Passed the 300,000 active Tax Instalment Payment Plan (TIPP) accounts milestone
- Maintained an effective property tax collection process with only one property being sold at the 2023 tax sale auction
- Supplied strong customer service despite very high call volume
- Provided around \$1.7 million in discretionary tax relief to non-profit organizations and citizens in need
- Released a self-service process for Tax Instalment Payment Plan (TIPP) registration

### Capital Budget and Spend as of December 31, 2023



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

Taxation has spent 23.0 per cent of the 2023 approved capital budget.

The Property Tax Web (PTWeb) Uplift, which is a component of the Tax Management Sustainment initiative, has reached full completion. The City Ownership Online Upgrade (COOL), which interfaces with Alberta Land Titles and allows The City of Calgary to receive feeds of ownership changes, is approximately 75.0 per cent complete of its scheduled 2023/24 progress, due to be completed in Q4 2024. The initiation of the PTWeb replacement project has been scheduled to begin Q1-2024, predominantly due to constraints in resource availability.





# Transportation



# Parking

Led by: Director of Mobility

## Service Description

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

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

## Service Updates

### Key Service Results

With the integration of the Calgary Parking Authority into The City of Calgary, rethinking parking services for Calgarians was a focus area. Service highlights included building awareness for the MyParking app, Flex Pass and parking rate promotions to provide affordable parking options for Calgarians. As parking revenue continues to be reinvested in our communities, increased engagement with Business Improvement Area (BIAs) addressed concerns, built trust, and informed revised policies for commercial on-street areas. Parking Safety & Compliance officers also engaged with Calgarians at events such as the Mayor's Environment Expo, the 'Coffee with a Uniform' community program and the Centre for Newcomers sessions.

Surface parking lots and Parking Lot 7 were retrofitted with energy-efficient lighting. The initial deployment of ParkPlus 2.0 was also completed along with security enhancements to reduce payment vulnerabilities. A new website was launched with user-friendly navigation, enhanced user experience, improved accessibility, and usability on mobile devices. A new satellite yard for the Municipal Impound Lot has also been completed to improve service for large vehicle owners.

### Service Challenges

With a year of integration into The City, alignment regarding policies is ongoing to address challenges and changes that naturally exist during an integration. Service challenges experienced during the year included the Residential Parking Permit program fee implementation. Additionally, there were higher expectations for the parking service to support internal City of Calgary groups and non-profit organizations.

### Trends & Potential Uncertainties

Cyber security incidents continue to occur globally wherever technology systems are used, and this trend impacts the technology infrastructure and systems of the parking service. Information technology systems and infrastructure tend to become obsolete earlier than other types of infrastructure such as building components. The service is experiencing an increase in disrespectful behaviour from the public. There is also an increasing inability to hire and retain information technology professionals.





# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

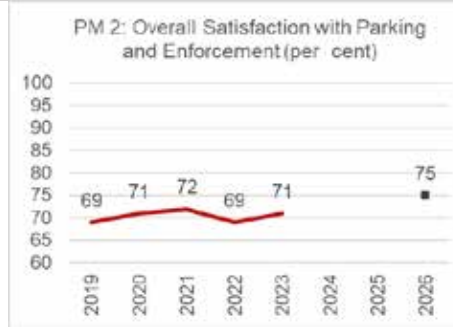
## Performance Measures

## Story behind the numbers

## Status



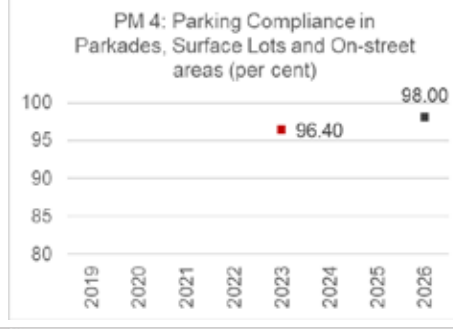
Parking revenues continued to trend upwards in 2023 as parking demand returns after the COVID-19 pandemic. As a result, Calgary Parking was able to meet revenue return commitments of \$11 million from parking operations. Revenue after expenses from enforcement operations are also returned to The City. In 2023, enforcement operation revenue after expenses was \$9.6 million.



Overall parking and enforcement satisfaction remains high, and customers rate Calgary Parking higher than competitors in terms of product quality. New products and promotions provide variety in mobility choices. With service integration into The City, the Citizen Satisfaction Survey is the data source for this measure. Hence, this measure is not directly comparable to previous measures. In 2023, 71% of survey respondents were very satisfied and somewhat satisfied with parking & enforcement. It is expected that the new Residential Permit Parking program permit fees may impact this rating in 2024.



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

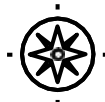


Parking compliance remains high and is expected to stay at these levels. Compliance values are 98% for parkades, 95% for surface lots and 97% for on-street parking. After relaxing enforcement practices over the pandemic, activities are now returning to 2019 levels. It is expected that increased parking activities will continue to improve compliance such as fewer instances of parking in 'no parking' zones during rush hour. Increased emphasis on enforcement in Residential Parking Permit program areas will help support the system after the recent changes.



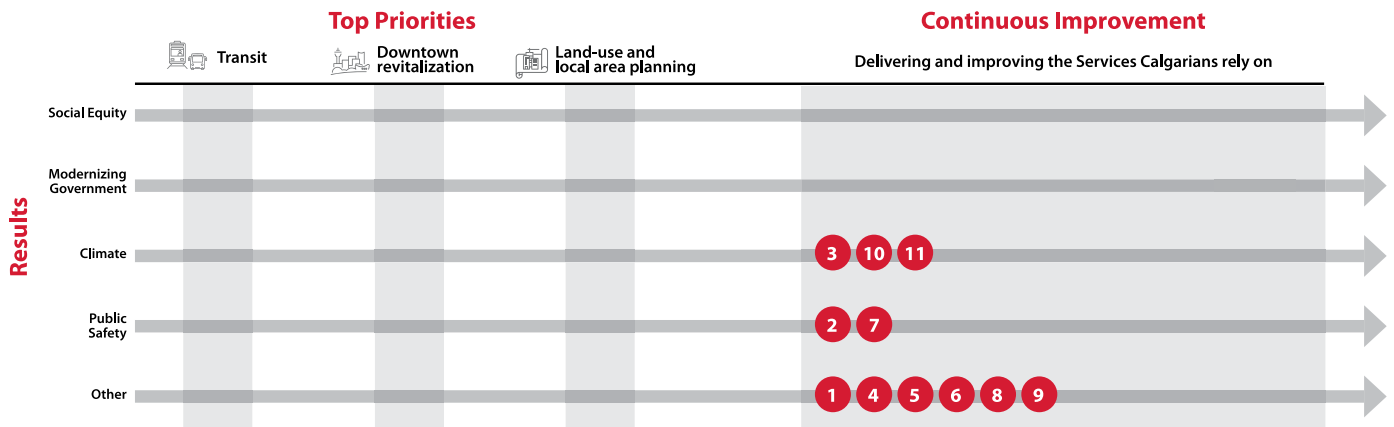
Parking enforcement provided corporate support and had a lower capacity to respond to high priority calls. High priority calls for service include calls related to obstructed driveways, road hazards, private property, and service disruption such as water services. Transitioning enforcement calls to the Calgary Parking Contact Centre and additional parking service staff hired at the end of 2023 should contribute to performance measure improvement in 2024.










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

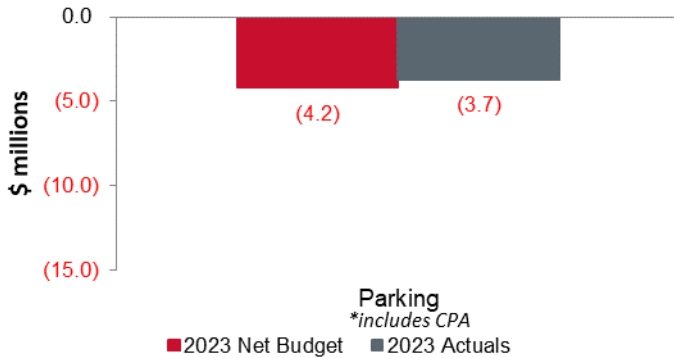
Initiative	Initiative Update	Status
1 Improve positive perception of the Parking Service by facilitating sponsorship and outreach programs where funding is allocated to groups or organizations that have mobility and transportation-related projects.	A partnership initiative between Calgary Parking and Business Improvement Areas (BIAs) included activities to understand BIA needs related to parking and collaborate on solutions. Calgary Parking completed engagement activities for the year which informed a revised parking revenue reinvestment program that will be proposed in 2024. Regular meetings with BIAs occur during the year to continue to build trust and address concerns.	
2 Deliver awareness of the ParkPlus System, the Traffic and Parking Bylaws to Calgarians by creating opportunities for Parking Safety & Compliance (PS&C) officers to engage with customers and Calgarians in the community.	Parking Safety & Compliance officers participated in outreach, communication, and engagement programs with Calgarians including festivals and other events such as the Mayor's Environment Expo, 'Coffee with a Uniform' community program and collaboration with security teams for events such as the World Petroleum Congress. Parking Safety & Compliance officers also engaged through school patrol teams, ward open houses, meetings with community associations, educational sessions at the Centre for Newcomers, and public safety campaigns around schools to amplify School Patrol Team messages.	
3 Decrease operating costs by upgrading to more fuel efficient fleet vehicles.	Procurement activities are ongoing to upgrade parking service vehicles to a more fuel-efficient fleet. Earlier in 2023, a pilot project was conducted to advance the objective of achieving an energy-efficient fleet. The initial set of electric vehicles have arrived, with more vehicles expected to arrive in 2024. As the parking operations team integrates new vehicles into service operations, the parking enforcement team is closely monitoring and projecting fleet requirements for continued systematic fuel-efficient vehicle integration.	
4 Reduce parkade operating costs by upgrading lighting and heating units.	Parkade operating costs are positively influenced by introducing efficiencies such as better lighting and heating equipment. All surface parking lots and Parking Lot 7 were retrofitted to energy-efficient Light-Emitting Diode (LED) lighting. Heating upgrades are also underway with completed assessments and a contract to implement additional changes to heating and lighting in 2024.	
5 Increase revenue through the Flex Pass program and other new products.	Parking service promotions occurred throughout the year, including app-only promotions and Calgary Parking products such as Flex Pass and the MyParking App. While rates at some facilities have increased due to demand, Flex Pass and other promotions such as lower daily rates at underused parkades continue to attract parking service customers. New promotions at the Platform Parkade also aim to increase parking service use. Overall, City parking lots continue to recover from pandemic losses.	
6 Allow for a better understanding of business recovery by developing Key Performance Indices (KPIs) focused on gross revenue and net revenue.	Parking revenue representations under different policy scenarios and with different products at different prices have been reviewed in preparation for the financial policies update in 2024. This update may lead to revised key performance indicators which would reflect different financial focus areas.	

Initiative	Initiative Update	Status
7 Maintain and operate safe facilities for customers, and increase efficiencies and reduce operational costs, by supporting the lifecycle and asset strategy, focusing on upgrading infrastructure (mechanical, electrical).	New contracts and design work were completed for parking facilities, with projects planned for 2024. In 2024 and 2025, heating and electrical systems will be upgraded at several parkades. Lighting will be upgraded in both surface lots and parkades. These upgrades aim at improving efficiency, reducing costs, and reducing the parking service's environmental footprint while enhancing safety and customer experience.	
8 Support and maintain the City's License Plate Recognition (LPR) enforcement capabilities by replacing aging technology, including mobile and/or vehicle License Plate Recognition equipment, and fixed facility-based License Plate Recognition equipment currently in use.	A Request for Proposal (RFP) to support and maintain The City's License Plate Recognition (LPR) enforcement capabilities was released for bidding in December 2023, and a service provider will be selected in early 2024. To support this initiative, a study of a new 'Lite Fixed Camera' solution was completed and demonstrated efficiency gains of LPR in smaller settings and cost savings over traditional fixed LPR installations. Current studies include a mobile-fixed camera test rig to allow fixed cameras to be tested on a pilot basis.	
9 Enhance user experience, data security, operation stability, reduce technology maintenance cost, provide faster responses to stakeholder needs and the industry's changing requests, and add new features and flexibility to integrate with third party applications, by enabling, supporting, and automating Calgary Parking Authority (CPA) parking management operation to support the lifecycle management of software solutions.	The Initial deployment of ParkPlus 2.0 is complete. Testing and upgrades will continue before a full rollout of the software occurs. Successful transition to the new software leads to the larger process of rebuilding the entire software suite. Additionally, with Calgary parking's commitment to quality service provision and adding value for customers, a new and improved Calgary Parking website was launched in Oct 2023. The new website provides efficiencies that include security enhancements to reduce payment vulnerabilities.	
10 Increase the number of Electric Vehicle charging stations in City-owned parkades in the short-term, and assess utilization demand and increase capacity as we advance.	The scope of work related to electric vehicle charging stations for City-owned parkade facilities has been established. A project charter has been completed by a consultant, with a strategy and implementation plan that provides specified charging station deliverables during the business cycle.	
11 Install Electric Vehicle charging stations on-street by working with the Calgary Sustainability team to assess demand and feasibility.	Although specific electric vehicle language was not included in Calgary Parking policy updates, ongoing work includes pilot projects to test the feasibility of on-street electric vehicle charging stations. Plans for 2024 include potential collaborations with other teams and assessing opportunities for a downtown on-street electric vehicle charging station pilot.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

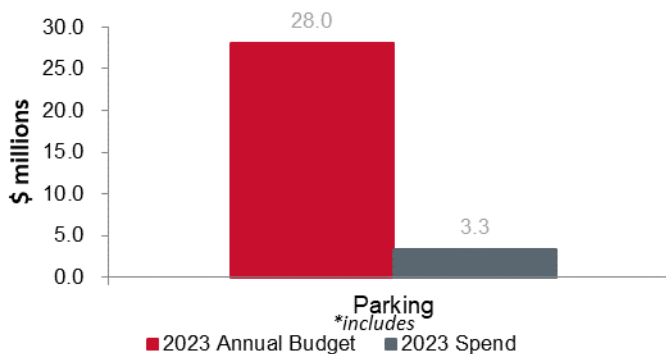


### Operating Budget Updates - 2023 net operating budget vs actuals:

The Parking service had an overall unfavorable operating variance of \$0.6 million. This unfavourable variance was primarily due the distribution to The City of Calgary exceeding budget by \$7.9 million, the largest factors offsetting this were favorable variances in parkade revenues of \$4.4 million, mainly due to successful Flex Pass promotions, and favorable variances of \$2.8 million in Parking Safety & Compliance revenues.

Parking service operating revenues have largely recovered from the low points seen in the pandemic, but continue to be lower than pre-pandemic levels. 2023 saw an average of approximately 85 per cent of pre-pandemic revenues. This recovery has been further enhanced through efficiencies in governance by moving Calgary Parking into the City of Calgary and operating more efficiently under the Mobility business unit.

### Capital Budget and Spend as of December 31, 2023



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

Parking has spent 11.7 per cent of the 2023 approved capital budget of \$28 million which consists of \$19.5 million in approved capital budget carried forward from the previous budget cycle and \$8.5 million in new projects. Of the newly approved \$8.5 million in capital budget, \$3.3 million was spent. Major work at Lot 25 is tendered, and upgrades at Lots 28 and 36 are being finalized for construction. However due to procurement lead times, the remaining unspent portion of \$5.2 million will occur in 2024.

Calgary Parking's capital budget is self-funded through contributions to its Capital Reserve Fund from residual income after annual distributions are made to The City of Calgary. With the former Calgary Parking Authority's successful integration into The City of Calgary in 2023, capital asset plans were reviewed for consistency and are in alignment with The City of Calgary's long-term objectives. The carried forward budget amount will be adjusted in 2024 to reflect these updated capital plans.

# Public Transit

Led by: Director of Calgary Transit

## Service Description

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

## Service Updates

### Key Service Results

#### Awards

- White Hat Nomination
- Schulich School of Engineering Excellence Awards: Distinguished Collaborator Award

In 2023, Public Transit successfully hired over 800 operators to increase its service levels to meet growing ridership. Council approved new investments for the RouteAhead strategy, innovative fares (e.g., 12 and under free, weekend pass, etc.), and initiated early-stage design and engineering capital projects. Fair Entry processes were updated to align with Council's directive to assess low-income seniors' eligibility based on individual incomes.

Council approved a Public Transit Safety Strategy to improve collaboration and coordination of safety monitoring and response on transit. The Electric Bus Program achieved federal funding approvals and progressed in exploring technical requirements for fleet and charging infrastructure. Additionally, Green Line completed the final design for the new low floor light rail vehicles. These important milestone highlights the commitment to service levels and customer experience that encourage and strengthen transit ridership now and into the future.

### Service Challenges

Supply chain lead times and fleet labour (mechanics, technicians, etc.) shortages are impacting Public Transit's ability to procure replacement vehicles and meet service levels. Furthermore, 18 per cent of Public Transit's fleet is in critical or poor condition and requires replacement. Increased state of good repair makes the transit fleet more reliable and contributes to Public Transit's ability to meet long-term ridership and service level goals. Council's recent investments will help mitigate this challenge as we work to issue contracts for vehicle replacement.

Public Transit also faced challenges associated with inflation increasing the cost of vehicles, infrastructure, materials, and labour. Additionally, the service experienced escalating costs in delivering the Low-Income Transit Pass, due to an increase in the number of eligible participants. Continued collaboration with other levels of government is essential to manage the rising costs of equitable service access.

### Trends & Potential Uncertainties

Investment in battery electric buses (BEBs) aligns with a broader push for greener and more sustainable transportation options. BEBs come with higher upfront costs compared to traditional buses. The growing demand for BEBs is further driving up the cost and reducing the availability of these vehicles.

An increasing emphasis is on building regional transit networks, driven by initiatives like the Canada Transit Fund. This shift requires collaboration and investment in transit infrastructure beyond the city.

There is a need for a coordinated and multi-disciplinary approach to social challenges. In 2023, the City had a \$32 million shortfall to cover the Low Income Transit Pass demand. Working with other levels of government will be critical for Public Transit to maintain service levels.





# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

→ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



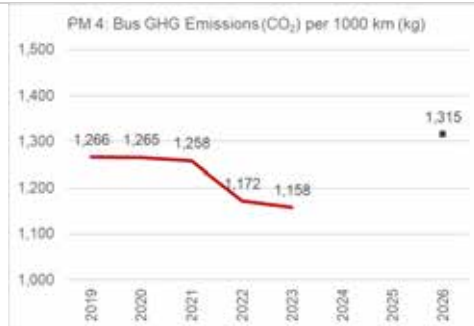
The approval of the Public Transit Safety Strategy in 2023 was a foundational step that will increase the number of Peace Officers by 60 per cent in 2024. This will ensure there are 45 Peace Officers on the system at any given time. The visual presence of enforcement officers, as well as a multi-disciplinary approach to safety are expected to improve this measure in 2024. Perception of safety on CTRain Platforms increased from 56% at mid-year to 71% by year-end. The 2023 mid-year performance report over-reported this value due to a reporting error. The mid-year value was 72.1 per cent, and has held through 2023.



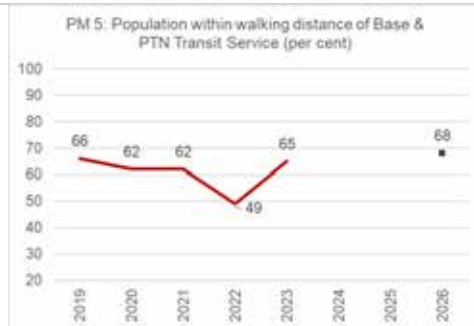
Investments in fleet state of good repair are important to maintain service reliability. This measure is also predictably affected by inclement weather in the latter part of the year. In 2023, the Service hired 800 new operators, and as new drivers continue to learn their routes and duties, this number is expected to recover in 2024.



Operating costs per trip are showing consistent improvement, primarily driven by service improvements and increased ridership per trip. As more passengers use Calgary Transit's services, the overall cost per individual trip decreases, resulting in greater cost-effectiveness and resource optimization. Year-to-year ridership has increased 21 per cent at the end of 2023, and C-train ridership is back to pre-pandemic levels. Bus ridership has also increased, and is on trend to achieve pre-pandemic levels (December 2023 ridership was at 90 per cent).



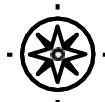
CO2 emissions slightly increased compared to 2022, attributed mainly to heightened bus usage due to increased ridership in 2023. 2023 saw a notable shift towards biodiesel with 35 per cent usage during the winter months. This resulted in lower emissions when compared to traditional diesel. The service had 171 Compressed Natural Gas buses by the end of 2023; also, diesel use extended until mid-April 2023, followed by a diesel-biofuel blend for the remainder of the year. RouteAhead implementation will increase service levels, which will increase emissions. Alternative fuels and lifecycle bus replacements will offset this increase.



The service continues to invest in service hours and service reviews. The Calgary metropolitan area's population is projected to reach 1,850,000 by 2035, an increase of approximately 14 per cent from 2023. This population increase will require sustained investment in transit to support the mobility needs of a growing population.

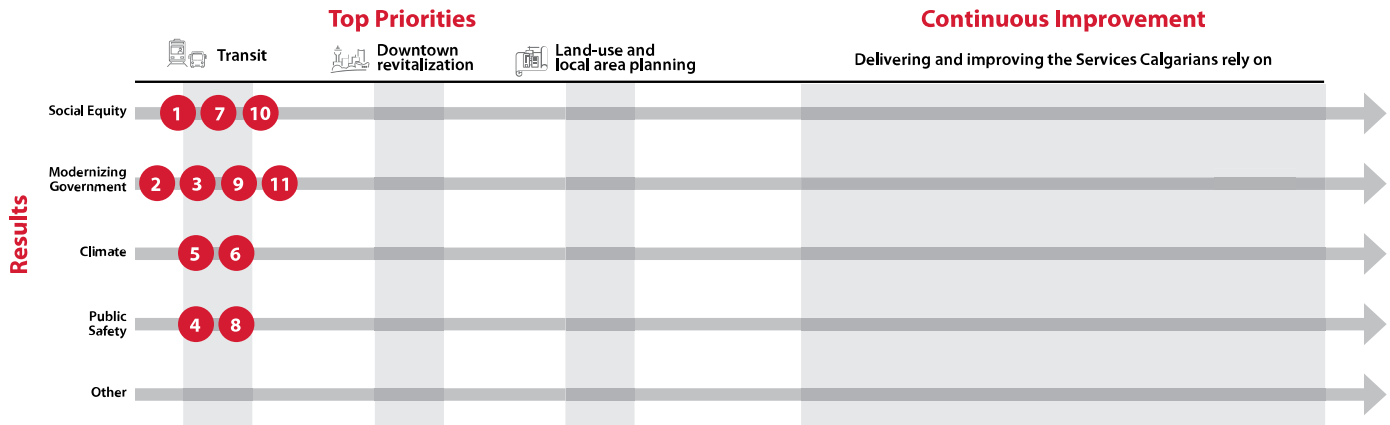












# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

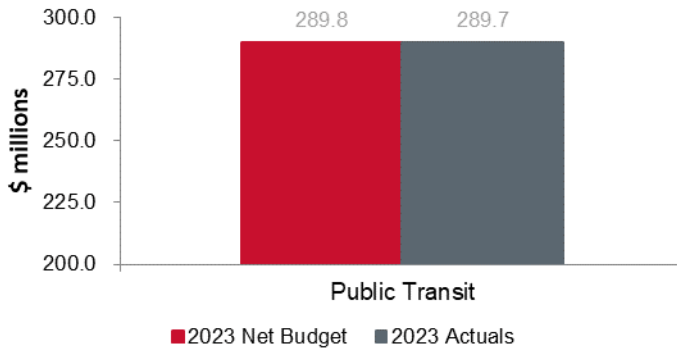
Initiative	Initiative Update	Status
1 Improve service and align service levels with return of ridership by optimizing routes and schedules.	Service levels and ridership continued to grow year over year. Routes and schedules were optimized resulting in better on-time performance in 2023. By year end, LRT weekend service surpassed 2019 pre-pandemic levels. Calgary Transit initiated major service reviews in northeast and southwest communities, prioritizing service improvements, network connections to rapid transit, and route efficiency. Projects included Winsport/Crestmont service updates, and 17 Avenue SW route merging, and stop spacing optimization to align with new road connections.	
2 Improve transit service by investing in innovative service delivery options and technologies.	The service is undergoing a transformation with the emergence of new technology and modes of transportation. In response to this, Calgary Transit is developing a Transit Technology Strategy. This strategy is designed to focus on technological innovation and adoption with the aim of enhancing both efficiency and overall customer experience. Additionally, Calgary Transit completed improvements to the Transit Trip Planning app by enabling the purchase and display of monthly passes including eligibility-based ones (e.g., monthly low-income, annual seniors, and UPass).	
3 Improve employee engagement and safety awareness training by investing in employee commitment.	In 2023, several initiatives were launched to enhance employee engagement and safety awareness training in Calgary Transit. Beyond the Driver's Seat Sessions were completed with all operators to provide safety training and boost morale. The Operator Safety & Readiness Notebook was updated, and training sessions were conducted to increase staff awareness and the ability to recognize and report hazardous conditions. This significantly increased the reporting of such conditions showing the positive impact of this training.	
4 Support transit customer safety strategy, Safety 4 All, by coordinating efforts with Council, other departments and business units.	In 2023, Council approved the Public Transit Safety Strategy: a multi-disciplinary approach that brings together internal and external partners to tackle complex challenges such as social disorder and community safety. Improved coordination means resources are better managed and target multiple outcomes at once. More Transit Peace Officers were hired with expanded authorities, and visual presence of enforcement is expected to improve the perception of safety and improve response times. The City also received a \$5 million provincial grant to improve the cleanliness of transit stations.	
5 Reduce greenhouse gas (GHG) emissions by transitioning to Compressed Natural Gas, Zero Emissions Bus, or hydrogen buses, leveraging funding support from other levels of government.	Public Transit is proactively adding battery electric buses into its fleet in alignment with the Calgary Climate Strategy and The City's goals of reducing GHGs and transitioning to an environmentally friendly fleet. In 2023, The City secured capital funding of \$165 million from Canada Infrastructure Bank financing, and up to \$325 million from the Zero Emissions Transit Fund grant. This will enable the acquisition of up to 259 electric buses to replace retiring diesel ones. This transition in fuel sources is expected to result in a reduction of up to 13,000 tons of CO2 emissions annually.	

Initiative	Initiative Update	Status
6 Contribute to corporate climate strategy goals by procuring innovative and environmentally friendly technologies.	Calgary Transit implemented a Snow Detection System and rail thermostats at 117 out of 135 track switch heaters. This new automated system ensures the heaters operate only when necessary, resulting in three times less fuel consumption. Since the installation, Calgary Transit's total CO2 emissions have been reduced by 2,728 tonnes compared to 2019 levels. This achievement not only contributes to innovative and environmentally friendly technology procurement but also generates an annual cost savings of \$441,000.	
7 Support developing the Green Line including design and construction.	Calgary Transit established a dedicated team to support technical and operational inquiries as part of the advancement of the Development Phase progression.  A member of the Green Line management team is participating on the Transit Service Governance Team fostering the relationship between Green Line and Calgary Transit.	
8 Implement and monitor the accountability framework for Calgary Transit safety areas which are moving to other business units and/or departments.	Key deliverables included ensuring leaders were empowered to conduct workplace safety inspections and workflow enhancements and e-learning opportunities were extended to all staff. This led to a 38% improvement in inspections compared to previous year. Metrics were analyzed to identify operational enhancements and potential mitigation strategies. A plan was executed to increase site visits at higher-risk workplace areas, reinforcing the commitment to safety and proactive risk management.	
9 Implement a continuous improvement framework to improve service delivery while coordinating across the corporation.	Public Transit developed and implemented a Transit Service Governance Team that meets regularly to address factors shaping service delivery across The City. This team covered Council reports, risk management, service awareness, and strategic initiatives like RouteAhead, Green Line, Public Transit Safety Strategy, and the Canada Transit Fund. Several sub-teams were created to focus on Specialized Transit to prioritize advancing service for eligible clients, and the Transit Major Capital Projects team which provided recommendations for BRT and LRT design updates.	
10 Leverage continued support from Provincial government for initiatives like Sliding Scale program while working with corporate partners.	Calgary Transit remained committed to social equity by aiming to remove financial barriers for transit access. Through effective advocacy with the Provincial Government, \$6.2 million in funding was secured for the sliding-scale low-income transit pass program in 2023. The City also contributed an additional \$32 million, culminating in an annual subsidy of approximately \$38 million. An enhanced Fair Entry program update has been implemented enhancing access to the Seniors Low-Income Transit Pass. These initiatives align with The City's dedication to providing an affordable transit network.	
11 Maintain network reliability by investing in infrastructure, system maintenance, and asset renewal programs	The service received funding to advance the design of the Blue Line NE Extension, Red Line S Extension, Max 301/North Central BRT, 144 Ave BRT & Symons Valley Transit Center, and the South Central Maintenance & Storage Facility. Several key initiatives are improving the State of Good Repair (SOGR) of infrastructure including the Haysboro LRV storage facility to store more 4-car trains, Brentwood station canopy rehabilitation, and Sunnyside signal upgrades. Calgary Transit is also implementing a risk-based condition assessment that will support forecasting future SOGR capital investments.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



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

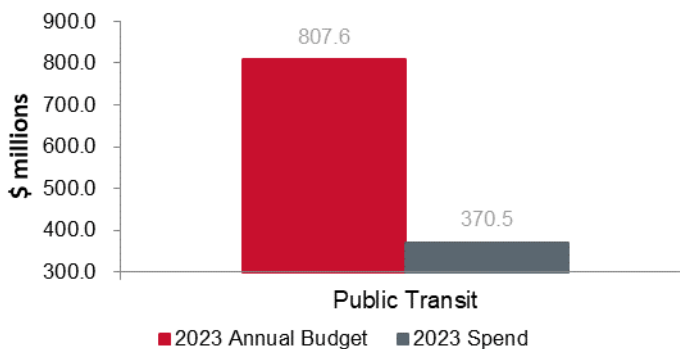
Public Transit has a favourable operating variance of \$0.1 million.

In 2023, Public Transit saw an improvement in ridership, reducing the total fare revenue shortfall from \$66.0 million in 2022 to \$39.1 million in 2023. The total revenue shortfall was \$33.5 million, offset by lower-than-budgeted expenditures and a recovery of \$22.0 million from the Merged Fiscal Stability and Budget Savings Account Reserve.

Public Transit continued to see reduced expenditures as service did not return to pre-pandemic levels until Q3 2023. Lower-than-budgeted salary and wages, utilities, contracted services, parts and fuel amounted to \$25.4 million in savings, partially offset by additional spending of \$15.8 million on operational recovery.

Financial results include \$4.0 million from the Alberta Transit Cleanup Grant and \$4.2 million in one-time budget for increased cleaning, repairs, and security at transit stations.

### Capital Budget and Spend as of December 31, 2023



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

Public Transit's 2023 capital spending is \$370.5 million or 45.9 per cent of its \$807.6 million capital budget.

Included in this is \$558.5 million for Green Line. 45.0 per cent or \$249.3 million of the Green Line capital budget was spent, and the remaining funding has been committed. With ongoing land acquisition, utility relocations, 78 Avenue enabling work, Light Rail Vehicle (LRV) manufacturing and final stages of the Development Phase, higher monthly spend rate will continue into 2024. Change in procurement strategy to include a Development Phase resulted in a shift in capital spend and the capital expenditures to offset the current year unspent budget are expected to be incurred in future years.

The remaining \$249.1 million capital budget is attributable to Calgary Transit and Public Spaces Delivery. 2023 spending is 49.0 per cent or \$121.1 million including \$80.9 million in LRV and bus procurement. The 49.0 per cent spend rate is primarily due to timing as the delivery of some materials and fleet were delayed into 2024, as well as challenges faced with procurement and infrastructure cost inflation.

# Sidewalks & Pathways

Led by: Director of Mobility

## Service Description

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

## Service Updates

### Key Service Results

#### Awards

John C. Bartholomew Award for Thematic Mapping

Service results include concrete construction to eliminate trip hazards & missing links, Plus 15 pedestrian bridge renovation and wayfinding maps, Peace Bridge railing rehabilitation, active & safe routes to school initiatives, painted crosswalks, and 16 Ave by 29 St NW multimodal bridge detailed design. Traffic control devices for pedestrians have also been installed to support the Always Available for All Ages and Abilities (5A) network. Replacements occurred for 5,650 metres of failing pathway assets, 134 bollards were removed to enhance accessibility, 1,200 metres of new pathways were added and signs were installed to communicate regulations and unfavourable conditions to pathway users. Crowchild Tr./Glenmore Tr. and 14 Street SW bridge to Glenmore Tr. bridge rehabilitation was also completed.

Pathways Education Signage program mobilized signage during summer & fall seasons at 18 park spaces and along pathway networks, and new infrastructure was added to snow clearing activities. Approximately 1,800 pathways-related service requests were responded to in 2023 (a 26% increase from 2022), and the average pathway service response time in 2023 was 4 days, versus 7 days in 2022.

### Service Challenges

Acquiring sufficient funds to remove missing links for both sidewalks and pathways is a challenge. For certain aspects of service delivery, lack of material, equipment, staff, and contractor availability resulted in procurement difficulties and work delays. Other challenges include balancing infrastructure availability while construction, rehabilitation or maintenance of sidewalk and pathway assets occur.

### Trends & Potential Uncertainties

There is a trend towards increasing costs of materials and resource unavailability. Material costs are increasing due to inflation and lack of availability, and asset deterioration with limited funding for maintenance is another trend across various assets. There is also an increase in pedestrian, accessible and active mode volumes. Coordination with other projects and programs, managing expectations and requirements related to timelines, budget and scope also present uncertainties which are mitigated through robust planning and consistent communication. Other uncertainties include schedule and cost risks due to the lack of availability of resources and internal enabling services.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

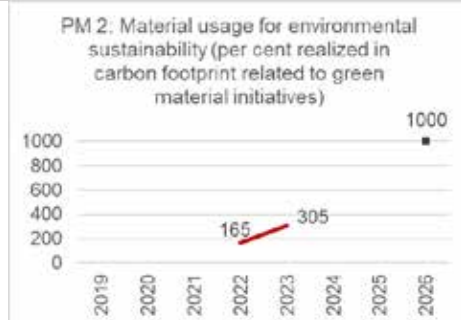
## Performance Measures

## Story behind the numbers

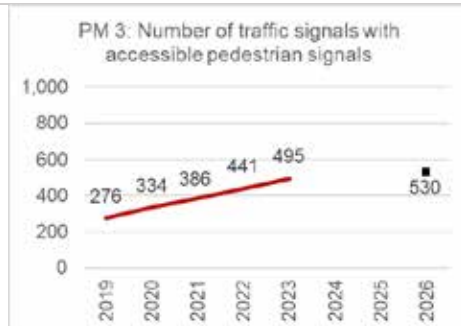
## Status



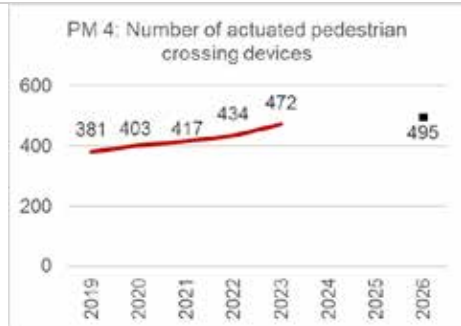
To keep sidewalks safe, concrete repairs, maintenance and construction are essential. As regular maintenance occurs, sidewalks can become unavailable for use by Calgarians, which can disrupt daily activities. Hence, this performance measure tracks the length of time it takes to complete sidewalk construction. Sidewalk construction delays occur for various reasons including weather, site constraints and procurement delays. In 2023, the average number of days for sidewalk construction reduced to 10 days, benefitting Calgarians with the timely provision of reliable and safe infrastructure.



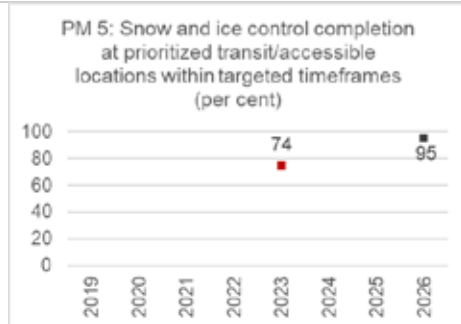
The City has increased the use of green (low carbon) cement to reduce carbon footprints. This approach aligns with the construction industry's standards of adopting sustainable materials which provide equivalent or better performance while also reducing adverse environmental impacts. In 2023, City concrete sidewalk projects resulted in 305 tonnes of carbon reduction, which is a significant increase from 165 tonnes of carbon reduction in 2022.



Accessibility is an essential component of providing a mobility network that can be used by all people, ages, and abilities. Traffic signals with accessible pedestrian signals provide equity of service to vehicular, wheeling, and pedestrian traffic on City pathways, sidewalks, crosswalks, and other parts of the network. By continuously increasing the number of traffic signals with accessible pedestrian signals, the service improves infrastructure accessibility and inclusivity for all Calgarians.

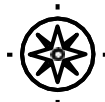


Road network crossing devices that are activated by pedestrians support safe movement across road lanes. These devices include overhead flashers, Rectangular Rapid Flashing Beacons (RRFBs), and pedestrian signals. The increase in actuated pedestrian crossing devices supports multiple modes of mobility and enhances safety of the transportation network.



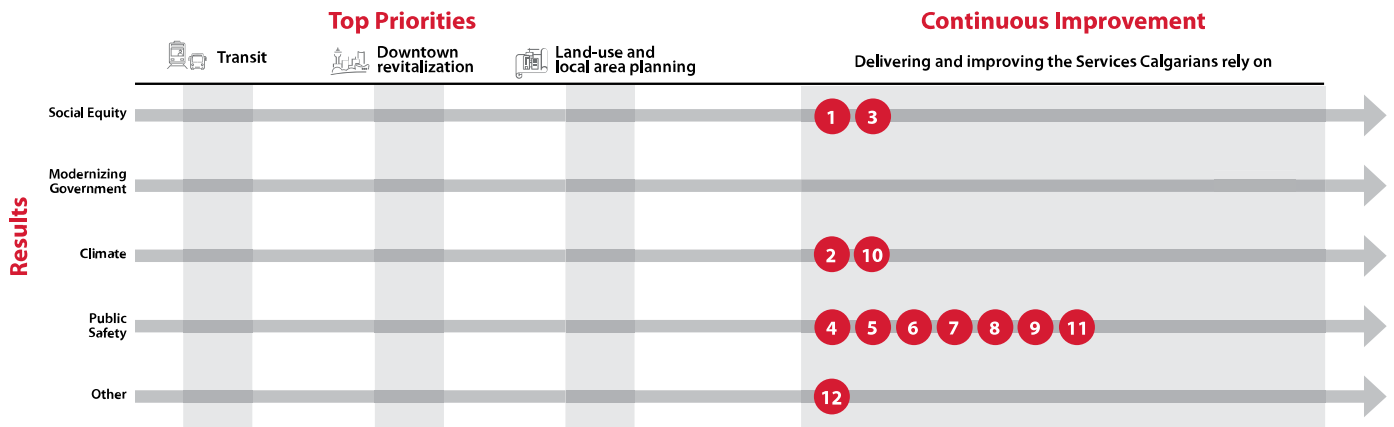
Pilot projects and testing to enable new service enhancements aim to expand the snow clearing service, enhance accessibility and support network coverage. This new annual measure reflects service response for the previous 2022/23 winter season. With multiple events involving snowfall advisories or extreme cold in the fourth quarter of 2023, performance expectations decreased slightly. However, average response times continue to trend positively. Updates to contracts and the upcoming snow and ice clearing policy approval will support snow and ice clearing in future years.





# Progress on Service Delivery





## Alignment with Council Refined Priorities and Result Areas






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

Initiative	Initiative Update	Status
1 Enhance support for walking and wheeling as preferred mobility choices to and beyond schools, shopping, parks, recreational and other locations by prioritizing Always Available for All Ages and Abilities (5A) routes, enabling coordinated lifecycle replacements with adjacent roadway assets and other engineering measures that connect or extend routes, and address missing sidewalk or pathway links.	In alignment with priorities for the Always Available for All Ages and Abilities (5A) network, ongoing project activities include establishing safe routes to schools, incorporating pavement rehabilitation planning, and installing traffic control devices to improve safety at high-risk crossing locations for pedestrians. Site reviews are underway to complete installations of more safety enhancements for pedestrians at crossings and intersections. Missing links have also been prioritized for construction in 2024.	
2 Provide innovative and environmentally-friendly approaches to sidewalk design and construction, and reduce carbon dioxide emissions through the exploration and implementation of carbon upcycling practices, using waste material such as fly ash in concrete sidewalks and by adopting the usage of glass materials in new use categories such as concrete construction.	Material innovation and research continues to improve the types of materials used on City infrastructure. Examples of material innovation activities include the use of concrete mixes that contain high recycled glass while maintaining or improving material durability.	
3 Improve the availability and use of sidewalks and pathways infrastructure to Calgarians by enhancing coordination, engagement, collaboration, feedback and communication activities with workgroups, supporting partners and impacted communities.	Various workgroups including internal teams, vendors, and contractors, continue to collaborate to provide safe and accessible sidewalk and pathways infrastructure. Communication across teams and procurement planning are minimizing sidewalk and pathway construction delays.	



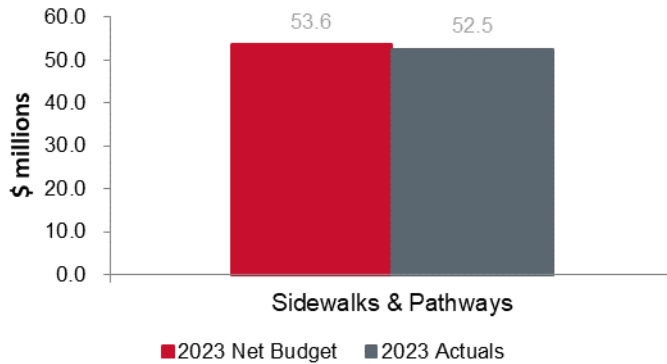
Initiative	Initiative Update	Status
4 Improve the safety, accessibility and attractiveness of the pedestrian realm through continuous improvement, design, maintenance, innovation, benchmarking, and implementation of related programs and technology such as piloting the use of heave phenomena control devices that control the expansion and contraction of concrete.	Construction and surface overlay programs added wheelchair ramps to the network. Fibre reinforced concrete was used extensively for sidewalk repairs, and plastic and steel tactile warning surface indicators are being tested for durability.	
5 Strengthen the culture of safety throughout the sidewalks and pathways network by establishing safety protocols and projects through the Safer Mobility Plan, and exploring opportunities for more social media-based campaigns and short animated clips about safe pedestrian behavior that would engage various age groups and focus on the shared responsibility of safety for all sidewalk, pathway and roadway users.	Monthly mobility safety updates occur on Calgary.ca to enhance the communication of safety initiatives to the public. A Mobility Safety Education Toolkit which includes an educational activity book and a pedestrian crossing safety video to support street safety for children is available online and in print.	
6 Enhance maintenance and functional performance through the use of collected data, analysis, reporting, forecasting, risk-based approaches and innovative equipment exploration such as the use of Segway-style paint machines for painting longer stretches or tight areas, and the use of durable marking products that make crosswalks and high pedestrian traffic areas visible even after winter and increase safety for pedestrians.	Performance management reviews and enhancements established key performance indicators. Engagement through risk assessment also provided opportunities to collaborate, and minimize or eliminate risk. Service teams were engaged to provide risk reviews, and crosswalk paint research collaborations with higher learning institutions also enhanced crosswalk safety.	
7 Provide Calgarians with stronger sidewalks that require less maintenance and have an extended lifespan through updated sidewalk designs and specifications.	A newly developed sidewalk specification is used for concrete sidewalk construction and provides Calgarians with sidewalks that are more durable, have extended lifespans, require less maintenance, and are less susceptible to freeze and thaw damage.	
8 Continually enhance responses to community traffic, walking and biking concerns or issues, through attention to 3-1-1 trends and innovative techniques to delivery efficient and effective service improvement.	Configuration and information improvements have been made to mobility service requests from Calgarians to support effective response delivery. Content for email notifications have also been reviewed and appropriately updated for all impacted service requests.	
9 Enhance snow and ice control on sidewalks and pathways by continuing to explore cost-effective methods and innovative technology-based solutions for removing snow and ice.	Snow and ice clearing material trials and project pilots to explore potentially better materials were conducted in 2023. An additional initiative began at year-end to determine cost-effective opportunities for snow and ice clearing on sidewalks and pathways.	

Initiative	Initiative Update	Status
10 Advance additional carbon dioxide emission reduction, incorporating green technologies and materials for environmental sustainability, through the use of materials such as Green Concrete which can store carbon dioxide and by replacing cement material with limestone which reduces cement content by five percent.	Use of General Use Limestone (GUL) cement to enhance environmental sustainability increased in 2023, resulting in increased carbon footprint reduction. GUL cement is specially formulated to produce lower emissions.	
11 Adopt permanent public realm enhancements by continuing to review, explore and investigate temporary options for transition towards permanent public realm structures where applicable or required.	Permanent mobility network installations have occurred where temporary installations were used to address safety issues. Engagement with communities is ongoing to transition other temporary installations to permanent structures such as permanent signage and traffic calming measures.	
12 Provide service quality and responsiveness associated with the sidewalks and pathways service by continually monitoring and reviewing overall network usage and fee schedules.	Transportation data was collected for various modes of travel including walking, cycling, driving, and wheeling. Data collected supported planning and forecasting regarding network use and trends. Customer experience analysis and material costs are also tracked to improve service responsiveness and delivery.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

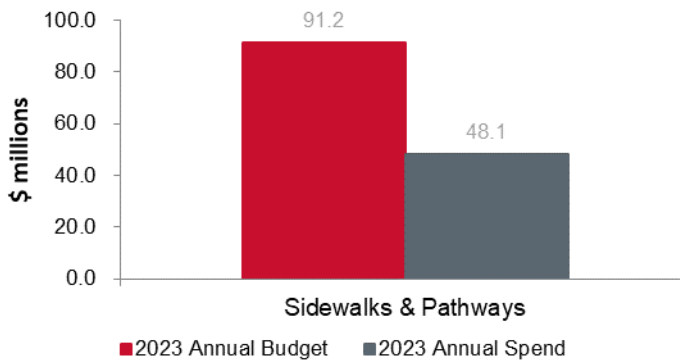


### Operating Budget Updates - 2023 net operating budget vs actuals:

Sidewalks & Pathways has a favourable operating variance of \$1.1 million. The main reasons that have contributed to the variance are mild weather conditions resulting in lower winter operation spending, favourable revenue from traffic permits and concrete repairs was offset by increased costs for materials, equipment, and supplies.

Streetlight maintenance, pedestrian bridge maintenance, traffic detours and Plus 15 bridge maintenance were completed using the service's operating budget to provide Calgarians with safe, accessible, equitable and sustainable modes of travel. The operating budget also supports concrete repairs utilizing environmentally friendly materials, snow and ice clearing, and street sweeping.

### Capital Budget and Spend as of December 31, 2023



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

Sidewalks & Pathways capital spend rate was 52.7 per cent as of December 31, 2023. Enhancing active modes of travel, community vibrancy and public safety for Calgarians continues to be a focus. Highlights include Main Streets projects at 33 Ave SW, 17 Ave SW, and 1 Ave NE, and Community Mobility Improvement construction on 12 Street Memorial Drive. Other capital work completed include Plus 15 bridge rehabilitation, installing over 300 wheelchair ramps, and wayfinding improvements. Public Realm Investments are in conceptual design stage.

Pathway rehabilitation has also been completed for three sites, and new pathway network segment development has launched to serve local schools in Albert Park/Radisson Heights, adjacent to Radcliffe Drive and 36 Street SE. Active and Safe Routes to School Program initiatives and city-wide in-road pedestrian sign deployment are currently in progress. The service also continues to monitor procurement, project schedules, and contractor capacity for efficient budget spending and service delivery.

# Specialized Transit

Led by: Director of Calgary Transit

## Service Description

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

## Service Updates

### Key Service Results

In 2023, Specialized Transit saw an uptick in trip counts compared to 2022, reaching 84% of pre-pandemic 2019 ridership levels.

The service completed 3,491 eligibility interviews and processed 8,232 applications, a historic all-time high. Overall, interviews, calls, and applications processed were 11 per cent higher in 2023 over 2022, showing an increased demand for service and the value of maintaining and improving service levels.

As part of its customer commitment, the service answered 90.1 per cent of calls in three minutes or less, exceeding the service level expected performance by ten per cent. To enhance service levels, 27 new vehicles were ordered. Further, 100 per cent of scheduled advanced booking trip requests were accommodated. An upgraded scheduling software facilitated online trip bookings, increasing bookings by up to 23 per cent and reducing overall trip costs. The updated booking and scheduling software significantly improved user experience.

In the community, Travel Training worked with organizations that provide service and support to people with disabilities and held 254 one-on-one training sessions, a 15 per cent increase over 2022.

### Service Challenges

Moving forward, training for contracted service providers needs refinement to ensure consistent application of policy, procedure, and customer service. In 2024, the service will focus on clear guidelines for vehicle incident investigations and other high-priority training focus areas. Additionally, the service is anticipating a workforce gap due to labour market conditions and developing an agile strategy to mitigate the risk. There is a permanent position shortage brought on by temporary staff that will need to be addressed to maintain service levels.

### Trends & Potential Uncertainties

The service is looking to address service disparities for wheelchair users because of limited accessible vehicles. For example, 97 per cent of same-day ambulatory trip requests are met, compared to 65 per cent of wheelchair requests. Accessible taxis have a lifecycle of ten years, while federal initiatives like fleet electrification may deter costly modifications and limit supply.

The service currently seeks explanations from customers for trip purpose, a practice not universally required in Canada due to discrimination concerns and impact on trip priority. Legislative changes in this area are a source of uncertainty and may require service changes to remain compliant. The service is following policy developments to minimize any service disruptions for customers.



# Measuring Our Performance

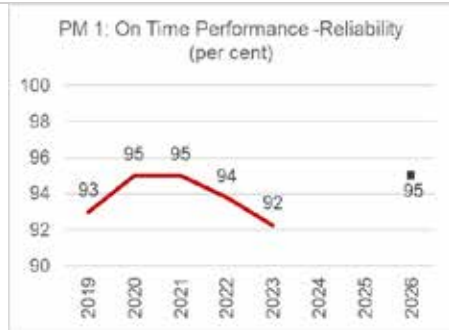
## Legend

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

## Performance Measures

## Story behind the numbers

## Status



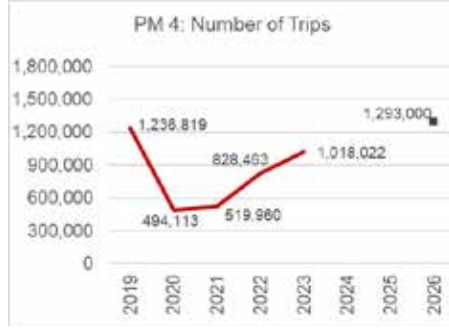
The service has maintained service reliability and demonstrated consistent improvement in On Time Performance. The minor gap can be attributed to new drivers being hired and learning their duties on the road, a necessary step to continue to provide accessible and reliable Specialized Transit.



Cost per trip remains well-below upper limit, and is in alignment with the increasing demand for specialized transit. Operational efficiency efforts and new software systems contribute to reduced costs while improving service outcomes for customers. To proactively meet the rise in demand, Specialized Transit hired and trained a new cohort of operators to improve service levels and reduce costs of contracting services.



At-Fault Concerns remain well below the upper limit of 0.80, which demonstrates a successful commitment to safety, customer service, and effective operator training.

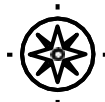


In 2023, Specialized Transit completed 1,018,022 tips, which is a 25 per cent increase from 2022, which had 816,244. Overall, service use is at 84 per cent of pre-pandemic levels, and continues to rise. To accommodate the increase in demand, the service is proactively hiring operators and growing its fleet, while ensuring that current workforce is safe and trained.



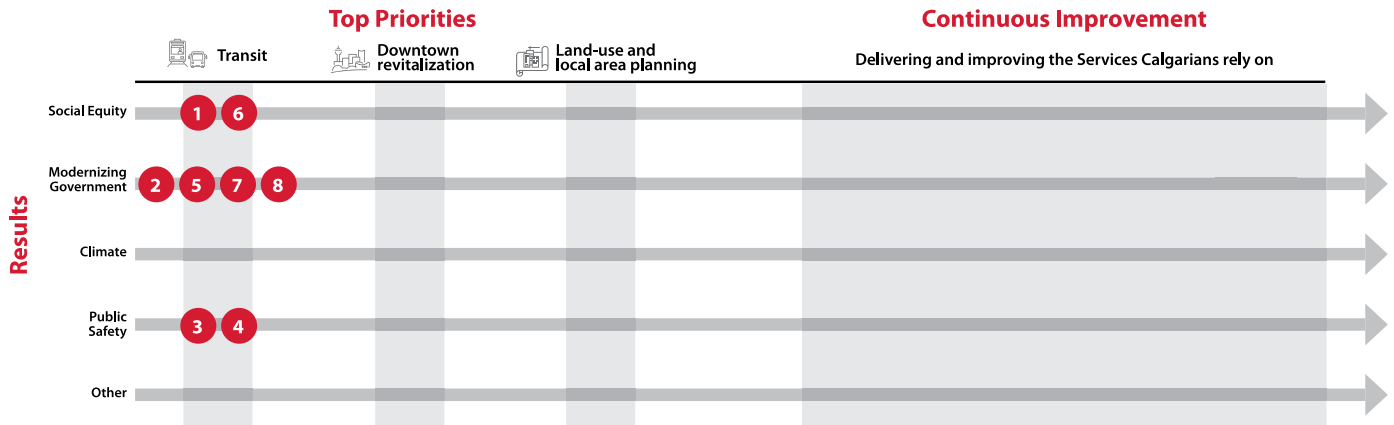
Despite a rise in call volumes, the service continues to exceed the expected future performance and in 2023, answered 91 per cent of call center calls in three minutes or less. This translates to better customer experience for users who spend less time on hold and improves service reliability for customers who count on Specialized Transit for equitable transportation for both planned and unplanned trips.





# Progress on Service Delivery




## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Improve service and align service levels with return of customers to the specialized transit system by optimizing schedules.	Specialized Transit enhanced its scheduling software which optimized schedules for improved service with the return of ridership levels. The service recruited and trained Calgary Transit Access drivers to meet customer demand and completed a shared-ride accessible mini-van Request For Proposals to ensure ample support and capacity for customers. Further, an agreement with a contractor to utilize the existing fleet was secured to address vehicle shortages and thus enhance overall service reliability.	
2 Improve service by investing in innovative service delivery options and technologies.	The service invested to upgrade its online trip booking tool to provide new, more robust and accessible self-serve features that make it easier for customers to book and manage their own trips. The project is ongoing and expected to be completed in spring 2024. Additionally, an internal tool was developed to allow Passenger Agents to guide customers through using the online booking tool, facilitating a smoother transition to a self-serve environment with personalized assistance.	
3 Improve employee engagement and safety awareness/training by investing in employee commitment.	Several initiatives were implemented including Beyond the Driver's Seat Sessions to enhance safety and boosted morale among operators, the Pink Shirt Day campaign to combat bullying and the Thank Your Driver Day to acknowledge the vital contributions of The City's largest frontline workforce. The Operator Safety & Readiness Notebook was amended to provide operators with more information on how to report hazardous conditions. This led to a significant increase in the amount of hazardous condition assessments reported in 2023.	
4 Implement and monitor the accountability framework for Calgary Transit safety areas which are moving to other business units and/or departments.	Key deliverables in 2023 included ensuring leaders were empowered to conduct workplace safety inspections, and e-learning opportunities were extended to all staff. This led to a 38 per cent increase in inspections compared to the previous year. Metrics were analyzed to identify operational improvements and potential mitigation strategies. A plan was developed and executed to increase site visits at higher-risk workplace areas, reinforcing the commitment to safety and proactive risk management.	
5 Implement a continuous improvement framework to improve service delivery while coordinating across the corporation.	Specialized Transit developed and implemented Transit Service Governance Teams that meets regularly to address factors shaping service delivery across The City. These teams covered Council reports, risk management, service awareness, and strategic initiatives like RouteAhead, Green Line, Public Transit Safety Strategy, and the Canada Transit Fund. A sub-team was created to focus on Specialized Transit to prioritize advancing service for eligible clients.	

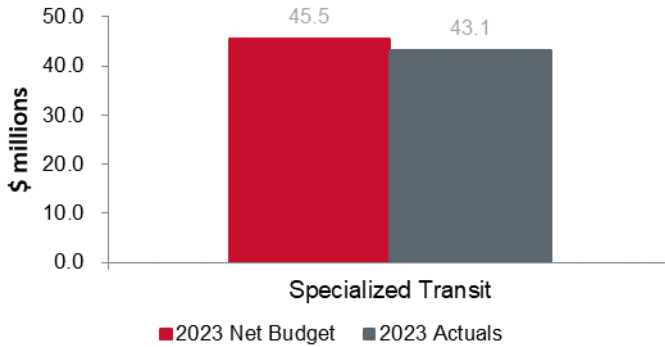


Initiative	Initiative Update	Status
6 Leverage continued support from Provincial government for initiatives like Sliding Scale program while working with corporate partners.	Calgary Transit remained committed to social equity by aiming to remove financial barriers for transit access. Through effective advocacy with the Provincial Government, \$6.2 million in funding was secured for the sliding-scale low-income transit pass program in 2023. The City also contributed an additional \$32 million, culminating in an annual subsidy of approximately \$38 million. An enhanced Fair Entry program update has been implemented enhancing access to the Seniors Low-Income Transit Pass. These initiatives align with The City's dedication to providing an affordable transit network.	
7 Mitigate potential On Time Performance impacts of increased motor vehicle traffic volumes post-pandemic	Specialized Transit consistently monitored on-time performance, actively adjusting trip schedules for improvement. Increasing customer demand was met by expanding the operator workforce and adding more vehicles. For heavy traffic events or increased motor vehicle volumes, the service strategically deployed floater buses to minimize disruptions. During severe weather, the scheduling team continued to adjust road speeds to match conditions to mitigate potential on time performance impacts.	
8 Increase use of online booking for specialized transit service trips by promotion	The online trip booking tool underwent a significant upgrade. Calgary Transit launched a communication strategy designed to familiarize customers with its new features. A manual was shared with our partner agencies, made available online, and our internal staff received training to ensure a seamless transition. The tool's functionality was enhanced to provide on-screen guidance for resolving issues and meeting specific trip requirements such as snow day advisories. The overarching aim is to increase online bookings and improve the accessibility and quality of our services.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



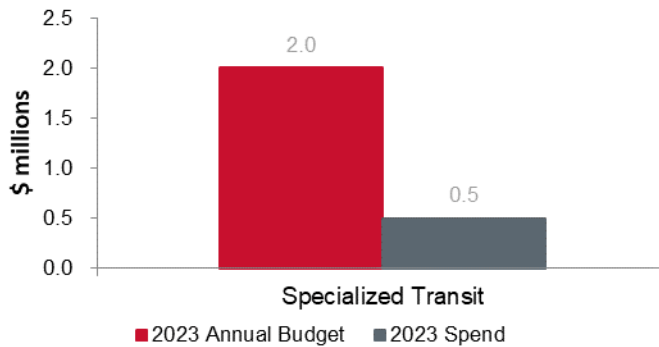
### Operating Budget Updates - 2023 net operating budget vs actuals:

Specialized Transit has a favourable operating variance of \$2.4 million. The primary drivers of the variance were lower than budgeted expenditures for contracted service providers.

Furthermore, demand for Specialized Transit is below budget (84.0 per cent of pre-pandemic levels), resulting in savings of \$3.1 million in contracted services.

These savings are partially offset by lower-than-budgeted historic revenues of \$0.7 million as ridership continues to recover from the pandemic.

### Capital Budget and Spend as of December 31, 2023



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

In 2023, Specialized Transit had a capital budget of \$2.0 million committed towards investments in customer technologies that will improve service, ease of use, and accessibility for customers.

As of year-end, 25.0 per cent or \$0.5 million was spent on the planned software upgrade. The remaining \$1.5 million is committed and will be used towards purchasing Mobile Data Terminals in 2024 and other customer service technology.

# Streets

Led by: Director of Mobility

## Service Description

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

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

## Service Updates

### Key Service Results

#### Awards

Consulting Engineers of Alberta Award of Excellence for Transportation Structures

Service activities included project planning, design, construction, operations & maintenance, risk assessments, community engagements, safety campaigns, innovative initiatives, and environmental considerations to enable the movement of people and goods. The Spring Clean-Up program swept debris off more than 16,000 km of paved lanes and the Paving Program paved more than 150 locations. Over 33,000 potholes were repaired in 2023 due to continuous freeze and thaw cycles, in comparison with approximately 16,000 potholes repaired in 2022. Other service accomplishments include implementation of the popular Seasonal Patio Program, critical streetlight pole replacements, mobility and detour support for transit-related construction and closures, and supporting the completion of slope remediation design.

Ongoing and completed major mobility construction work include 17 Ave SW Phase 2 and 144 Ave NW projects, completion of Banff Trail Area Improvements, completion of the downtown flood barrier and public realm improvements. Innovative enhancements also included the use of ground penetrating radar equipment and implementation of an artificial intelligence adaptive signal system.

### Service Challenges

When maintenance work is scheduled, street infrastructure such as roads and bridges may require closures and detours, and the disruption to service availability for impacted areas can be challenging. The service also faced challenges pertaining to streetlight maintenance service level agreement response times, acquiring adequate funding and resources to provide service for a continually growing network, and changes to internal processes due to the organizational realignment. These challenges impact other processes and construction projects in terms of coordination and consistency.

Projects with dependencies on other projects or other criteria presented complexities regarding scope and increased the lead times required for construction planning, procurement, and project delivery. Other service challenges included difficulties procuring materials and equipment due to inflation, increased material & construction costs, supplier availability, and contractor availability.

### Trends & Potential Uncertainties

Material, equipment, and general procurement delays continue to present uncertainties regarding project commencement and could cause delays during construction. Inadequate funding and potential budget adjustments could impact operations and delay major rehabilitation projects into the next budget cycle. Traffic detour arrangements could delay projects and project priority conflicts may arise. There are higher service level and communication expectations from Calgarians. Changes to traffic control procedures also trends towards creating strains on industry resources, impact project schedules and increase costs. Additionally, project scheduling uncertainties are impacting timelines and deliverables that involve third-party utilities (e.g., utility adjustments, crossing agreements, etc.).



# Measuring Our Performance

## Legend

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

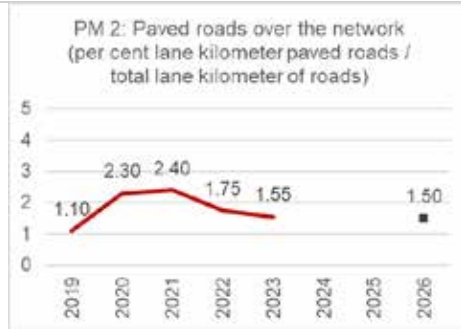
## Performance Measures

## Story behind the numbers

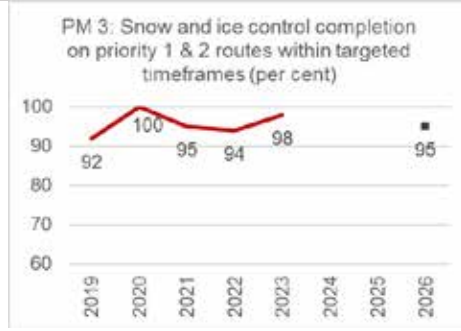
## Status



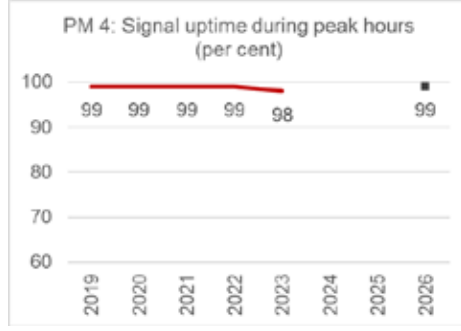
Total spending on pavement rehabilitation in 2023 was approximately \$51 million to maintain Calgary's roads at a forecasted network condition of 41%. Road network condition assessments and data updates are ongoing. Overall pavement condition improves through continual infrastructure investments.



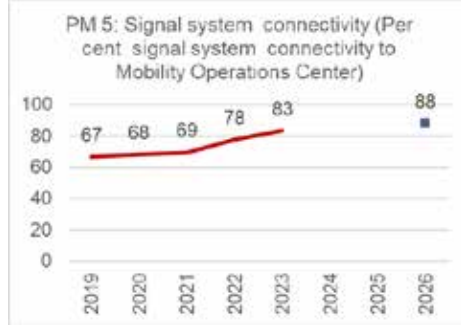
This value is the percentage of yearly road lane kilometres paved compared to the total lane kilometres of roads in the city. Paving activities occur annually from June to October. The quantity of paving that occurs is impacted by weather. In 2023, paving crews paved 265 lane kilometres at over 150 locations. The total road network expanded to 17,068 lane kilometres.



Snow and ice clearing performance expectations for the 2022/23 winter season were achieved. Timely response times occurred for snow events where weather temperatures were not extreme. Performance is recorded annually at the start of the winter season for the previous year to adopt measure consistency. It is anticipated that the upcoming Winter Maintenance Policy approval and service response trials will support achieving expected performance values in future years.



Traffic signals are crucial for ensuring safe and efficient traffic management at intersections in the road network. Proper functioning of signals enhances the safe interaction for road network users. The traffic signal uptime performance measure indicates the connectivity of signals to the traffic control system. In the first half of 2023, several issues, such as information technology downtime, flash flooding and storm damage to equipment, affected signal uptime. However, these issues were resolved, and signal uptime performance remains high.



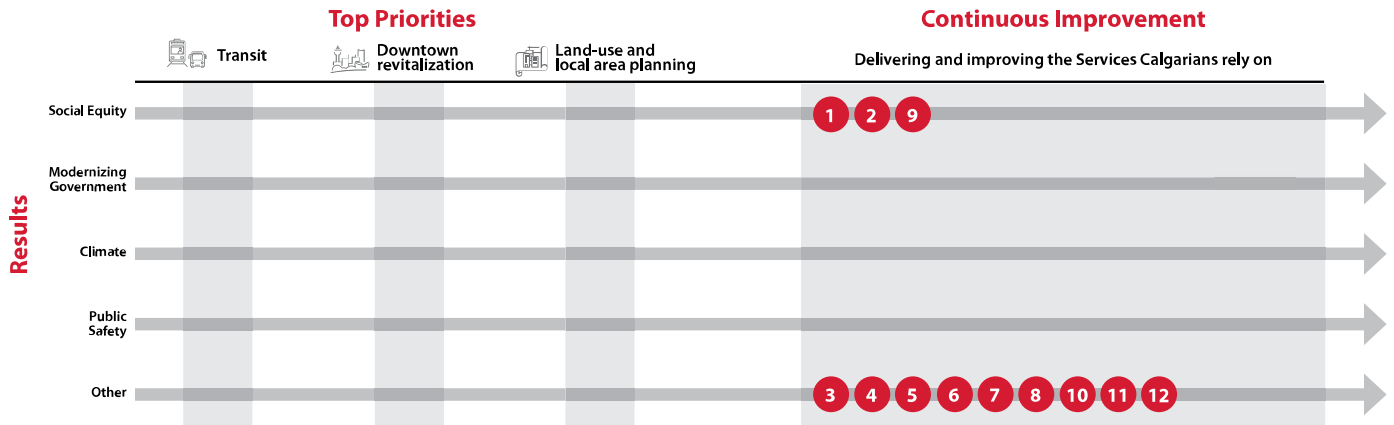
This metric measures the proportion of traffic signals connected to the Mobility Operations Centre for efficient traffic monitoring and incident management. The City currently oversees approximately 1,200 traffic signals. Communication capabilities are being installed in traffic signals that do not have these capabilities. When new traffic signals are installed, communication capabilities are simultaneously added to ensure a synchronized increase in the percentage of signals connected to the operations centre. In 2023, 123 new signal system communication connections were established.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Enhance safety and accessibility of the mobility network by promoting safety-related processes, procedures and communication, and by installing ramps and related infrastructure.	Wheelchair ramp installations continued in 2023 to enhance safety and accessibility. Dynamic messaging boards were also used to communicate road information and support the safe use of roadways.	
2 Maintain safe workspaces while delivering services to Calgarians by establishing employee safety enhancements to support staff with safety meetings, and techniques and guidelines for incorporating safety-based awareness and thinking in day-to-day tasks and activities.	The Mobility Safety Implementation Team and Joint Worksite Health and Safety Committee each meet regularly to advance safety and prioritize issues. Safety support is provided through safety advisors, monthly safety bulletins and other safety communications throughout the year.	
3 Promote actions that encourage transportation mode changes such as from driving to walking or the use of transit and vice-versa through participation in transportation mode projects, activities and collaborations with other workgroups or partners.	Over 1,000 locations were scheduled for transportation data collection in 2023 for data collection. The collected data is analyzed for trends impacting pedestrians, cyclists, and vehicle usage on the transportation network. The work involved manual data collection by seasonal data crews and data collected automatically through embedded data collection equipment.	
4 Expand employee training, awareness and learning opportunities regarding respect in the workplace, diversity and inclusion, and code of conduct through encouraged participation in City-specific learning and development programs, team communications, internal courses and employee-centered discussions.	Required training such as respectful workplace and code of conduct training has been completed. Additional opportunities for employee training and participation were also available throughout the year.	
5 Enable opportunities for positive economic and environmental impacts by determining strategies and mechanisms to reduce travel hours within specified or peak travel periods.	Signal timings were optimized to maintain or enhance traffic flow, especially during peak hours or where road incidents introduce hazards or delays on segments of the network. Adaptive signal control initiatives to improve signal efficiency were also implemented at 36 Ave & Glenmore Trail.	

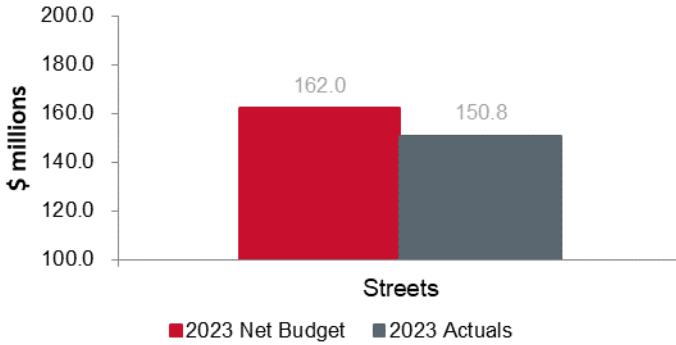
Initiative	Initiative Update	Status
6 Minimize construction costs and interruptions to the public or to traffic flows through enhanced or continued engagement, collaboration and coordination with internal and external groups.	Project teams are adapting to the realigned organizational structure and using early planning and engagement strategies to enable efficiencies with both internal and external project-related workgroups.	
7 Improve work efficiency, lower costs, generate savings and maintain or improve levels of service and overall service delivery by researching, exploring and implementing technologies that provide efficiencies and solutions.	Various work efficiencies aimed at lowering costs, enhancing environmental sustainability, and improving service levels were explored and implemented, including ground compaction projects and the adoption of pre-washed aluminum material.	
8 Provide longer lasting roadway results and less invasive roadway repair activities by utilizing efficient roadway-associated repair and rehabilitation methods such as narrow trenching for utility work and durable pothole repair patches.	Over 33,000 potholes were repaired in 2023 and alternative pothole repair materials were explored. Warm Mix Asphalt (WMA) for roadway paving also presented a viable alternative to the use of typical asphalt. About 22,000 tons of WMA was used, which is approximately a 20% reduction in temperatures normally used with typical asphalt mixes.	
9 Maximize the useful life of roadway assets by continually monitoring and managing asset lifecycles, planning for timely maintenance, making the best use of resources, proactively procuring materials and implementing efficient asset rehabilitation and replacement activities.	Lifecycle planning continues for mobility assets. Asset condition, levels of service and replacement costs are also used to establish baselines and track investment needs. Long-term asset management planning is communicated to optimize the useful life of infrastructure and support asset maintenance, rehabilitation, and replacement.	
10 Eliminate or minimize procurement-related disruptions by continuing to work with Supply Management and other internal teams/resources, and external groups and partners including contractors, vendors and consultants to conduct procurement in a timely manner.	Project teams emphasized collaboration and communication to avoid procurement disruptions and delays. Processes such as the new centralized vehicle and equipment coordination model were also established with procurement partners.	
11 Enable appropriate adjustments as a result of emerging trends regarding the use of streets by engaging and working with various groups to better understand and incorporate transportation data and street-use feedback.	Travel trends and insight was achieved through consistent data collection by mobility data collection teams. A travel log survey was used to gather data from Calgarians regarding how they move through the network.	
12 Eliminate work duplications and maximize efficiencies with other workgroups by exploring other channels of efficiencies related to working with colleagues and partners, to develop strategies and achieve common goals.	As new organizational structures were established through organizational realignment, workgroups established team norms and explored enhanced processes to introduce or improve efficiency. Examples include procurement processes and centralized vehicle and equipment training models.	





# Service Updates on Financial Performance

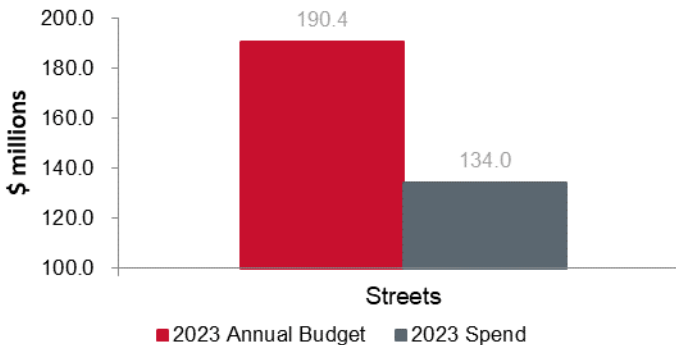
### Net Operating Budget and Actuals as of December 31, 2023



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

The streets service's operating financial spending was \$11.2 million less than budget. Winter operational expenses were below budget mainly due to mild weather conditions. Lower spending occurred in the service's operations due to reduced contract work for signals construction and signs, and there were higher costs for vehicle and equipment, asphalt for surface overlay, and aggregate materials. Favourable revenue from plant sales, degradation fees, and the Community Aggregate Payment (CAP) levy was offset by lower parking enforcement revenue attached to the Spring Clean-up program.

### Capital Budget and Spend as of December 31, 2023



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

The streets service capital spend rate was 70.4 per cent as of December 31, 2023. Ongoing investments and deliverables include Stoney Trail improvements at 11 Street NE Interchange and 80 Ave Flyover, 144 Ave NW Improvements at West Nose Creek, streetlight upgrades including the replacement of 1,200 critical poles, major bridge rehabilitation and repairs, traffic signal replacements and pedestrian Rectangular Rapid Flashing Beacon installations. Sixteen lifecycle projects were completed for traffic signals. However, changes in the signal construction industry and unavailability of contractors impacted program spending and caused project delays.

In accordance with the Calgary Safer Mobility Plan and ongoing safety improvements, capital budget spending included permanent curb extension projects, smart right turns, left turn improvements, and signal projects. The capital program involving property acquisition for future projects experienced delays due to ongoing land negotiations. Pavement rehabilitation projects were also postponed to 2024 due to challenges related to supply processes and traffic detours. Plus 15 bridge accessibility improvements were completed at 26 locations, and service monitoring continues for procurement, project schedules, and contractor capacity.

# Taxi, Limousine & Vehicles-for-Hire

Led by: Director of Emergency Management & Community Safety

## Service Description

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

## Service Updates

### Key Service Results

The Public Vehicle Standards (PVS) division is improving customer services for the vehicle-for-hire industry by modernizing and streamlining the licensing system. This includes aligning license renewal dates and standardizing documentation, resulting in efficiencies and increased customer satisfaction. (Initiative 3)

In 2023, PVS saw a 46 per cent increase in customer volume and processed 65 per cent more electronic records than in 2022. A new customer queuing system improved in-person service by providing virtual entrance licensing services and instant mobile responses. The system allows for the collection of real-time data on customer service operations by identifying process changes and highlighting areas for improvement. (Initiatives 1,8)

Calgarians are utilizing vehicle-for-hire services in record numbers, surpassing pre-pandemic levels. As a result, the PVS division Enforcement team has increased their vehicle inspections. The team is reporting a drop in remediation orders indicating the vehicle-for-hire fleet is safe, accessible and reliable. (Initiative 8)

### Service Challenges

Industry drivers and brokerages face difficulties finding and procuring newer model vehicles. Continued delays and cost increases are impacting the wheelchair accessible taxi platform. The cost of purchasing and outfitting a new wheelchair accessible vehicle costs over \$40,000. This is substantially higher than a non-accessible vehicle and is a barrier to providing wheelchair accessible taxi service.

The service's Accessible Taxi Incentive Program is working on launching a Wheelchair Ramp Installation Incentive Program to offset the costs that are currently acting as a barrier for industry participation.

A recent online survey revealed that 67% of industry drivers were unaware of incentives offered through the Wheelchair Accessible Vehicle Program (WAV). Upon learning of available incentives, 59% have expressed interest in knowing more about becoming an accessible taxi driver in Calgary. Improved communication campaigns and targeted engagement will support improved program outcomes.

### Trends & Potential Uncertainties

In 2023, Public Vehicle Standards' centralized dispatch program for wheelchair accessible service (WAV Calgary) received a record number of calls to book wheelchair accessible taxis. To better understand supply and demand, PVS is creating a strategy to identify opportunities and challenges within the vehicle-for-hire industry. This includes exploring the release of accessible taxi plates and providing additional incentives to bring newer accessible vehicle-for-hire into the fleet.

To increase awareness of WAV Calgary, Vehicle-for-Hire is collaborating with industry and accessibility groups to familiarize themselves with this service and gather feedback from users.



# Measuring Our Performance

## Legend

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

## Performance Measures

## Story behind the numbers

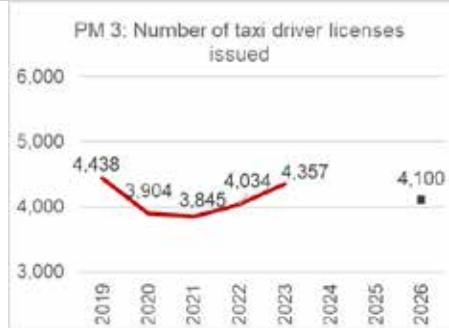
## Status



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



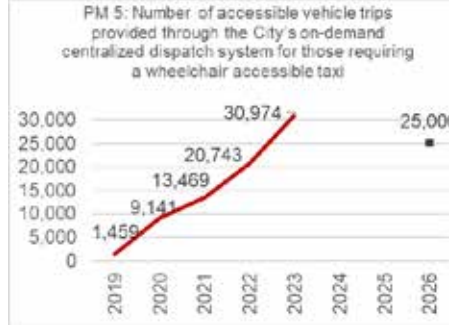
Staffing levels are adequate to meet the post-pandemic increase in demand for licensing services across Vehicle-for-Hire. VFH licensing saw over 24,000 in-person customers with the average wait time for service being four minutes.



The demand for taxi services has been increasing since the pandemic, leading to a rise in the number of drivers and licenses issued. Work continues towards an online licensing platform which will remove additional barriers for taxi drivers seeking to enter the industry.

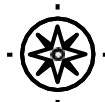


The demand for ride-sharing services has surpassed 70 per cent of all vehicle-for-hire trips in Calgary and is expected to continue to increase, highlighting the need for enhanced efficiency in the renewal process for Transportation Network Companies (TNC) drivers. To address this, the Vehicle-for-Hire Licensing Team has shifted its focus in 2024 to conduct renewals for Transportation Network Drivers' Licenses in person at the front counter. This customer-centric approach, developed in collaboration with the TNC broker, aims to reduce delays caused by waiting for document uploads and adherence to TNC availability and processing times.



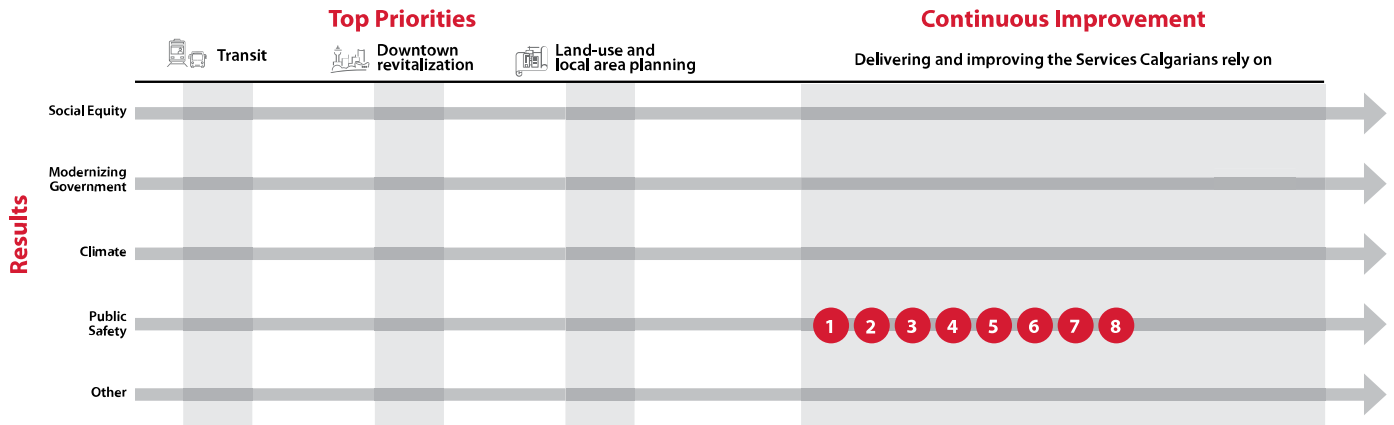
The Accessible Taxi Incentive Program and the Wheelchair Accessible Taxi service (WAV Calgary) were implemented in 2019 to provide on-demand taxi service for people who require assistance to accommodate a wheelchair or other mobility device. Since then, trip volumes have been increasing and have surpassed pre-pandemic levels. Vehicle-for-Hire is continuing to reach out to advocacy groups to increase awareness of WAV Calgary.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➡ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

Initiative	Initiative Update	Status
1 Offer fair and equitable livery options for all Calgarians and industry participants by monitoring the effectiveness of the Livery Transport Bylaw.	The City of Calgary is working towards creating equity across service streams by better aligning Vehicle-for-Hire licensing services among different transportation options. Work is also underway to streamline licensing processes between Taxi and Transportation Network Company (TNC) licensing structures. TNCs must adhere to the Transportation Network Companies Regulation from the Province of Alberta. Taxi and limousine operators are regulated through The City Livery Transport Bylaw. The upcoming Vehicle-for-Hire Strategy, which will be presented to Council in 2024, will expand this initiative.	<span style="color: blue;">➡</span>
2 Foster positive relationships with livery industry participants and partners by prioritizing routine engagement that will inform a proactive response to emerging trends.	In 2023, Vehicle-for-Hire organized and actively participated in two formalized engagement sessions and two townhall meetings with industry participants. Two industry surveys were completed in 2023 to hear from industry participants regarding possible changes to the Vehicle-for-Hire's licensing procedures and to provide their thoughts on the industry. The feedback is being used to inform the upcoming Vehicle-for-Hire Strategy.	<span style="color: blue;">➡</span>
3 Optimize customer services for industry participants and new market entrants by leveraging technology to improve access to virtual licensing platforms.	The City of Calgary is working towards modernizing its licensing system by introducing public-facing online services that will streamline licensing for drivers and brokerages, creating an easier and faster process. Information Technology is currently in the 'proof of concept' stage to ensure this product is viable for licensing and online services. Enhancing the licensing system will improve customer service for the licensees, such as on-line applications, and reduce wait times for in-person vehicle-for-hire licensing support.	<span style="color: blue;">➡</span>
4 Meet the evolving needs of the livery industry by maintaining routine reviews of driver training programs, focused on passengers with disabilities, cultural diversity, and Anti-Racism while aligning with enabling partners and corporate standards.	With the release of the Anti-Racism Action Committee report, the training program content was reviewed and amended to ensure alignment with The City's values. The online format of the Vehicle-for-Hire Driver's Training Program allows the for the immediate ongoing adaptation of training materials based on trends and needs of the industry.	<span style="color: blue;">➡</span>
5 Satisfy demand for livery services and respond to feedback from industry partners and participants by monitoring the supply and allotment of taxi plate licences.	The City of Calgary delayed the planned taxi license release due to the Council recommendations on January 24, 2023, while various licensing models are being explored. Administration is working on a Vehicle-for-Hire Strategy that will explore options pertaining to the allotment and supply of taxi plate licenses and the timing of any potential plate releases. This strategy will be presented to Council in 2024.	<span style="color: orange;">⊖</span>

Initiative	Initiative Update	Status
6 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.	Effective Jan. 1, 2023, the Accessible Taxi Incentive Program was amended based on industry feedback. The amendments included increasing the per-trip incentive, modifying the 'evening' hour timeframe incentives for drivers, and improving the timing of incentive payments from quarterly to monthly. With the increasing expense to purchase/modify and maintain wheelchair accessible vehicles, Vehicle-for-Hire is presently working on a new Wheelchair Ramp Installation Incentive to offset these costs which will be launched in 2024.	
7 Explore opportunities to support Calgary's Climate Strategy through collaboration and engagement with industry participants and partners.	Vehicle-for-Hire and the Climate Initiative team are sharing information and discussing potential pilot projects that could impact Vehicle-for-Hire participants. Joint engagement/communication sessions with industry participants are being planned to explore the Climate Strategy and find ways for industry partners to participate in climate initiative pilot projects. Vehicle-for-Hire has been meeting with other regulator groups throughout Canada with the explicit goal of developing best practices for the early adoption of climate initiatives pertain to the vehicle-for-hire industry.	
8 Enforce public vehicle safety standards and compliance with the Livery Transport Bylaw regulatory framework by providing education and resources to industry participants.	The City of Calgary is currently working on a Vehicle-for-Hire Strategy to ensure equity and inclusion in all aspects of the industry while maintaining a high safety standard for Calgarians. The Vehicle-for-Hire enforcement team is committed to leading with education for industry participants before additional enforcement actions are taken whenever possible. Enforcement officers continuously seize on opportunities to have informal engagement conversations with drivers on topics pertaining to the industry.	

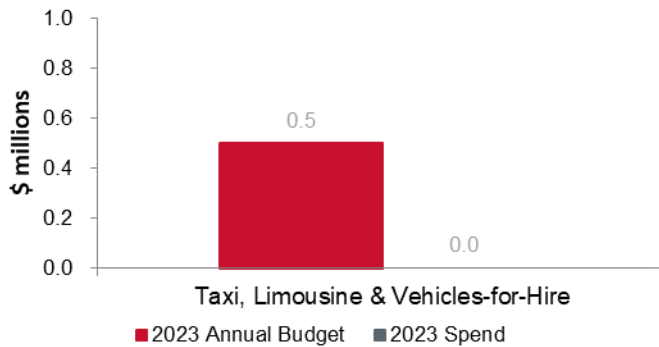


## Service Updates on Financial Performance

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

Taxi, Limousine & Vehicles-for-Hire has no operating budget variance. This is a self-supported service line and any operating surplus or deficit would be contributed to the Livery Transport Services Sustainment Reserve. In 2023, Taxi, Limousine & Vehicles-for-Hire had an operating surplus of \$1.6 million, due to salary savings from intentionally managing the workforce which was contributed to the Livery Reserve.

### Capital Budget and Spend as of December 31, 2023



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

Taxi Limousine & Vehicles-for-Hire has spent 8.8 per cent of the 2023 approved capital budget. The continued development of an online licensing tool for taxis and limousines is underway, however year to date spend is lower than expected as this work has been paused to assess integration potential thus leading to lower than expected spend this year.

In 2023, the capital expenditures includes modernization of government through technology initiatives such as ongoing investment in the One City Coordinated Records Management System (OCRMS) program. Annual acquisition and life cycle of equipment required for Vehicle for Hire Peace Officers in 2023 being done under a larger program for which Bylaw Education & Compliance is the steward.







# Utilities and Environment



# Climate & Environmental Management

Led by: Director of Climate & Environment

## Service Description

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

## Service Updates

### Key Service Results

#### Awards

- 2023 CAMA Environmental Leadership & Sustainability Award – Determining the Value of Natural Assets
- Environmental Excellence Award for the 'Climate Strategy-Pathways to 2050'

2023 was a year of foundation building, focusing on the development of strategies, plans, programs & staffing up teams to accelerate implementation of actions. Enhanced focus was put on operational integration of climate action in cross-corporate accountability, decision-making & reporting. Working groups on energy equity & climate resilience were established, to help understand & support equity deserving Calgarians.

Notable program launches include the Clean Energy Improvement Program (CEIP), Building Energy Program, Downtown Retrofit Program, YYC Benchmark & numerous incentive programs. The launch of the 2023-2026 Centralized Climate Fund supporting new and/or retrofit capital infrastructure projects to reduce GHG emissions/climate risk.

Council passed the Drought Resilience Plan setting forward an approach to build drought resilience where Calgary's people, ecosystems, & businesses are prepared to withstand, recover & adapt to drought conditions.

Two major structures providing significant flood protection to Calgary advanced; the Springbank Off-stream Reservoir, & the Downtown Flood Barrier. In addition, advancement of new flood hazard maps & regulatory framework.

## Service Challenges

While addressing the climate crisis requires accelerated & coordinated action, creating & integrating the cross-corporate building blocks for organizational climate action & creating shared accountability throughout our large & complex organization with multiple priorities takes time.

Environmental Reserve is a key tool to protect environmentally significant areas (ESAs) in greenfield development but has limited ability to protect certain habitat types (i.e tree stands, grasslands, full extent of riparian areas & river valleys, grasslands, & some wetland types). Input into the City Building Program will support improving environmental outcomes by establishing clearer planning policy direction earlier & refining planning tools.

As growth pressures continue across the city, the volume of sites evaluated for contamination is increasing. Sites that were previously not contemplated for redevelopment are being considered. We continue to work with partners to find innovative solutions.

## Trends & Potential Uncertainties

We continue to closely monitor:

Provincial action(s) on flood, drought & the downstream impacts of the anticipated lack of precipitation to inform regional water management strategies, local ecological health of wetlands, biodiversity, river health & the conservation of ESAs within Calgary; opportunities to leverage technological advancements; the growing clean energy market; Federal/Provincial funding opportunities and notable growth in the labelled bond market promoting sustainability & an Environment, Social & Governance focus.

Ongoing progress is being made to build relationships with Indigenous communities with the intention of learning historical & ancestral methods to manage resources, supporting mutually beneficial climate & environment outcomes.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

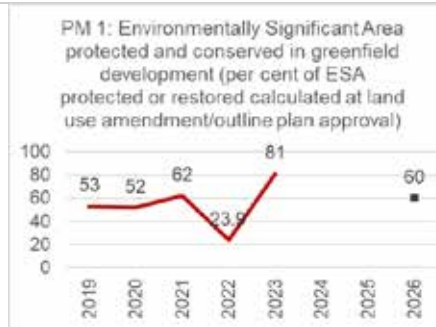
→ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

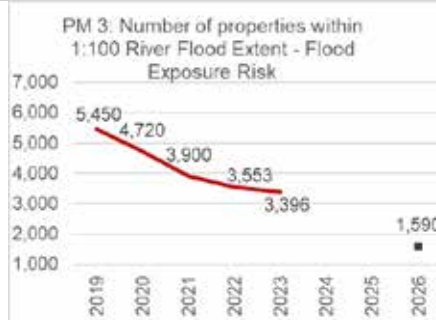
## Status



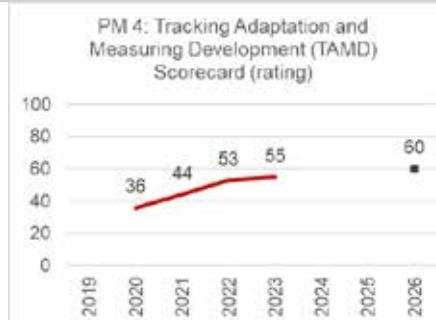
Although the 2023 number is above-target, the average performance from 2019 to 2023 is 56%, slightly below target. Year-over-year variability will occur due to variations in yearly number of approvals, pre-development landscape habitat types and Environmentally Significant Area (ESA), and policy lag. Environmental Reserve is a key tool to protect ESAs in greenfield development but has limited ability to protect certain habitat types such as tree stands, grasslands, full extent of riparian areas and river valleys, grasslands, and some wetland types.



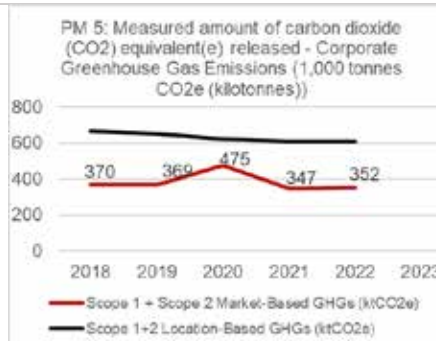
The number of sites assessed annually for potential contamination concerns continues to increase. In 2023, there was a significant increase in the number of development applications and land transactions that were reviewed for potential contamination concerns. We continue to see an increase in requests from Project Managers across the City to assess their projects for potential contamination concerns. By identifying potential soil and groundwater contamination issues in advance of development, appropriate assessment and mitigation strategies can be developed.



Key strategies to reduce river flooding risks center on capital investments in upstream reservoirs, barriers, and outfalls. Since 2013, we have reduced Calgary's flood risk by 55 per cent through strategic investments and partnerships with government, industry, non-government organizations (NGOs) and citizens. Advancement on two major structures to provide significant additional flood protection to Calgary in 2025: the Springbank Off-stream Reservoir & the downtown barrier. The province is continuing the Bow Reservoir option study.

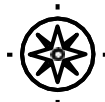


This indicator is designed to capture the extent to which considerations of climate change impacts (i.e., risks and opportunities) are integrated into organizational planning processes. We are continuing to improve in this measure as climate governance structures and processes are implemented across the organization.



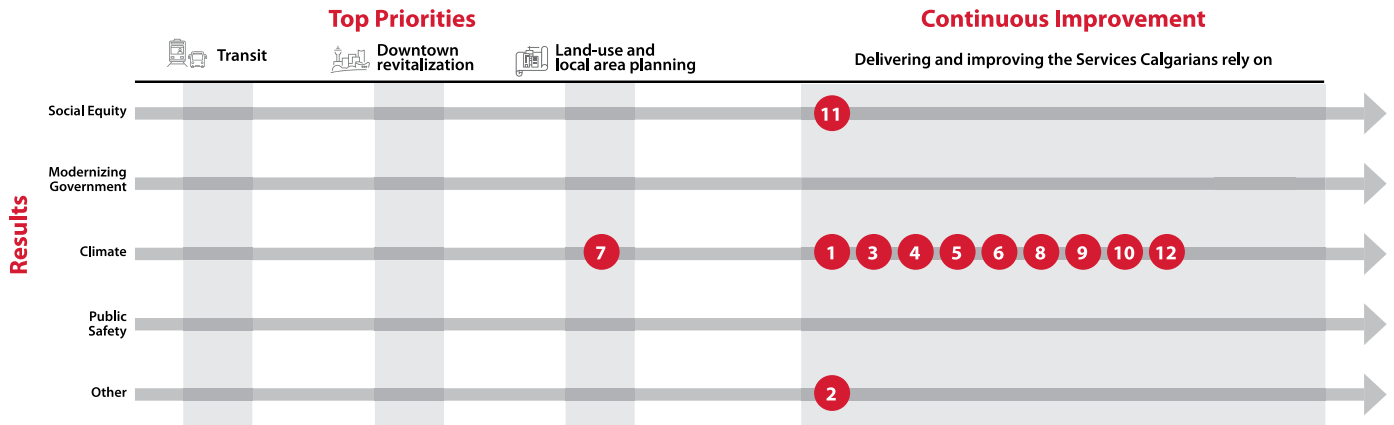
Corporate greenhouse gas (GHG) emissions have been below 2005 baseline levels since 2012, when The City began purchasing Renewable Electricity Certificates (RECs) for 100 per cent of its electricity consumption. 2022 Corporate GHG emissions are 45 per cent lower than 2005 levels. Several projects were initiated in 2023 to support corporate emissions reductions (updates to The City's Sustainable Building Policy, Business Unit GHG Reduction Plans & the Centralized Climate Fund). In 2023, The City initiated a third-party review of its GHG emissions inventory & methodology to enhance accuracy in reporting & alignment with industry best practices.





# Progress on Service Delivery





## Alignment with Council Refined Priorities and Result Areas








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

Initiative	Initiative Update	Status
1 Increase protection and conservation of Environmentally Significant Areas (ESA) in greenfield development by developing standard protocols for ESA identification in ecological inventories and biophysical impact assessments, by retaining identified ESAs using Environmental Reserve or other planning tools as part of Land Use Amendment/Outline Plan approvals and by updating ESA and Environmental Reserve policies and guidelines.	<ul style="list-style-type: none"> <li>•Updating policy documents to help conserve Environmentally Significant Areas (ESAs) including the Calgary Plan, Parks Plan, &amp; Calgary River Valleys Plan.</li> <li>•Development of an ecological network plan will set targets for conserving ESAs &amp; create a citywide reporting system. Upcoming work includes revising Environmental Reserve (ER) setbacks, ER policies, &amp; establishing a policy &amp; funding mechanism for Conservation Reserves &amp; land acquisition. Guidelines are also being developed for constructed stormwater wetlands &amp; using naturalized or green infrastructure to restore &amp; create more ESAs.</li> </ul>	
2 Protect the environment and public health and safety by providing corporate-level leadership and support to City services on identifying, assessing and managing contaminated lands. A proactive approach to identifying potential contamination concerns on City land assets and lands contemplated for development ensures that appropriate due diligence is performed and responsible management of environmental risk occurs.	<ul style="list-style-type: none"> <li>•We continue to see an increase in requests across The City to assess projects for potential contamination due to an increased volume of development applications and land transactions in 2023.</li> <li>•We are being proactive by checking for potential contamination on City lands where development is contemplated and performing due diligence to ensure environmental risks are responsibly managed.</li> </ul>	



Initiative	Initiative Update	Status
<p>3 Combine local and regional, structural and non-structural flood mitigation measures to optimize economic, social and environmental resilience to river floods. City-led, supported or advocated initiatives include: new upstream dams and reservoir operations; local flood barriers and infrastructure floodproofing; thoughtful flood hazard zone land use regulation and regulatory refinement; public engagement/education; enhanced flood forecasting; response planning and emergency response.</p>	<ul style="list-style-type: none"> <li>•We continue to progress the Calgary River Valley project, which will enhance development regulation resilience goal at 1:200 flood (above current 1:100 standard)</li> <li>•Updates to the land use planning policy &amp; regulations phase one engagement is now complete. Work is now underway to update our flood hazard maps &amp; regulatory framework</li> <li>•Continued work on the Springbank Off Stream reservoir &amp; the Downtown Flood Barrier, improving our flood risk &amp; mitigating overbank river flooding down-stream</li> <li>•Also notable is the completion of the Strategic Water Management project in South Sask River Basin</li> </ul>	
<p>4 Drive drought resilience in Calgary through a corporate-wide stance and significant collaboration involving Water Treatment &amp; Distribution Service Line by planning for local and regional water demand, water allocation and/or licensing, water treatment and distribution infrastructure and/or operations and emergency response. Shifting regional climate, utility and environmental equity and the provincial moratorium on new licenses from the Bow Basin make this initiative complex, timely &amp; important.</p>	<ul style="list-style-type: none"> <li>•Council passed the Drought Resilience Plan supporting our ecosystems, businesses, &amp; people to withstand, recover &amp; adapt to drought conditions. 2023 was the first time water restrictions were applied &amp; Calgarians successfully saved one billion litres of water. We undertook preparatory work for 2024 potential drought &amp; have structured communication &amp; procedures for response</li> <li>•Efforts are underway to incorporate drought &amp; landscape content into the City Building Program</li> <li>•We continue to advance the Water Security Roadmap, Water Efficiency Plan, &amp; the Drought Financial Options study</li> </ul>	
<p>5 Guide effective corporate-wide environmental and climate management and performance through policy, frameworks, strategic plans, standards, procedures and tools. Includes assurance activities including audits, risk registers, compliance tracking and performance reporting on behalf of the corporation.</p>	<ul style="list-style-type: none"> <li>•Corporate climate governance maturity assessment completed &amp; cross corporate governance work ongoing</li> <li>•Participation in ICLEI Canada's Net-Zero Action Research Partnership- the evolution of municipal climate accounting</li> <li>•Enhanced integration of climate &amp; environment into Corporate Risk Reporting and Corporate Capital Prioritization Criteria</li> <li>•Incorporation of primary climate investments into Corporate Reporting</li> <li>•Compliance obligations &amp; impacts met via EnviroPortal database &amp; ongoing environmental audits</li> </ul>	
<p>6 Develop, implement and manage outreach and education initiatives and partnerships aligned with environmental and climate outcomes of the community and the corporation. Key objectives include to educate and build awareness, as well as collaborate and partner to amplify efforts. Services are provided with equity considerations.</p>	<ul style="list-style-type: none"> <li>•Climate Outreach &amp; Education Strategy &amp; Action Plan- consultant report completed, action plan developed, resourcing &amp; formalization of metrics &amp; indicators are underway</li> <li>•Mayor's Environment Expo- In June The City collaborated with 35 community organizations, partners, &amp; City Business Units to deliver education programming to over 14,000 students and teachers both in person &amp; virtually</li> <li>•Calgary Climate Symposium- 12 Sessions with 45 experts, drawing 1000+ participants</li> <li>•Launched interim public-facing climate dashboard online and expansion of a more robust analytics dashboard underway</li> </ul>	

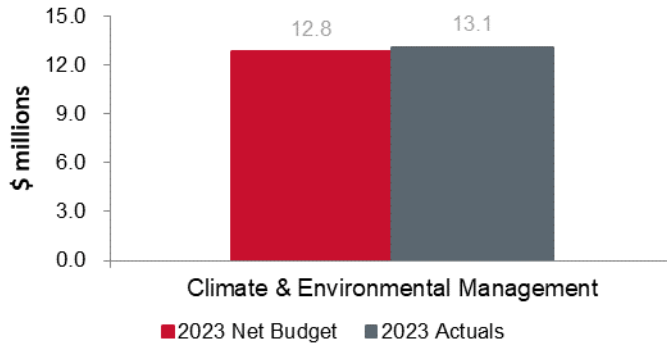
Initiative	Initiative Update	Status
<p>7 Integrate climate and environment considerations into planning and approvals continuum. Review and update existing planning and design policies, guidelines, regulations and processes to include net zero, climate resilience or environmental targets, recommendations and/or requirements; incentivize innovation and quality improvements for new developments to further climate or environment; research and analysis to support appropriate city growth targets and types.</p>	<ul style="list-style-type: none"> <li>•Planning Actions for Climate Toolkit (PACT) under development, to be used in the review of Outline Plans, Land Use, Development Permits</li> <li>•Council approved Land Use Bylaw amendments, incorporates climate considerations</li> <li>•City Building Program: continued incorporation of climate mitigation &amp; adaptation content</li> <li>•Ongoing capacity building of Planning &amp; Development staff to incorporate climate content into planning initiatives &amp; development of enhanced training/workshops &amp; materials for targeted City project managers</li> <li>•Planning communities with a greater mix of housing types &amp; complete communities</li> </ul>	
<p>8 Improve climate resilience of Calgary's people, communities, food systems, buildings, infrastructure and natural assets. Use engagement, data analysis and policy to address climate risk/vulnerability of Calgary communities; advance emergency preparedness and business/service continuity planning for climate-driven events; develop relationships (industry, builders, civic partners), incentives, operational improvements, assessment tools to support climate-resilient built and natural infrastructure.</p>	<ul style="list-style-type: none"> <li>•Developing strategies to support Calgary's food systems &amp; businesses. Facilitating YYC Food Collaborative</li> <li>•Establish the Community Climate Adaption action program</li> <li>•Climate risk profiles: City wide data (incl. mapping tool) compiled, supporting local area plans and development of public facing interactive Community Risk Profiles app in progress</li> <li>•Completed eight Climate Risk &amp; Resilience Assessments &amp; three screening assessments for facilities &amp; infrastructure</li> <li>•2023-2026 Centralized Climate Fund committed to funding capital infrastructure projects to integrate climate risk reduction measures</li> </ul>	
<p>9 Support Calgary's transition to a net-zero City. Improve energy efficiency and reduce emissions from new and existing buildings and transportation systems through training and capacity building, financing, incentives and regulatory / policy improvements.</p>	<ul style="list-style-type: none"> <li>•Clean Energy Improvement Program launched three more application intakes</li> <li>•Completed phase one community engagement for Energy Equity Strategy development</li> <li>•Initiated development of District Energy Strategy</li> <li>•Launched Emissions Neutral Building Exchange (ENBIX) with key partners</li> <li>• Developed a strategy to encourage renewable energy generation on brownfield sites</li> <li>•Initiated development of consumption-based emissions inventory scope 3 emissions</li> <li>•23 solar PV installations completed on community buildings through ENMAX Community Solar Fund</li> <li>•BenchmarkYYC Awards &amp; launch of energy data rebate</li> </ul>	
<p>10 Lead by example by improving the energy efficiency and reducing emissions from City-owned and operated assets and services, including buildings, vehicles, facilities, land, and City operations. Support the transition of City fleet to low-carbon alternatives; manage greenhouse gas emissions from waste; include climate considerations in new capital projects; explore offsets to drive further energy efficiency projects and improvements.</p>	<ul style="list-style-type: none"> <li>•2023-2026 Centralized Climate fund committed funding to capital infrastructure projects over 2023-2026 to integrate GHG emissions reduction measures</li> <li>•Updated the Sustainable Building Policy &amp; Sustainable Building Guidance Document to align with Calgary Climate Strategy-Pathways to 2050</li> </ul>	

Initiative	Initiative Update	Status
11 Ensure our policies and services support The City's commitment to building and maintaining a respectful, inclusive, and equitable workplace that is representative of the community we serve.	<ul style="list-style-type: none"> <li>•Planning &amp; Development Services has formally recognized the importance of supporting its people as a foundational goal in our strategic blueprint document, 'Making Places for People'</li> <li>•We actively engage with &amp; integrate staff feedback, expanding professional &amp; personal development opportunities, &amp; enabling health, wellness, &amp; safety amongst staff</li> <li>•The PDS 'People' Committee supports working groups to action focus areas like equity, diversity &amp; belonging, celebration &amp; recognition, &amp; health &amp; wellness</li> <li>•Successful launch of PDS staff educational pilot series 'Seasons for Reconciliation'</li> </ul>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



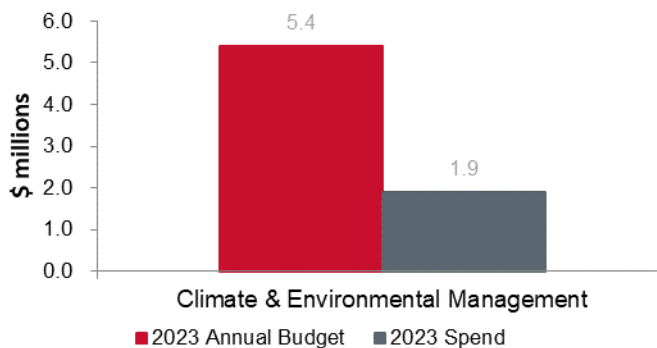
### Operating Budget Updates - 2023 net operating budget vs actuals:

Climate & Environmental Management has an unfavourable operating variance of \$ 0.3 million. The primary drivers of the variance were:

- \$1.3 million unfavourable variance in contract and general services due to increase in Contaminated Sites and Booked Liability 5 year estimate,
- Partially offset by \$1.0 million favourable salary and wage variance due to proactively managing the workforce.

In 2023, Climate & Environmental Management focused on establishing and building the service line, focusing on the development of strategies, plans, programs, & staffing up teams to accelerate the implementation of actions. Achievements include launching multiple grant, incentive and partnership programs which will continue into the remaining years of the Service Plan.

### Capital Budget and Spend as of December 31, 2023



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

Climate & Environmental Management has spent 34.8 per cent of the 2023 approved capital budget. The underspend is mainly attributed to 2023 being a planning year for the service line. Programs and projects were planned and committed to in 2023 and are positioned to execute in the remaining years of the plan.

- In 2023, the capital expenditures have been primarily used to:
- Build and implement Enviroportal Module 3,
  - Progress the Climate and Environmental Analytics System,
  - Deliver the Centralized Climate Fund Terms of Reference, first round of project intake, and approval of two pilot projects.

# Stormwater Management

Led by: Director of Water Services

## Service Description

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

## Service Updates

### Key Service Results

Citizens value stormwater management which prepares our city for climate change and protects public safety and infrastructure. The Stormwater Strategy, which was approved by Council in 2023, sets out a long-term direction for new and innovative ways to manage stormwater runoff, improve water quality and decrease pressure on the stormwater system.

In 2023, we completed a community-wide drainage project in Tuxedo Park; constructing a dry pond and installing larger storm water infrastructure to support better stormwater management, which will create opportunity for higher densification in Tuxedo and surrounding communities. A new storm pipe was also finished, moving stormwater from communities above Sunnyside to the river, bypassing Sunnyside. These projects, along with numerous local and community improvements, enhance the safety of residents and protect vulnerable areas from damage caused by stormwater flooding.

This year also marked the 10-year anniversary of Calgary's 2013 flood. Since then, we've undertaken 35 major infrastructure projects to protect the city from river flooding, including the recently completed Downtown Flood Barrier, protecting our downtown core.

### Service Challenges

In 2023, Calgary saw an increase in roadway pooling complaints due to rapid melt of snow and ice. We are working with Mobility and citizens to build understanding of the stormwater system and ensure storm drains are functioning as designed. As the city grows, it is challenging to respond to customer requests with over 60 000 catch basins.

The stormwater service is complex due to evolving regulatory conditions, different service levels and physical site conditions. Finding stormwater solutions that are affordable, practical, and that ensure river health, is a challenging component to delivering this service line with Calgary's current pace of growth and climate change impacts.

### Trends & Potential Uncertainties

Climate change will continue to create uncertainty and poses risk to stormwater management. Further, while water re-use continues to be at the forefront of planning discussions, there needs to be more research and guidance from the province regarding water re-use parameters. With the current drought outlook for 2024, water re-use will continue to be a trending topic.

As Calgary continues to grow, growth servicing for stormwater will likely need to include collaborative solutions with our regional partners. Further, the environmental performance targets we are aiming for are challenged with the current pace of growth which will also require ongoing collaboration.



# Measuring Our Performance

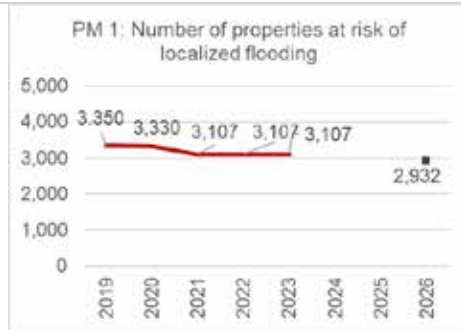
## Legend

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

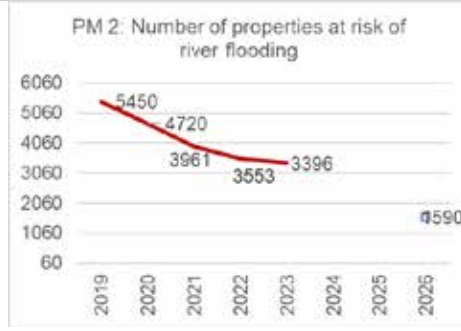
## Performance Measures

## Story behind the numbers

## Status



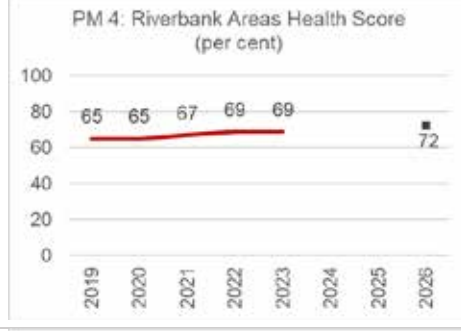
Calgarians trust the Stormwater service to protect public safety and reduce damage to property. To protect vulnerable areas from flooding damages during intense storms, key investments include drainage improvement programs and a citywide stormwater modelling initiative. Work is underway by The City to develop advanced analytical tools to help inform decisions on equitable investments in stormwater infrastructure with a focus on flood resiliency.



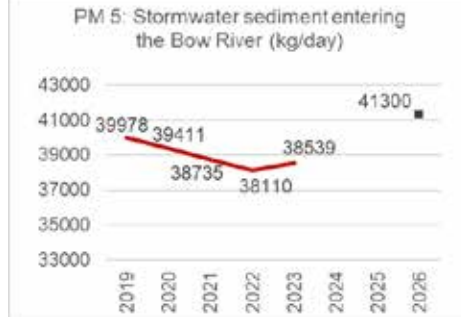
Key strategies to reduce river flooding risks center on capital investments in upstream dams, flood barriers and protected stormwater outfalls. Since 2013, Calgary's flood risk reduced by 55 per cent. In 2023, work advanced on two major structures anticipated to provide significant additional flood protection: the Government of Alberta's Springbank Off-stream Reservoir, and the Sunnyside Flood Barrier. Additionally, efforts in 2023 focused on advancing work with the Government of Alberta on a potential new Bow River Reservoir, new flood hazard maps, new regulatory framework for flood resilient development, and property-level flood readiness.



Stormwater pooling complaints are seasonal and variable each year, dependent on snowpack, temperature fluctuations and intensity of rainfall events. In 2023, we saw an increase in pooling complaints where almost 50% of the complaints occurred in March. With over 60,000 catch basins in Calgary, engagement with the public is imperative to build an understanding of expectations during thawing events and how the public can help with local drainage issues. We are beginning to work with Mobility and will enhance strategic communications to citizens.



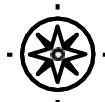
River banks (riparian areas), are integral to maintaining healthy rivers and play a role in slowing flood waters. The City's Riparian Action Program establishes actions to protect and manage river banks and sets an expected future performance average of 72% city-wide. The current score is 68.9% (101 assessed sites) compared to the 2007-2010 baseline of 61% (58 assessed sites). The current score represents a site that is healthy but with moderate impacts due to human or natural causes. This improvement is the result of ongoing City investment in restoration work, improved management of some sites and natural recovery after the 2013 flood.



Calgarians value a healthy environment and rivers. Sediment entering the Bow River remains below the 2005 benchmark of 41,300 kg. New wet ponds in new construction and redevelopment areas contribute to this measure. The City is currently updating the city-wide stormwater loading model, which measures our impact on the river. These updates reflect recent land use changes and include additional infrastructure that protect the river. This will improve estimated stormwater loadings to the river. Maintaining critical stormwater infrastructure along with spill mitigation initiatives, help keep this measure below the expected future performance.

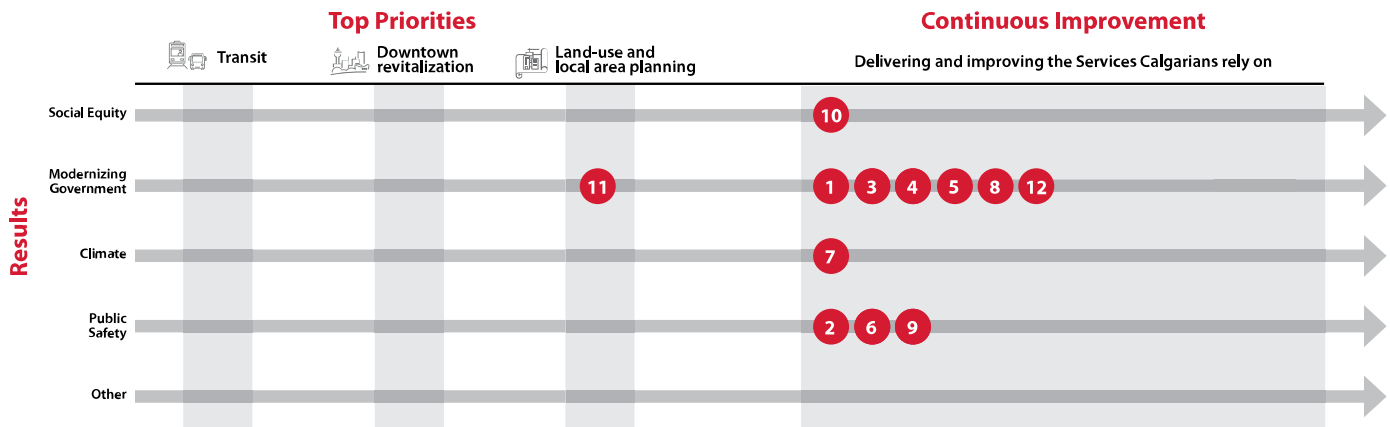






# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Reduce risk of localized flooding by continuing to invest in community and local drainage improvements, evolving the community drainage program to achieve desired levels of service, and quantifying the investments needed to address gaps and physical limitations of stormwater infrastructure in established communities.	<p>Work continues developing a modelling tool to estimate net flood damages in different areas of the city, over multiple events. This will support consistent evaluation of capital projects, support planning and design standards for redevelopment to make the most efficient investments to improve service levels.</p> <p>The Utility invests in multiple local drainage improvements (LDI) and community drainage improvements (CDI) to better manage stormwater in localized areas or larger catchments. The Upper Plateau Separation project and Tuxedo Park CDI are two community-wide projects worked on in 2023.</p>	
2 Create safe and resilient communities through the continued delivery of strategic initiatives and capital flood mitigation projects to reduce the risk of river flooding.	The operational timeline for the Government of Alberta (GoA) Springbank Offstream Reservoir has been delayed until 2025. Accordingly, 2024 flood response plans will revert to those from 2023. An operations committee has been struck between the GoA and The City to jointly manage Glenmore and Springbank Reservoirs for flood operations, routine maintenance, water quality, dam safety, and drought, among other purposes.	
3 Build resilient communities by guiding redevelopment in established areas to mitigate flood risks and working with developers on innovative stormwater management solutions that enhance public spaces.	New tools and incentives are being explored to support more redevelopment in established areas, and in particular more housing, while also mitigating flood risks. Implementation of new tools and incentives is expected in 2024.	
4 Maintain service resilience by ensuring appropriate resources to respond to more frequent and extreme events and operate the growing Stormwater Management network (334 ponds and wetlands, 33 lift stations, 934 outfalls and over 5,000kms of underground pipes).	A new solely dedicated team will work closely with Stormwater Operations to advance best practices and deliver on the Stormwater Strategy.	

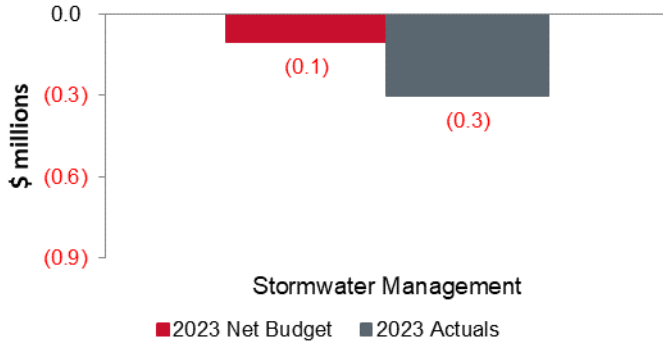
Initiative	Initiative Update	Status
<p>5 Build understanding of customer interactions and expectations of the Stormwater line of service. Develop programs that build customer awareness and shared responsibility for managing water quality and quantity on private property.</p>	<p>In 2023, Water Services rolled out a rigorous customer research program which has increased understanding of customer needs and experience. Insights gathered are being used to deliver service and drive future conversations on service delivery.</p> <p>The stormwater service continues to make communities more resilient by improving the levels of service through community drainage initiatives. There is also work underway to build better tools for evaluating green stormwater infrastructure including better support for developers to implement requirements for managing stormwater in new developments.</p>	
<p>6 Reduce the risk of safety incidents on stormwater infrastructure through the development of a storm pond safety program. Build understanding of investments needed for communicating, partnering, designing, and upgrading stormponds to meet program goals for safety.</p>	<p>The storm pond winter safety campaign continues to raise awareness among citizens about the risks of recreating on or near storm ponds. While a number of communication tactics are used in the public campaigns, new signage standards were established in 2023 that better explain visually how storm ponds work to improve safety.</p>	
<p>7 Adapt to our future climate by delivering and enabling investments and advancing initiatives that reduce flood risks and pollutants entering the river, and ensure operational staff and systems are prepared to respond to more frequent and extreme rain and flood events.</p>	<p>With approval by Council in September 2023, the City's Stormwater Management Strategy and its implementation program will ensure our shifting climate is incorporated into the four cornerstone areas identified within the Strategy</p>	
<p>8 Meet future needs and advance the Stormwater Strategy to guide prioritization and resourcing for key initiatives on low impact development, watershed targets, customer and developer engagement, and partnership in development of public spaces.</p>	<p>The Stormwater Strategy approved by Council in Fall 2023 focusses on performance metrics including sub-basin watershed health targets. A workplan to advance refinement of watershed targets was developed through Q4 of 2023.</p>	
<p>9 Protect the health of the river and maintain our environmental performance by continuing to meet regulatory requirements on total loadings to the river and mitigating the risk of spills into the stormwater system.</p>	<p>A city-wide stormwater management water quality loading model, used to project performance with growth and climate change, is being updated and improved upon. Notably, we are continuing to track below regulatory limits for TSS (total suspended solids) loadings and nutrients to the river.</p> <p>An Emergency Response Plan (ERP) that will address spills is being created and aims to be complete this business cycle.</p>	
<p>10 Establish levels of service, optimize value, and deliver service equity by leveraging innovation, data, technology, and customer insights.</p>	<p>Water Services rolled out a rigorous customer research program has increased understanding of customer needs and experience. Insights gathered are being used to deliver service and drive future conversations around our service delivery.</p> <p>Work is also underway to strategically assess levels of service to ensure that a consistent and reliable approach to service delivery is provided to our customers.</p>	
<p>11 Optimize investment decision-making and proactive service delivery through the development of Stormwater Asset Management plans and preventative maintenance plans to align capital investments, maintenance contributions and operational resources.</p>	<p>Draft Strategic Asset Management Plan (SAMP) completed and being reviewed by collaborators. Next steps include the development of a detailed workplan.</p>	

Initiative	Initiative Update	Status
12 Build shared priorities, develop objectives and improve activity planning by building partnerships across internal city business units.	Several years of research and engagement culminated in the Stormwater Strategy being approved by Council in September 2023. The Strategy sets out a long-term direction for new and innovate ways to manage stormwater runoff, improve water quality and decrease pressure on the stormwater system.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**



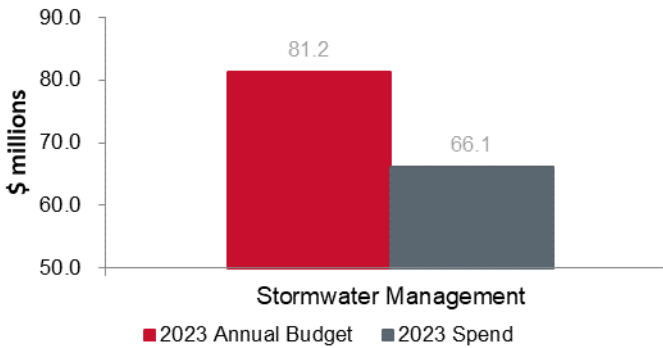
### Operating Budget Updates - 2023 net operating budget vs actuals:

The Stormwater service line is self-supported and has a favourable operating variance of \$0.2 million. Variances occur due to the process for reporting self-supported expenditure in different areas that contribute to delivering service.

The operating surplus transferred to reserve was \$44.8 million which is higher than the budgeted transfer to reserve of \$23.1 million. This primarily resulted from higher than budgeted revenue due to an increase in development agreements resulting in higher Off-Site levy revenues. Stormwater had lower than budgeted salary and wage expenditure resulting from higher vacancies related to stormwater work offset partially by higher sickness & accident claims and overtime. There were also lower expenses in materials, chemicals, parts, contracted services, and overall utilities.

The budgeted transfer to reserve is planned to fund capital expenditure including replacements, upgrades and investments that occur year after year. Large capital investments are planned to be financed with debt. When the actual transfer to reserve is higher than planned, the borrowing for large capital investments will be lower than anticipated.

**Capital Budget and Spend as of December  
31, 2023**



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

The 2023 capital budget is \$81.2 million with a year end spend of \$66.1 million (81.4 per cent spent). Capital investments focus on improving watershed health and mitigating flood risks. Supply chain issues affecting the availability of material and resources continue to have impacts on project delivery, in addition to cost and inflationary increases. Examples of major investments include:

- Community Drainage Improvement (\$28.8 million invested in 2023). Investments continue in northwest inner-city communities including the Upper Plateau Separation project. Improvements involve engineering design and construction to enhance the stormwater service potential and capacity to reduce the risk of flooding and improve resiliency against the impact of climate change.

- 144 Ave North Storm Trunk (\$15.7 million invested in 2023). This storm trunk will support growth in communities by servicing the east basin of the Keystone Area Structure Plan to drain to Nose Creek.

# Urban Forestry

Led by: Director of Parks & Open Spaces

## Service Description

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

## Service Updates

### Key Service Results

The Branching Out private tree giveaway, supporting Urban Forestry Initiative 8, was extremely well received by Calgarians. Due to high public demand in past years, the number of trees provided in 2023 was increased by 400 per cent. In 2023, all 2,000 trees were claimed within hours during registration. In collaboration with Parks & Open Spaces, we offered guided tree walks, volunteer tree planting opportunities and in-person presentations to increase and support tree-related public education.

Canopy Expansion planting program was completed in mid-June with 91,000 seedlings being planted in various communities. This initiative is above and beyond Urban Forestry's regular planting program of 6,385 caliper (large) trees planted in 2023. Seedlings take longer to establish (and to contribute to the urban canopy growth) than the caliper trees. This initiative focuses on mass planting of smaller trees (whips and plugs) that, when planted in optimal areas, can establish and provide increased canopy cover and biodiversity.

### Service Challenges

We have identified drought as a key challenge to increasing tree planting for canopy growth. Our current practice for newly planted trees requires a 5-year watering cycle post planting. Increased drought periods result in stressed trees and an overall decrease in canopy health and resilience. Water restrictions pose a risk to the survivability of any trees planted in the past 5 years. As the prevalence of drought periods increase, we continue to explore opportunities to increase tree watering from the current 5-year cycle to a 7-year program.

Construction and development activities continue to impact the service's ability to grow the urban tree canopy. We are collaborating closely with staff in all departments to advocate for a balanced approach to achieving housing density targets, while also achieving climate targets related to the Climate Emergency. The increasing number of mature trees lost to development is a risk without improved policies, planning and planting standards.

### Trends & Potential Uncertainties

Risks include severe weather events (snow, winds, drought, etc.), tree pests and diseases.

The City is at risk of not meeting the Municipal Development Plan's (MDP) long-term urban canopy target at our current planting levels. Replacement planting of 3,500 trees per year will maintain the current urban canopy level. Planting an additional 4,000 trees per year will get us to the MDP target by 2060. Current capital funding supports planting 5,600 trees (1,900 less than required) annually through 2026.

Urban Forestry has applied for significant grant funding from the federal government for tree planting. Successful grant proposals will be confirmed by end of Q2 2024. This poses both opportunity and potential uncertainty for quantity of tree planting and staff resources required in 2024.



# Measuring Our Performance

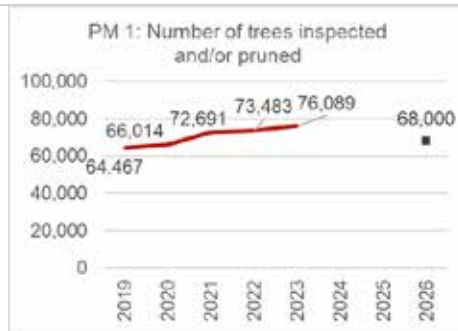
## Legend

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

## Performance Measures

## Story behind the numbers

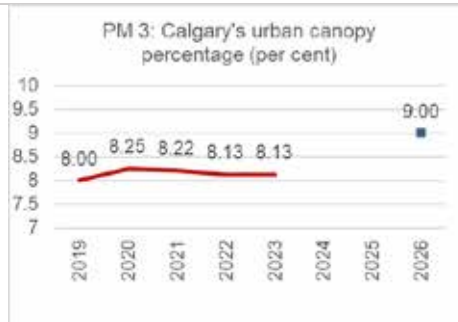
## Status



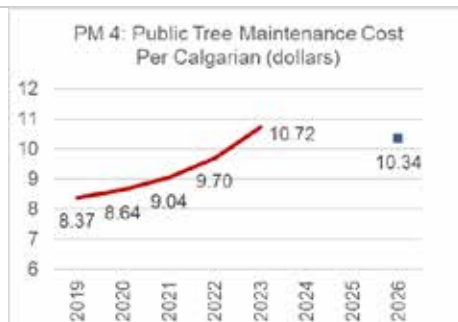
Risk-based tree inspections and pruning continue to be a service priority. This proactive work increases the resilience of the urban forest and leads to improved lifespans for trees and less damages from severe weather, such as extreme winds or late/early seasonal snowfalls. The City also completes regular tree assessments to ensure asset management data is accurate, enabling informed decision making and the efficient use of available funds. Risk-based assessments of 50,000 trees were completed in 2023, along with 26,000 trees pruned.



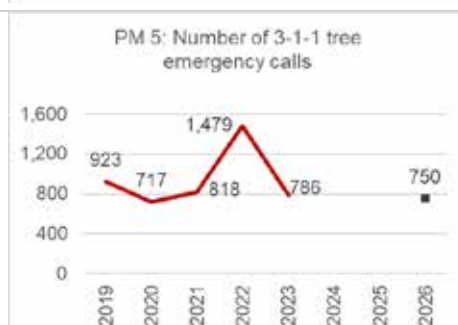
Tree planting is funded through the service's capital budget, which allows about 5,600 trees per year to be planted. To improve progress towards the MDP target, Urban Forestry must plant a total of 7,500 trees annually. There is currently a funding gap equivalent to planting 1,900 trees per year. In 2023, Urban Forestry used capital funds allocated to future years to plant an additional 1,235 trees (total of 6,835 trees planted), due to a prolonged drought period resulting in increased tree mortality. The increased prevalence of drought periods has created unpredictable conditions for tree survivability, leading to increased expenditures.



Progress towards this target has been limited by continued tree loss during development and construction activities. The City's MDP set a long-term urban canopy target of 14-20 per cent. Based on available planting land, Urban Forestry estimates 16 per cent is achievable by 2060. To accomplish this, we need to replace 3,500 existing trees and plant 4,000 new trees each year. Calgary is currently halfway to the 16 per cent target. Since trees grow slowly, progress comes in small increments. To stay on track towards Calgary's long-term urban canopy target, Urban Forestry needs to grow the canopy by 0.2 per cent each year in 2023-26.



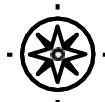
Calgary's tree maintenance costs are low compared to most benchmarked cities. Annual cost increases are due to more public trees being added to The City's inventory each year and rising resource costs. Higher costs are anticipated as more trees mature and result in higher tree decline, removals and succession planting needed in older communities. A long period of increased drought over the past ten years resulted in a slight increase in maintenance costs in 2023 (more tree watering and higher tree mortality). Tree maintenance costs include inspections, structural pruning, watering, tree removals, tree protection and pest management.



The service expects fewer 3-1-1 tree emergency calls (e.g., fallen tree branches blocking roads or damaging property) as a result of implementing a proactive resiliency strategy to prioritize the pruning of existing City trees. Tree emergency call totals have significantly decreased since 2015, when there were almost 2,000 calls per year. This is despite an anticipated increase in severe weather events. Urban Forestry will also begin the structural pruning of younger trees in 2023-26, resulting in less tree failures.

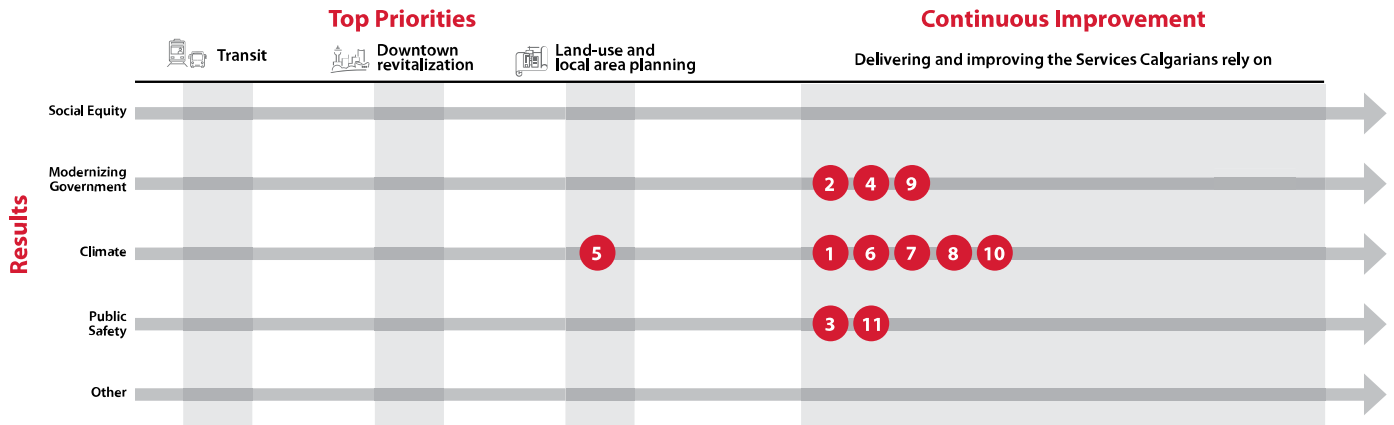










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

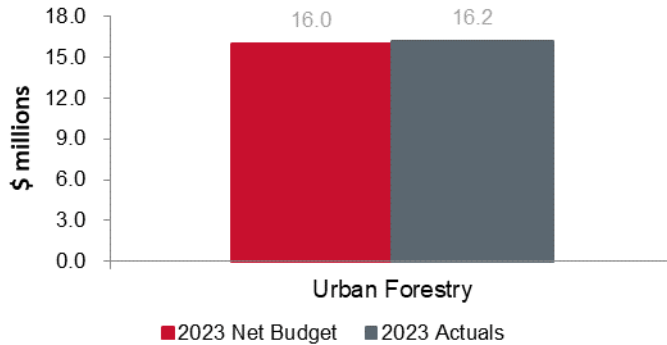
Initiative	Initiative Update	Status
1 Increase tree resilience to severe weather, invasive pests and diseases and expand tree lifespans by continuing to prioritize risk-based pruning of public trees.	This priority work was successfully completed in 2023: 50,000 trees were assessed for pruning needs, via a risk-based model. Over 19,100 trees were pruned to mitigate risk and promote tree health.	
2 Protect mature trees and sustain the urban forest by continuing to respond to Calgarians (3-1-1) and developer requests for tree health, protection and hazard mitigation.	In 2023, there was an increase in the number of non-emergency 3-1-1 service requests received. The service line responded to over 13,600 requests. It is anticipated that this increasing trend will continue annually, as new trees are added, and Calgary's population grows.	
3 Enhance public safety and mitigate damages to property by removing dead trees and select stumps.	The service completed 6,980 tree removals and ground out 2,270 stumps in 2023. There has been a significant increase in tree removals due to high tree mortality during a prolonged period of drought.	
4 Continually improve asset management and effectiveness by annually updating Urban Forestry's digital inventory of public trees.	This ongoing initiative is progressing well, with 134,000 trees inventoried in 2023. As of April 10, 2023, over 78 per cent of our public tree assets have been inventoried within the past five years. This year, Urban Forestry met its target of inventorying a minimum of 20 percent of our public trees. This will ensure accuracy and promote data-informed decision making, via a continuous five-year inventory cycle.	
5 Encourage sustainable tree planting in development and construction activities through tree inspections by aligning with land use bylaws, specifications and best practices.	Tree inspections are ongoing as part of various development streams including infill, capital and subdivision development inspections. The Urban Forestry Service Governance (UFSG) team is collaborating to increase role clarity and improved quality of tree planting. The UFSG team is also working towards improved protection of existing trees during construction activities.	
6 Sustain the urban forest by assessing the risk of, and treating public trees for, invasive pests and diseases.	In collaboration with Parks & Open Spaces, an Invasive Pest and Disease Crisis Response Plan has been developed in 2023. This response plan will guide decision making in the event (high likelihood) that our urban canopy is negatively impacted. An integrated pest management program for elm scale has been implemented with 2,475 trees receiving injection treatments this year. Various pest and disease monitoring traps (over 200) have been installed and monitoring was ongoing from June to October.	
7 Adapt trees to Calgary's harsh environment and trial new tree species in Calgary's climate by managing a civic nursery.	The civic nursery operated at full capacity in 2023. Trees were harvested (dug and wrapped) in preparation for planting throughout the City. Tree stock was procured, planted, and maintained to support future tree planting. New tree species have been trialed to determine viability in our changing climate.	

Initiative	Initiative Update	Status
8 Educate and incentivize Calgarians to plant and care for private trees by continuing to participate in public education and partnership programs.	The Branching Out private tree giveaway was extremely well received by Calgarians. Due to high public demand in past years, the number of trees provided in 2023 was increased by 400 per cent. In 2023, all 2,000 trees were claimed within hours during registration. In collaboration with Parks and Open Spaces, we offer guided tree walks, volunteer tree planting opportunities and in-person presentations to increase and support tree-related public education.	
9 Grow the urban canopy by continuing to participate in collaborative programs and funding opportunities (e.g., canopy growth, food security and volunteer planting).	The service has applied for significant grant funding through a federal tree planting program (2 Billion Trees). A pilot initiative was developed to support community associations (CAs) with installing orchards – a collaboration between the Calgary Horticulture Society, CAs and Urban Forestry will result in fruit trees being provided, along with specific pruning training to any interested CA. In 2023, 10 CAs took part in the initiative. Volunteer tree planting was completed in July, with over 1,000 trees being installed at various locations throughout the City.	
10 Maintain Calgary's existing canopy through the development of a citywide program to systematically identify and replace older, larger trees when they are at the end of their natural lifecycles.	The Large Tree Canopy Succession initiative received funding for 2023-26. Funding supported the removal and stump grinding of 200 trees in 2023. Replacement tree planting is scheduled for 2024.	
11 Provide a safe and healthy environment for park users, employees, contractors and volunteers by strengthening commitments to safety and well-being.	Promoting a positive safety culture is a key, ongoing priority in Urban Forestry. In 2023, two emergency response tabletop exercises were completed (March and June) related to storm events. This ensures staff preparedness and provides opportunity for continuous improvement. Safety culture is embedded into all tasks completed by staff and contractors including safety meetings, reporting of incidents, worksite inspections and Field Level Hazards assessment. Leadership and management have regularly been onsite to support and hear feedback directly from front facing staff.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

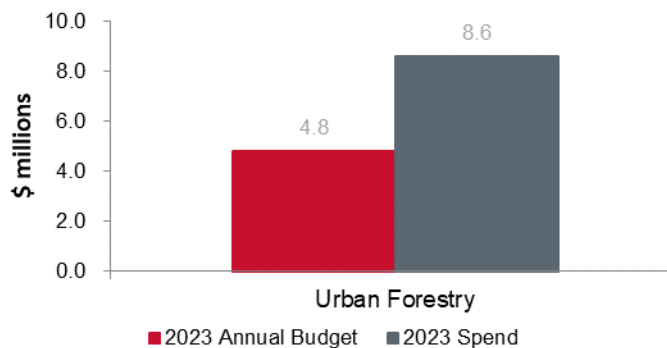


### Operating Budget Updates - 2023 net operating budget vs actuals:

Urban Forestry had an unfavourable operating variance of \$0.2 million. The primary drivers of the variance were tied to increased stump grinding, tree removals and pruning, all on public land.

In 2023, Urban Forestry exceeded tree pruning, stump grinding and removal targets. Operating expenditure was also used to protect public trees during development activities and operate our Civic tree nursery. The service went to market for a new tree pruning contract in 2023 and observed an increase in vendor costs.

### Capital Budget and Spend as of December 31, 2023



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

Urban Forestry has spent 177.1 per cent of the 2023 approved capital budget. The overspending is mainly attributed to increased tree planting and watering. The service has accessed fundings budgeted for a future year to compensate for the current overspend.

In 2023, the capital expenditures have been primarily used to procure, plant and water trees. Calgary experienced a prolonged period of drought in 2023, resulting in higher-than-average annual tree mortality. The 2023 approved capital budget supported planting around 4,800 trees, however the service line planted 6,385 trees (42.0 per cent increase) to replace some of the lost canopy. Tree watering was also increased by 15.0 per cent to maintain survivability. The service went to market for a new tree planting contract in 2023 and observed an increase in vendor costs.

# Waste & Recycling

Led by: Director of Waste & Recycling Services

## Service Description

Waste & Recycling service is focused on enabling Calgarians to reduce and manage their waste responsibly, now and into the future. The service delivers residential Black Cart, Blue Cart, Green Cart programs, container collection, as well as several community-based waste reduction and diversion programs. The service also manages operations and environmental performance at The City's three active and five closed landfill sites. Waste & Recycling is responsible for planning, delivering and maintaining its assets to meet current and future service needs.

## Service Updates

### Key Service Results

Spring Pulse Survey provided Waste & Recycling with a satisfaction rating of 86 per cent and an importance rating of 98 per cent for our services.

The Fall Survey of Calgarians found that satisfaction levels have been maintained for residential cart service: black cart 90 per cent, blue cart 93 per cent and green cart 91 per cent.

Calgarians diverted over 137,000 tonnes of material through their use of the residential Blue and Green Cart Programs in 2023. By recycling, we conserve resources putting them back in to use again. Food and yard waste collected in the green carts are processed to make high quality compost, a nutrient-rich soil amendment. The success of the Green Cart Program has meant that The City needs to expand the Compost Facility to process even more food and yard waste.

The Spyhill Waste Management Facility successfully renewed its 10-year regulatory Approval to Operate.

### Service Challenges

Service delivery was maintained through a variety of weather events like extreme cold weather, heavy snowfalls, heat warnings, and air quality advisories. Implementation of business continuity plans adjusted operations and applied safety practices that are right for the conditions.

Infrastructure projects have faced delays for regulatory approvals, purchase order issuance and supply chain issues that impact our timelines. Acquiring vehicles, equipment, software, specialists, and contractors are challenged by inflation, supply change issues and limited availability. Capital budgets and infrastructure investment plans have been adjusted to address inflation, pricing changes and business priorities. To mitigate this risk, projects are starting earlier, improved internal communication channels, and we increased the number of spare vehicles and extended vehicle lifecycle. Project managers are working closely with service delivery partners to prioritize and respond to service needs.

### Trends & Potential Uncertainties

The Waste Management Facilities had higher than expected volumes of waste from large commercial customers and hydrovac waste haulers. Commercial customers are expected to maintain or increase volumes with current economic conditions. Hydrovac waste is expected to decrease as disposal requirements and costs change.

The City is working closely with provincial regulators and involved parties to determine what an Extended Producer Responsibility model will look like for Calgary. The City intends to continue as collections service provider for blue cart material, and hazardous and special products and is assessing the opportunities, implications and transition plan for April 2025 single-family homes and October 2026 multi-family service.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

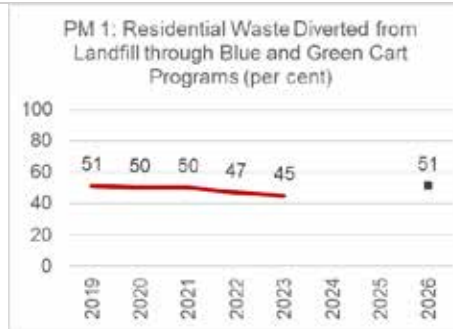
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

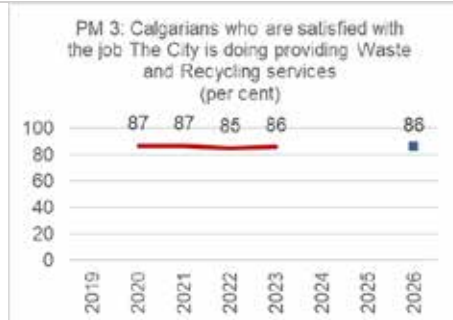
## Status



Calgarians continue to divert significant waste from landfill through the Blue and Green Cart programs. There's been a slight decrease in diversion recently, partially due to weight of material, partially due to higher rates of residue from our recycling and composting facilities. There should be an improvement with the new state-of-the-art recycling facility opening in 2024 and the expansion of the composting facility in 2025. Reducing divertible material in the garbage plays a critical role in curbing greenhouse gas emissions from landfills. We continue to invest in infrastructure that actively contributes to climate innovation.



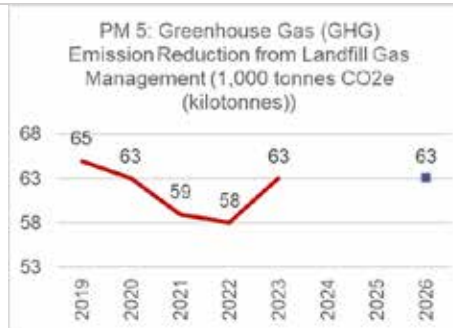
Residential garbage collected is gradually returning to normal levels after a surge during pandemic restrictions, a trend seen nationwide. Material collected in the Blue and Green Carts have increased since 2022 but are below pandemic levels. Our ongoing communication and education efforts aim to help Calgarians reduce how much waste they generate, recycle and compost as much as they can, and sort material properly. Reducing waste decreases how much we need to invest to process materials, and reducing contamination in the Blue and Green Carts increases the value of Calgary's recyclables and improves compost quality for a cleaner environment.



Results continue to show that Calgarians are satisfied with the job The City is doing providing waste and recycling services. This measure increased by one point compared to 2022. It's reasonable to expect that this baseline will moderately improve as we work towards the Council focus area of modernizing government and Waste & Recycling Services' goals of delivering value through waste services and strengthening business and financial management.

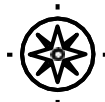


Interruptions to waste collection are within normal ranges. There was an increase due to weather and utility work preventing access to carts. In the pilot areas for residential black cart collection serviced by our contractor there was a rise in uncollected carts, due to both overfilling and improper cart placement as specified in the Waste Bylaw. The increase was offset by reduced missed collections as the contracted drivers have become more familiar with their routes. We continue to work with the contractor to find the balance between educating residents and providing good customer service to ensure seamless waste collection for Calgarians.



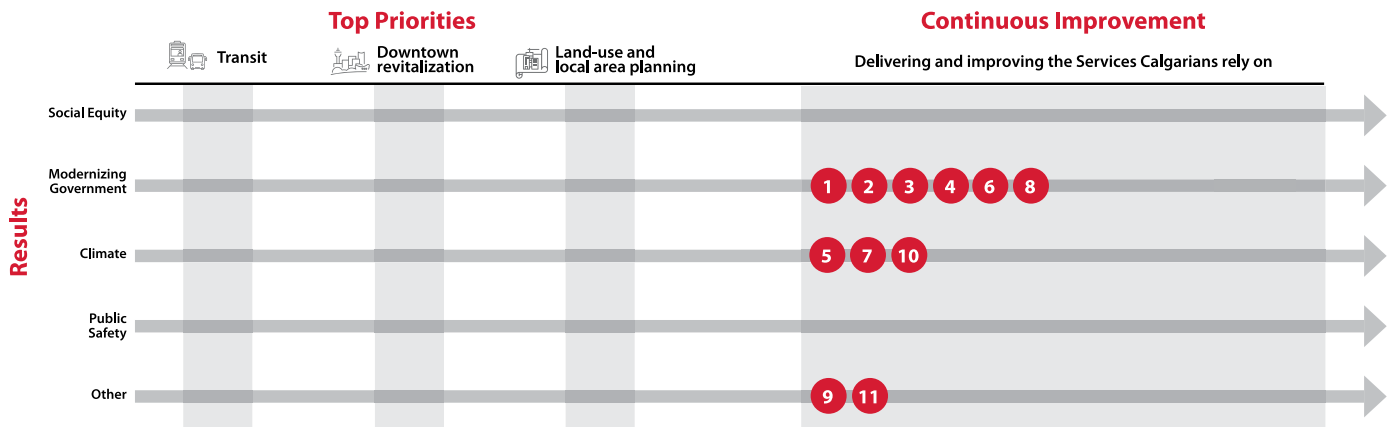
Landfill gas emissions are generated over decades after waste is disposed of and contribute to climate change. Methane is a potent greenhouse gas (GHG) that is emitted when organic materials decompose in a landfill. We are investing in upgrades to landfill gas management infrastructure at all three landfill sites. We expect that these upgrades will reduce emissions from landfill gas in the coming years, significantly contributing towards Council's commitment to reduce GHG emissions to net zero by 2050.





# Progress on Service Delivery







## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Deliver safe and efficient waste processing and disposal services at The City's waste management facilities by complying with regulatory requirements and continually improving assets and operations in response to service demand.	Waste Management Facilities are an essential service for Calgary and the region. Customer demand at Waste Management Facilities has increased since mid-2022. The higher tonnage is largely driven by commercial customers. Waste & Recycling continues to prepare for and invest in landfill cell development and the Household Hazardous Waste Transfer Station, which will be operational in Q2 2024 to improve safety, handling and processing of these types of materials. Spyhill Waste Management Facility successfully renewed its 10-year regulatory Approval to Operate.	
2 Provide safe and reliable collection services for residential black, blue and green cart programs by adjusting to demand, continually improving service performance and investing in technology and responding to growth.	We provide residential cart collection through contracted and City-delivered services. Customer satisfaction levels as measured in the Fall Survey of Calgarians has been maintained for residential cart services (Black Cart 90 per cent, Blue Cart 93 per cent and Green Cart 91 per cent).  Residential customer growth rates were higher than originally forecast for the three cart-based programs (Black, Blue and Green). The City continues to provide a high level of safe and reliable service. Residential black, blue and green cart volumes trended within normal seasonal levels in 2023.	
3 Continue supporting Calgarians and the community to reduce and manage their waste responsibly by providing community-wide waste management programs.	Community-wide waste management programs help Calgarians with proper options for waste disposal. The City continues to provide Community Recycling Depots and Household Hazardous Waste Drop-off locations, support Community Clean-ups, and respond to illegal dumping. Waste & Recycling received a Calgary Police Service, Chief's Award for improvements to how bear spray is safely and properly disposed. Two new depots were opened in response to city growth, the Marlborough Community Recycling Depot, and the Seton Household Hazardous Waste depot.	
4 Provide safe and reliable container collection services to multi-residential developments, businesses and organizations through investments in technology and responding to customer needs.	Waste & Recycling focuses on providing safe, reliable and efficient service delivery to multi-residential developments, businesses and organizations. Our reputation as a reliable service provider has increased customer growth in this segment throughout 2023. We continue to explore advancing technology options for waste collection.	
5 Enable Calgarians to move towards zero waste and a more circular economy by improving access to and participation in waste reduction and diversion through communications, education, enforcement and engagement with customers.	Two new circular economy pilots, Circular Economy Grant and Circular Economy Program, designed to enable, empower and educate individuals, organizations and/or communities to participate in activities that result in reduction, reuse or diversion of waste. The 2023 compost giveaway had over 10,700 attendees picking up complementary compost processed from the Green Cart Program. To improve Blue and Green Cart Program performance, the Spot Check Program included over 12,000 door-to-door visits, checking 150,000 blue and green carts in 95 communities.	

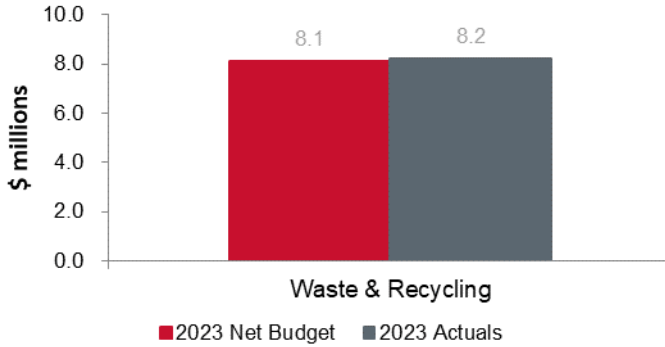


Initiative	Initiative Update	Status
6 Improve customer experience by designing and adapting services to be equitable and inclusive reflecting what Calgarians need and expect, through customer engagement, partnerships, pilots and modernization.	Spring Pulse Survey provided Waste & Recycling a satisfaction rating of 86 per cent and an importance rating of 98 per cent for our services. We expanded engagement opportunities to empower Calgarians to dispose of waste properly through existing programs (school tours, English as a Second Language programs and public events) and topics like circular economy. Developed and implemented a Bear Smart Best Practices initiative in wildlife affected areas. Other pilots launched this year were Adopt an Alley, Curbside Community Treasure Hunt, and the Throw 'N' Go Enhancement project.	
7 Contribute to corporate climate change actions by reducing greenhouse gas emissions through strategies to manage organic waste, expand landfill gas management and improve energy efficiencies of fleet and facilities.	The City has invested in landfill gas collection systems, the Compost Facility Expansion Project and construction of a landfill gas to electricity project, to reduce greenhouse gas emissions from landfills. Three landfill gas collection enhancement projects applied for alternative funding to advance greenhouse gas reduction objectives. The Landfill Gas Management Plan was updated, and a related Carbon Offset Credit Plan is under development. Waste & Recycling's programs and campaigns aim to reduce food and yard waste from going into the landfill to prevent the creation of greenhouse gases.	
8 Continue advancing provincial and regional waste management solutions, including Extended Producer Responsibility (EPR), through alignment with legislation, advocacy, collaboration and partnerships.	The Government of Alberta passed Extended Producer Responsibility (EPR) legislation in 2022, shifting financial and operational responsibility for collecting, processing and recycling designated materials from municipalities to producers. EPR starts with Paper and Packaging Products (blue cart materials), and Hazardous and Special Products, some of what we call household hazardous waste. Work has focused on identifying opportunities and managing risks related to EPR. WRS is working with regulators and other parties involved to determine what this program could look like in Calgary.	
9 Continue strengthening Waste & Recycling business and financial management through implementation of the business and financial plans that are responsive to customer needs, Council's Strategic Direction and Calgary's changing economic environment.	Waste & Recycling implemented the Council-approved 2023 rates for the Blue, Black and Green Cart Programs, while maintaining the garbage tag fee, basic sanitary rate and minimum load charges at 2022 levels. Business, capital and financial plans have been reviewed and updated to respond to the changing economic environment, additional customers and new waste tonnage projections.	
10 Continue developing and delivering the Waste & Recycling Infrastructure Investment Plan in collaboration with Infrastructure Services.	The Waste & Recycling Infrastructure Investment Plan, mostly delivered by Infrastructure Services, includes projects to maintain assets, fulfill regulatory and environmental requirements and enable service delivery. The Compost Facility Expansion Project has completed detailed design; with approvals of budget and the borrowing bylaw this project will move into construction in 2024. Other key projects include landfill cell construction, expanded landfill gas collection system, landfill gas to electricity production and a Household Hazardous Waste Transfer Station.	
11 Continue providing a positive work environment through a commitment to safety, employee engagement, development and inclusion.	Waste & Recycling is committed to strengthening our safety culture to provide a positive work environment for our staff and strives to be an employer of choice. We offer diverse safety, developmental and wellness opportunities to employees through communications, orientations, wellness activities, initiatives and education. These include focused safety topics, safety incident investigations and employee engagement, and Learning & Development programs (training, career dialogues, supporting front-line leaders and mentoring for all staff).	



## Service Updates on Financial Performance

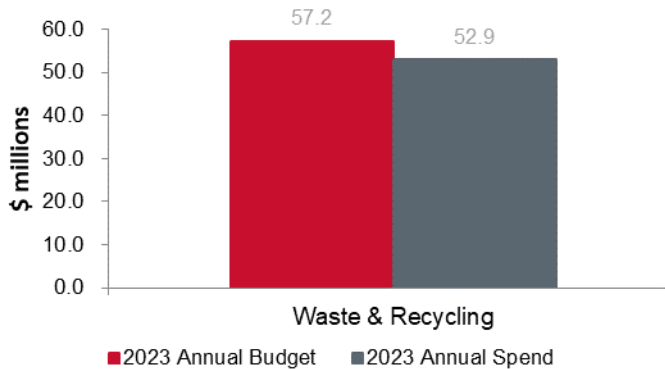
**Net Operating Budget and Actuals  
as of December 31, 2023**



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

The Waste & Recycling service is funded through a combination of tax-support and self-supported revenues. Tax-supported activities had a net zero variance, with an actual spend of \$8.2 million. Self-supported programs had a year-end variance of zero after transferring the operating surplus of \$14.3 million to reserve. The transfer to reserve was larger than budget by \$8.0 million, primarily due to higher than budgeted landfill tipping fee revenue from additional waste tonnage. The reserve is used to fund capital expenditures and the asset retirement obligation for landfill closure and post closure care costs.

**Capital Budget and Spend as of December  
31, 2023**



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

Closing out 2023, the capital budget for the service line was \$57.2 million with an actual spend of \$52.9 million (92.4 per cent). Capital investments focused on infrastructure required to process and dispose of waste materials, environmental protection systems, Waste Management Facility internal access roads, and infrastructure related to facilities and equipment, such as the Household Hazardous Waste transfer station.

In 2023, capital delivery in support of the of the service faced challenges with cost escalations and inflationary pressures along with procurement, resourcing and supply chain disruptions affecting the availability of materials.

2023 major capital projects and actual spending include:

- Facilities and General Equipment \$17.7 million
- Capping & Cell Construction \$12.9 million
- Landfill Gas Management Infrastructure \$6.9 million
- Compost Facility Expansion Project \$4.3 million
- Carts, Bins and Containers \$3.3 million

# Wastewater Collection & Treatment

Led by: Director of Water Services

## Service Description

We're a big, growing city on a small river. This is a highly regulated, essential and public health focused service that ensures over 1.4M Calgarians and regional customers can trust that their wastewater is removed and treated to protect the health of the river. The Wastewater Collection & Treatment service collects wastewater from toilets, sinks and drains, treats it, and returns it to the river. We ensure necessary investments are made in treatment plants, pipes and people to keep pace with the needs of a growing population and so that service is available 24/7, 365 days a year during evenings, weekends, and emergencies.

## Service Updates

### Key Service Results

#### Awards

Emerald Award

Investments were made to upgrade linear infrastructure and increase treatment plant capacity to maintain customer levels of service. Significant projects include the Bonnybrook Plant D Expansion and Fish Creek West Sub Trunk.

The Water Utility renewed its commitment to better understand our customers and their needs. Customer research insights gathered from 2023 surveys and focus groups will help shape service level delivery improvements and long-term planning. Calgarians remain satisfied with this service and feel they receive good value for the cost.

We also expanded our Unflushables campaign this year to include FOG (fats, oil, grease) which is detrimental to our wastewater collection system (pipes) and can create wastewater backups for citizens. By increasing awareness around FOG, The Water Utility and our customers will be able to work better together to minimize wastewater back-ups, as well as, blockages in the linear system.

With Calgary's hot, dry summer, and lower than normal river flows, effluent from our treatment plants presents in higher concentrations in our rivers. Despite these drought conditions, the Water Utility was able to meet our regulatory requirements.

### Service Challenges

This service protects public health and our watershed by ensuring the necessary investments are made in treatment plants, pipes, and certified and trained staff. The service strives to maintain service levels while mitigating safety risks like H<sub>2</sub>S as well as regulatory and environmental risks. While Calgary continues to grow, our resources to address this growth have not grown proportionately.

The City's wastewater system requires highly skilled and technical expertise to deliver this service. For some, this requires achieving or maintaining certification levels that keep The City in regulatory compliance. It requires ongoing efforts to ensure a sustainable workforce.

There is significant operating and capital investment required to maintain a reliable wastewater system, meet regulatory requirements, while addressing Calgary's current pace of growth. Inflationary pressures resulted in the need to strategically re-prioritize and push out some 2023 capital projects to future years.

### Trends & Potential Uncertainties

We know that population growth in Canada has been significant over the last few years. Civic censuses are needed to provide the most reliable population estimates and help develop the most accurate infrastructure upgrade schedules. With respect to this service line, wastewater treatment plants for example, take 10 years to plan, design and build. Given that the last census data from Calgary is from 2019, we need to ensure sufficient planning and investment in order to meet Calgary's growth demands.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

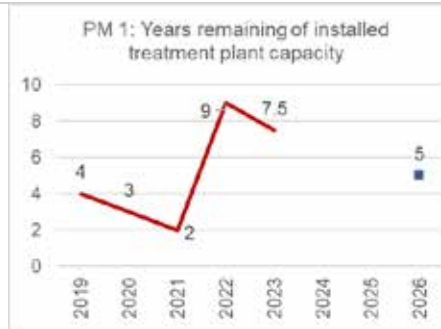
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

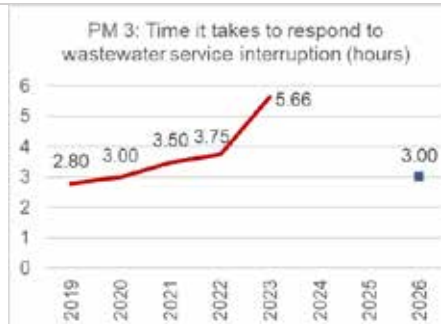
## Status



Customers in Calgary and the region expect assured wastewater treatment capacity now and into the future. Current and future infrastructure investment needs are assessed on an ongoing basis and are based on population forecasts, wastewater quality monitoring, environmental regulations, health of the watershed, and needs of the wastewater treatment plants. The current combined installed treatment capacity of Calgary's wastewater treatment plants will accommodate 7.5 years of growth.



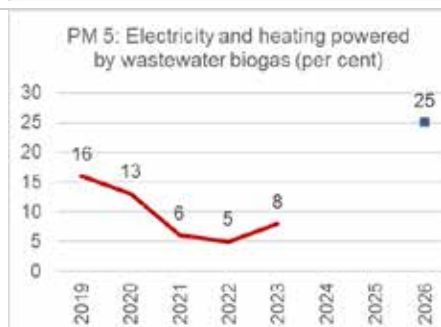
Customers can experience a wastewater backup due to factors such as tree roots, collapsed pipes or clogs from wipes, hair, grease and other unflushable items. In 2023, properties impacted remain below the future expected performance of 10.6. Total public issue SR counts remain similar to 2022 of approximately 3,300. In order to maintain service levels over the next four years, a key focus will be to build understanding of the most effective risk reduction levers and invest in condition assessments to inform targeted infrastructure upgrades.



Citizens value quick response times to sewer backups. This measure reflects the time it takes the Water Utility to respond to a customer that is experiencing a wastewater backup. In 2023, response times increased. Opportunities to improve response times and address risks in the collection system, such as infrastructure assessments, are being investigated.



Wastewater is a highly regulated, essential, and public health focused service. The service is greatly valued by customers, and they expect their wastewater is cleaned to protect the health of the river. Calgary's three wastewater treatment plants continue treating wastewater better than the quality specified by Alberta Environment & Parks, 100% of the time. In order to maintain this high standard, a key focus will be to prioritize significant wastewater plant and collection system upgrades.



In 2023, the Bonnybrook Wastewater Treatment plant generated 25,565 MWh or 45% of its internal electrical need. This is an increase of almost 50% between 2022 and 2023.

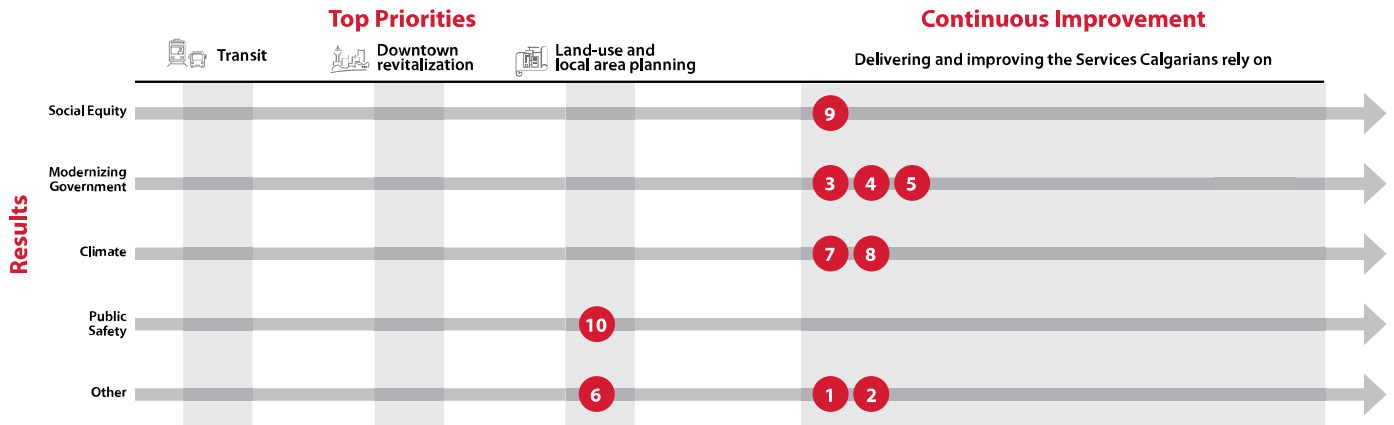
The Bonnybrook Cogeneration facility continues to operate through the commissioning phase and savings are expected to increase. By utilizing biogas in boilers, our other wastewater treatment plants, Fish and Pine Creek, saw a savings of \$38,600 in natural gas. Together, all three wastewater treatment plants generated 8 per cent of their total electricity and heating needs.










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➡ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

Initiative	Initiative Update	Status
1 Reduce risk of wastewater backups for customers by building understanding of the most effective risk reduction levers and investing in condition assessments to inform targeted upgrades and replacements for critical infrastructure.	We have allocated additional capital for condition assessments and are working to review and improve the condition assessment process. This work will help us target infrastructure upgrades and replacements for critical infrastructure.	<span style="color: blue;">➡</span>
2 Establish clear levels of service for customers who experience wastewater backups by reviewing options with a lens of sustainability, customer expectations and industry best practices.	Citizens value quick response to wastewater back-ups. The Utility is exploring continuous improvement strategies to service levels and innovating solutions to address customer expectations	<span style="color: blue;">➡</span>
3 Explore opportunities to improve system monitoring and enable proactive response to issues such as choked wastewater mains and system risks that emerge.	The Utility is conducting process reviews and ongoing investigation into using remote technologies to monitor various locations in our wastewater collection system. These remote sensing technologies would allow Water Services to better monitor, plan and respond to incidents. Ongoing conversations are focused on the availability of technology and the potential of cross-corporate collaborations	<span style="color: blue;">➡</span>
4 Maintain service resilience through ensuring appropriate resources including competent and certified operators to maintain regulatory compliance and operate a growing wastewater collection and treatment network (three treatment facilities, 43 lift stations and over 5,000 km of underground pipes).	<p>The certification pilot program is ongoing as planned and Water Services has already added additional Level III Wastewater certified operators.</p> <p>The sewer backup dashboards are being monitored regularly and have allowed us to make some adjustments to work assignments. A more focused effort to reduce response times will be initiated in 2024.</p>	<span style="color: blue;">➡</span>
5 Protect the river and reduce impacts to the system by working together with high-strength wastewater customers to ensure rate equity and bylaw compliance.	<p>We recently engaged wastewater surcharge program customers to collect information on their current practices, knowledge of the wastewater bylaw and to assert how we can best assist customers as we make changes to the surcharge program.</p> <p>The procurement process to secure software for this program was approved. A Request for Proposal will be issued in Spring 2024.</p>	<span style="color: blue;">➡</span>

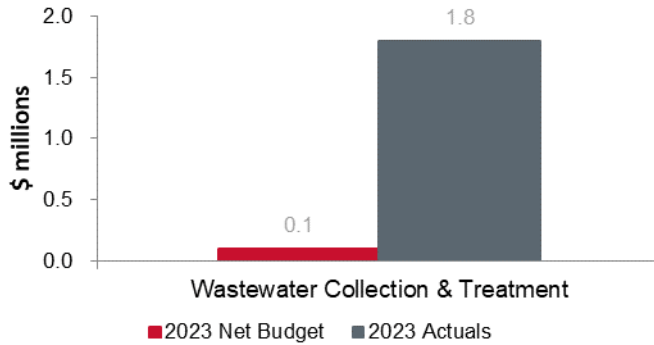
Initiative	Initiative Update	Status
6 Meet growth demands and reduce risks of customer backups, releases to the environment and regulatory non-compliance by evaluating and prioritizing significant upgrades at Bonnybrook Wastewater Treatment Plant, Fish Creek Wastewater Treatment Plant and the wastewater collection system.	Key investments in Fish Creek WWTP upgrade planning and completion of the Bonnybrook WWTP Plant D Upgrades are on track. Looking forward to future business cycle, the Wastewater Service has initiated planning projects which will inform infrastructure investments for the 2031-2034 and 2035-2038 business cycles. These planning initiatives will determine the necessary upgrades and expansions to The City's wastewater collection and treatment infrastructure to support future demands of growth, regulatory compliance, and protection of the environment.	
7 Improve energy efficiency and reduce Greenhouse Gas (GHG) emissions from wastewater operations.	In 2023, Bonnybrook generated nearly 45 per cent of its internal electrical need. Generation increased almost 50 per cent between 2022 and 2023. The Bonnybrook Cogeneration facility continues to operate through the commissioning phase and savings are expected to increase.	
8 Reduce the exposure and vulnerability of the wastewater service to changes in influent strength, shifting seasonality, extreme weather events and higher temperatures related to climate change by supporting, prioritizing and enabling mitigation actions.	2023 brought drought to Calgary. This afforded an opportunity to experience a number of the features of the future climate scenarios being explored and to implement adaptive actions to ensure river health and regulatory compliance under such conditions. Low river levels can impact wastewater compliance. River water quality modelling work will include corporate climate alignment and builds on our understanding of what future investments are required to successfully adapt.	
9 Establish levels of service, optimize value, and deliver service equity by leveraging innovation, data, technology, and customer insights.	Water Services rolled out a rigorous customer research program which has increased understanding of customer needs and experience. Insights gathered are being used to deliver service and drive future conversations around our service delivery. Work is also underway to strategically assess levels of service in order to deliver a consistent and reliable approach to service delivery.	
10 Reduce safety risk for employees and Calgarians caused by Hydrogen Sulfide (H2S) gases through improved modeling, monitoring and mitigation initiatives.	A comprehensive heat map of H2S in the wastewater system would require a significant effort from the planning infrastructure group. We are looking for a less data intensive way to identify potential locations of H2S release. The implementation of new technology (Maximo-mobile) employed by the Utility aims to support this work.  Adjusted work practices and enhancements to our personal protective equipment (PPE) continue to evolve to create a safer work environment for our staff. Our lift stations are an area of focus at this time.	





## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



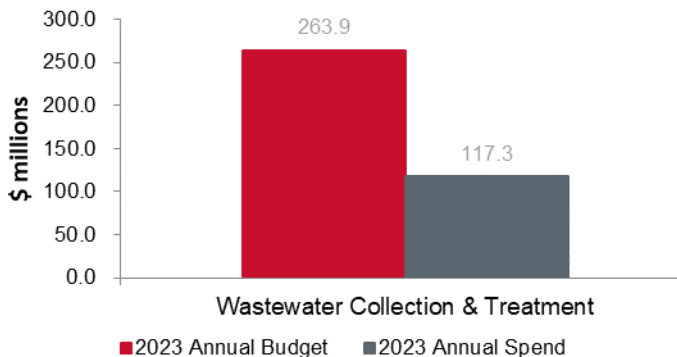
### Operating Budget Updates - 2023 net operating budget vs actuals:

The service line is self-supported and has an unfavourable operating variance of \$1.7 million. Variances occur due to the process of reporting self-supported expenditure in different areas that contribute to delivering service.

The operating transfer to reserve was \$153.5 million which is higher than the budgeted transfer to reserve of \$134.9 million. This primarily resulted from higher than budgeted revenue due to hot, dry summer weather as well as higher than expected development agreements resulting in higher Off-Site levy revenues. Wastewater had higher than budgeted salary and wage expenditure from higher usage of seasonal workers along with higher overtime offset by favorable sickness & accident claims and other miscellaneous salary recoveries. There were also higher costs for materials, chemicals, parts, and internal and external contracted services offset partially by lower electricity charges.

The budgeted transfer to reserve is planned to fund capital expenditure including replacements, upgrades and investments that occur year after year. Large capital investments are planned to be financed with debt. When the actual transfer to reserve is higher than planned, the borrowing for large capital investments will be lower than anticipated.

### Capital Budget and Spend as of December 31, 2023



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

The 2023 capital budget is \$263.9 million with a year end spend of \$117.3 million (44.5 per cent spent). Investments were made to upgrade linear infrastructure to maintain levels of service and to increase treatment plant capacity. Inflationary pressures on capital investment resulted in the need to strategically re-prioritize and push out some of the 2023 projects to future years. Stage gating decisions were made based on optimal timing, impact and spend, while also considering future bundling opportunities that align with other major projects. Examples of major investments include:

Bonnybrook (BB) Plant D Expansion (\$22.4 million invested in 2023). An overall investment of more than \$1 billion in extensive upgrades and expansions to the BB WWTP will protect the environment, increase energy efficiency, and accommodate future growth until the mid-2030s.

Fish Creek West Sub Trunk (\$29.5 million invested in 2023). The sub trunk will transport sanitary flows from the Tsuu T'ina First Nation and improve capacity and reliability of the existing sanitary systems for the Woodbine, Woodlands, and Canyon Meadows communities.

# Water Treatment & Supply

Led by: Director of Water Services

## Service Description

This is a highly regulated, essential and health-focused service that ensures reliable access to safe, high-quality drinking water for Calgarians now and for generations to come. Water Treatment & Supply protects public health and ensures long-term sustainability of our most valuable natural water resources. Plants, pipes, pumps and people work 24/7, 365 days a year through evenings, weekends, and emergencies to protect public health by providing clean drinking water for over 1.4 million customers in Calgary and the region. Calgarians are able to turn on the tap and receive safe, clean, affordable drinking water thanks to dedicated teams of experts and forward-thinking investments.

## Service Updates

### Key Service Results

Customers value reliable, high-quality drinking water right from the tap. They equally value timely responses when there's water outages to restore this service. The 2023 Citizen Satisfaction survey confirmed that satisfaction and trust with this service line remain high and that customers continue to feel they receive good value for money for the services provided.

This year's drought conditions presented staff unique opportunities to apply innovative water management activities including meticulous management of demand vs storage at Glenmore Reservoir. In August, The City enacted outdoor water restrictions. The restrictions lasted over two months but efforts by The City and our residents helped tremendously to reduce water demand: Together we were able to save 1.5 billion litres of water.

Work progressed in 2023 on the Fluoride Re-Introduction Project as per Council's direction. Detailed design was completed, a construction contract was awarded through the public tendering process and construction commenced in September at both water treatment facilities.

### Service Challenges

Extreme weather events continue to present challenges to this service line. Staff had to quickly respond and prepare for drought conditions and other variable weather. Operating in these circumstances is accelerating the need to adjust our processes and strategies.

A boil water advisory occurred in three communities. While the event impacted service to citizens, we were able to remain compliant with drinking water regulations. Efforts were undertaken to understand how to mitigate these types of situations in the future.

Our water system requires highly skilled and technical expertise to deliver the essential services of drinking water treatment and distribution. For some, this requires achieving or maintaining certifications that keep The City in regulatory compliance with Alberta Environment and Protected Areas and the Environmental Protection and Enhancement Act. It requires ongoing, consistent efforts to ensure a sustainable workforce to correct staffing risks in a growing city.

### Trends & Potential Uncertainties

Currently, all indicators point to a higher-than-average risk for drought in 2024 due to a strong El Nino bringing a drier, warmer winter for Southern Alberta. River levels in Calgary and much of southern Albert remain low for this time of year and there continues to be low water storage in many reservoirs and rivers because of drought conditions in 2023.

Calgary's population growth combined with a changing climate will continue to create uncertainty around source water quantity and quality. This service line will continue to prepare and work towards becoming more efficient in the water we use and making strategic investments to ensure that Calgarians will continue receive the safe, clean, affordable drinking water they rely upon.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

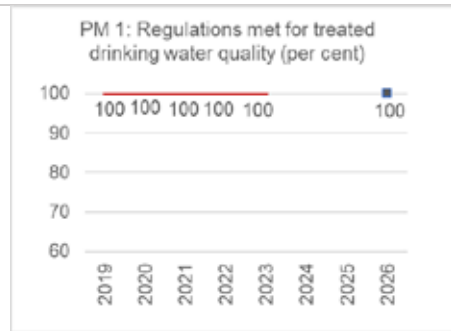
➔ Progressing as planned

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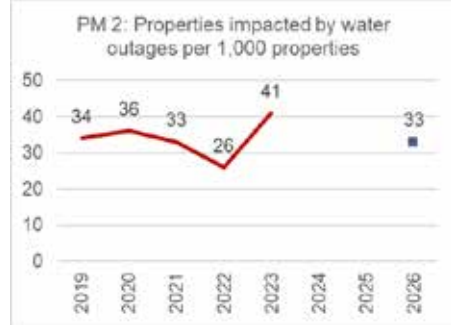
## Performance Measures

## Story behind the numbers

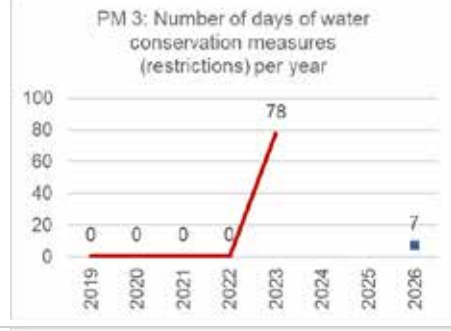
## Status



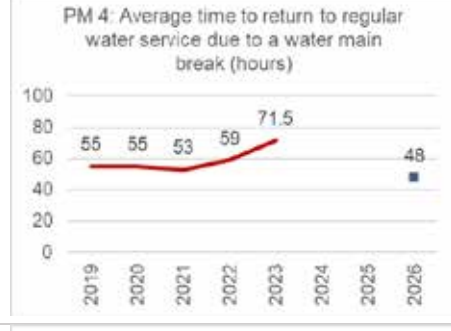
Provincial and federal regulations are in place to ensure that water is safe for our customers to drink and The City continues to work with regulators to navigate operational and reporting requirements that support improvement in these priority areas. For many years, Calgary has maintained 100% compliance for treated water quality with 2023 continuing that trend. This accomplishment centers on high maintenance standards and ~1,300 employees dedicated to planning, administering, and delivering a world class water utility.



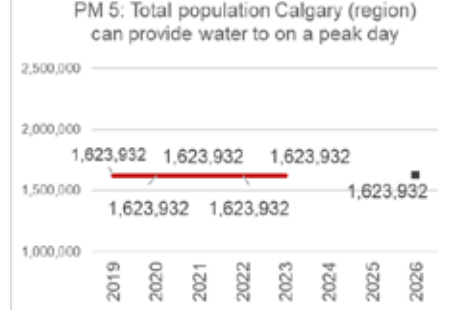
While customers remain satisfied with water reliability, in 2023 we saw more breaks and more larger scale issues which negatively impact this performance metric. Work has commenced on mitigating these risks and we will continue to strategically design systems to minimize service disruptions in the future.



For this metric, an upward trend signifies responsible water management during times of water shortage. Drought conditions in 2023 required The City to enact Stage 1 water restrictions from August 15 to October 31. During this period, Calgarians reduced water demand and saved an estimated 1.5 billion litres of water. Reducing water demand helps preserve storage in the Glenmore Reservoir, facilitates water sharing across the watershed, and helps reduce the risk of stress to fish and aquatic species during drought.

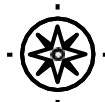


In 2023, we experienced more water main breaks (and more associated complexities with these repairs) along with staffing resilience challenges, which impacted our response times. Ongoing training combined with appropriate resourcing efforts are underway to ensure we are meeting our expected future performance. With a growing city and growing infrastructure, staffing capacity levels are being reviewed to meet our service levels.



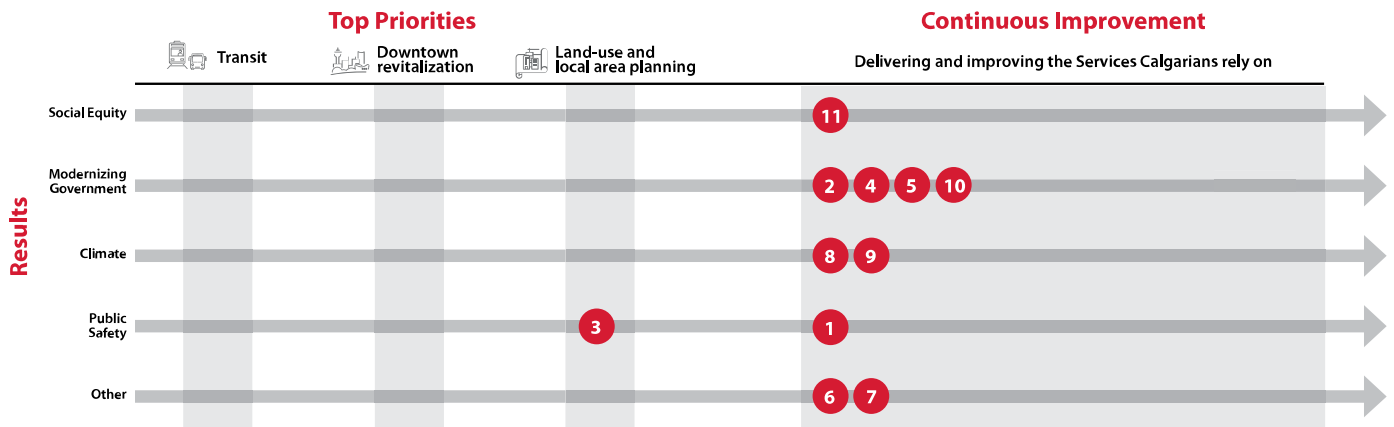
Calgarians expect that their water supply is sustainably managed for the future. Key water security strategies include conservation programs, regional supply planning, growth monitoring, addressing system water loss and ensuring water treatment plant capacity. At present, the Water Utility is able to service ~1.6M customers in Calgary and surrounding communities. To stay ahead of demand, optimization upgrades and other conservation activities are on track and longer-term capacity needs are being strategized throughout this business cycle.








# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

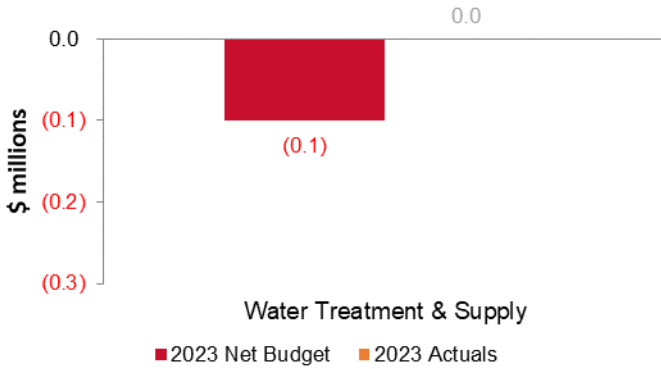
Initiative	Initiative Update	Status
1 Reduce potential risks (Emerging Substances of Concern, Distribution Monitoring Program, Lead Servicing Replacement, Dead End Mains) by continuing to deliver on water quality investments and programs and implementing best practices.	<p>Calgary has fewer lead services than other cities with approximately 500 lead services needing replacement. To date nearly 66 per cent have been replaced and 18 per cent have declined replacement. The remaining services will be replaced in 2024.</p> <p>Research was conducted in 2023 with Queens University to provide greater understanding of water quality risks in our distribution system. These results will inform continued water quality practices and strategies in our operations in 2024.</p>	
2 Protect Calgary's source water by continuing to work within the region to establish a governance framework to have an aligned regional growth plan.	<p>Utility staff remain involved in the Calgary Metropolitan Region Board (CMRB). The Calgary Committee approved an updated Regional Water, Wastewater and Stormwater Servicing Policy that aligns to the new regional growth plan and includes source water protection considerations.</p> <p>The Regional working group completed an infrastructure assessment and recommended tying Harmony wastewater system into the existing Cochrane line. This will be put forth to Cochrane, Rockyview and Calgary Councils in Q1 2024.</p>	
3 Reduce the risks associated with source water entering the water treatment plant on the Elbow River by implementing the Glenmore Reservoir source water protection plan.	In efforts to reduce the risk of lower quality source water, the Utility is engaged in research with universities and other Water Utility partners to explore sources of emerging public health risks.	
4 Reduce long-term system reliability risks through continued exploration of water licensing and plant expansion, while implementing programs that influence timing of sizeable investments (e.g. water restrictions, water loss program, Water Efficiency Plan, graduated water rates).	Council approved the Drought Resilience Plan which sets forward a Calgary-specific approach for building drought resilience in the long-term. Work on an updated Water Efficiency Plan is underway. There is also continued advocacy for a new upstream Bow River Reservoir as an integrated water management tool to support drought and flood resilience.	

Initiative	Initiative Update	Status
5 Maintain service resilience through ensuring appropriate resources including competent and certified operators to maintain regulatory compliance and operate a growing water treatment and distribution system network (two treatment facilities, two raw and 23 treated water reservoirs, Glenmore and Bears paw dams, 41 pump stations, 17,000 hydrants and over 5000 km of underground pipes).	Strategies have been developed focusing on training tools and staffing resiliency to address maintenance risk and operate our system within our regulatory requirements. These resourcing strategies contribute to reliable, safe, high-quality drinking water for Calgarians.	
6 Continue to work with our regulators to ensure water quality safety and to navigate operational and reporting requirements that support improvements in priority areas for the service.	Ongoing and continued efforts have been taken to work with our regulators and strengthen regulatory protocols in operating areas. There was also work done with TransAlta to exceed withdrawal limits in emergency situations.	
7 Prepare to address major system failure and to operate significant new infrastructure through building effective workforce capacity plans.	In 2023 critical maintenance work was identified. A team was assembled and work has commenced on mitigating the risks that were identified. There have been some challenges attracting staff with unique skill sets. Currently, work is underway to explore various delivery strategies for this critical work.	
8 Prepare for climate resilient service delivery by becoming more energy efficient, investigating new technologies and using new practices to improve water treatment process reliability, factoring in changing water quantity (volume and/or timing) and quality while supporting, prioritizing and enabling mitigation actions.	<p>The Water Utility kicked off the refresh of the Water Efficiency Plan in 2023. This plan will explore a range of policy approaches to carefully manage our changing water resources to ensure we have enough water to meet the needs of customers, the environment and ensure a sustainable economy in the future.</p> <p>The Water Utility has also begun initial planning steps to build out future climate scenarios. This approach will help us prioritize risks and actions needed to prepare for this future reality.</p>	
9 Reduce water use and average per day demand while maintaining Water Utility financial sustainability including incorporating climate change, drought management and offsetting future infrastructure costs by updating the Water Efficiency Plan and exploring new initiatives.	The Utility is proactively accelerating drought preparedness and taking actions to ensure The City, businesses and Calgarians are ready for what is anticipated to be another dry and hot summer. This includes clear plans, communications, and procedures for response – both leading up to, during and after times of water shortage.	
10 Advance water meter strategy to reducing meter reading costs, enhancing customer experience with more timely resolution of billing issues, and improving customer communication and feedback on water usage.	Water Services has completed the selection of meter supply vendors. We are now working on drafting requirements and procurement documents to acquire advanced meter reading hardware and software in 2024. This work will provide customers with more information on their water consumption while also enabling more efficient meter reading and effective resolution of billing issues.	
11 Continue to improve the customer experience and customer understanding of the service by establishing levels of service, innovating, optimizing value, and deliver service equity by leveraging innovation, data, technology, and customer insights.	The Water Utility rolled out a rigorous customer research program which has increased understanding of customer needs and experience. Insights gathered are being used to deliver service (drought response, customer water outage response) and drive future conversations around our service delivery.	



# Service Updates on Financial Performance

**Net Operating Budget and Actuals as of December 31, 2023**



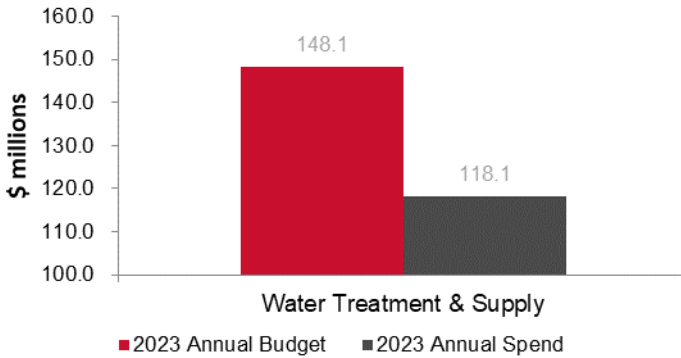
**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

The Water Treatment & Supply service line is self-supported and has an unfavourable operating variance of \$0.1 million. Variances occur due to the process for reporting self-supported expenditure in different areas that contribute to delivering service.

The operating surplus transferred to reserve was \$92.4 million which is higher than the budgeted transfer of \$65.3 million. This primarily resulted from higher than budgeted revenue due to hot, dry summer weather as well as an increase in development agreements resulting in higher Off-Site levy revenue. This service line had lower than budgeted salary and wage expenditures resulting from higher vacancies along with higher favorable sickness & accidents claims. These were offset slightly by unfavorable fringe benefits based on salary rounding impacts. Higher expenditures in materials, and supplies, internal contracted services, and electricity charges, offset the lower salary and wage expense.

The budgeted transfer to reserve is planned to fund capital expenditure including replacements, upgrades and investments that occur annually. Large capital investments are financed with debt. When the actual transfer to reserve is higher than planned, the borrowing for large capital investments will be lower than anticipated.

**Capital Budget and Spend as of December 31, 2023**



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

The 2023 capital budget is \$148.1 million with a year-end spend of \$118.1 million (79.7 per cent spent). Progress was made on capital investments to support growth and maintain existing assets within the water treatment plants and linear network. Supply chain issues affecting the availability of material and resources continue to have impacts on project delivery, in addition to cost and inflationary increases. Examples of major investments include:

210 Avenue SW Pump Station (\$9.9 million invested in 2023). Construction of the new pump station will provide redundancy to the Lower Sarcee pressure zone and support both short- and long-term population growth.

Lower Sarcee Feedermain (\$17.8 million invested in 2023). The feedermain project allows for residential and commercial growth in SW Calgary. The project is now complete and will provide redundancy to the feedermain network in South Calgary







# Enabling Services





# Corporate Governance

Led by: General Manager of People, Innovation and Collaboration Services

## Service Description

Corporate Governance works to build a resilient city and future-ready organization. Our service executes on strategic direction established by Council and Executive Leadership, advocates and negotiates agreements on behalf of The City and manages relationships with other orders of government. Strategic areas we are advancing include resilience, regional cooperation, Truth and Reconciliation, and ensuring the needs of the business community are considered for innovative service delivery. We also provide the administrative policies, frameworks, and standards to direct service delivery and maximize capital delivery and limit exposure to legal, financial, reputational, health and safety risks.

## Service Updates

### Key Service Results

The Corporate Governance service has worked externally and cross-corporately to help The Corporation achieve its goals.

Externally, we have collaborated with the municipalities of Edmonton and Vancouver to launch the Canadian Municipal Policy Network, ensured the Permanent Indian Residential School Memorial location was identified and announced, led the Digital Service Squad that served more than 1000 businesses and was the recipient of the One City Award for Economic Impact, revived the Business & Local Economy Network, and will hear in April if our application for a UNESCO chair in Social Resilience and Futures Studies is approved – strengthening our responsiveness to external factors.

Cross-corporately we have engaged the Executive Leadership Team in issues-based discussions to enhance the organization's ability to identify and manage cross-corporate issues, established the Policy Review Committee to ensure cross-corporate strategies and programs are reflected in corporate policies, established the Calgary in the New economy Alignment program, and developed a Modernized Policy Review to implement the Service Governance and Policy Review program from Council's Notice of Motion.

### Service Challenges

Maintaining adequate resourcing is a challenge primarily due to illness and turnover. This has caused delays in implementation of several initiatives.

Rising uncertainty, polarization, and distrust in government has led to additional complexity in issue management.

### Trends & Potential Uncertainties

Trends we are watching include: Supply Chain challenges; Global Conflicts with local impacts; Municipal / Provincial / Federal jurisdiction discussions; the consolidation of provincial power over municipalities; the growing housing and affordability crisis; the increasing municipal fiscal imbalance; projections of increased drought risk and emerging changes to provincial policies on water agreements; increased demands to address the overlapping, complex issues related to homelessness, the opioid crisis, encampments and public safety; key changes to climate and energy policy.

Opportunities include: formalizing leader-to-leader relationships with local first nations; collaborating with Calgary Economic Development and the University of Calgary to advance futures readiness and resilience.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

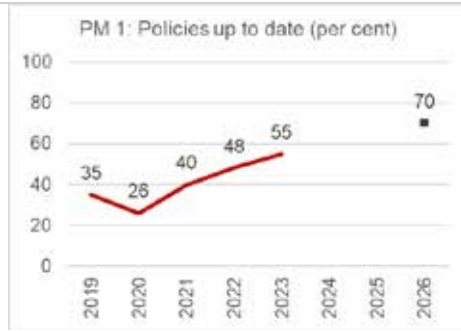
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

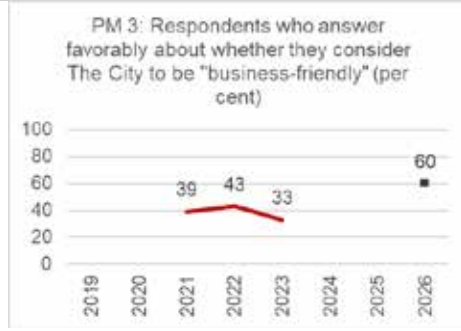
## Status



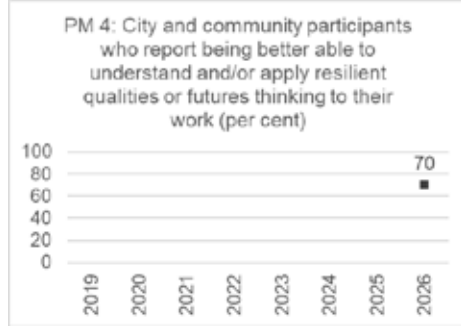
Governance and Policy continue to engage administration policy leads 8 to 12 times per year to facilitate policy development and revision. The addition of a template and guidance for corporate standards in 2023 increased the efficiency of policy review by improving the policy clarity and also by moving decision making on operational issues to the right organizational level.



The Digital Service Squad continued to provide direct assistance to new entrepreneurs. We engaged with more than 200 entrepreneurs through seminars offered in the community.



We are working with the Customer Service and Communications to deepen our understanding of who is responding and the nature of their concerns to help address their issues. There were a number of prominent factors which may have influenced results based on the timing of the survey (Nov. 8 – 20, 2023) including: The Canadian Emergency Business Account loans that were coming due, Council 2024 budget deliberations and businesses affordability concerns due to rising costs.



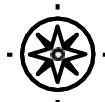
A new leader for resilience & futures was hired - a plan to measure and track performance goals will be implemented in 2024. There may be an update to the performance metric as well.



In 2023, the Professional Practice Management Plan training transitioned to a virtual format and was made mandatory through the Learning Management System. These enhancements significantly increased access and participation.

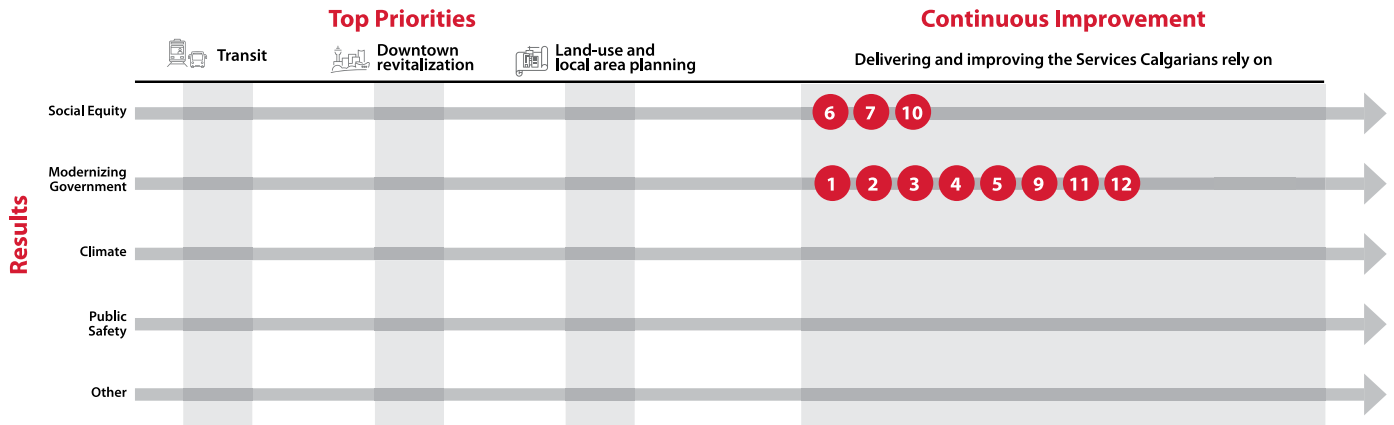














# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

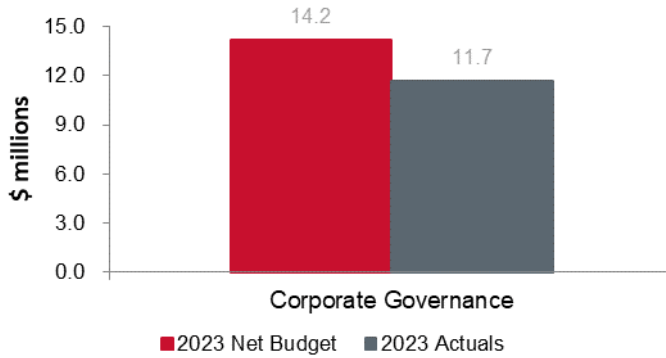
Initiative	Initiative Update	Status
1 Support achievement of corporate goals by continuing to modernize governance practices and policies including implementing the service governance and policy review program.	Established the Policy Review Committee to ensure cross-corporate strategies and programs are reflected in corporate policies. Participants in the committee include Anti-Racism, Climate and Environment, Equity, Diversity, Inclusion and Belonging, Indigenous Relations and others. Expanded the governance framework to include the structured development of corporate standards in support of policy improvement. This results in a more streamlined approval process for policy owners making it easier to ensure policies and related governance are up to date.	
2 Encourage more intentional management of capital by reallocating carry-forwards and/or relinquishments to high priority infrastructure opportunities.	Completed a review of all capital Annual Investment Programs and selected programs and projects to yield \$130 million of funds for reallocation to other investments.	
3 Explore opportunities to maximize capital funding by identifying new funding sources, reallocating funding and developing strategies to secure funding for unfunded, high priority capital investment projects.	30 funding applications submitted to provincial and federal programs in 2023. Six applications proceeded to agreement execution in 2023. Significant applications submitted for the Disaster Mitigation Adaptation Fund (potential value \$93M) and the Green and Inclusive Community Buildings (potential value \$16M), await response from funders. Grant process is becoming more standardized across the organization.	
4 Support the needs of the business community and achieve the goals of Calgary in the New Economy by coordinating and administering programs such as the Digital Service Squad Program, undertaking cross-corporate process and collaborative improvement efforts and implementing initiatives identified by the Business Advisory Committee.	We secured additional grant funding to continue to administer the Digital Service Squad. We established a program to build a framework for collaboration to ensure better alignment between The City and Calgary in the New Economy. We are leading a cross-corporate collaboration to explore an industrial incentive program. We continue to engage with the Business Advisory Committee and completed the directed Customer Service Training scoping.	

Initiative	Initiative Update	Status
5 Continued engagement and support of the Calgary hospitality industry and businesses through the Business Advisory Committee to ensure that they benefit from, and thrive, during major festivals and events.	We supported the hospitality industry by engaging with the Business Advisory Committee. City accomplishments include: - Waived patio fees - Worked with several hotels with concerns about impacts to their business - Supported the Calgary Hotel Association with solutions when an increase in their property assessments would have resulted in financial hardship - Collaborated to mitigate the impact of city-led construction projects on businesses, including restaurants and coffee shops - Financially supported a program that provided live music from local musicians at local restaurants and cafes	
6 Co-create an Indigenous governance model aligned with the Indigenous Policy including relevant Indigenous governance best practices for the City of Calgary by working with the Nations of Treaty 7, Metis Nation of Alberta Region 3 and Urban Indigenous community.	Limited engagements with indigenous communities have occurred. Translation have been completed and a What We Heard report has been produced. Report scheduled to go to Intergovernmental Affairs Committee and Council in second quarter (Q2) of 2024.	
7 Increase the inclusivity and actionability of the Indigenous Policy by engaging the Nations of Treaty 7, Metis Nation of Alberta Region 3 and Urban Indigenous community.	Work was paused at the request of the Metis Nation Region 3 Government because of their internal governance and transition to the Otipemisiwak Metis Government.	
8 Effectively manage The City's reputation by proactively tracking and responding to issues that arise through-out The City.	The process of engaging the Executive Leadership Team in issues-based discussions has considerably evolved and furthered the organization's ability to identify and manage cross-corporate issues. This is complimented by engagement with all departments to identify issues, and support is provided to manage significant issues that may have an impact on the City's trust and reputation.	
9 Advance goals and interests with other orders of government and enhance overall responsiveness through continuous advocacy process improvements and working closely with department clients.	Advocacy with other orders of government is a core function of the Intergovernmental Relations team. Intergovernmental relations leads the work at The City relating to monitoring federal, provincial, regional and international dynamics. This monitoring ensures that all divisions are equipped to shape key policies, bylaws, procedures and priorities.	
10 Build Futures Thinking capacity within The City and across equity-deserving communities to better respond to unpredictable changes, challenge our assumptions about the future, better anticipate, shape and adapt to emerging trends, and co-create equitable futures through Strategic Foresight methods.	Futures thinking helps us to anticipate issues and opportunities and to support our use of strategy to ensure service delivery. We conducted and facilitated workshops and training sessions within the City and within the community to increase understanding and use of futures and resilience, resulting in strategies and decision making that increase the resilience of City services to better support the people of Calgary.	
11 Leverage opportunities to strengthen social, economic and climate resilience through consultations and application of a resilience lens and tools into City processes to improve project and program development.	Worked on Triple Bottom Line policy as part of working group. Progress has been impacted by vacancies.	
12 Improve adherence to policies, frameworks and procedures through a focus on education, training and compliance programs.	Engaged policy leads to revise the policy review process for efficiency, effectiveness and compliance to process and content strengthen to focus on front line service delivery. This engagement has resulted in specific improvements being implemented in Q1 2024 including clarifying responsibilities for executive sponsorship of policy improvements and increased emphasis on policy implementation, measurement and impacts to organizational costs, efficiencies and barrier reduction. Established the Policy Review Committee to enhance compliance to cross-corporate strategies and programs within policies	



## Service Updates on Financial Performance

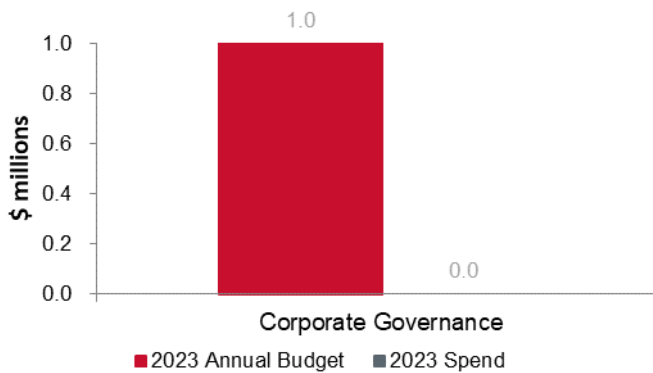
### Net Operating Budget and Actuals as of December 31, 2023



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

Corporate Governance has a favourable operating variance of \$2.5 million. The main reasons that have contributed to the variance are savings in salary and wages of \$1.7 million, due to intentionally managing the workforce, lower spending of \$0.7 million on contract and consulting costs; and savings in business expenses of \$0.3 million due to lower than anticipated training and business meetings expenses. The favourable variance is partially offset by unbudgeted communications expenses of \$0.2 million.

### Capital Budget and Spend as of December 31, 2023



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

Corporate Governance has no capital spent in 2023. The capital budget is for the Indigenous Memorial Site which is in the engagement/pre-design phase. Most of the capital expenditures are anticipated for 2024.

# Corporate Security

Led by: Director of Corporate Security

## Service Description

Corporate Security's purpose is to keep people, information and assets safe and secure in a way that makes Calgarians proud. Using a risk-based approach, our service protects The City's information, infrastructure, assets and people – including Calgarians, employees, The Mayor and Members of Council.

Our service focuses on proactive security risk management through security risk assessments and mitigation strategies, security intelligence, security investigations and forensics, security monitoring and response, security technical applications and support, and security awareness and training.

## Service Updates

### Key Service Results

Throughout 2023, Corporate Security continued to focus on improving and enhancing our operations as a converged security model. Our primary goal remains increasing client risk awareness and leveraging technology to drive a data-driven security risk management process. Our Security Advisors conduct risk assessments for critical infrastructure and applications, providing valuable insights to implement effective security controls.

Through ongoing collaboration with Transit and Bylaw Services, we proactively address crime and social disorder, reinforcing safety for riders through a hybrid enforcement and patrol model. This approach mitigates risks and enhances public safety. Additionally, our continuous collaboration with enforcement agencies safeguards employees, Calgarians, The Mayor, and members of Council, identifying and responding to evolving threats such as social disorder, demonstrations, and cyber threats.

### Service Challenges

The security threat environment is constantly evolving, our security teams continue to explore opportunities to enhance monitoring, controls, and response capabilities in an innovative and cost-effective way. We have actively responded to challenges related to cyber threats, social disorders, rallies, protests, overdoses, encampments, medical emergencies, and disorderly conduct.

### Trends & Potential Uncertainties

The security landscape in Calgary remains dynamic and complex, emphasizing the need for focused and intentional security services. We prioritize understanding client and employee security needs, enhancing collaboration with partners, exploring innovative communication methods, and refining emergency response plans for readiness.



# Measuring Our Performance

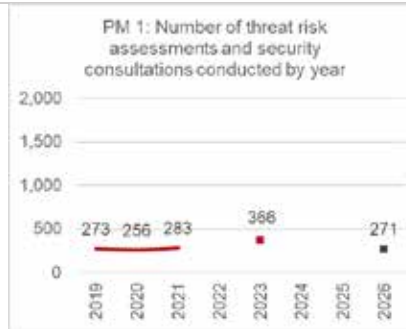
## Legend

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

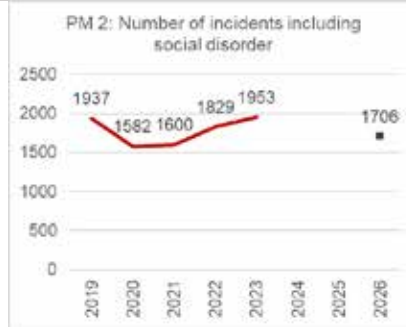
## Performance Measures

## Story behind the numbers

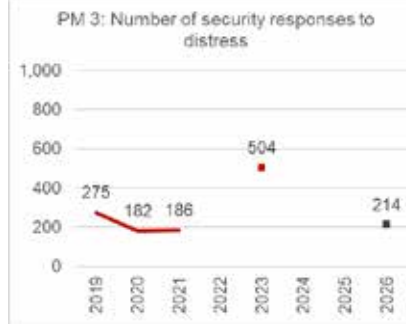
## Status



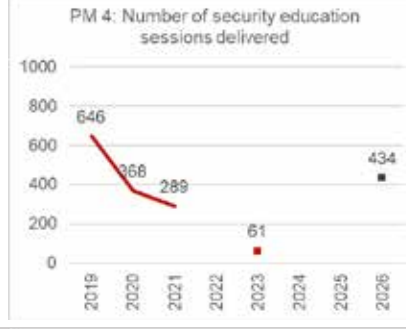
Requests for consultation services continue, encompassing physical and cyber threat risk assessments, security evaluations, and control reviews. Through collaborative efforts, we identify and manage security risks affecting service and project delivery, a proactive approach that enhances service quality. In total, we conducted 366 security risk assessments and consultations, covering cyber risks, facility threats, physical security audits, and assessments for events and workplace violence.



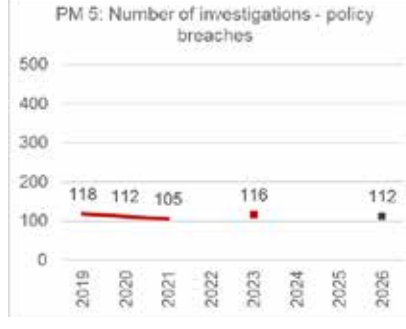
In 2023, the number of incidents related to social disorder has slightly increased compared to previous years. With 1953 incidents recorded, it indicates the ongoing presence of social issues that require attention. This data reinforces the importance of prioritizing public safety and addressing social disorder as part of the Downtown Revitalization initiative. As The City workforce continues returning to the office and the downtown foot and vehicle traffic increase, we closely monitor this measure to maintain a safe and secure environment for all.



Since expanding guard patrols to LRT stations in October 2022, our front-line guards have made 504 emergency medical responses in 2023, surpassing the totals of 2020 and 2021. Our comprehensive measure includes overdoses, Naloxone administration, CPR, and overall emergency medical responses. We remain dedicated to community safety, continuously adapting strategies to address evolving challenges and make a positive impact on those affected by distressing situations.



Security training plays a vital role in proactively managing risks such as workplace violence and aggressive behaviour. Mandatory cybersecurity awareness training, approved in 2021, enhances organizational resilience. As office staff returned in early 2023, comprehensive security training becomes essential to address unique challenges and foster a safer work environment. To further strengthen our efforts, we are developing a more comprehensive Corporate Security Training and Awareness Program that will include a campaign on physical security.



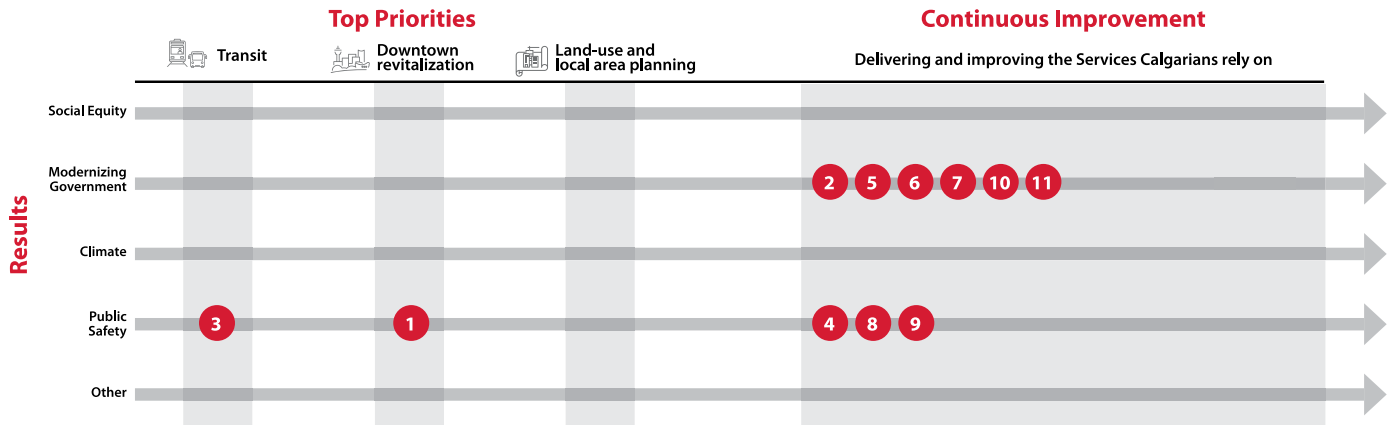
In 2023, investigations of reported alleged City policy violations was 116 cases and the complexity of these cases increased, including an increase in video requests. Notable increases were observed in areas such as acceptable use of technology, off-duty behavior and/or criminal conduct, malfeasance, and workplace violence. Corporate Security remains committed to collaborating with partners in Labour Relations, Human Resources, and Law to identify policy breaches and address underlying causes.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Provide a safe and secure working environment by maintaining current delivery of workplace violence and active assailant response training for City employees.	In 2023, security training continued to prioritize workplace violence, aggressive behavior, risk management, active assailant preparedness, and mandatory cyber security awareness. Corporate Security is enhancing its efforts by developing a physical security awareness campaign to ensure employee safety and security awareness. The training aimed to reduce vulnerabilities to cyber threats and promote ongoing vigilance. Overall, the City maintained a comprehensive and proactive approach to security, fostering a safe environment for employees and promoting awareness of potential risks.	
2 Maintain organizational resilience from cyber security events by implementing mandatory cyber security awareness training for City employees.	As office staff returned in early 2023, the completion rate for comprehensive security training exceeded 80%, highlighting the importance placed on addressing unique challenges and fostering a safer work environment. To further enhance these efforts, a more comprehensive Corporate Security Training and Awareness Program was being developed, encompassing a campaign focused on physical security. The aim was to provide employees with the necessary knowledge and skills to mitigate security risks and create a secure workplace environment.	
3 Improve public safety and response to social disorder and criminal activities through increased training for emergency response and de-escalation techniques for the in-house guard program.	In 2023, our in-house guards responded to 504 emergencies, a testament to our advanced training programs in emergency response and de-escalation techniques. This achievement not only surpasses our past records but also showcases the critical role of our specialized training in preparing guards for diverse incidents. Our commitment to enhancing these training programs ensures our guards are equipped to safeguard our community effectively, demonstrating our dedication to improving public safety.	
4 Maintain availability of all City services by completing reactive threat risk assessments for City critical infrastructure and recommending security measures.	Continued to meet the needs of clients through our Physical Security program. This includes conducting complex Threat Risk Assessments (TRA) & numerous security reviews. A security advisor was dedicated to completing TRAs for critical infrastructure sites. We continue to move towards a more proactive approach to identifying risks and recommending controls and mitigation strategies.	
5 Maintain availability of all City services and minimize outages due to ransomware events through improvements of cybersecurity incident response.	The incident response team now operates under the Risk Monitoring and Response Division, collaborating closely with subject matter experts within the Law, Legislative Services & Security department (LLS&S) and the IT Business Unit. This cohesive approach ensures a more effective and coordinated response to incidents, enhancing the City's ability to swiftly address cyber threats and mitigate their impact on services. The ongoing efforts highlight the City's commitment to continuously strengthening incident response capabilities and maintaining a resilient and secure environment.	

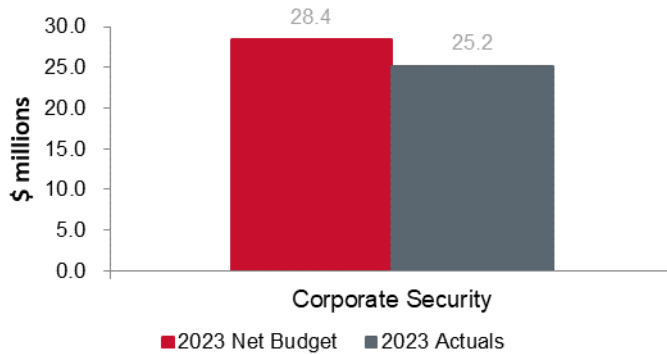


Initiative	Initiative Update	Status
6 Support Enterprise Risk Management through the implementation of business impact assessments.	Corporate Security continues to implement the ESRM framework by obtaining corporate insight, clarifying roles, quantifying business impacts, and enabling timely decision-making. To address operational risks, it has been identified that the Business Impact Analysis (BIA) functionality be developed within a centralized integrated security risk management model. This initiative aims to identify critical services and ensure their uninterrupted delivery by improving data accuracy and decision-making processes, supporting the City's commitment to enterprise risk management.	
7 Improve organizational resilience and maintain availability of all City services by developing and implementing a program to identify confidential and personal information and apply efficient and effective security measures.	The initiative is early in the pre-project phase during the reporting period. Aligned with the goal of modernizing government, this program aimed to enhance security measures and ensure the availability of City services. Moving forward, it is crucial to reassess challenges, realign objectives, and implement corrective measures to improve the program's progress and achieve the intended outcomes of safeguarding sensitive data and maintaining service availability.	
8 Improve organizational resilience and public safety through the lifecycle and upgrade of security tools, applications and hardware in public facing facilities and other City infrastructure.	Building upon their successful performance in 2022, the Technical Service team continued to monitor, troubleshoot, and repair critical security systems during the reporting period. In 2023, their dedication and expertise resulted in the completion of numerous service work orders for intrusion alarms, cameras, access control, and intercom systems. The team's ongoing efforts ensured the smooth functioning and reliability of these systems, maintaining a secure environment for the City.	
9 Improve application of security measures and reduce security risk to The City through the development and implementation of a security architecture program, which will embed security in all planning and design activities.	The initiative to improve the application of security measures and reduce security risks through a security architecture program is currently in the scoping and early stages of capacity development, aligning with the goal of public safety. Efforts are underway to assess requirements, establish frameworks, and lay the foundation for successful implementation. We remain committed to achieving strengthened security measures and reduced security risks.	
10 Enable modern government and support the management of increasing digital and workforce risks by developing and hiring leaders throughout the organization, functional management, and support of employee engagement initiatives.	A permanent Chief Security Officer (CSO) was in place in early 2023 through a competitive process, reinforcing the initiative's focus on enabling modern government and managing digital and workforce risks. The CSO provides stability and expertise, driving the development, strengthening, and stabilization of the organizational structure. The initiative continues to progress as planned, emphasizing the development of hybrid security leaders, effective risk management, and fostering innovation. Employee engagement initiatives promote security awareness and enhance organizational resilience.	
11 Support effective decision-making and reduce the amount of administration effort through client engagement, transparency, and accountability of core security services by maintaining The City's Internal Recovery and Implementation Project initiative through Corporate Security's internal recovery model.	The initiative to support effective decision-making and reduce administration effort through client engagement and accountability of core security services is progressing as planned. By maintaining the Internal Recovery and Implementation Project initiative and using Corporate Security's internal recovery model, we continue to enhance service delivery, streamline processes, and promote modernization efforts. This initiative contributes to continuous improvement, facilitating effective decision-making and reducing administrative burdens while promoting transparency and accountability.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

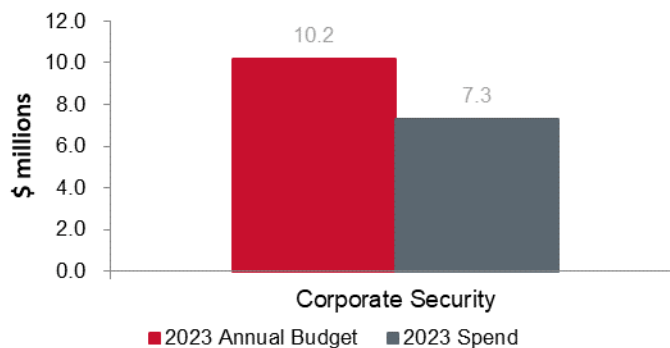


### Operating Budget Updates - 2023 net operating budget vs actuals:

Corporate Security has a favorable operating variance of \$3.2 million. The primary drivers of the variance were \$2.8 million savings in salary and wages from intentionally managing the workforce, \$0.7 million lower spending on contractual services expenses, and an offsetting unfavorable variance of (\$0.3) million in materials, equipment, and supplies expenses due to inflation.

In 2023, Corporate Security experienced challenges with procurement delays and growing demand for security services amid resource constraints. Corporate Security will continue to monitor these challenges and implement strategies to mitigate impacts to operations and service levels.

### Capital Budget and Spend as of December 31, 2023



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

Corporate Security has spent 71.6 per cent of the 2023 approved capital budget. The underspend is attributed to unavailable business partner resources that were prioritized to operational initiatives. Corporate Security is working with its internal and external partners to mitigate these challenges.

Corporate Security's capital budget was primarily invested in upgrading and maintaining existing security infrastructure including Intrusion Detection Systems, Access Control, and the Video Management Solution, to mitigate security risk to The City of Calgary and enable business continuity.

Corporate Security continues to experience challenges with procurement delays and inflation.

# Council & Committee Support

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

## Service Description

Council & Committee Support provides the governance structures and processes by which The City of Calgary's legislative decision-making and protocol functions are conducted.

## Service Updates

### Key Service Results

The Council and Committee Support service continues to support effective Council and Council Committee meetings for the Public, Members of Council and Administration. Public hearing accessibility has improved through the scheduling of dedicated meetings for public hearing matters, and transportation supports for the public in the form of transit tickets and a parking allowance. (Initiative 3)

The successful delivery of the 2023 Calgary Awards recognized Calgarians who have contributed to their communities and to Calgary through both individual and group achievements. (Initiative 1)

In the second half of 2023, the recruitment and appointment of members to Council's Boards, Commissions and Committees was completed at the annual Organizational Meeting of Council. There was a record 992 applications received from Calgarians interested in serving on one or more of the committees. (Initiative 6)

The successful recruitment of key positions within the teams that support this service should allow for the completion or progression of initiatives in the service line in 2024. (Initiative 2 and Initiative 10)

### Service Challenges

In 2023, the City Clerk's Office experienced turnover of staff in key positions that contributed to the delay of some deliverables for the Public Hearing Improvement project; specifically, the implementation of the Public Hearing notification system. A system vendor has been selected and implementation is now expected to occur during the third quarter of 2024.

### Trends & Potential Uncertainties

In 2024, the City Clerk's Office is expected to undertake a significant upgrade to eScribe, the software used to create and publish Council and Committee agendas, meeting minutes, and videos; and facilitate report approvals and electronic voting. The project will require input from subject matter experts in the City Clerk's Office and participants throughout the Corporation. Implementation of the upgrade is expected to start in the third quarter of 2024.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

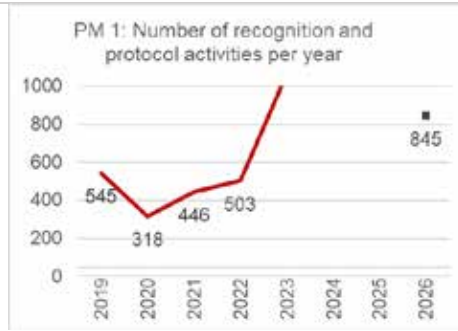
→ Progressing as planned

⊖ Not progressing as planned

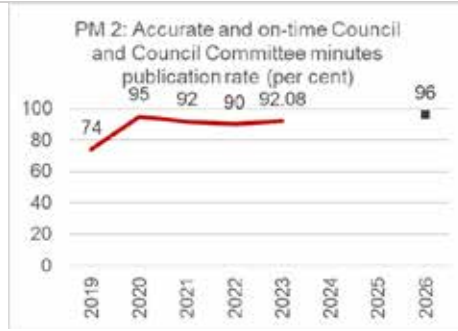
## Performance Measures

## Story behind the numbers

## Status



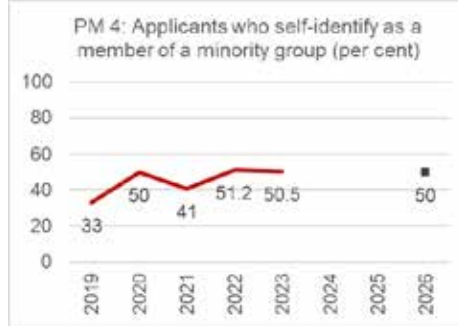
The demand for protocol activities and services increased in the second half 2023. New leadership and team members have been onboarded and continue to efficiently process the requests for flag raisings, letters of recognition, and proclamations while planning for the 2024 Calgary Awards and other events.



Out of the 139 Council and Committee meeting minutes that were published, 11 sets of minutes were published late or had minor clerical corrections.



The number of Council and Council Committee meetings has continued at a steady rate. The separation of Regular Council Meetings and Public Hearing Meetings has continued to reduce the need for continuation of Council meetings and total hours of meetings overall.



As part of the Boards, Commissions and Committees application process, applicants are asked to complete a voluntary survey. The survey measures the percentage of applicants who self-identify as a member of a minority group. In 2023, 992 applications were received from Calgarians to serve on a Council Board, Commission or Committee. Eighty-six percent of applicants (approximately 853 applicants) completed the survey and, of those, 500 self-identified as a member of a minority group.



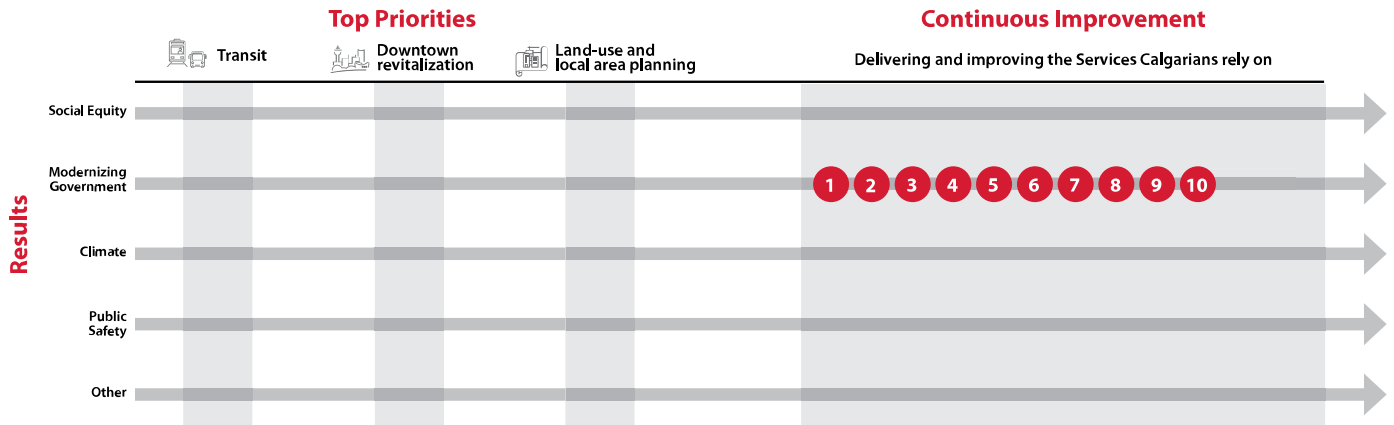
Leadership of Council's Boards, Commissions and Committees are surveyed annually to determine their satisfaction with governance support. The 2023 survey returned a satisfaction rate of 85 percent indicating a high satisfaction rate with some opportunities for improvement. In 2024, the focus on areas of improvement will continue.









# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➔ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

Initiative	Initiative Update	Status
1 Support the Mayor’s Office and City Administration on matters of protocol and citizen recognition by providing knowledgeable and expert advice.	The Calgary Awards program was successfully delivered in June 2023. In addition, numerous recognitions during Meetings of Council, proclamations, letters of recognition, flag ceremonies coordinated with the Mayor’s Office, and recognition breakfasts and lunches to recognize the diverse contributions of Calgarians were delivered in 2023.	<span style="color: blue;">➔</span>
2 Maintain standards of excellence in Citizen Recognition and Protocol by ensuring related policies are up-to-date, accurate and reflect leading practices.	Recruitment for new section leadership and support staff was undertaken in 2023, allowing for capacity to undertake policy review work in 2024	<span style="color: blue;">➔</span>
3 Improve ease of participation in public hearings by modernizing the process to include new technology for participants to register for Public Hearings, receive reminder notifications, and access mobility supports to enhance inclusion and accessibility.	A vendor was selected for public hearing registration and notification pilot project. Roll out of the registration system is now scheduled for the third quarter of 2024 to align with internal resourcing required to successfully support the pilot project. An enhanced website with videos on the public hearing process launched in 2023, featuring six informative videos that walk Calgarians through the process of participating in a public hearing.	<span style="color: orange;">⊖</span>
4 Enhance support for users of The City’s legislative meeting management system including report writers, Mayor’s Office, Councillors’ Offices and General Managers’ Offices.	The City Clerk’s Office conducts Procedure Bylaw information sessions for Senior Executive Advisors and Executive Advisors across the Corporation. Sessions are held throughout the year. Four Procedure Bylaw information sessions were completed in 2023.	<span style="color: blue;">➔</span>
5 Maintain the hybrid delivery of legislative meetings by investing in technology systems, and the proactive replacement of audiovisual and technology systems that are reaching obsolescence.	Audio visual upgrades have continued throughout 2023 with a focus on improving the accessibility of Council and Committee meetings. New closed capturing monitors were installed in the Council Chamber and a project to improve the hearing-assist technology in the Chamber is currently underway.	<span style="color: blue;">➔</span>
6 Enhance support for Boards, Commissions and Committees, by providing education, training, and sharing of best practices.	The City Clerk’s Office continues to support BCCs with subject-matter expertise and best practices respecting governance.  In 2023, governance training, information sessions, and onboarding sessions were provided to new and existing members. The addition of two temporary resources in 2024 will support Council-directed governance work such as the BCC remuneration project and support for the transition of BCC terms of reference into bylaws.	<span style="color: blue;">➔</span>

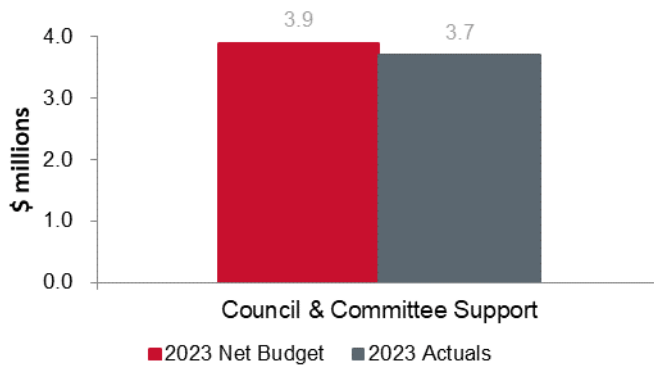
Initiative	Initiative Update	Status
7 Maintain service excellence by continuing to support the timely and accurate execution of corporate contracts and agreements.	Legislative records and bylaws continue to be processed efficiently. A thirty per cent increase in the number of agreements due to the implementation of the Greenline project has not resulted in decreased timeliness or accuracy.	
8 Support public transparency and participation in local government by continuing to provide public access to records of Council decisions, including bylaws and meeting minutes.	Projects to enhance public access to legislative records, and the search functionality to access Council and Committee meeting minutes were ongoing in 2023. Calgary.ca was updated with a compiled listing of Council and Committee meeting minutes by year for easier accessibility for the public. The City Clerk's Office continues to explore improvements for displaying items on Calgary.ca for public access to the Corporate Record.	
9 Support the successful evolution of The City's policy program by contributing to the establishment of a Service Policy & Governance program within the Corporate Governance service line.	Transition of the Council policy program, including the transition of records and the training of the Corporate Governance team within the People, Innovation and Collaboration Services Department was completed in December 2023.	
10 Support effective decision-making and governance by delivering legislative coordination excellence and providing the structures and processes by which The City of Calgary's legislative decisions are made.	Two Senior Legislative Advisor positions have been established in the City Clerk's Office. Full transition into these positions is in progress with completion expected mid-year 2024. Planning for a business process review is currently underway to review process between related teams within the City Clerk's Office. This project will continue through 2024.	





## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**

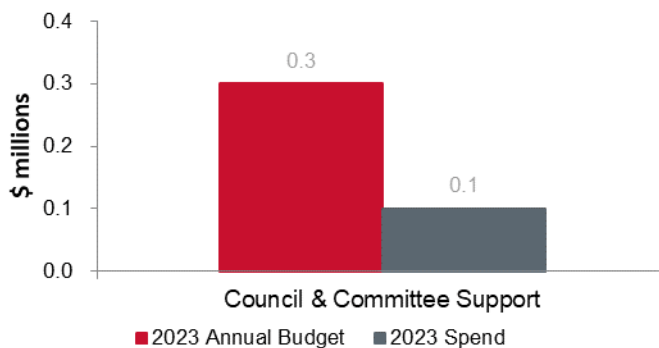


**Operating Budget Updates - 2023 net operating budget vs actuals:**

Council & Committee Support has a favourable operating variance of \$0.2 million. The primary drivers of the variance were due to lower spending on contracted services related to audiovisual support for legislative meetings resulted from the shorter than expected average duration of legislative meetings and lower costs of audiovisual equipment maintenance.

In 2023, Council & Committee Support successfully delivered the 2023 Calgary Awards and the annual Organizational Meeting of Council. The recruitment for Boards, Commissions and Committees (BCCs) resulted in a record 992 applications from Calgarians interested in serving on one or more of the BCCs.

**Capital Budget and Spend as of December  
31, 2023**



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

Council & Committee Support has spent 48.2 per cent of the 2023 approved capital budget. The underspend is mainly attributed to a change in vendor ownership, which caused delays in certain projects.

In 2023, the capital expenditures have been primarily used to upgrade and update technology required to support Council and Council Committee meetings, including supports for accessibility technology.

# Data, Analytics & Information Access

Led by: Director of Collaboration, Analytics & Innovation

## Service Description

Data, Analytics & Information Access (DA&IA) provides Geographic Information System (GIS) platforms, Imagery, intellectual property management, innovation training and consulting services, Computer-Aided Design and Drafting (CADD) platforms, asset drafting, base maps, addressing and open data hubs for administration, council and citizens.

We connect customers with accurate, consistent location intelligence data and analytics. We also support emergency response and recovery under the Municipal Emergency Plan, 911 dispatch routing and mapping, open data, advanced analytics and engineering design, to enable more proactive data-driven decisions, improved services, reduced cost and time saved.

## Service Updates

### Key Service Results

Geographic Information Systems (GIS) is a critical tool used extensively at The City of Calgary that enable the collection, management and analytics of locational data and are integrated into several day-to-day operations and business systems. The GIS platform modernization is continued through the expanded use of GIS data portals, ArcGIS Hub, ArcGIS Urban, automations, server upgrades and improvements to various Corporate base maps and GIS applications to ensure the Corporation and Calgarians can capitalize on new functionalities and efficiencies.

Powered by Collaboration, Analytics & Innovation's Innovation Lab, a cross-corporate team was trained by the Bloomberg Center for Public Innovation at John Hopkins University to tackle challenges affecting Calgary's Youth. Youth ideas gathered and input are now forming the foundation for developing a Youth Strategy within Community Strategies.

The Calgary Equity Index (CEI) is a data-driven tool to help residents, planners, researchers, and decision-makers identify disparities or equity concerns across Calgary. The CEI is composed of 20 indicators across five domains that affect overall health and wellbeing of Calgarians.

### Service Challenges

Managing the velocity and volume of technology changes including training, governance, upgrades, integrations, security, and authoritative data availability, while maintaining transparency of City operations.

Challenges to recruit, develop and retain staff with high demand skill sets that support the region's economic diversification efforts (e.g., data, technology and innovation sectors) due to increasing competition with the private sector.

### Trends & Potential Uncertainties

Increased integration of location-based technologies and data with other technologies to create a reliable system of applications that optimize data-driven decision making through analysis and visualization, with an emphasis on 3D, Geospatial Artificial Intelligence (GeoAI), and real-time data.

Opportunities to use innovation methodologies to improve service value and Calgarians' customer experience.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

➡ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

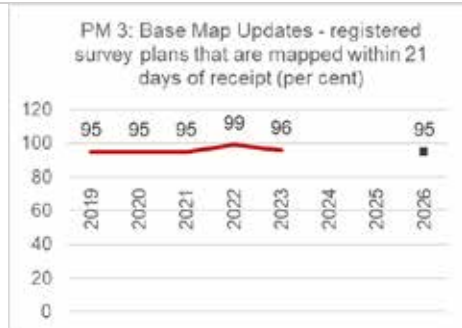
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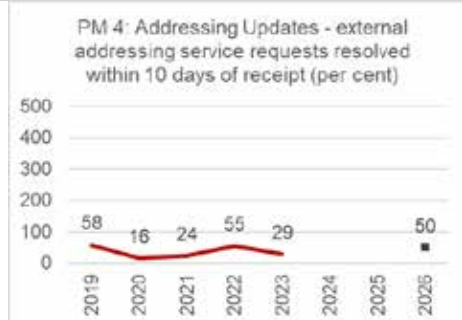
Map views in 2023 were lower than expected and likely due to no extreme weather events (heavy snowfall) in the fourth quarter (Q4) which can often significantly increase visits to traffic map data. This data is the total of Map Gallery visits and Calgary.ca embedded map views.



Over the last year, more advanced analytics have become available for us to track and analyze Geographic Information System (GIS) users across the enterprise system. As a result of this more accurate insight into user patterns, we have discovered the usage of Geographic Information System (GIS) licenses and tools is greater than expected from across the organization and our year-end metrics indicate that usage is almost double what was expected. This follows the trend of technology usage to create operational efficiencies and data driven decisions increasingly across our organization, contributing to a modernized government.

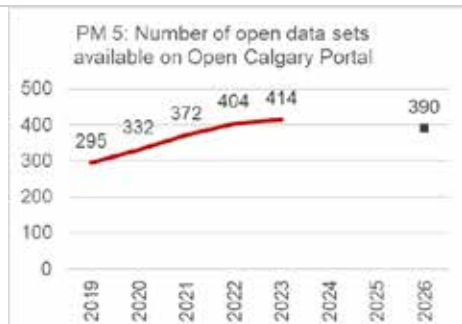


There was a significant increase in workload as twice the area was mapped in 2023 (783) versus what was mapped in 2022 (385). Although there is a significant increase in workload, base mapping staff were still able to maintain the efficiency of operations and meet targets for processing



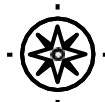
The lower than expected performance result is mainly due to work load increases as a result of new developments and redevelopments (i.e. 56% more addresses were created in 2023). More on-line systems leveraging addressing information in recent years also requires extensive triage for suspected invalid addresses, creating additional delays in address validation.

Staffing levels continue to be an issue due to increased workload and requested staffing increases not being approved for 2023-2026 budget cycle. However, contingent staffing was hired to ensure service continuity.



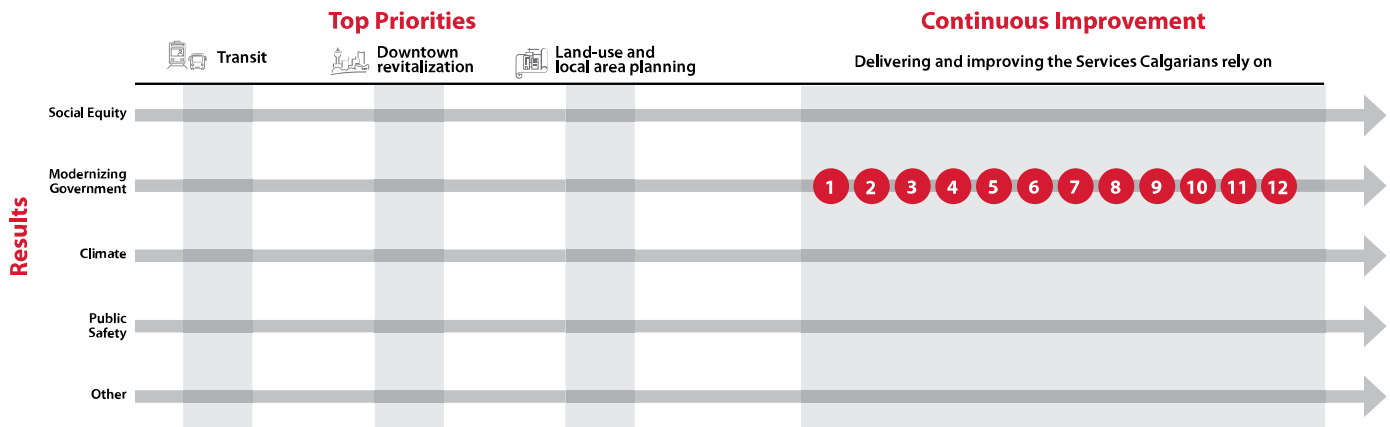
Continual work to increase organizational awareness of the value, policy requirements, and efficiency of publishing and consuming open data, is helping to achieve our projected targets for 2023.











# Progress on Service Delivery



## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Create, manage and provide corporate-wide geospatial technology, data and analytics that are reliable, secure and accessible for customers and Calgarians.	The corporate-wide geospatial technology, data and analytics are widely used by researchers, businesses, Calgarians, and other levels of government that benefit the wider community. Some projects that completed in 2023 include: drone pilot project for asset inspection of eight bridges, Light Detection and Ranging (LiDAR) volume/slope analysis for eight Waste & Recycling sites, 15 servers being updated to Window Server 2019 and standards & guidelines for web maps & ArcGIS portal being developed for the Corporation.	
2 Provide City operational groups with tools and analytics to deliver their services more efficiently and providing them greater insight into strategic decision making.	<p>Provided preparatory work in advance of the spring run-off season to validate and update evacuation zone data and mapping in support of Calgary Emergency Management Agency (CEMA) and the Calgary Police Service (CPS).</p> <p>Provided in-person support to CEMA at the Emergency Operations Centre (EOC) during annual Spring Run-Off Season, Stampede and World Petroleum Congress by providing situational awareness with mapping information through the Common Operating Picture (COP) Tool, which was shared with agency members, Calgary Fire Department, CPS, Alberta Health Services (AHS) and Calgary 911.</p>	
3 Promote and expand the use of location-based tools and data by customers and Calgarians to enable self-service and open access to geospatial information.	<p>Updated city-wide transportation networks to ensure emergency dispatch and publicly available maps have the most timely, accurate &amp; complete data.</p> <p>Collaborated with neighboring municipalities and universities to ensure maps and transportation networks are updated to support emergency services and logistics. Included are Mount Royal University (MRU), Southern Alberta Institute of Technology (SAIT), University of Calgary (UofC), Regional Geographic Information System (GIS) Council, Lethbridge College. Align standards with Customer Service &amp; Communications (CSC) and Information Technology (IT).</p>	
4 Develop and support the Corporation's advanced analytics practice, providing guidance, sharing best practices and developing corporate data analytics and governance solutions.	<p>In partnership with Waste &amp; Recycling Services (WRS) and private contractor, a strategic approach was designed to improve the black cart collection services by evaluating the performance of private sector service delivery versus public sector black cart collection to gain insight in managing contract service providers for residential waste collection.</p> <p>Continue to work on artificial intelligence (AI) / machine learning (ML) applications in coordinated safety probability model, Fire response time analysis, detecting vehicles/pedestrians from video and pavement AI initiative for Mobility.</p>	

Initiative	Initiative Update	Status
5 Support information access by creating a corporate infrastructure and business process for automated inbound and outbound transfers of information regarding critical City infrastructure assets (Gas, Electric, Telecommunications, Water, Sewer).	Two new portals were developed for secure data exchange that allows the exchange data and documents with external parties without unauthorized third parties being able to access, view or manipulate this information.  Continue to support the City's existing repositories for exchanging data with external partners including Underground Utility Location and Damage Prevention (USIC) and Parcel's Ownership for the Alberta Government, ENMAX, ROGERS, Telus etc.	
6 Provide professional learning opportunities and consulting to build City employee's innovation capacity and continue to partner on cross-corporate innovation projects with business units, to nurture a culture of innovation and human-centered design & prototyping, supporting the development of the next generation of civic services to Calgarians.	The Innovation Lab continues to grow both through recruitment and requests for support. In 2023, the Lab delivered training to 818 staff across 36 business units. Project completed includes:  Project to improve storm pond safety for Calgarians with the Water Utility. Recommendation is in varying states of implementation.  Completed project with Green Line to better understand youth safety concerns.  Presently working on a project with Recreation to improve pool-side safety for Calgarians.	
7 Increase the number of data sets available in the Open Data Catalogue and promote easy self-serve access to City data for Calgarians, businesses, researchers and educational institutions.	Although workload have increased significantly in data migration and harmonization due to technology upgrades and data and metadata realignment, the team continues to add new and update existing datasets to support transparency of operations with Calgarians. In 2023, 19 new datasets were added to Open Data Catalogue.	
8 Modernize eCommerce across the Corporation through standardization of commerce transaction processes, a rationalization of technologies, improved data insights, and improved customer experiences.	The City Online platform modernizes and standardizes the online user experience, improving the site navigation from Calgarians in need of City products. The integration of this platform with myID application is complete. Requirements for sustainability and stability of the platform are identified. The hiring of resource to support the eCommerce program is currently underway.	
9 Standardize Computer-Aided Design and Drafting (CAD) data and practices by maintaining, updating and expanding The City CAD Standard and make it easily assessable to all customers. Further ensure the use of vendor supported versions of CAD software by managing CAD software licenses and users. Develop an on-demand Engineering Block Profile tool to make the creation of Profiles more efficient.	The City Computer-Aided Design (CAD) Standards and Templates Project was completed and has moved into the maintenance phase. The work completed in 2023 include: The annual update has been completed for the CAD standards and templates. An annual review and revision of the 2023 submitted inputs and requests has been conducted. The applicable revisions have been updated to The CAD Standard. Communications have been sent to all internal and external users.	
10 Centralize the storage and lifecycle of construction drawings by creating a Construction Drawings Repository (CDR) to store, organize and enable accessibility to City CAD drawings, and pilot the electronic submission of construction drawings initiative to align with the CDR.	Construction Drawings Repository (CDR) Project (AIM 2.0): The Projectwise software has been implemented and is now accessible to the entire corporation. The Projectwise Integration effort is the next phase.  Computer-Aided Design (CAD) Drawing and Quality Control (QC) Checker project charter and IT business case is being developed.  eSubmission Project is in preliminary discussions/planning phase. This initiative will create greater efficiencies by creating a drawing checker for the public to use prior to drawing submission and creating a new process to submit drawings to The City.	

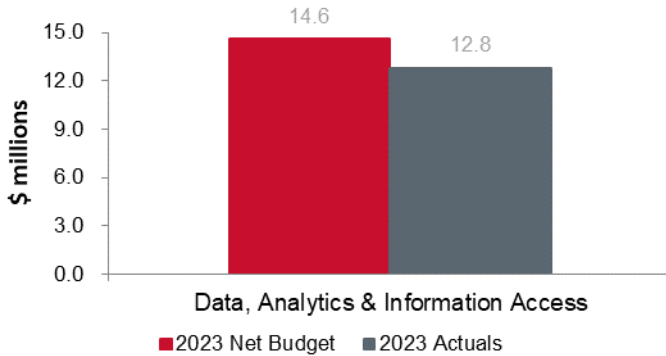
Initiative	Initiative Update	Status
<p>11 Transition data maintenance from CAD to GIS environments where permissible, to create more robust attribute rich data that allows for analysis and informed decision making. Support clients with the transition of data and processes between CAD and GIS technology platforms.</p>	<p>The Transportation Computer-Aided Design (CAD) Drawing Maintenance and Modernization Project Statement of Work (SOW) is scheduled to be completed by the first quarter 2024. This project falls under the CAD Technology Modernization Program.</p>	
<p>12 Enhance base map and addressing management, stability, quality, and efficiency by transitioning data maintenance processes to modern 3D mapping environments. This modern 3D base mapping product will be the fabric upon which the City's digital twin is created and maintained, allowing for greater accuracy in simulations, and better engagement of citizens in envisioning the future of Calgary's urban form.</p>	<p>In partnership with Geospatial Business Solutions (GBS) on the Location Data Basemap Modernization Program, Basemap Improvement Project charter was signed off.</p> <p>Information Technology (IT) business case was approved by the IT Project Board and will be submitted to the Corporate Technology Committee (CTC) Board in March 2024 for approval.</p> <p>JUMP Modernization is on hold until the end of the first quarter in 2024. Project will modernize the databases and data to ensure critical utility information is more accessible and convenient to access by utility partners and business units.</p>	





## Service Updates on Financial Performance

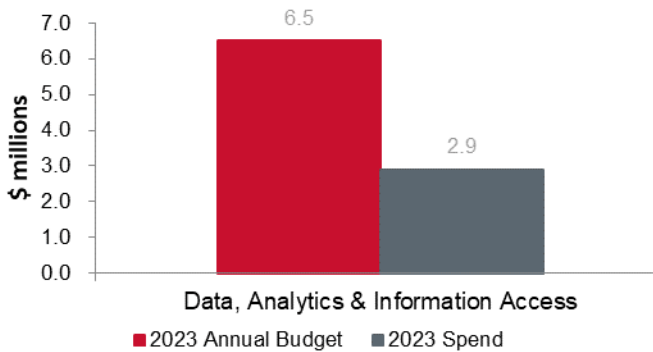
### Net Operating Budget and Actuals as of December 31, 2023



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

Data, Analytics & Information Access has a favorable operating variance of \$1.8 million. The main reasons that have contributed to the variance are savings in salary and wages of \$2 million due to intentionally managing the workforce; partially offset by higher communications expenses of (\$0.2) million.

### Capital Budget and Spend as of December 31, 2023



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

Data, Analytics & Information Access has spent 44.8 per cent of the 2023 approved capital budget. The capital expenditures have been used to deliver the following:

**Corporate Imagery Program:** Significant improvement was made in 3D capture, visualization, intervisibility and measurements on calgary.ca Map Gallery. Pictometry 2023 (an aerial imaging system) is available to the Corporation to be consumed in ArcGIS, Pictometry Connect and all City apps such as Building Repository and Corporate Imagery app. We continue to pilot innovative work with Drones such as bridge inspections.

**Corporate GIS Upgrades:** Successfully updated software for 12 ArcGIS Enterprise Portals plus operating system updates on various servers and an update to essential GIS desktop software, while ensuring continued functionality and seamless service delivery to clients.

**Location Data Modernization:** Significant progress was made on clarifying scope definition for the six sub projects. Four project charters, two current state analysis documents and two IT Business Cases were approved. Resource requirements for these projects have been identified and recruitment is underway.

**Modernizing Commerce:** Lower than expected spend rate due to the impact of business unit structural changes on resource availability.

# Executive Leadership

Led by: City Manager

## Service Description

Executive Leadership works to secure the trust and confidence of Calgarians, businesses, Council, and employees by providing corporate oversight. This service realizes Council's Strategic Direction by aligning priorities and resources and monitoring performance for continuous improvement opportunities. Executive Leadership builds cooperative relationships by leading a municipal government that is resilient, sustainable and focused on finances, service delivery, our employees and The City's reputation. Executive Leadership enables a thriving workplace that is diverse, respectful, fair and safe, and is committed to developing, motivating, and inspiring employees to excel in public service.

## Service Updates

### Key Service Results

Executive Leadership made progress by:

- Continuing its focus to achieve Council's priorities. The appointment a Chief Operating Officer with responsibility for strategy implementation and operational excellence illustrates Administration's commitment to deliver key results consistent with Council's Strategic Agenda.
- Simplifying and delivering a service plan and budget adjustment process that supported meaningful investments in priority areas including housing, public safety and transit by assisting services to connect Council priorities in a straight-forward, easy-to-understand submission that supported Council's decision-making.
- Improving transparency and accountability by providing Council and Calgarians with the data they need to know about how budget decisions are made, what investments are highest value, how City services are performing, and how our community is doing in The City's periodic performance reports.
- Continuing to inspire a commitment to public service by improving employee satisfaction and engagement. Results from the latest Corporate Employee Survey satisfaction index score is the highest since the inception of the index.

### Service Challenges

- Calgarians continue to experience higher than expected inflation and housing affordability. These pressures coupled with increasing resident and business demands for services pose challenges for The City to maintain affordable and sustainable service delivery.
- Shifting workforce expectations requires The City to adapt new approaches to retaining and attracting talent. Executive Leadership is focused on continuing to cultivate a reputation as an employer of choice to existing employees by providing valued amenities, rewards, learning opportunities, and social connections.
- In a polarized society, The City is challenged to navigate deeply divided opinions. Crafting messages that resonate across diverse perspectives has become increasingly important, striking a delicate balance to engage the community and address concerns without exacerbating tensions.

### Trends & Potential Uncertainties

Many large-scale global trends and potential uncertainties impact the Executive Leadership service line's ability to be most effective. Some examples include the erosion of social cohesion and increasing societal polarization, as well as the spread of misinformation and disinformation, particularly with the acceleration of technology. These trends are impacting trust in governments world-wide, including those at the municipal level. Like other governments around the world, The City of Calgary also faces challenges due to increasing cost of living and severe weather events, as well as economic uncertainty, among others.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

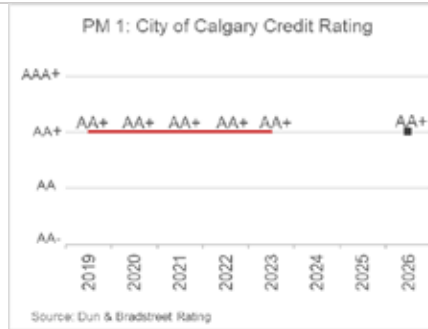
➡ Progressing as planned

⊖ Not progressing as planned

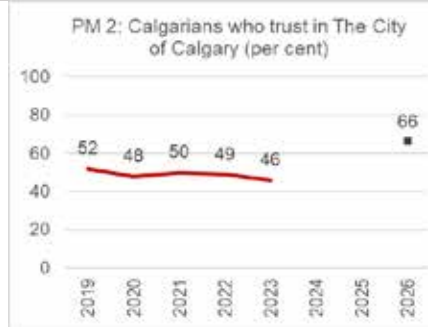
## Performance Measures

## Story behind the numbers

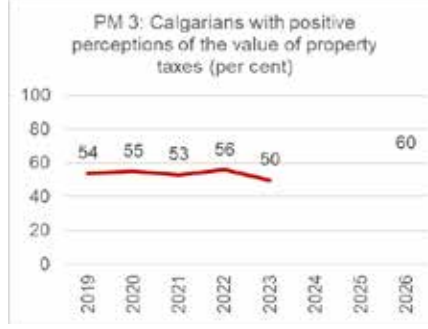
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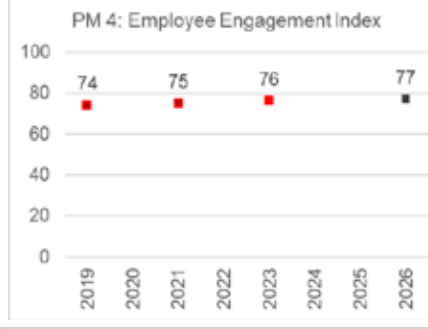
The City's credit rating of AA+ continues to be the strongest for municipalities in Alberta, based on a foundation of prudent financial management coupled with a low debt burden, and strategic investments to update aging infrastructure. The 2024 Economic Outlook for Calgary forecasts continued stability supported by steady and predictable population growth and a strong resources sector. Administration is prioritizing the development of the Prairie Economic Gateway to further mitigate and alleviate Calgary's dependence on the resource sector for economic growth.



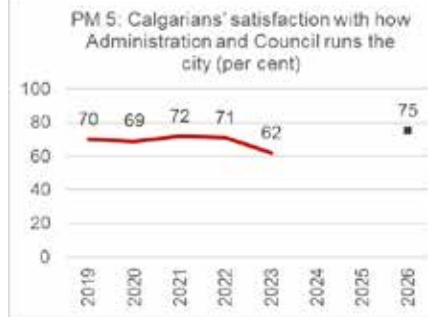
Perception of trust remained stable from 2019 to 2022 and experienced a recent drop that may point to a larger trend. Like other municipalities, Calgary is seeing decreasing levels of resident trust. Recent results are consistent with global trends related to misinformation, disinformation, and the erosion of social cohesion and increased societal polarization. Executive Leadership is improving its understanding of the key drivers of trust to develop proactive actions and improve communication activities.



Calgarians perception of value for property taxes continues a decline over several years. Calgarians who state they have a good quality of life and are satisfied with services and programs provided by The City are also more likely to report that they have received good value for their tax dollars. This highlights the importance of customer service and of meeting service expectations. Executive Leadership continues its focus on strengthening customer-centric processes supported by an organizational culture of service to Calgarians, and sharing progress towards service investments.

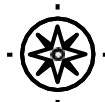


Leadership at all levels is working to create a positive employee experience grounded in a sense of purpose, belonging, and pride of serving all Calgarians and businesses during a uniquely challenging time in our city's history. Employee engagement scores remain stable, while the latest satisfaction index score is the highest since the inception of the index and is indicative of Executive Leadership's focus on engaging employees and inspiring a commitment to public service.



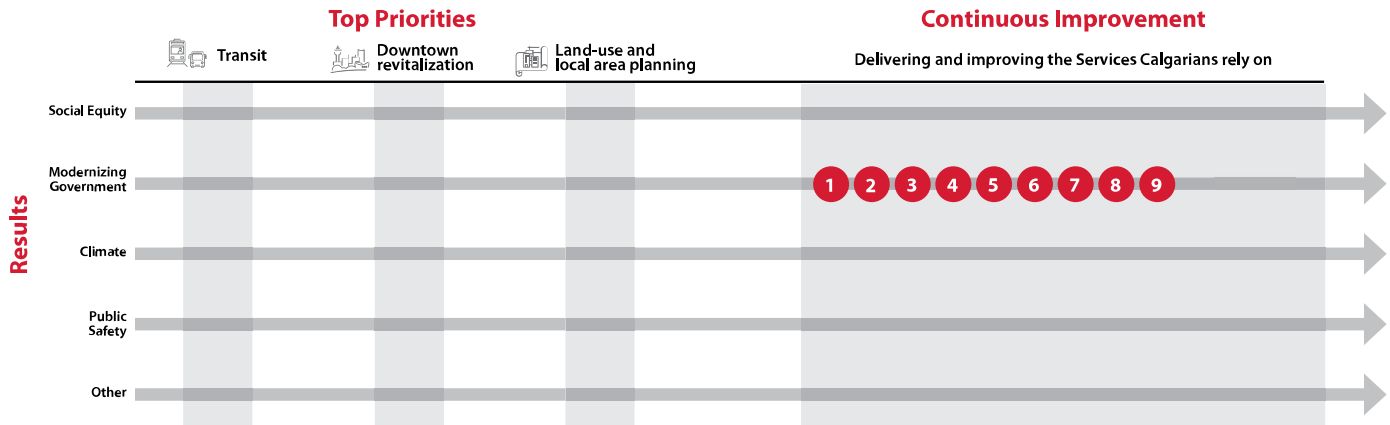
Current results show a decrease from previous years. Calgarian's satisfaction is both a key driver of trust and value received for property taxes. Executive Leadership is working closely with Council to operate a sustainable municipal government supportive of Calgarian's needs. External factors also contribute to negative perceptions such as economic challenges including inflation, interest rates, and food and housing affordability experienced by many cities as a consequence of the post-pandemic recovery.









# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

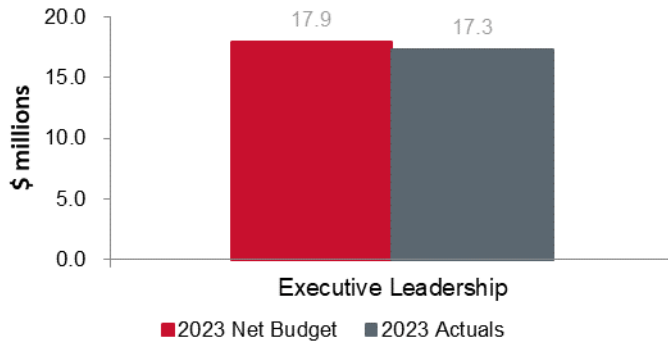
Initiative	Initiative Update	Status
1 Continue to integrate Council's Strategic Direction and Administration's Rethink to Thrive Strategy through the Shared Strategic Agenda to demonstrate alignment and provide focus and clarity to City employees.	Executive Leadership continues its focus on implementing Council's Strategic Agenda, The appointment of a Chief Operating Officer with responsibility for strategy implementation and operational excellence illustrates Administration's commitment to deliver key results consistent with Council's Strategic Agenda and priorities.	
2 Empower decision-making at the right levels of the organization by evolving Administration's governance practices. A resilient modern municipal government must have capacity and flexibility to address the unexpected by being agile, adaptable, and responsive. Clarity of roles, responsibilities, and accountabilities for individuals and cross-corporate committees will enhance how the organization works to collaboratively deliver Council's Strategic Direction.	Current work to advance this initiative includes updating and improving key business processes and strengthening collaboration across departments. Administration is also working on growing the corporate culture to influence behaviour and to enhance employee skills and leadership development, as required to effectively advance Council's Strategic Agenda.	
3 Improve our services to Calgarians by enhancing continuous improvement and energizing, empowering, and amplifying our service improvement efforts and building on the strong foundation of programs like Zero Based Reviews and Solutions for Achieving Value and Excellence as well as ongoing work across the organization to continually improve our service to Calgarians.	Continuous service improvement remains a priority, with a diverse set of improvement projects currently being supported by the corporate program team at the business unit, departmental and cross-corporate level. In addition, there is also significant continuous improvement work conducted across The City with the approval and launch of a new corporate continuous improvement program that amplifies existing efforts. Additional details on The City's complete system of continuous improvement initiatives will be provided to Executive Committee in April 2024.	

Initiative	Initiative Update	Status
4 Advance risk management at The City by developing and implementing guidelines on risk appetite to enhance innovation and decision-making, implementing a technology solution and by adopting and implementing a formal risk maturity model.	To better understand and define risk appetite, the team worked with risk owners to define the target residual risk ratings and the key risk metrics to enable a more quantitative assessment of the pressures, risks and associated risk management strategies. Work is currently underway to develop a technology solution that will support the work towards advancing corporate risk maturity.	
5 Advance Environmental, Social and Governance (ESG) results including the Corporate commitment to climate action, anti-racism and equity by evolving corporate planning, measurement and reporting to better monitor and demonstrate accountability.	Administration continues to advance the Environmental, Social, and Governance (ESG) reporting framework, including the design and implementation planning for essential report components. Collaboration with key business units helped establish a process for governance and oversight. The implementation plan and reporting framework will be presented to the Audit Committee in Q4 2024.	
6 Deliver strategic and proactive communications to Council, Calgarians and the media by enhancing our corporate communications that focuses on providing key salient points through the right channels to ensure clarity and transparency, and mitigate misinformation.	Executive Leadership established a Corporate Communications team to create a corporate narrative for The City that resonates with Calgarians. The Corporate Communications team provides communications oversight on corporate priority work. The team is enhancing the organization's storytelling approach, working towards creating a consistent voice, countering misinformation and building trust while exploring new tools and channels to ensure that important information reaches a broader audience.	
7 Inspire a thriving workforce committed to making life better every day for Calgarians by evolving The City's culture, while supporting recruiting and retention, and positioning The City as an "employer of choice", as outlined in Administration's Rethink to Thrive Strategy.	Executive Leadership continues to enable a safe and healthy workplace and culture, and supports diversity, equity, and inclusion. Initiatives include advancing the anti-racism strategy, providing leaders at all levels appropriate development opportunities, and promoting positive employee experiences. These efforts are validated by the most recent employee satisfaction index which recorded the highest score since its inception.	
8 Manage the balance between the services Calgarians want and the level of taxation they will accept by delivering annual budget adjustments and the next four-year service plans and budgets in 2026 November in line with Calgarians' and Councils' expectations.	Council and Administration collaborated to implement financially sustainable adjustments to current service plans and budgets. The adjustment process enabled Council to focus on their highest priorities and make significant investments in areas that matter most to Calgarians. Targeted communications for Calgarians were developed with a focus on service value and key decisions.	
9 Drive organizational performance improvements by strengthening the consistency, coherence, and effectiveness of our corporate approach to performance management.	Administration continues to improve information and messaging to Council and Calgarians regarding The City's financial and service performance. As noted elsewhere in this report, significant progress is being made in specific areas such as risk management, service improvement, Environment Social and Governance, and performance measurement. However, progress has been limited maturing the service-based approach.	



## Service Updates on Financial Performance

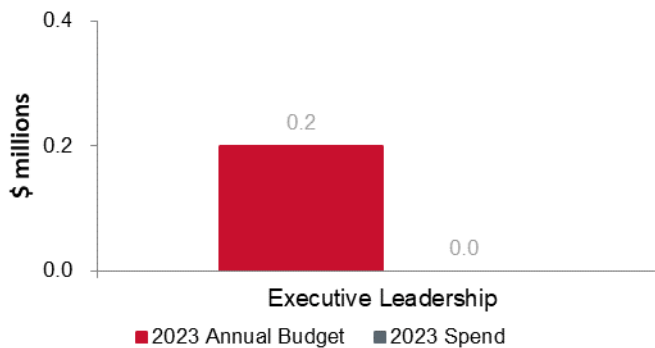
### Net Operating Budget and Actuals as of December 31, 2023



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

Executive Leadership has a favorable operating variance of \$0.6 million. The primary drivers of this variance were savings in salary and wages totaling \$0.3 million, resulting from intentional workforce management, and \$0.3 million savings in contract and general services due to lower-than-planned expenses on programs, consulting and communications materials.

### Capital Budget and Spend as of December 31, 2023



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

The Enterprise Risk Management team has not yet spent any of its 2023 approved capital budget. This delay in spending is due to the team's current focus on scoping out the Enterprise Risk Management Technology solution.



# Facility Management

Led by: Director of Facility Management

## Service Description

Facility Management (FM) stewards a diverse portfolio of Buildings that are necessary to deliver services to citizens. Through professional facility management services, we create and enable positive experiences for staff to deliver effective and quality services to citizens. FM coordinates the facility and site needs to accommodate people, vehicles and equipment and provides the operations, maintenance and sustainment for these facilities and sites. FM's portfolio continues to increase as a result of consolidation of facility stewardship and will continue to grow through 2026.

## Service Updates

### Key Service Results

#### Awards

NAFA Clean Air Awards Program

Over 2023 there has been several on-going dynamic initiatives which Facility Management (FM) has managed through responsiveness and flexibility while maintaining our customer service focus. In preparation for the return to the workplace FM updated our preventative maintenance program and completed deep cleans and sanitization of offices and appliances. To maximize space and minimize disruption to operations 684 moves were completed for individuals. As a result of the Return to the Workplace initiative and building transfers via Corporate Coordinated Operations & Maintenance (CCOM), we managed an 18 per cent increase in work orders from last year. These are being managed through adjustments to the preventative maintenance program and the harmonization of service delivery through CCOM to maintain customer service levels. FM continues to achieve economies of scale, enhance building safety requirements, improve processes, and find cost efficiencies.

### Service Challenges

Facility Management experienced a significant rise in electricity, natural gas, and District Energy costs. This was driven by market price increases and consumption increases due to colder weather, City employees returning to the workplace, and public facing facilities like Recreation buildings returning to full utilization. FM will continue to monitor utility costs and has determined a funding strategy with the Corporate Budget Office for 2023. Due to the aging infrastructure, unplanned shutdowns continue to be a challenge. FM continues to identify opportunities to enhance resilience and protect our portfolio. FM remains focused on strategic capital investment in life safety and critical building systems, ensuring facilities meet building code requirements while reducing service disruptions.

### Trends & Potential Uncertainties

In relation to FM's net zero target, initial investigations on net zero building retrofits indicate that a detailed analysis is required to inform a larger energy and emissions reduction plan. Additional information on costs, technologies and impact on operational efficiency is on-going. To fully understand the feasibility of net zero, FM will gather more information through studies and pilot projects to inform evidence-based decision making that maximizes outcomes for climate, facility resiliency and operations. Facility Management provided the physical workplaces to meet the corporate return to work objectives. Many staff remain at different points on the change journey, and some have a longer adjustment period than others.



# Measuring Our Performance

## Legend

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

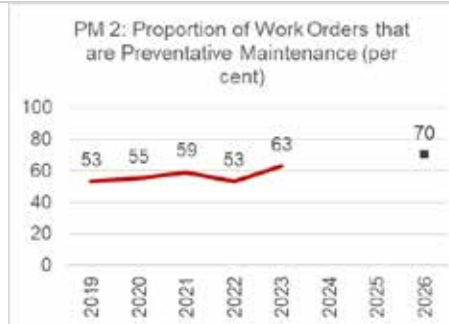
## Performance Measures

## Story behind the numbers

## Status



The deferred maintenance for Facilities has grown primarily due to the integration of new facility assets into our stewardship portfolio. At present the age based deferred maintenance of the Facilities portfolio is \$853.5 million. Facilities will continue to use sustainment budgets and leverage other investment programs to reach the expected future performance of \$812 million by the end of 2026.



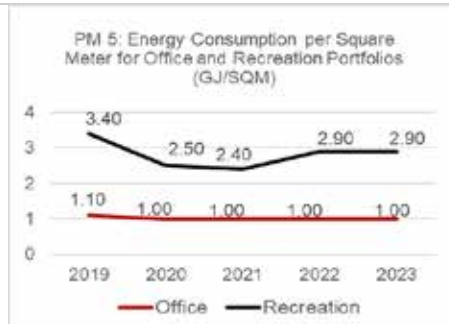
Facilities conducted two failure analysis reviews in 2023 at the Water Centre and Whitehorn Buildings. The reviews test the building reliability and efficiency, minimize equipment and facility downtime, and present opportunities to refine the Preventative Maintenance (PM) for each building's unique needs. In 2023, Facilities increased the PM ratio to 63 per cent, putting us on track to reach 70 per cent by 2026. Through CCOM, Facilities' portfolio has increased by over 100 per cent since 2019. Despite this significant increase, on-demand work orders have only risen by 37 per cent, demonstrating our effective management strategies.



Facilities continues to improve our building data by conducting Building Condition Assessments. These assessments are used to prioritize investments in buildings with poor and critical building components. Particular attention will continue to be given to key building components to ensure reliable service delivery and occupant safety.

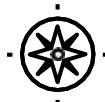


Workstations continue to be allocated as unassigned, so that Facilities can accommodate more staff within the same footprint, facilitating growth without growing. Low-cost space modifications to increase collaboration areas within existing workspaces have been evaluated and will be incorporated from 2024 to 2026. This will provide multiple work points and increase hybrid workspaces in Facilities buildings.



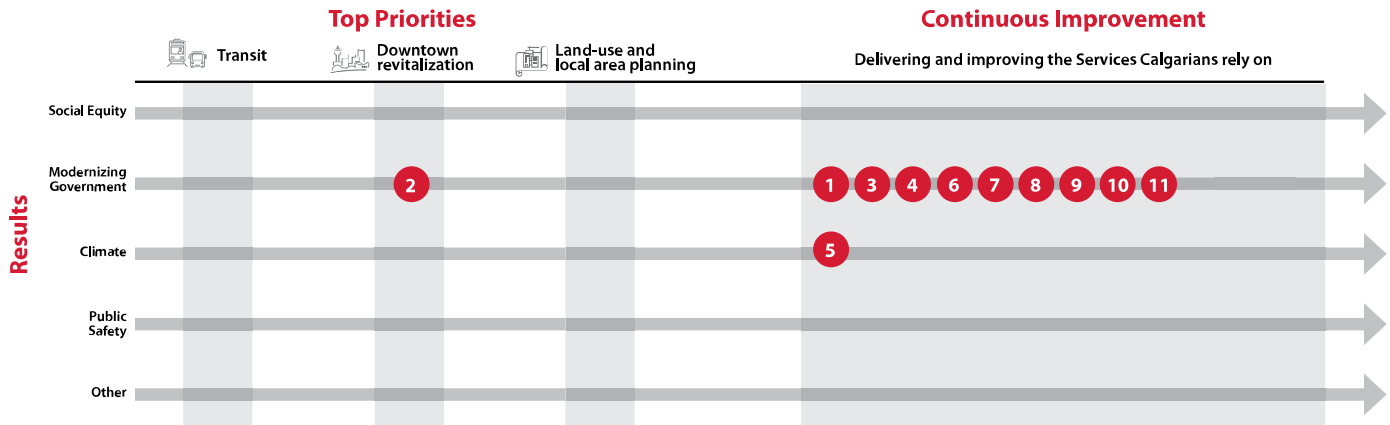
The Recreation portfolio had a large year over year increase in energy use intensity (EUI), from 2.4 gigajoules per square metre (GJ/sqm) in 2021 to 2.9 GJ/sqm in 2022. This was the result of Recreation facilities re-opening and returning to pre-pandemic service levels. The office portfolio is expected to remain at 1.0 GJ/sqm, in line with previous years. Full-year utility data for 2023 will be reported at mid-year 2024. Facilities will continue to work on initiatives to improve energy efficiency and reduce energy consumption to help achieve the 2026 expected future performance.







# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Enable the delivery of all City services to Calgarians by operating, maintaining and sustaining 549 City facilities, which will increase to approximately 1000 with the completion of the Corporate Coordinated Operations & Maintenance (CCOM) implementation.	As a result of the Return to the Workplace initiative and building transfers via CCOM, FM has been managing an 18 per cent increase in work orders from last year, increase in space requests and a higher volume of building condition assessments. These are being managed through adjustments to the Preventative Maintenance Program and the harmonization of service delivery through CCOM to maintain customer service levels.	
2 Improve the utilization of existing facilities and reduce the corporate facility footprint, reducing overall climate impact by responding to evolving corporate needs and post-pandemic workplace requirements through the development of a robust corporate accommodation strategy for workstyles and distributed workplaces.	The corporate accommodation strategy remains in development with engagement from The City's Executive Leadership Team. In the interim, strategic investments in workspace and employee experience continue to increase workspace amenities and drive space utilization and employee experience. In 2023 projects included beautification of downtown City buildings with flowers in summer and exterior lighting in winter, activation of fitness spaces, densification of workstations, and increased collaboration areas.	
3 Complete Corporate Coordinated Operations and Maintenance (CCOM) mandate by finalizing the transfer of remaining facility service and buildings to Facility Management.	The three remaining CCOM Phase Two implementation projects (Water Services, Calgary Parking & Transit) are nearing completion of the Negotiation/Decision making phase and agreement has been made on the final scope of buildings, operations and maintenance services, value-add services, budget and/or resources to transfer to FM. All projects are anticipated to be substantially complete by the year end 2023.	
4 Generate long-term corporate gains through a mix of process harmonization, cost and procurement efficiencies, economies of scale, risk management, and investments that optimize value for money to achieve the long-term benefits from the Corporate Coordinated Operations & Maintenance (CCOM) transfers.	Through the CCOM program, value through savings and efficiencies have been realized by supporting the creation of a more efficient operating model and contract consolidation. From a holistic portfolio perspective, FM has increased focus and time spent on upfront planning activities (linked to initiatives 7 and 8) resulting in reduced reactive service work orders. We have also increased the number of building condition assessments carried out to provide the data required to make investments in life safety and critical building systems, ensuring facilities meet building code.	

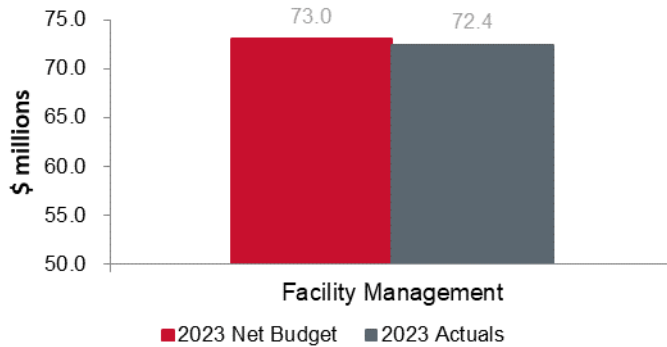
Initiative	Initiative Update	Status
5 Reduce Facility Management's environmental footprint by implementing practices, systems and technologies within facilities in alignment with the Climate Strategy and the Corporate Greenhouse Gas and Energy Plan to meet climate change goals and targets.	Facility Management continues progress towards the implementation of the FM Climate Program. The RFSO for the Facility Net Zero Transition Feasibility Study has closed and work on the first two facilities is about to begin. We've added funding to the program to include additional solar projects and a full LED replacement project at Manchester Operational Workplace Centre. We continue to learn about the impacts of climate change and severe weather on our facilities and people. We are collaborating with other business units to help advance our climate objectives.	
6 Extend the life span and maintain existing facilities through a defined multi-year investment plan while improving climate and energy efficiencies and reducing negative service impacts.	The Facility Lifecycle Project Delivery Roadmap was developed with a focus on strategic capital investment in life safety and critical building systems, ensuring facilities meet building code requirements while reducing service disruptions. In 2023 FM completed 34 projects. In addition, Facilities selected three consultants to develop the facility Net Zero Transition Feasibility studies. These will inform pilot projects to reduce our Facilities GHG emissions and increase the energy efficiency of our building.	
7 Reduce unanticipated down time and number of break/fix work orders by harmonizing the preventative maintenance program across buildings transferred to Facility Management.	Facilities continues to expand the Preventative Maintenance (PM) Program based on the business needs to drive safety excellence. Anti-entrapment for pools, ammonia management, and pre-action full trip Fire System Testing are new PMs added that meet or exceed provincial regulations and standards to support unique business needs. Facilities completed the Certificate of Recognition (COR) audit report which identified the PM program data as efficient and effective.	
8 Inform lifecycle and sustainment investment decisions for the provision of operations and maintenance of the Corporation's facilities by enhancing transferred facilities' building asset data for Corporate Coordinated Operations & Maintenance (CCOM).	As buildings are transferred to Facilities through CCOM, they are assessed and harmonized to Facility Management's (FM) building data standards, which provides a standardized data set that can be relied on for lifecycle investment prioritization. FM is on track to complete 120 Building Condition Assessments (BCA's) by the end of year. These inform FM's facility portfolio as well as Community Associations and Social Recreation Groups. Community Associations and Social Recreation Groups leverage these reports for lifecycle planning and applications to the Capital Conservation Grant program.	
9 Foster operational sustainability of 191 community organizations by providing expertise and funding for facility investments through the Capital Conservation Grant in alignment with Council's Capital Conservation Grant policy.	The Capital Conservation Grant (CCG) team received: 74 Lifecycle Capital Grant applications; 31 Engineering Consultant Program applications; 21 advisory services for Community Association (CA) or Social Recreation Organizations (SRO) for technical support for the procurement of lifecycle investments; and reimbursed \$7.2M for completed lifecycle capital projects and has outstanding commitments for lifecycle projects of \$6.4M. The CCG team will continue to monitor requests and provide advice and support as requested by CA's and SRO's for their building and amenities lifecycle investment.	
10 Optimize, right size and maximize value from The City's facility portfolio through operationalizing The City's integrated approach to portfolio management, including coordination of service requirements, delivery of The City's portfolio management plan, maturing the processes for management of the facility pipeline and benefit realization, and identifying where to strategically invest in multi-service facilities and sites, including internal services' and Civic Partners'.	The City's Portfolio Management Strategy and the Financial Strategy have considered input from Service Lines and their unique service delivery requirements, timing, budget, and risks. The strategic direction of these documents will aim to address challenges related to aging assets, climate change, population growth, and budget constraints. Several delivery strategies have been tested for multi-service facilities and sites focusing on best-value and high-benefit investments. Lessons learned will help us optimize the programs and project investment in our Portfolio Plan for the next 12 years.	

Initiative	Initiative Update	Status
<p>11 Promote physical and psychological safety for employees by providing a safe and healthy work environment through the Culture Initiative, training and development, employee engagement and participation in health and safety programs.</p>	<p>FM held our first safety summit this year with 90 per cent attendance. We have set up a business unit safety implementation team with the goal of advancing safety accountability and culture. FM is working with Equity, Diversity, Inclusion and Belonging to develop a strategic plan to move this work forward in FM. We are also working with the Anti-Racism Team on an FM pilot and has installed information kiosks in the Municipal Building's atrium with accessibility and multiple language options to provide members of the public an effective means of navigating the facilities.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

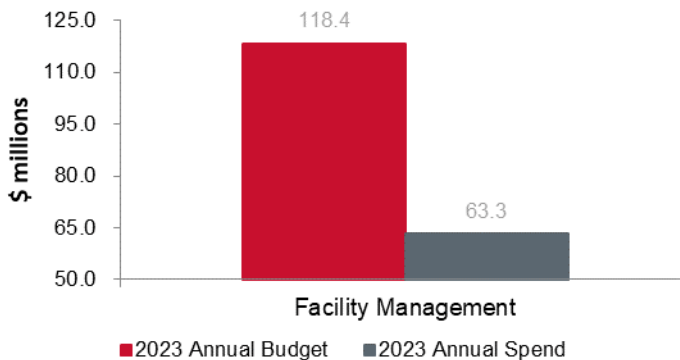


### Operating Budget Updates - 2023 net operating budget vs actuals:

Facility Management has a favorable variance of \$0.6 million as the result of unbudgeted revenues.

The three remaining Corporate Coordinated Operations and Maintenance (CCOM) Phase 2 implementation projects (Water Services, Calgary Parking & Transit) were substantially complete by the end of 2023. CCOM program objective of realizing optimal value for money in facility operations, including procurement, integrated risk management, and asset condition management, continues to generate operational efficiencies for The City.

### Capital Budget and Spend as of December 31, 2023



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

Facility Management has spent 53.5 per cent of the 2023 approved capital budget. The underspend is attributed to project delivery delays for two large multiservice facility projects. In 2023, Facility Management spent 131.0 per cent of its Asset Sustainment budget which include investments into existing facilities and sites, operations, office, heritage and citizen facing buildings. Sustainment projects include lifecycle projects to ensure health and safety standards are maintained and supporting climate retrofit upgrades. Project highlights include the Fire Station 8 full renovation, Clean Energy Solutions Pilot at Edworthy Park and Glenmore Park Washrooms, and lifecycle projects at various recreation and operations buildings. As well, a significant portion of capital expenditures were for the Capital Conservation Grant (CCG) program. In 2023, this program has invested over \$9.0 million in funding to support Community Association and Social Recreation Organizations lifecycle projects.



# Financial Support

Led by: Director of Finance/City Treasurer

## Service Description

This service provides sound leadership in financial planning & budgeting, reporting, cash-flow forecasting, measuring services' financial performance and monitoring adherence to financial plans.

This service also provides investment management, non-tax revenue billing and collection, and payments for goods and services provided to The City.

## Service Updates

### Key Service Results

#### Awards

- The Canadian Award for Excellence in Financial Reporting
- Distinguished Budget Presentation Award

To provide The City of Calgary with an additional capital debt borrowing alternative by way of issuances of municipal bonds into the debt capital markets or private placement, Council approved the Corporate Borrowing Strategy and accompanying bylaw. The first issuance is anticipated in Q1 2024.

Financial Support provided Corporate Economic policy analysis related to the Municipal Fiscal Gap; Revenue Options for Calgary, and support for the Downtown Strategy and Affordable Housing Task Force. As well as consulting and advisory services regarding the economic impact for capital projects, Wholly-Owned Subsidiary alignment recommendation implementation, supply chain resilience framework and housing solution strategies.

### Service Challenges

The Financial Support service line's primary challenges faced in 2023 were:

- Increased complexity and volume of work coupled with limited resources required prioritization of projects and customer inquiries.
- Resources required to support yearend external audit procedures to verify the realigned structure disclosure requirements
- Self-supported business line reporting challenges due to service line reporting functionality limitations. System analysis is ongoing to identify requirements and possible solutions.
- Continuing sub-system interface errors requiring manual coding corrections. Subsystem coding corrections are in progress to correct data integrity at source.
- Competitive labour market conditions that could impact retention and recruitment of key positions.
- A lack of data available due to the postponement of Statistics Canada's population data.

### Trends & Potential Uncertainties

Financial Support service line monitored Federal and Provincial funding and legislative changes to ensure compliance and possible impact on City processes, ability to maintain infrastructure, services, and potential impacts to debt levels in addition to decisions of Central Banks in the United States and Canada related to short term interest rates. The team participated in the review of recent City Charter revisions to fully understand the implications to The City of Calgary, specifically the existing Off-Site Levy bylaw.



# Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

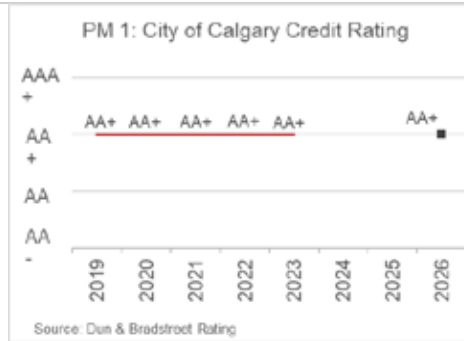
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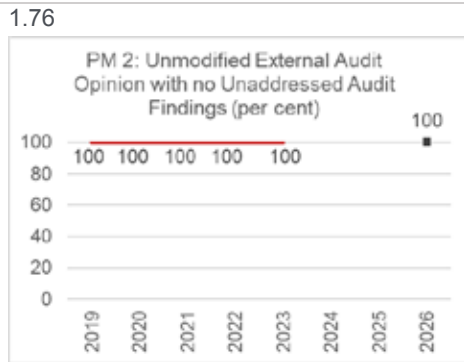
## Performance Measures

## Story behind the numbers

## Status



The City maintained its AA+ and AA (high) ratings with S&P Global Ratings and Morningstar DBRS respectively, with strong financial management practices and proven capacity to enact prudent fiscal policies and plans to respond to external risks cited as key contributors



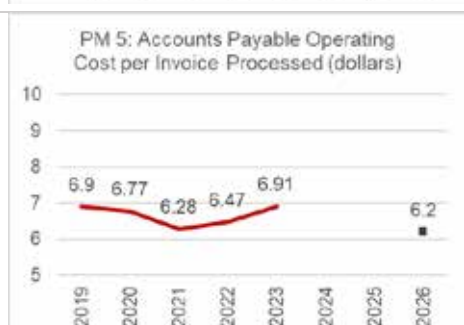
The City strives for an unmodified opinion issued annually by the external auditor, which was achieved with no unaddressed audit findings reported again this year. This is based on audit evidence obtained about the amounts and disclosures of the financial statements which are completed competently with a focus on implementation of new Public Sector Accounting Standards.



Accounts Payable's standard is to pay invoices on time and not within a set number of days. While a payment term of 30 days is common, there are often other payment terms attached to invoices. For example, since the introduction of provincial Prompt Payment legislation in Alberta in 2022 standard invoice terms are net 28 days. Other contracts are created with terms of net 45 days. Per cent of invoices paid within 30 days should be viewed as a guide to the magnitude and direction of timely payments made by Accounts Payable but it does not completely reflect The City's commitment to timely payment.

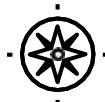


The collaborative and solutions-focused approach to managing financial and reputational risk associated with outstanding corporate receivables continues to be effective. Total write-offs of approximately \$197 thousand were recognized against total billed revenue of approximately \$452 million.



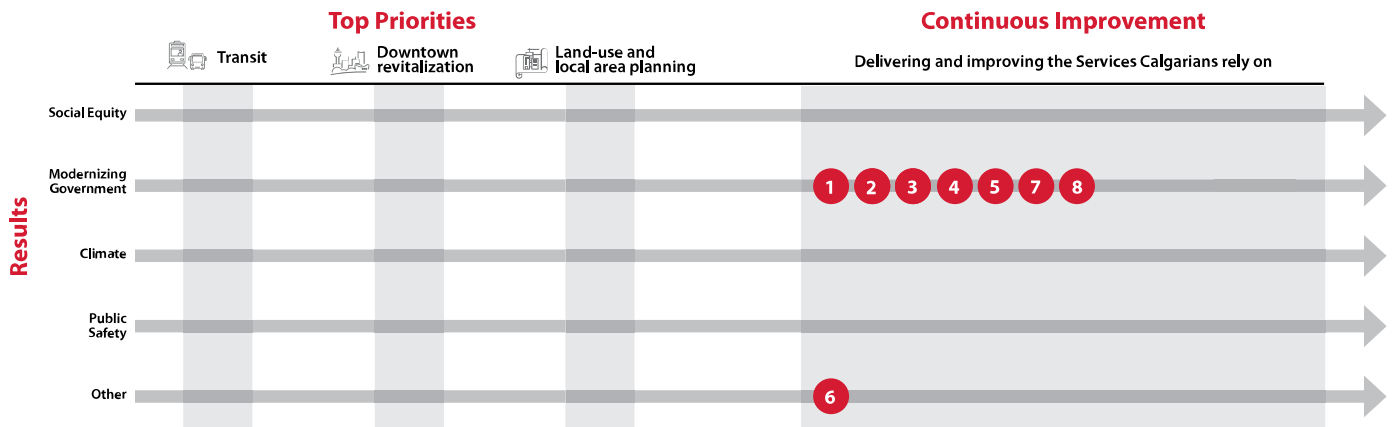
Performance results for accounts payable are materially consistent with those of recent years. An increase in cost was realized in 2023 due to overtime incurred to cover project work and short-term vacancies created by staff turnover. High volumes of transactions and high priority project work to improve processes and the customer experience resulted in remaining staff having to work extra hours until hiring could be prioritized.







# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

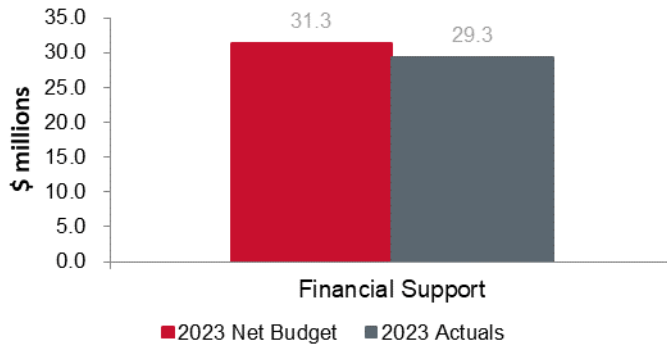
Initiative	Initiative Update	Status
1 Implementation of prudent investment strategies and preventative internal controls to mitigate risk to ensure The City's economic assets are safeguarded for long-term sustainability.	Financial Support continues to evaluate investment policies and strategies to ensure economic assets are safeguarded and sustainable through the long term. The Annual Control Environment reporting of findings to Audit Committee strives to identify and resolve processes further minimizing risk to The City.	
2 Support The City's financial sustainability by monitoring and responding to the changing economic and political environment.	Through the Corporate Economics and Regulatory Affairs team, constant monitoring and updates were provided on changing economic, market and political environments, and insights on key economic indicators, including inflation, employment, and housing activities, through monthly and quarterly reports. Financial Support led and delivered the Citywide Growth Strategy-New Community Incremental Operating Cost Model Inputs and Assumptions, which identifies any financial risks associated with building out communities and the cost of services that will need to be provided.	
3 Ensure Finance support can be efficient and effective now and in the future by prioritizing process and system improvements.	Ongoing evaluation of current systems and processes to further enhance ability to support the organization and automate tasks enabling more effective and efficient service delivery. Accounts Payable is prioritizing the implementation of electronic workflow for approval of expenses incurred on Corporate Credit Cards. Implementing innovative technology and solutions will stream-line the approval process for credit card users and supporting staff across the Corporation. This functionality is expected to go-live in the second quarter of 2024.	
4 Minimize The City's financial risk by providing analysis, preparing reports, and make recommendations to operations that support decision-making.	Implementation of the new monthly Executive Information Report (EIR) format will commence in March 2024 reporting February's results. This updated reporting format creates a high-level financial report that highlights the financial position for The City. An additional outcome of the revised EIR is the development of a financial report that could be distributed in a timelier manner to support financial decision making within the current year of reporting.	
5 Support and inform the Executive Leadership Team and Council decision-making by preparing a comprehensive suite of financial reports.	Financial Support continues to provide analysis and reports, such as the Operating and Capital Budgets, financial analysis of Major Capital Projects, Long Range Financial Plan, Municipal Fiscal Gap, and reporting The City's Reserve activities to inform Executive Leadership Team and Council decision making with an ongoing focus to develop a suite of financial reports.	

Initiative	Initiative Update	Status
<p>6 Attract and retain staff to make Finance with The City a long-term career choice by creating a rewarding, respectful environment that fosters career development, learning opportunities and team collaboration.</p>	<p>In addition to the monthly lunch &amp; learn sessions hosted by the Finance Staff Development team, employees are encouraged to participate in courses offered by the Corporate Learning &amp; Development team. Finance coordinated a formal mentorship program within the business unit that paired a Manager/Leader with a Finance employee. Psychological Safety strategies and enhanced focus on Anti-Racism and Equity, Diversity, Inclusion and Belonging in our workplace is ongoing.</p>	
<p>7 Increase capacity and support employee growth by introducing cross-training, developing cross-functional positions, where possible and consolidating work functions to find efficiencies.</p>	<p>Cross training within the Finance Coordinator position was completed to ensure there is sufficient coverage and assistance with workloads associated with the various business units Finance supports. A review of the FSCM/HCM systems has commenced to identify optimization opportunities through the engagement of an external third party.</p>	
<p>8 Develop a Financial Support delivery model that aligns with the expectations of Council and our customers.</p>	<p>In response to customer feedback, Finance continues to evolve its service provision to ensure expectations of timely and meaningful information is delivered through the development of a comprehensive suite of financial reports and implementation of process efficiencies.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023



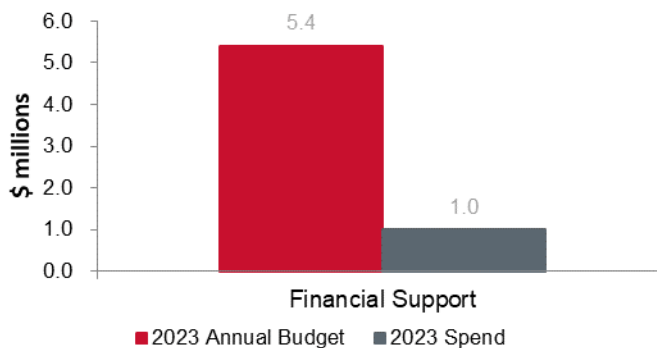
### Operating Budget Updates - 2023 net operating budget vs actuals:

Financial Support has a favourable variance of 2.0 million. The main reasons that have contributed to the variance are savings in salary & wages of \$2.3 million from intentionally managing the workforce, partially offset by unfavourable variance of (\$0.30) million due to higher contract and general services expenses as a result of higher communications, contract and business expenses.

In 2023, to provide The City of Calgary with an additional capital debt borrowing alternative by way of issuances of municipal bonds into the debt capital markets or private placement, Council approved the Corporate Borrowing Strategy and accompanying bylaw. The first issuance is anticipated in Q1 2024.

Service challenges resulting from increased complexity and volume of work coupled with limited resources required prioritization of projects and customer inquiries.

### Capital Budget and Spend as of December 31, 2023



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

The Financial Support service line capital spent on capital projects is at 19.2 per cent due to resource constraints, competing priorities and shift in deliverables from 2023 to 2024.

The Tangible Capital Asset (TCA) Re-design project has encountered a one-year delay, shifting its timeline to occur between 2024 and 2026. This redesign initiative aims to enhance processes and implement system solutions within the Finance TCA teams with the primary objective of ensuring optimal management and efficient delivery of TCA Reporting.

The Point of Sale (POS) System upgrade is awaiting demo and quote from vendor on additional modules is expected to pick up in 2024. The Treasury Management system (TMS) project is underway with no current spend in 2023; however, expected to be completed in 2024.

The implementation of Asset Retirement Obligation Accounting Standards experienced unexpected delays due to the current functionality of Oracle's ARO set up not meeting The City's needs. Oracle is adjusting functionality with work continuing in 2024.

Hyperion upgrade project phase 1 was successfully implemented at the end of November 2023. The journal workflow approval project has been scoped, and implementation will be staggered into 2024.

# Fleet Management

Led by: Director of Fleet & Inventory

## Service Description

Fleet Management enables City Services and external partners by providing reliable and efficient vehicles and equipment that maximize safety, environmental sustainability, and minimize lifecycle costs. Fleet Management is responsible for green and safe driver training, vehicle and equipment maintenance, fabrication and repair, asset management, fuel management, and green fleet initiatives.

Fleet Management provides a range of vehicles and equipment from sanders to refuse trucks to snowplows and construction equipment. These vehicles and equipment enhance mobility of staff, act as mobile offices, and enable the delivery of services to Calgarians.

## Service Updates

### Key Service Results

Fleet Management enables City Services and external partners through the provision of reliable and efficient vehicles and equipment. In 2023 Fleet Management made progress toward the implementation of a new telematics system successfully deploying the new technology in 97 units during the proof of concept phase, with additional deployment activities anticipated throughout 2024.

The service continues to contribute to reducing corporate greenhouse gas emissions by implementing The City's Green Fleet Program and pursuing innovative initiatives to support environmental sustainability. Highlights include successfully testing renewable diesel (HDRD) in Waste & Recycling Service trucks and reducing the corporation's idling by 29 per cent.

These successes collectively highlight Fleet Management's ability to adapt, innovate, and deliver cost-effective and reliable vehicles and equipment to City Services and external partners while prioritizing innovation and sustainability.

### Service Challenges

Fleet Management continues to face several challenges including the recruitment of skilled trade workers, aging facilities and equipment, and procurement and supply chain constraints. Manufacturers continue to experience supply chain challenges resulting in the delayed arrival of orders including electric vehicles to support the Green Fleet Program. Incremental improvements have been noted in the light-duty vehicle category however these challenges continue to disrupt Fleet Management's ability to deliver cost-effective and reliable services to partners and City services.

In addition to these constraints, The City is in Stage 3 monitoring of its Safety Certificate by the Government of Alberta due to an increase in its Provincial Carrier Profile risk rating; an increase from mid-year reporting. Fleet Management's Training and Compliance Team is actioning a comprehensive issues management plan in collaboration with corporate partners to mitigate risk and further liability to The City.

### Trends & Potential Uncertainties

Green vehicle adoption is a key component to the success of the Green Fleet Program; however, uncertainties persist regarding charging infrastructure solutions for electric vehicles, technological advancements, and cost-effectiveness. Telematics integration will remain pivotal to offering real-time tracking and data-driven insights for enhanced operational efficiency as demonstrated by the deployment of a new Common Telematic Operating System (CTOS). Supply chain constraints will likely continue to pose uncertainties as will workforce and knowledge retention concerns, in particular for skilled trade workers. Addressing these challenges will require a comprehensive approach, leveraging innovation, and strategic planning to ensure the service remains adaptable and resilient.





# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

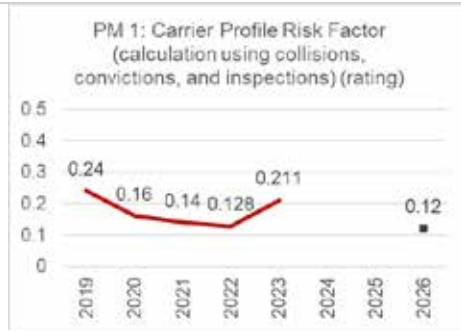
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## Performance Measures

## Story behind the numbers

## Status



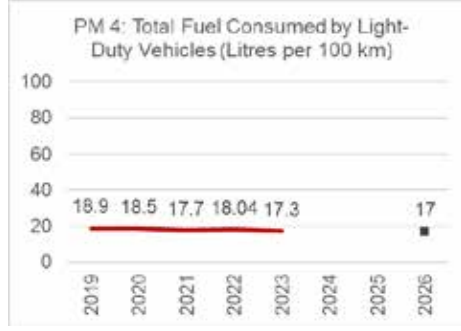
The December 2023 R-factor was 0.211. The overall volume of collisions and convictions continue to be the primary contributors to The City's higher-than-anticipated rating. The City is currently in Stage 3 monitoring of its Safety Certificate by the Government of Alberta; an increase from mid-year reporting.



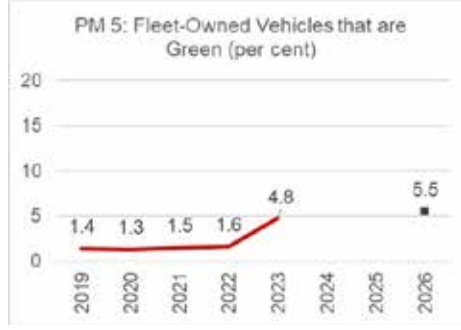
The 2023 average percentage is well below the maximum of 30 per cent. Performance is on course to achieve the 2026 expected future performance of 28.8%. Fleet Management continues to lead municipal performance in this area as outlined by the Municipal Benchmarking Network Canada.



By the end of 2023, 21.5 per cent of light-duty fleet vehicles in prime life were underutilized (i.e., driven less than 7,500 km and used fewer than 125 days). This is an improvement from the end 2020 (24 per cent) and 2021 (22 per cent), but a slight increase from 2022 (19.4 per cent). The impact of light-duty vehicles that moved over to Fleet Management from other business units (i.e., Calgary Parking Authority, Calgary Transit) following corporate realignment must still be fully realized. The expected future performance is 15 percent by the end of 2026.

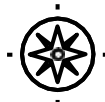


Fuel liters used per 100 kilometres is trending downward with 17.3 L/100 km used by the end of 2023. This is an improvement from 2022 (18.04 l/100 km) and is progressing as planned towards the 2026 target of 17 L/100 km. Initiatives such as The City's idling reduction initiative and green driving program support the decrease. From 2020 year-over-year idling has been steadily decreasing for corporate fleet vehicles.



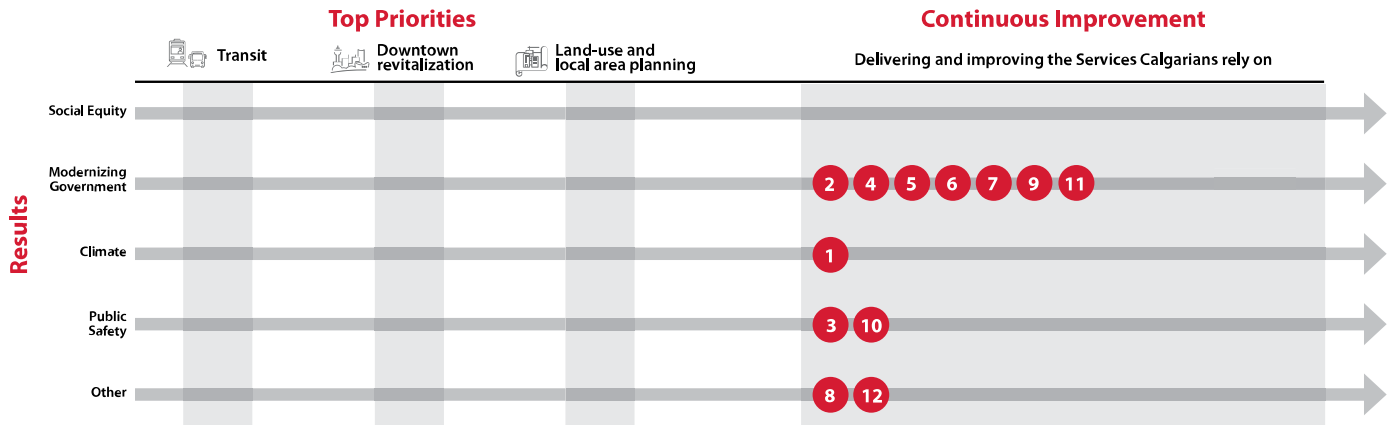
By the end of 2023, 4.8 per cent of Fleet-owned vehicles were either battery electric (43) or hybrid (69) vehicles. This is a noticeable increase from the 10 electric and 27 hybrid vehicles by the end of 2022. The primary reason for the increase in hybrid vehicles is due to realignment which saw over 50 units from Calgary Park Authority's (CPA) fleet onboarded into the municipal fleet. Fleet Management is making progress toward modernizing and greening the municipal fleet in support of the Green Fleet Program and corporate climate mitigation efforts.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

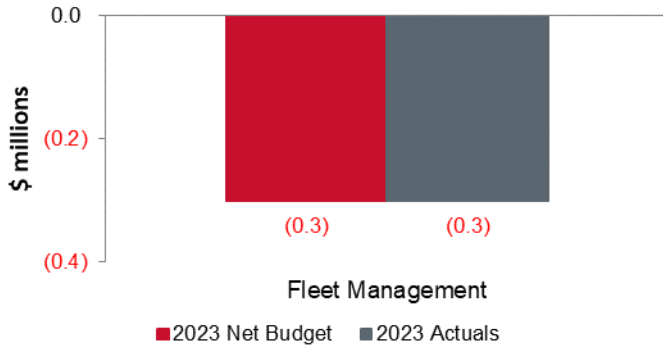
Initiative	Initiative Update	Status
1 Reduce the environmental impact of The City's fleet and contribute to achieve corporate greenhouse gas emissions reduction targets by implementing the Corporate Green Fleet Strategy.	The City continues to make progress towards implementing the Green Fleet Strategy. Notable highlights from 2023 include successfully testing renewable diesel (HDRD) on five Waste & Recycling Service trucks, completing an alternative fuel study that will inform a 10-year fuel transition plan, and reducing the corporation's idling by 29 per cent which represents a savings of over 280,000 litres of fuel. Fleet Management also submitted a grant application to Emissions Reduction Alberta (ERA) to purchase six hydrogen vehicles; the application has proceeded to the second stage of the competition.	
2 Improve safety and business continuity by investing in critical facility and equipment lifecycle upgrades.	As noted at mid-year, several upgrades will commence in the later part of the business cycle. Currently, upgrades to Manchester R are progressing as planned but with supply chain related delays for integration of the elevator. Project planning and design is ongoing for other upgrades at Manchester R, Q, and A. Some projects are being reassessed to determine move-forward plans, while others may take several years to complete (e.g., hoist replacement).	
3 Engage employees to be actively involved in maintaining a safe workplace through participation in safety governance committees, implementation of safety programs and performance improvement.	Fleet & Inventory continues to make progress in implementing its safety workplan. To foster employee engagement, initiatives such as leadership safety summits, town halls, and the establishment of the Joint Worksite Safety Committee (JWHSC), to support a positive safety culture, have been completed. The service is also collaborating with the OS department team to explore strategies for involving staff in safety improvement efforts such as updating emergency response plans, streamlining reporting, updating safety commitments, and increasing the quality of inspections & corrective actions.	
4 Reduce liability to The City and citizens by investing in telematics and critical technology infrastructure that will improve vehicle safety and driver behaviour.	Fleet Management continues to make progress on the implementation of a new corporate Common Telematic Operating System (CTOS). The new system has been deployed to 97 out of 100 planned test units during the proof-of-concept phase. Upon completion of the assessment phase and approval from the project sponsor, the new CTOS system will be deployed to the remaining corporate fleet and integration points will be developed.	
5 Improve vehicle utilization and maximize the use of City-owned vehicles and equipment by advancing Flex Fleet, The City's corporate car share program.	In 2023, Flex Fleet's 837 members completed over 4,200 trips, covering a distance of approximately 203,000 kilometres. This year also saw the electrification of nearly 41 per cent of Flex Fleet's units, a significant step towards environmental sustainability in support of The City's Green Fleet Program. As the year drew to a close, Fleet Management's focus shifted to enhancing accountability among underutilized vehicle users. To this end, several pilots will be initiated in 2024 including ongoing collaboration with services such as the Calgary Police Service.	

Initiative	Initiative Update	Status
6 Provide reliable and sustainable service delivery to customers by delivering The City's Fleet Capital Asset Management plan.	Vehicle manufacturers continue to experience supply chain challenges resulting in the delayed arrival of orders. Coupled with increasing vehicle and equipment costs, Fleet Management is currently unable to deliver cost-effective and timely service to customers. Fleet Management has engaged Procurement & Warehousing to develop risk mitigation strategies to address competition within the awarded schedule (i.e., awarding contracts to two or more vendors) as the service continues to work to reduce delays and minimize costs to customers.	
7 Improve vehicle and equipment uptime, service delivery to citizens, and reduce costs by implementing Reliability Centered Maintenance (RCM).	Incremental improvements have been realized through 2023 by standardizing maintenance plans using data gathered from Reliability Centered Maintenance (RCM) analysis. This work enables the future adoption of preventative maintenance schedules to ensure Fleet Management continues to deliver timely and cost-effective services to customers. As Fleet Management looks ahead, emphasis will be placed on maintenance planning to enable improved data collection and the implementation of RCM to improve vehicle and equipment uptime.	
8 Support critical service delivery and attract and retain a diverse workforce by implementing a workforce strategy for hiring "difficult to fill" positions.	Fleet Management continues to face significant challenges in recruiting heavy equipment technicians. As a result, the service will implement a five per cent out-of-schedule increase for all heavy equipment technician (HET) positions beginning in January 2024. The intent is to attract and retain employees for these hard-to-fill roles and help close the wage disparity between The City and the private sector. The recent HET posting, showcasing updated rates, drew a higher number of qualified applicants compared to previous instances, underscoring the success of this new approach.	
9 Partner with service owners to consolidate The City's fleet management practices to realize efficiencies and improve service quality and delivery to customers.	Fleet Management continues to work alongside Procurement & Warehousing to consolidate practices and improve service quality. Two administrative policies are approaching completion: Corporate Inventory policy and the Disposal of Surplus Assets policy. As part of this work, Fleet Management has engaged with impacted customers including Waste & Recycling, Calgary Fire Department, and Calgary Transit to create governance documents that address Fleet & Inventory's realigned structure and commitment to service quality and delivery to customers.	
10 Ensure safe operation of vehicles and equipment through operator training, testing and certifications for new and existing employees to maintain compliance.	Fleet & Inventory has successfully implemented the centralization of vehicle and equipment training functions into Training and Compliance. The recruitment of Training Officers has been completed and training requests from business units continue to be met. Ongoing meetings are taking place with business unit partners and recoveries are meeting requirements. Since March of 2023, Training and Compliance has achieved 18,968 hours of training, affecting 6,478 employees and saving the corporation 32 per cent on training charges.	
11 Support efficiency and effectiveness in service delivery by implementing a continuous improvement process framework to engage employees and customers in the implementation, testing, and evaluation of innovative solutions.	Several notable continuous improvement initiatives were completed in 2023 including the creation of Fleet & Inventory's employee knowledge hub and improvements to the Integrated Management System to ensure consistent management of occupational health and safety, environmental, quality, and business risks across operations. With the appropriate organizational structure in place, Fleet & Inventory's project management and continuous improvement framework will be developed in early 2024 to support the completion of key projects and continuous improvement initiatives.	
12 Support staff development and performance by providing opportunities for learning and development that promote safety, respect, and inclusion to support Council's strategic direction.	Fleet and Inventory successfully implemented its new employee onboarding program and accompanying leadership toolkit in May 2023. The program includes hands-on activities designed to provide flexibility and serve as a reference for new employees, and resources to support leaders with onboarding activities. Fleet & Inventory has also implemented the Learning Management System (LMS) which includes regulatory, corporately mandate, and job-specific learning activities. Fleet & Inventory finished the year off with a training completion percentage of 73 per cent.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**



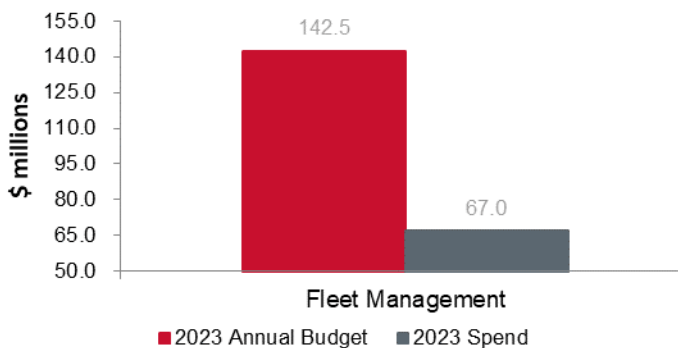
**Operating Budget Updates - 2023 net operating budget vs actuals:**

Fleet Management has no operating budget variance for the reporting period.

Fleet Management is a self-supported service line and continues to work with internal client services to provide cost savings through increased preventative maintenance and asset optimization.

In 2023, Fleet Management completed a comprehensive review of its rates and adjusted these to reflect changes to the breadth and growth of its service levels. The new rates took effect on January 1, 2024.

**Capital Budget and Spend as of December 31, 2023**



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

Fleet Management has spent 47.0 per cent of the 2023 approved capital budget. Year-to-date capital expenditures have been used to acquire replacement and growth fleet vehicles. Capital spend is lower than anticipated, due to supply disruptions that have caused delivery delays resulting in outstanding capital purchase commitments of around \$45.7 million.

Fleet Management's capital programs are funded from self-supported debt. We continue to work with our internal customers to optimize the composition and utilization of The City's municipal fleet of vehicles and equipment.

# Human Resources Support

Led by: Director of Human Resources

## Service Description

Human Resources (HR) Support offers strategies, governance, programs and services that contribute to the effective leadership and management of the City's workforce. This service line supports the employee experience through recruitment, onboarding, learning and development, compensation, pay, benefits and pensions, recognition, health and wellness, performance development and succession management. HR Support strengthens and shapes the workplace by consulting on corporate culture, workforce planning, and employee and labour relations. This service inspires a proud and engaged workforce through fostering an inclusive, ethical and respectful workplace.

## Service Updates

### Key Service Results

Initiative 1: Equity, Diversity, Inclusion & Belonging is central to building and fostering a safe, respectful and equitable workplace. This aligns with corporate goals, supports Council priorities and Notices of Motion, and advances Anti-Racism and Truth and Reconciliation. An updated Corporate Framework and Strategy was launched in October 2023 with recommendations on how to implement concrete actions and measure progress.

Initiative 2: The development and implementation of a Restorative Workplace Strategy, the first of its kind in a Canadian municipality, introduces tools and resources to support a people-first approach to conflict and trauma in the workplace. Trauma-informed approaches and restoration practices are designed to empower employees, give voice and choice, and create psychological safety.

Initiative 5: A new Employee Value Proposition that focuses on the compelling reason why people should apply to, or remain with The City as an employer, was developed in 2023. A marketing campaign that will expand The City's appeal and relevancy to the current job market across Canada and strengthen our brand as an employer of choice will be launched in 2024.

### Service Challenges

In addition to ongoing, regular work, Human Resources provides guidance and assistance to the organization for a variety of complex projects and initiatives. This contributes to a substantial workload for the business unit and requires constant shifting of planned work, re-prioritizing and re-aligning resources to maintain the quality of services and programs offered.

### Trends & Potential Uncertainties

Emerging trend: Shifting towards systemic Equity, Diversity, Inclusion and Belonging that is embedded in our practices and focuses on specific matters that are grounded in data analysis and resonate with our organization and employees.

Customer expectations: With a projected population of 2 million and a clear focus on big city priorities and the City of Calgary's commitment to inclusion, anti-Racism and advancing Truth and Reconciliation, our ability to attract, retain, inspire and enable a skilled, innovative and forward-thinking workforce will require evolving our practices and finding innovative solutions.

Shocks/stressors: Guiding the organization through the Human Resources digital transformation and utilizing technological advancements to enhance the employee experience.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

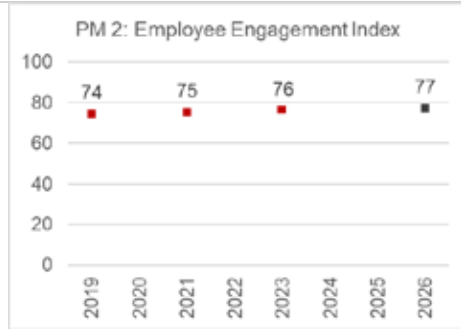
## Performance Measures

## Story behind the numbers

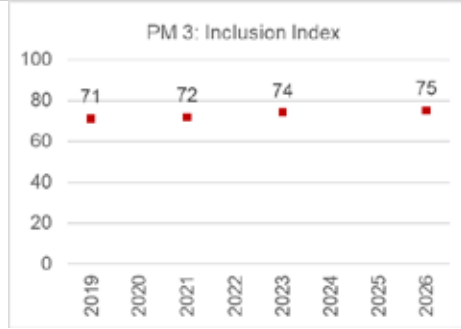
## Status



Data for this measure is from the biennial Corporate Employee Survey. The 2023 performance index for Leadership Impact suggests that the organization has made some progress in supporting increased leadership accountability, employee empowerment, culture, and employee engagement. Focusing on creating a more inclusive, respectful and accountable workplace culture continues to be a key corporate and Human Resources Support priority.



Data for this measure is from the biennial Corporate Employee Survey. The 2023 performance index for Employee Engagement suggests that the organization has made some progress in supporting increased employee engagement. Focusing on creating a more inclusive, respectful and accountable workplace culture continues to be a key corporate and Human Resources Support priority.



Data for this measure is from the biennial Corporate Employee Survey. The 2023 performance index for Inclusion suggests that the organization has made some progress in addressing issues of reconciliation, human rights, anti-racism, equity, diversity and inclusion. Focusing on creating a more inclusive, respectful and accountable workplace culture continues to be a key corporate and Human Resources Support priority.



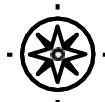
Voluntary turnover rate for the City in the last half of 2023 was 2.7 per cent which was slightly higher than 2.4 per cent during the same period in 2022. This low level of turnover ensures significant continuity of City service delivery.



While voluntary turnover rate for Human Resources for the last half of 2023 was 3.6 per cent, which was higher than 2.9 per cent during the same period in 2022, it was the second lowest voluntary turnover rate in the last five years for Human Resources for July to December period.

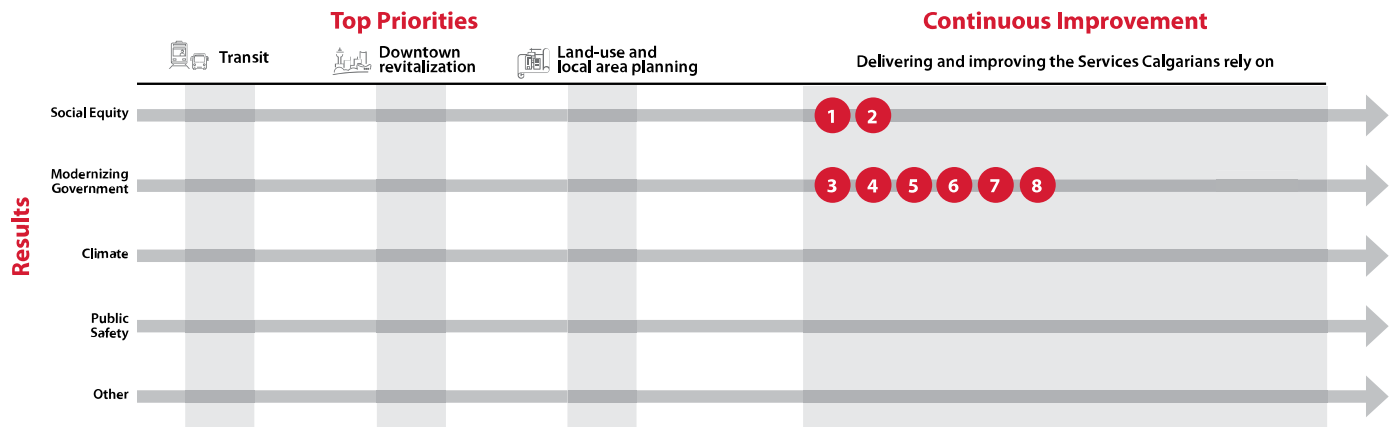









# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

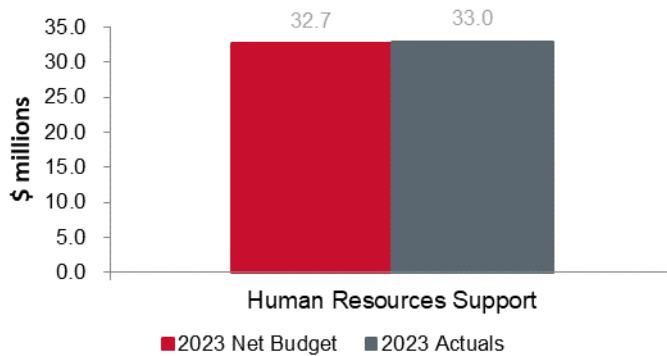
Initiative	Initiative Update	Status
1 Strengthen our workplace by providing guidance and expertise in equity, diversity, inclusion and belonging (EDIB), and partnering on major EDIB corporate initiatives.	Human Resources Support continues to collaborate with other City services to prioritize and promote programs and services that support equity, diversity, inclusion and belonging (EDIB) in the workplace, Reconciliation and anti-Racism. These programs and services include education, consultation, tools and resources to support employees and leaders, reviews of policies and processes, and data analysis. An updated EDIB in the Workplace Framework and Strategy has been launched and a new Corporate Diversity Data Strategy is in development.	
2 Progress organizational maturity in human rights and respectful workplace through prevention, intervention and restorative strategies, systems and processes.	Through the development of a Restorative Workplace Strategy, Human Resources Support continues to advance an enterprise-wide, people-first approach to reducing conflict and trauma in the workplace. The strategy will positively impact direct and indirect employer costs such as employee attrition and replacement costs, lowered employee absences, reduction in investigation costs and time in resolving conflict, organizational productivity, and reputation. Mechanisms for ongoing monitoring and reporting back on the costs savings are part of the performance measures for the strategy implementation	
3 Enhance the employee experience through the advancement of organization health systems.	Human Resources Support continues to develop initiatives and strategies to advance psychological safety in the workplace and to support the employee experience, including the development of a corporate-wide Psychological Safety Strategy.	
4 Support the cultural growth of a resilient and modern organization and strengthen employee engagement through collaboration with senior leadership.	Our leaders are integral to how services are delivered to Calgarians. To strengthen our service to Calgarians the cultural growth plan is designed to generate a thriving inclusive and engaged workforce through leadership development. This supports our leaders to proactively lead in our fast-paced, demanding, and complex environment.	
5 Advance The City as an employer of choice by exploring the development of a refreshed people strategy.	Human Resources Support is leading the introduction of a new Employee Value Proposition and a redesign of the exempt compensation program to support talent attraction and retention. The service is also managing the Employer of Choice Program on behalf of the Executive Leadership Team to foster a workplace where employees feel supported and fulfilled. Initiatives in this program include the Employee Transit Pass pilot project, the upgrading of the gym facility in the municipal building and the opening of gym facilities in other City locations to all employees.	

Initiative	Initiative Update	Status
6 Improve the leader and employee experience by continuing to deliver professional human resources services and programs.	Human Resources Support continues to deliver quality professional services, programs, tools and resources to support leaders and employees by guiding the development of annual Human Resources operational plans and by providing expert consulting to support achieving business results. These have contributed to an increase in the Corporate Employee Survey Employee Satisfaction Index score, which was at an all-time high in 2023, supporting a healthy and productive workplace, where employees are inspired to do their best, contributing to enhanced service delivery and making life better every day.	
7 Maximize service delivery by improving our use of data to drive decision-making.	[Initiative Description 7]	
8 Support current and future organization and workforce needs by strengthening human resources systems and technology.	Human Resources (HR) Support continues to respond to service, technology and process demands through the implementation of more direct access and automation of HR services. Examples of ongoing activities include improvements to recruiting tools and processes, payroll modernization, automation of some transactions and more employee direct access to information and services. By strengthening HR systems and technology we can improve processes that will free up employee and leader time so they can provide services to Calgarians.	



## Service Updates on Financial Performance

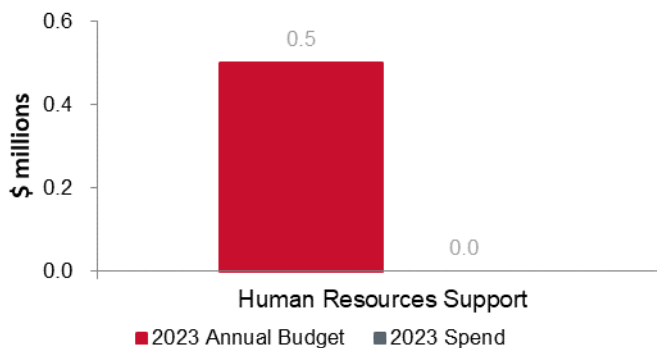
### Net Operating Budget and Actuals as of December 31, 2023



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

Human Resources Support Service has an unfavourable operating variance of \$0.3 million. Human Resources Support has seen increased demand for services as the organization has returned to full operations under the new business structure. In addition, this service line has continued to focus on delivering key strategies that strengthen our workplace through equity, diversity, inclusion and belonging (EDIB) initiatives, progress organizational maturity in human rights and respectful workplace, advance organizational health and wellness systems, and support The City's employer of choice initiatives.

### Capital Budget and Spend as of December 31, 2023



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

Human Resources Support Services has spent 1.8 per cent of the 2023 approved capital budget. The underspend is due to re-prioritization of corporate technology projects and changes in technology resources. The service line is currently working on refreshing the plan for the capital budget spend and is prioritizing efficiency initiatives that can be supported by technological investments in 2024 and 2025.

# Infrastructure & Engineering

Led by: Director of Business & Engineering Services

## Service Description

The Infrastructure & Engineering service enables the highest asset and project management standards on The City's infrastructure projects for public safety, regulatory compliance and investment optimization. This support service is provided to teams involved in new capital projects or managing existing assets. The service includes:

- Asset and project management
- Capital contract management
- Corporate energy oversight
- Field surveying
- Right of way management
- Grants, Partner & Industry Relations

## Service Updates

### Key Service Results

#### Awards

2023 CAMA Environmental Leadership & Sustainability Award – Determining the Value of Natural Assets

In alignment with The City's Climate Strategy to achieve net zero and a climate-resilient Calgary by 2050, we've updated our Sustainable Building Policy and Guidance Documents to make our buildings more energy efficient. We are making progress to secure renewable energy sources to allow our service delivery to have less carbon footprint.

To modernize our service and embrace innovative solutions, we've expanded The City's survey network, introduced an online solution for shallow utility service, and implemented an award-winning approach for natural asset management.

To ensure the City's infrastructure design and delivery comply with standards, we've surveyed for 1,300 projects, conducted 320 design reviews, 165 Access Design Standards reviews, and 200 building assessments. We've completed asset management assessments and conducted Value Management studies to identify opportunities to maximize the value of our assets. We've created the Corporate Project Management platform and offered e-learning courses with daily support.

We've identified 45 health and safety issues in building engineering and improved incident reporting for a safer work environment for our field surveying staff.

### Service Challenges

Staffing remains a top priority, but recruiting challenges and turnover in senior roles complicate efforts, and workspace for new hires is a potential constraint.

Regulatory uncertainties arise from the provincial new rules on renewable energy development.

Financial concerns stem from the TELUS Fibre-To-The-Premises project cancellation, impacting the revenue of our Right of Way services. Grant programs with low returns and difficulty in finding internal matching funds are notable challenges. Stiff budget practice poses challenges to project planning.

In operation, a slow supply chain affects vehicle uptime in Field Surveying Services. Effectively addressing safety remains an ongoing and challenging goal.

Strategic planning faces hurdles in addressing Project Management training needs, closing the infrastructure gap, and dealing with post-realignment process disconnection. Uncertainties in addressing the housing crisis pose challenges to Right of Way planning.

### Trends & Potential Uncertainties

#### Regulatory:

Approval rule changes on renewable energy development  
Government's future funding opportunities to support low carbon building design  
Expiring union contracts and updated employee policies

#### Operational:

Knowledge loss through staff attrition  
Potential reduced demand for internal services challenges workforce management  
Prolonged impact of resourcing issue  
Impacts on Right of Way planning resulting from projects addressing housing crisis  
Resilience uncertainties in climate change, economy, and infrastructure

Organizational:

Uncertain division functions result in duplicate functions in BUs, staff turnover thus knowledge loss  
Collaboration across BUs to address climate change  
Maintaining positive relationships with industry  
Changes in internal structure and funding programs



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

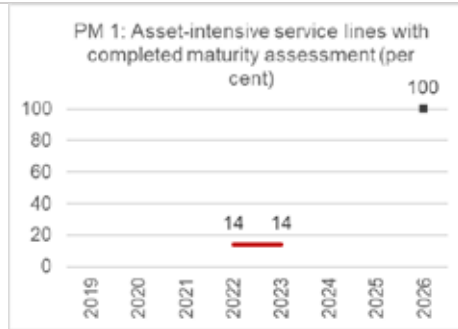
➔ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



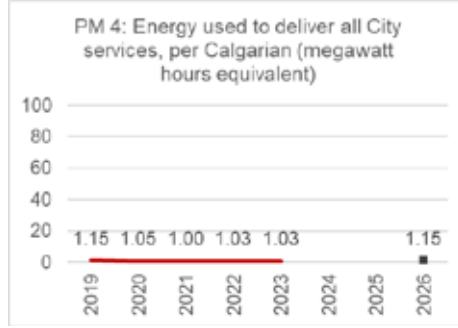
Our goal is to complete seven service areas by 2026 with only those fully completed being included in the performance measure. We have completed the maturity assessment for all asset classes in the entire Mobility service area. The results of the maturity assessment have been reflected in the asset management plan for bridges and structures. Maturity assessment is underway for Utility service area in line with the development of the numerous asset management plans within the Utility. While it's nearing completion by the end of 2023, it has not been counted as completed and is thus not included in the 14 per cent.



We have conducted seven Value Management studies and one peer review, comprising four studies for Utilities Delivery, two for Public Spaces Delivery, one for an external client (Comox Valley District), and one peer review for Utilities Delivery.



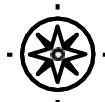
We have implemented the P2M (Program and Project Management) system and incorporated more than 1,600 capital programs and projects within the system for efficient project management. The percentage is calculated by dividing the capital budget managed in P2M by the total capital budget in a given year.



On average, 1.03 megawatt-hour-equivalent (MWh) is used per capita to deliver all City services in 2023. Since 2017, the energy consumption has remained stable at approximately 1.4 million MWh, except for the year 2020-2021. The decrease in energy use during this period was primarily attributed to the pandemic, with a subsequent recovery observed in 2022 and 2023. Population growth has consistently trended upward. While energy consumption in 2023 is only 1.2% higher than that in 2017, energy use per capita has decreased by 9.2%, dropping from 1.13 MWh to 1.03 MWh.

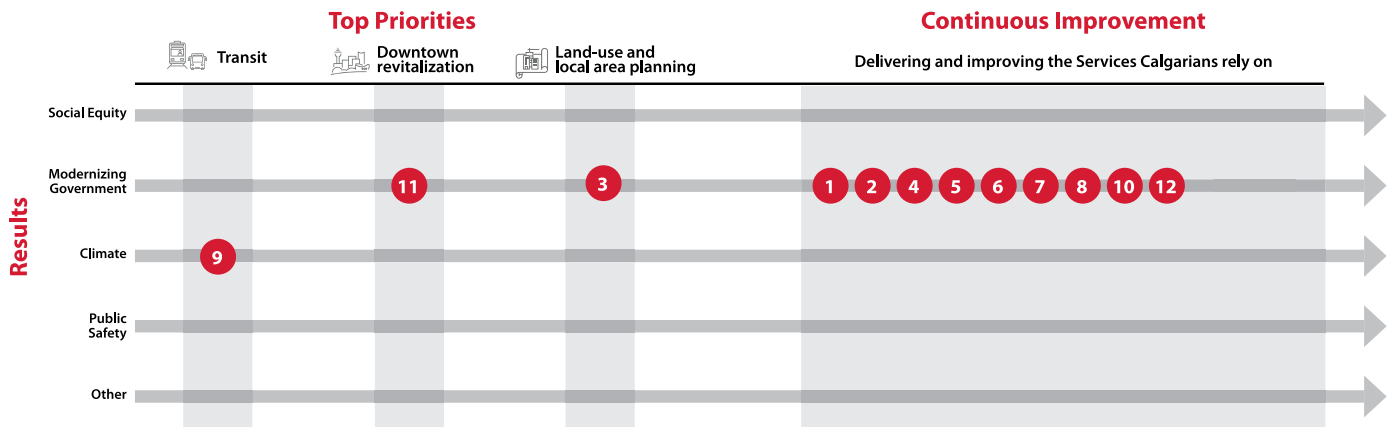






# Progress on Service Delivery


## Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
  - ➔ Progressing as planned
  - ⊖ Not progressing as planned
  - ⏻ Not started
  - 1 Initiative number

Initiative	Initiative Update	Status
1 Optimize investment in Calgary infrastructure by successful integration of the corporate project management software system across City operations to improve consistency and maximize efficiencies in planning, delivery, monitoring and reporting on capital projects.	This initiative is not a capital investment. We have trained over 900 employees to use the new Program and Project Management (P2M) System, and created over 1,600 programs, projects, and AIPs (Annual Investment Programs) in P2M. The system is also enhanced to support the future external Capital Project Map. The system is managed by designated FTEs.	<span style="color: blue;">➔</span>
2 Champion project and contract management excellence at The City as foundational for successful project delivery by providing project and contract management supports, training and stewarding of policy and standards.	This initiative is not a capital investment. We have re-visioned the Project Management Policy for Capital Projects administration policy and launched the daily support sessions for P2M (Program and Project Management) providing training and support to departments across the City.	<span style="color: blue;">➔</span>
3 Deliver a seamless customer service experience for Calgary businesses by continuing to effectively manage access to City lands for installation of shallow utilities and implementing a new online solution for effective processing of requests for access to City assets for installation of wireless infrastructure.	This initiative is not a capital investment. We are currently working with Collaboration, Analytics & Innovation team on mapping wireless infrastructure deployment and project analysis. A demo is expected in mid to late February 2024. A pilot project is underway to map business processes for implementing a new online tool for the effective processing of requests. Business process mapping for street use and hoarding permits is in progress, aiming for IT development in 2024-2025. The online tool will be fully functional in 2025 or 2026, depending on how fast the business case rolls out.	<span style="color: blue;">➔</span>
4 Maximize The City's efforts in securing funding for capital projects and strengthen our relationship with the development and construction industry by launching a capital grant management program and continuing to organize annual partnering with industry events.	This initiative is not a capital investment. We have communicated with funding agencies to proactively prepare and advocate for grant opportunities. Internally, collaborative efforts have been made with the Climate group for grant matching and addressing climate resilience, and with PICS to identify additional grant opportunities for the Equity Program. A database is in progress to track, assess, and monitor grant activities. Also, we have organized the annual Partnering with Industry event and other ad-hoc industry events on timely and relevant topics to foster collaboration with industries.	<span style="color: blue;">➔</span>

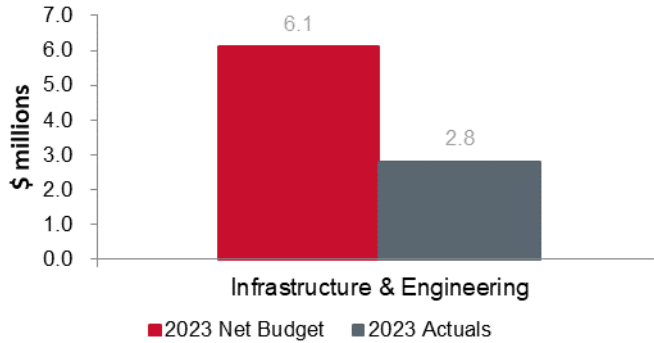
Initiative	Initiative Update	Status
5 Maximize The City's infrastructure value for Calgarians by optimizing capital contract management practices across the organization.	In pursuit of advancing this initiative, we have initiated an RFSO for Project Manager Resourcing, engaged an external firm for two workshops on Collaborative Construction Contracts in Q3/Q4, drafted both a project delivery methodology toolkit and a project resource management toolkit for project managers, conducted knowledge-sharing sessions for project managers on risk and claim management, and project collaboration. Additionally, we have hosted workshops on risk allocation for construction projects. Currently, an RFP to acquire project engineer services through Agency model is underway.	
6 Ensure the highest infrastructure and land development standards through delivery of land measurement surveys, modernizing surveying technology and ongoing maintenance of survey control networks for which The City is responsible.	Several significant milestones have been achieved in advancing our initiative, underscoring our commitment to excellence in surveying engineering. We have successfully expanded the survey control network into downtown and Beltline areas, enhanced the Survey Central Records Management System to the 2nd generation with GIS capabilities, improved processes and procedures to ensure the highest standards in delivering surveying professional services, refined drone and laser scanning data processing for infrastructure projects, and implemented a storage solution for very large geospatial data sets.	
7 Improve building safety, reliability and efficiency by providing building engineering advisory services and by ensuring adherence to engineering and/or architectural professional standards across The City.	We've completed over 320 design reviews within service standards and 200 Building Condition Assessments, identified 45 health and safety issues, contributed to Sustainable Building Guidance for Climate, conducted over 165 Access Design Standards reviews, completed multiple design guidelines, and provided Discipline Champion services, such as 4 Engineering & Architecture Consultant Pre-qualifications, RFP scope review and recommendations for over 15 projects and 2 Request for Standing Offers, scope and fee review for over 15 projects, participation in 3 Consultant Evaluation Committees.	
8 Oversee the practice of engineering and geoscience at The City by ensuring that professional members have completed the required professional practice training and development.	This initiative is not a capital investment. In 2023, the Professional Practice Management Plan training was significantly improved for better accessibility and involvement. Traditionally held quarterly with a maximum of 25 in-person participants, it shifted to virtual sessions on Teams, accommodating up to 100 attendees. To ensure broad participation, PPMP training became mandatory via the Learning Management System, tracking those required to complete the course. Over 90% of engineering employees have taken the PPMP training within the last 2 years.	
9 Advance The City's climate goals by guiding business units across the Corporation towards efficient energy management and reduction of green house gas emissions through advisory services, stewarding relevant City policies, standards and initiatives.	This initiative is not a capital investment. We have enhanced our sustainable building policy for more efficient energy management and reduced GHG emissions. Concurrently, we have supported capital projects aligning with these goals. We have facilitated the delivery of the ENMAX Community Solar program, involving the development and deployment of \$5 million in solar installations at community buildings in Calgary. Additionally, we have completed the CPA Impound Lot Parkade solar installation, thereby boosting our corporate renewable energy generation portfolio by 155 KW.	
10 Optimize City-wide infrastructure investments to ensure safety and reliability through stewardship and implementation of asset management policy, practices, processes, and systems across corporation.	This initiative is not a capital investment. Addressing this initiative involves continuous advancement in the asset management plan. The infrastructure Principle Corporate Risk is updated. The City Asset Management Administration Policy is being updated and expects to be complete in Q2 2024.	
11 Ensure tax and rate payers receive full value from investments in infrastructure assets through a City infrastructure asset portfolio evaluation to be undertaken within the Better Value for City Assets (BVCA) program.	This initiative is not a capital investment. A city-wide assessment for asset management service lines is completed. The design of a change management process is completed, and in-depth analysis of candidate asset classes for a new asset ownership model will be underway in 2024.	

Initiative	Initiative Update	Status
<p>12 Deliver service and asset-specific asset management plans, condition inspections and performance assessments to drive optimal infrastructure asset investment, with a particular focus on critical infrastructure in Roads, Transit, Water, and Waste and Recycling.</p>	<p>This initiative is not a capital investment. Amongst other actions, we have completed the asset management plan for Bridges and Structures and commenced Pavement and Concrete within the Mobility service area and started Stormwater asset management planning with Utility. Condition inspection with Recreation, Parks and Open Spaces for engineered structures is ongoing as a foundation to an asset management approach.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

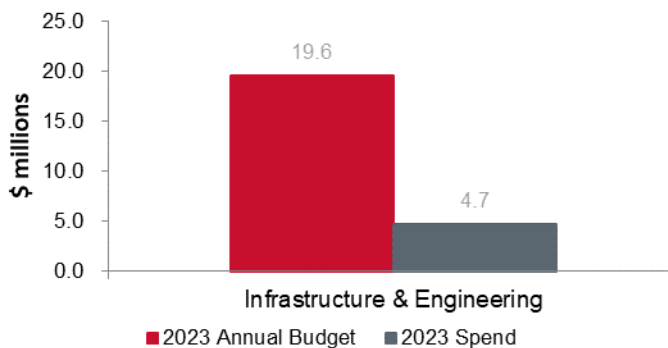


### Operating Budget Updates - 2023 net operating budget vs actuals:

Infrastructure & Engineering has a favourable operating variance of \$3.3 million. The main reasons that have contributed to the variance are the sale of Renewable Energy Certificates (RECs) to ENMAX for \$1.6 million, higher than budgeted Utility Line Assignment revenue of \$1.3 million, and savings in salary due to vacancies amounting to \$0.9 million. These favourable variances were partially offset by unbudgeted salary and wages related to Community & Business Relations of \$0.5 million

In 2023, Infrastructure & Engineering faced challenges in managing costs, particularly in the areas of contract and consulting services, equipment and supplies, and recoveries by business units. Despite these challenges, we have made significant strides in fortifying financial health through unexpected robust revenues and effective workforce management.

### Capital Budget and Spend as of December 31, 2023



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

Infrastructure & Engineering has spent 23.9 per cent of the 2023 approved capital budget. The underspend is mainly attributed to delays and challenges in project initiation and execution, specifically due to resource limitations and the need for additional training on the Project and Portfolio Management (P2M) system.

In 2023, the capital expenditures have been primarily used to address critical initiatives.

Approximately \$1.0 million has been invested in expanding The City's Survey Control Network and acquiring new equipment to enhance its future surveying and mapping capabilities.

P2M system has been launched and enhanced support for the future external Capital Project Map. This integrated platform for corporate project management aims to improve consistency and efficiencies in planning, delivery, monitoring, and reporting on capital projects.

Also, the expenditures have been used to develop the first version of an innovative capital project reporting dashboard called Capital Project Map, and Phases 1 and 2a of the Better Value for City Assets program, as well as to continue program work for City-wide asset management software and to initiate a Request for Proposal process, ensuring the City-wide infrastructure asset capital planning platform meet future needs.

# Insurance & Claims

Led by: City Solicitor & General Counsel

## Service Description

Insurance & Claims monitors the operational risks of The City and associated boards and authorities to determine cost-effective ways to eliminate, reduce, manage, transfer or insure such risks. We also manage the adjustment of claims either brought forward by the public or The Corporation in a fair and equitable manner.

## Service Updates

### Key Service Results

- Insurance & Claims upgraded its claims database
- Insurance & Claims upgraded its citizen-facing technology to expedite the claims process.
- Insurance & Claims enhanced its metrics and key performance indicators.
- Insurance & Claims updated its vendor contracts to support efficiency in the claims management process.

### Service Challenges

The complexity of claims and the cost of settlements are increasing. Inflationary pressure has increased the cost of labour and materials which has had a direct impact on claims. The volume, velocity and complexity of claims continues to impact service demand.

### Trends & Potential Uncertainties

The City's insurance program has been affected by hard market conditions in the insurance industry over the last 4 years. We continue to market the insurance program both domestically and internationally to ensure The City can purchase the best commercially available coverage. Large weather events continue to occur more frequently and have impacted insurance rates. Maintaining cyber insurance has been a focus of the team.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

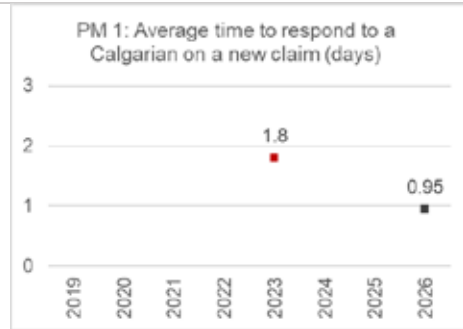
➡ Progressing as planned

⊖ Not progressing as planned

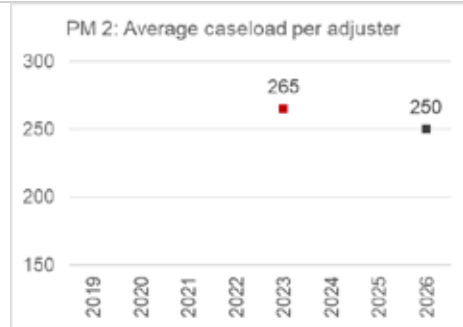
## Performance Measures

## Story behind the numbers

## Status



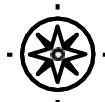
Automation has been built in to our database system and claims management process to reduce the response time to Calgarians on new claims. Initial contact with a claimant is expected to be within 24-48 hours.



There is a continued focus to reduce the number of active claims assigned per adjuster. Information is available to Calgarians on our public site: [calgary.ca/claims](http://calgary.ca/claims), which helps reduce the number of incidents being reported that are not valid claims.



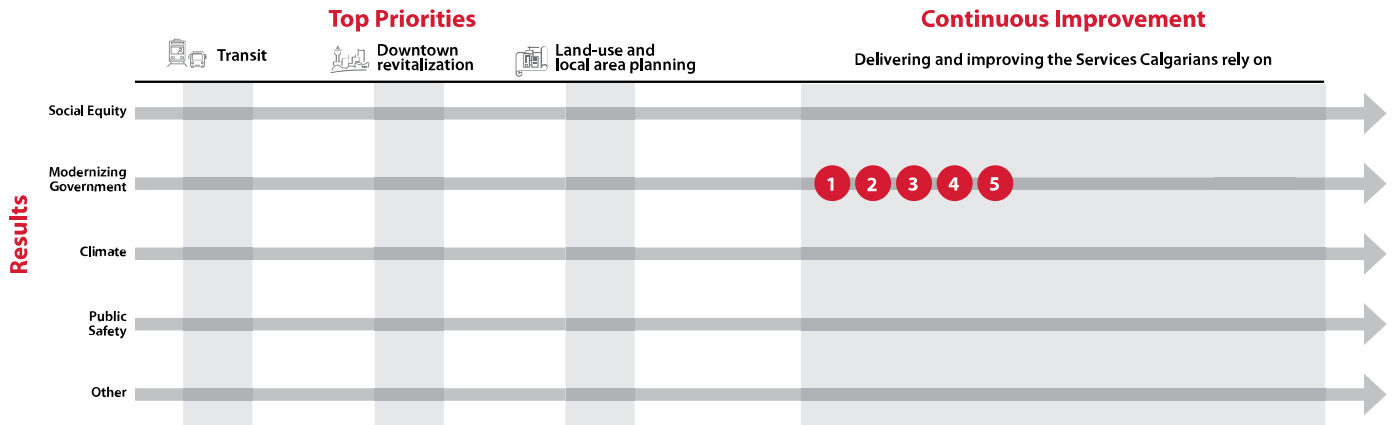




# Progress on Service Delivery

IT Solutions & Support

## Alignment with Council Refined Priorities and Result Areas



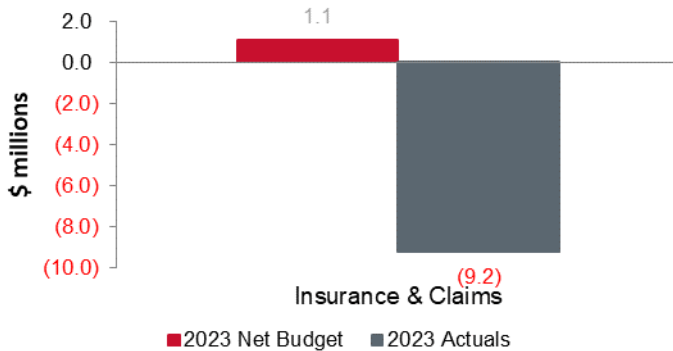
- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

Initiative	Initiative Update	Status
1 Continue to build strong relationships within the insurance industry to reduce market risk and volatility in the corporate insurance program.	Initiative is progressing as planned. Information about The City's risk profile is shared regularly with the insurance industry. New markets are included in the annual insurance renewal discussions to further reduce the potential volatility in the insurance program.	
2 Continuous improvement initiatives to automate and enhance claims data collection and continue corporate discussions about risk and claims reductions.	Initiative is progressing as planned. The intake of claims data is now automated, both internally and externally. Further automation in claims reporting is expected in 2024.	
3 Continue to conduct loss control inspections.	Initiative is progressing as planned. Loss Control inspections were completed in Q4 2023 as well as Q1 2024. Critical infrastructure was inspected, including the Municipal Building. Further loss control inspections will be carried out in Q2 and Q3 of 2024.	
4 Support currency of replacement costs for the corporate property insurance policy and ensure ongoing compliance with Provincial automobile insurance requirements.	Initiative is progressing as planned. A significant number of appraisals will be complete in Q1 2024. The appraisals are conducted on various City properties, including transit garages, water treatment plants, fire halls, office space, etc. This exercise provides updated replacement cost values for our property insurance program.	
5 Focus on the employee experience to support a high performing, healthy and engaged workforce.	Initiative is progressing as planned. Staff have indicated in a recent corporate employee survey that they are more engaged and energized in the workplace. Employee well-being is also supported by various team-building activities that were carried out in 2023.	



## Service Updates on Financial Performance

**Net Operating Budget and Actuals  
as of December 31, 2023**

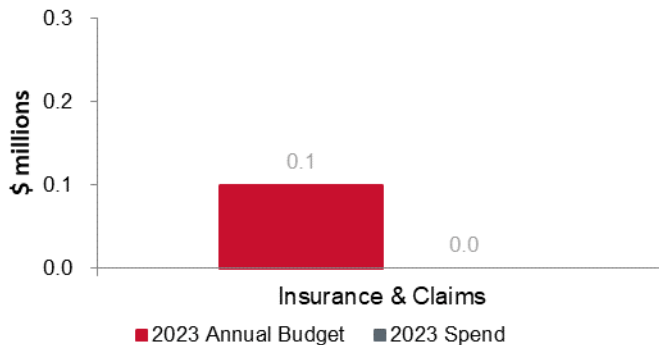


**Operating Budget Updates - 2023 net operating budget vs actuals:**

Insurance and Claims has a favorable operating variance of \$10.3 million. The primary drivers of this variance were a decrease in the provision for open claims and lower insurance settlements, totaling \$9.4 million. Additionally, there were savings in salary and wages, amounting to \$0.6 million, as well as reduced spending on business expenses and communication services, totaling \$0.3 million. Given the unpredictable nature of claims, it is normal to observe such variances in a particular year.

In 2023, Insurance & Claims continued to manage claims in a fair & equitable manner, both internally for business units and externally for Calgarians. The corporate insurance program also continued to be marketed domestically and internationally for the best commercially available coverage.

**Capital Budget and Spend as of December 31, 2023**



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

Insurance & Claims has spent 52.7 per cent of the 2023 approved capital budget. The underspend is mainly attributed to the claims database project received additional funding support from IT.

In 2023, the capital expenditures have been primarily used to upgrade the Insurance & Claims database system.

# IT Solutions & Support

Led by: Director of Information Technology

## Service Description

This service provides and manages the technology, devices, data, infrastructure, and governance that underpins the delivery of all technology solutions for The City. This service develops and maintains both enterprise and line of business applications and improves and automates business processes to enable City business units to deliver services to Calgarians as well as core internal services.

## Service Updates

### Key Service Results

In collaboration with multiple business units, IT leveraged Artificial Intelligence Machine Learning technology for pavement condition assessments, vehicle predictive maintenance, and wastewater pipeline inspections. In addition, over 40 business processes across the corporation have been automated to reduce manual processing and improve data quality. Internet of Things sensors are being used for asset tracking, water level monitoring, and urban heat monitoring.

New online services were implemented for residential parking permits, the Tax Installment Payment Plan, and external partnerships. Enhancements to online systems for accessible transit services, trade permit intakes, myID for businesses, short-term rentals, demolition permits, and the energy label pilot program were also completed.

The City's Living Labs program has 79 active initiatives including drone traffic management, autonomous vehicle testing, virtual and augmented reality demonstrations, and quantum computing.

The Affordable Hardware Access (AHA!) pilot program provided 234 lifecycled municipal devices to Calgarians nominated by their Community Social Worker for computer equipment to access online services.

### Service Challenges

The volume and sophistication of cyber security attacks continue to increase, requiring significant effort to continuously monitor and protect The City's data, systems, and infrastructure.

To ensure The City is well positioned to take advantage of Artificial Intelligence Machine Learning and other new technologies while minimizing risks and impacts, IT has established a new division focused on emerging technologies.

Inflationary pressures and exchange rates have caused significant increases in costs for software licensing and hardware. In addition, market challenges are impacting timelines for procuring resources, services, and infrastructure.

Cloud-based technology limits The City's ability to influence software maintenance schedules.

Technology is a critical part of most new products and services. Increasing demands for technology across the organization are putting additional pressure on The City's technology resources including staff, software licensing, and infrastructure.

### Trends & Potential Uncertainties

With recent advancements in Artificial Intelligence Machine Learning (AI/ML) technology, cyber attackers can create more novel and targeted attacks by being able to mimic the language and tone of legitimate emails and translate content into almost any language. In addition, AI/ML will enable attackers to leverage automation, data gathering, and social engineering to further personalize each attack.

Changes in the software industry due to vendor consolidations and changes to software licensing models are further limiting The City's ability to influence or negotiate pricing.

The technology industry's procurement processes are seeing overall procurement delays of up to 24 months depending on the type of product or service.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

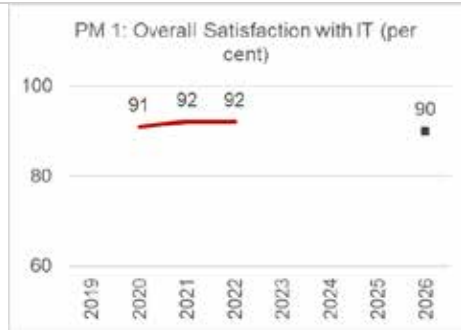
→ Progressing as planned

⊖ Not progressing as planned

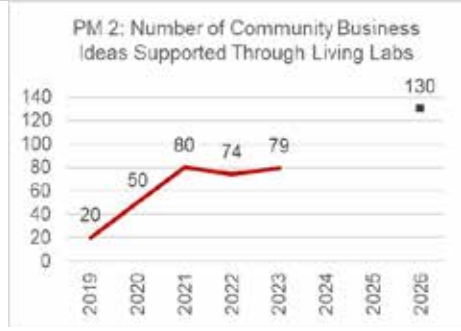
## Performance Measures

## Story behind the numbers

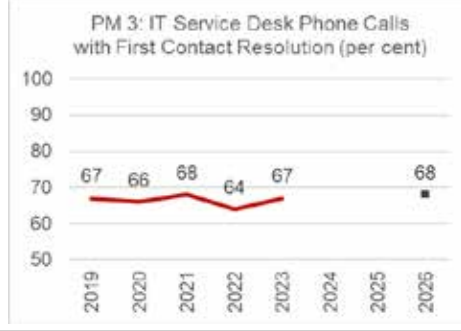
## Status



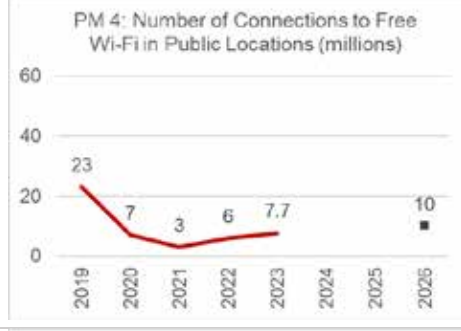
Over the past 9 years, Information Technology (IT) has maintained at least a 90 per cent rating in overall client satisfaction in areas such as equipment availability and reliability, response time, business support services, and new technologies that support changing business needs. The results for 2023 are not yet available as the Information Technology (IT) Client Satisfaction Survey is scheduled for later in 2024.



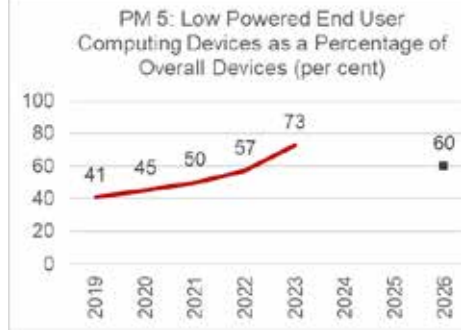
Living Labs, one component of The City's Smart Calgary program, offers City infrastructure for innovators to test ideas and products in a real-life environment. The program currently has 79 active initiatives including drone traffic management, autonomous vehicle testing, virtual and augmented reality demonstrations, and quantum computing research.



First contact resolution is considered an industry standard for measuring call center performance. The rate of first contact resolution has been tracking between 64 and 69 per cent since 2018. This level of performance is consistent with the percentages reported by similar organizations.



The City's Public Wi-Fi program provides free Wi-Fi service at 79 different City locations including all City-owned arenas, indoor pools, art centers, leisure centers, and Light Rail Transit (LRT) platforms. Since 2014, almost 91 million connections have been made to The City's free public Wi-Fi service.



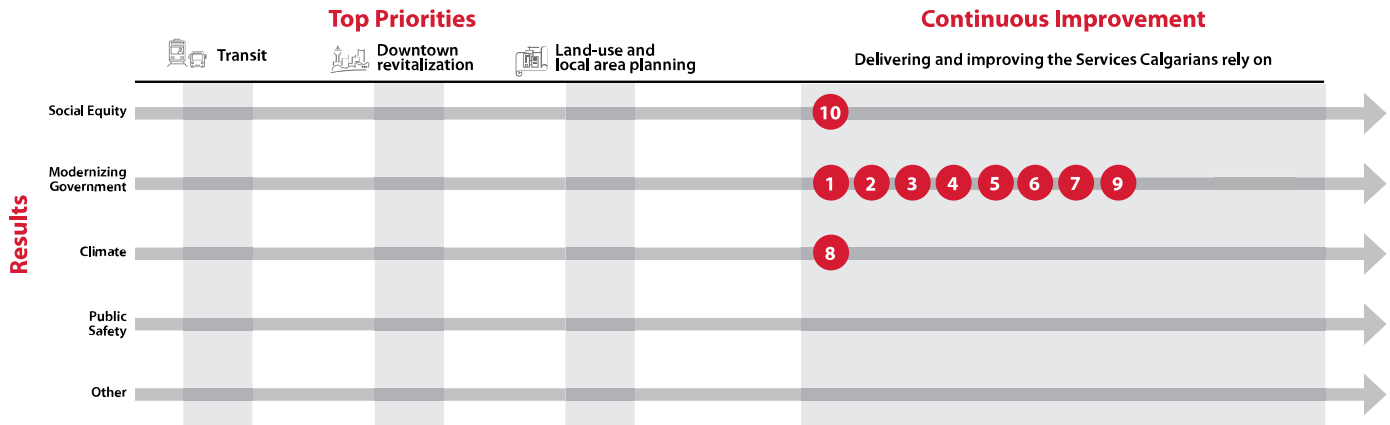
In partnership with its hardware vendors, Information Technology (IT) works to standardize devices that have lower power consumption and configures device settings to reduce power. On average, a desktop computer consumes four times the amount of power as a laptop or tablet. With over 14,000 computing devices at The City, taking steps to reduce power consumption results in a positive impact in support of climate resilience.










# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Optimize technology platforms and applications by balancing business technology investment decisions with corporate solutions.	Work to advance Application Portfolio Management (APM) continues to be a key priority for Information Technology. Application Assessments are now presented at Corporate Technology Committee meetings to assist with governance and decision making. The APM team is looking at synergizing data and processes in preparation for potential application rationalization opportunities and is exploring the use of Artificial Intelligence to assist with this effort. The Corporate Technology Plan is being updated and leveraged with an increased focus on reuse of technology platforms and solutions.	
2 Broker technology services and resources for The City to ensure compliance and cost-effectiveness.	Information Technology continues to leverage its contingent workforce program to hire skilled resources to supplement existing work and support new demands. Feedback from hiring managers is used to continuously improve this program.  Contracts are reviewed to ensure alignment with demand and to ensure efficient use of taxpayer dollars. The Information Technology Supplier / Vendor Performance Health Check process is used to manage performance against contracts.	
3 Improve the availability of City services by building, maintaining and supporting secure and resilient technology infrastructure.	IT implements resilient solutions to enhance the reliability of The City's technology infrastructure and support modernization. Industry best practices for the maintenance and lifecycle replacement of infrastructure assets are followed. The resiliency environment for technology deemed business critical is tested regularly to ensure it is functioning as expected. Software systems that the organization has identified as being essential for service delivery to the community are maintained in a backup, resilient environment which can be activated in the event of failure of the primary systems.	
4 Manage information as a strategic asset by advancing the use, reliability and value of civic data through improved access and analysis.	Content Server (CS) Modernization project is on track to be completed in 2024 Q2. CS enables The City to safeguard information and decisions made by Council and Administration that directly or indirectly impact Calgarians. IT is collaborating with Corporate Security, Access and Privacy, external vendors to explore approaches to safeguard The City's data and technology infrastructure. This is a vital step in preparing for the rollout of software utilities that will leverage AI and involve implementing measures for data access discovery and control, data protection and data lifecycle management	
5 Increase availability of online services to Calgarians by providing the technology and support for business units to add municipal services online.	Information Technology continues to add and enhance online services for homeowners, businesses, and the development industry. Some initiatives that were implemented in 2023 include new systems for residential parking permits, the Tax Installment Payment Plan (TIPP), and the system used to manage external partnerships. Enhancements were made to Hastus On Demand for accessible transit services, the trade permit intake system, myID for businesses, the energy label pilot program, the system for short-term rentals, and the demolition permits system.	

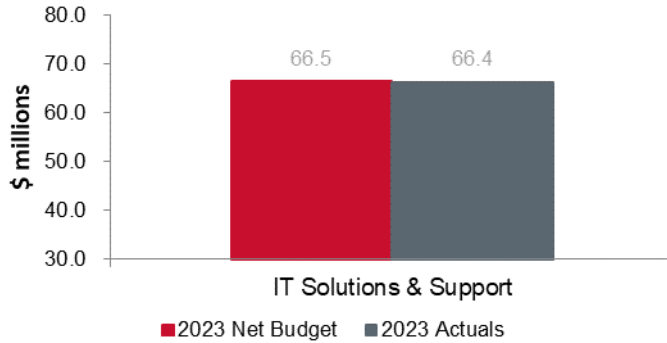
Initiative	Initiative Update	Status
6 Advance service delivery by exploring, identifying and evaluating emerging technologies.	<p>In collaboration with Mobility, Fleet, and Water Services, IT developed several Artificial Intelligence Machine Learning solutions including pavement condition assessment, vehicle predictive maintenance, and wastewater pipeline inspections to enhance service delivery and improve efficiency.</p> <p>Over 40 business processes across 12 business units have been automated using Robotic Process Automation technology to reduce manual processing and improve data quality.</p> <p>The Internet of Things program is measuring ambient air temperature for the Urban Heat study to aid in heat resilience planning.</p>	
7 Enable an agile and tech savvy workforce by attracting, developing and retaining people with the right skills for the future.	Information Technology employed a large number of summer students in 2023 and will be supporting a new co-op / intern student program in 2024. In addition, Information Technology invested in additional staff training and development in 2023 following the removal of restrictions for the COVID-19 pandemic.	
8 Promote climate resiliency in the delivery of technology solutions by investigating, deploying and supporting technologies that mitigate the impacts of climate change.	Information Technology continues to partner with an industry leader in reducing the impact of printing on the environment through global reforestation. Since 2019, just over 18,000 trees have been planted to offset over 151 million pages printed by City employees. Prior to the pandemic, The City's annual printing averaged about 30 million pages per year. These levels were reduced by over 50 per cent during the pandemic and continue to remain significantly lower than pre-pandemic levels.	
9 Promote local business and academic research by leveraging municipal assets for the testing and development of new products and services in a real-life environment.	Living Labs, a component of the Smart Calgary program, allows for experiments to be tested in a safe environment. The program currently has 79 active initiatives including drone traffic management, autonomous vehicle testing, virtual and augmented reality demonstrations, and quantum computing.	
10 Reduce digital barriers for all Calgarians by advocating for change across government levels and implementing pilot programs, as part of a digital equity strategy designed with community stakeholders.	<p>The Affordable Hardware Access (AHA!) pilot program, in partnership with Technology Helps, Fair Entry, Investment Recovery, and Asset Management, provided 234 lifecycled municipal devices to Calgarians needing computer equipment to access online services.</p> <p>Of the AHA! users that completed the demographic survey, 74 percent were originally from outside of Canada. Having access to a computer was identified as being key to being able to apply for jobs, take courses, communicate with friends and family, and access support resources and government services.</p>	





## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

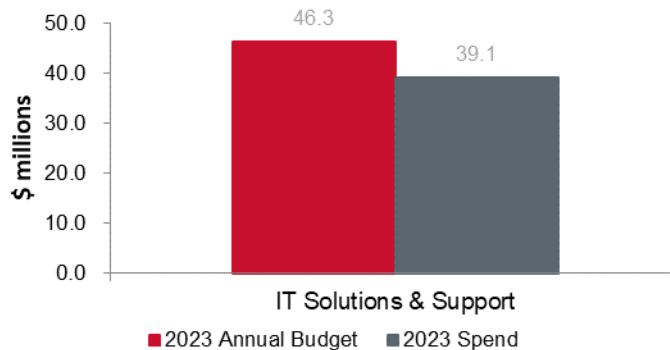


### Operating Budget Updates - 2023 YTD net operating budget vs actuals:

Information Technology Solutions and Support Service has a favourable operating variance of \$0.1 million. The main reasons that have contributed to the variance are favorability in salary and wages, due to intentional management of the workforce, being offset by higher than budgeted contractual and software expenses.

Costs are increasing in technology commodities due to extraordinary inflationary and market pressures. These pressures apply to both operating and capital investments. Information Technology Solutions and Support is actively managing investment risk and negotiating best pricing to minimize cost impacts.

### Capital Budget and Spend as of December 31, 2023



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

Information Technology Solutions and Support Service has spent 84.4 per cent of the 2023 approved capital budget. Capital expenditures have been invested primarily in ongoing software lifecycle maintenance and desktop infrastructure.

Information Technology Solutions and Support continues to invest in technology to cultivate innovation and modernize Municipal service delivery and is prudently redirecting resources into emerging technologies.

# Legal Services

Led by: City Solicitor & General Counsel

## Service Description

Legal Services is a full-service law department providing legal advice to Council & Committees and all City departments including: representation of The City in legal and enforcement proceedings, support intentional and informed decision making, advise on risk and mitigation strategies, develop solutions and strategies in collaboration with our customers; draft legal documents, advise on regulatory requirements, perform other related services and serve as a strategic partner advising on corporate business matters.

## Service Updates

### Key Service Results

- Played a crucial role in the development of various high-profile bylaws focused on public safety
- Made significant contributions towards the Downtown Strategy, including office to residential conversions, demolition, and heritage preservation incentives
- Renewed focus on efficiency in service delivery including conducting a comprehensive legal support service review
- Key players in the Home is Here work as well as reaching definitive agreements on the Event Centre project
- Continued focus on employee engagement and satisfaction

### Service Challenges

One of the key values that in-house municipal counsel brings is in-depth knowledge of the business, services, and legislative framework of the corporation; therefore, attracting and retaining specialized legal talent is essential. The following are challenges that Legal Services faces:

- increasing volume, velocity, and complexity of work
- social and economic challenges
- competitive job market challenges

### Trends & Potential Uncertainties

Challenges attracting and retaining experienced or specialized lawyers to meet the demands of increasing volume, velocity, and complexity of work

Legal risks are potentially not being understood or appreciated in a timely manner and/or legal risk is not being intentionally managed



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

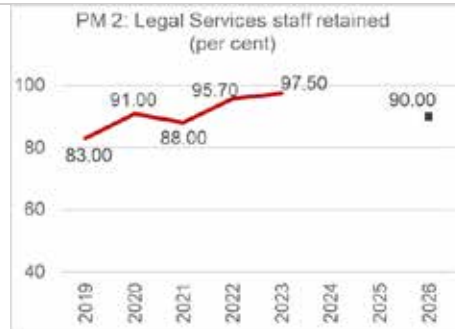
## Performance Measures

## Story behind the numbers

## Status



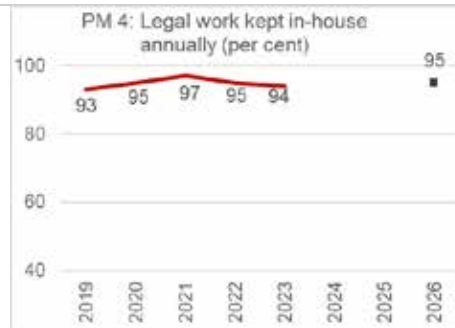
There was a delay in conducting a customer survey for Legal Services. Law will be doing a joint customer survey with the City Clerk's Office in March 2024.



Legal Service's voluntary staff turnover rate continues to decline. This could be attributed to our focus on staff engagement and wellness



Our average number of S&A days has declined from 2022, although there was an increase in the second half of 2023. This may be attributed to seasonal respiratory illnesses

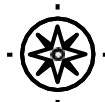


The amount of legal work kept in-house has decreased from previous years. This could be due to major capital project work, for example:

Green Line  
Event Centre

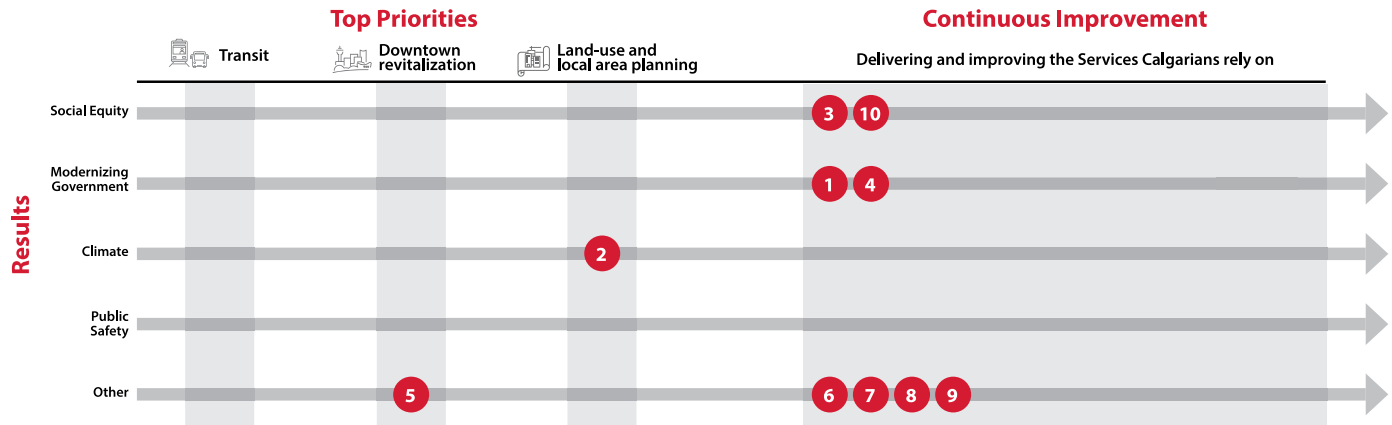
2022 value should be 95. The result is being restated due to a timing issue





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

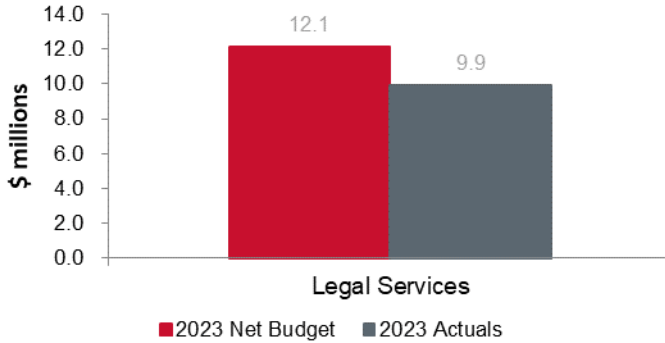
Initiative	Initiative Update	Status
1 Continue to work on initiatives identified through the Legal Service's Zero-based Review (ZBR).	Assess and adjust resource needs for business operations, and continued implementation of technology strategy.	
2 Refocus resources to support Council priorities including climate change & resiliency initiatives.	Supported Social Procurement program changes, including addition of economic, social and climate resilience sections in the digital corporate contract management system.	
3 Remain focused on employee wellness, retention and equity, diversity and inclusion.	<ul style="list-style-type: none"> <li>Encouraged staff to take vacation</li> <li>Completion of wellness room</li> <li>Continued focus on physical and psychological safety</li> <li>EDIB committee, monthly article in newsletter, quarterly events, book/movie club events</li> <li>Participated in Pride Parade</li> </ul>	
4 Implement technology advancements to modernize and streamline operations in accordance with Council approved ZBR commitments.	Significant progress continues to be made on Legal Service's IT modernization project and implementation is still planned for 2024.	
5 Continue efforts to increase proactive involvement on priority Corporate issues.	Legal Services was actively involved in many priority Corporate issues, such as: <ul style="list-style-type: none"> <li>Municipal Bond bylaw</li> <li>Safe &amp; Inclusive Access bylaw</li> <li>Affordable Housing/'Home is Here – The City of Calgary's Housing Strategy'</li> <li>Off-site levies bylaw</li> <li>Downtown Revitalization initiative and safety</li> <li>Green Line</li> <li>Event Centre</li> </ul>	
6 Continued engagement with customers on prioritization of service and service needs.	Legal Services continues to engage with clients to ensure the right level of service is being provided.	
7 Refine data collection and performance measures that support informed decision making.	<ul style="list-style-type: none"> <li>Conducting workshops to refine KPIs and data needs</li> <li>Engaging with Corporate Planning &amp; Performance to determine future benchmarking needs</li> </ul>	
8 Review the resources required to support a resilient legal service.	<ul style="list-style-type: none"> <li>Continued review of position reconciliation</li> <li>Conducted comprehensive legal support services review</li> </ul>	

	Initiative	Initiative Update	Status
9	Contribute to Corporate initiatives that explore the use of technology to increase overall efficiency and effectiveness.	Law is a member of the Corporate Technology Committee and AI Strategy oversight group.	
10	Support Corporate initiatives to advance anti-racism.	<ul style="list-style-type: none"> <li>• Legal Services participated in the Law, Legislative Services and Security townhall, including discussing dismantling systemic racism</li> <li>• Continued support of Law's EDIB committee, and intentional EDIB focus at Law Leadership Team meetings</li> </ul>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

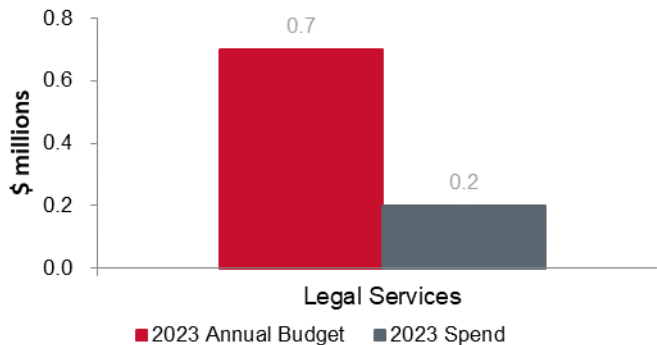


### Operating Budget Updates - 2023 net operating budget vs actuals:

Legal Services has a favourable operating variance of \$2.2 million. The primary drivers of the variance were savings in savings in salary and wages resulting from intentionally managing workforce.

In 2023, Legal Services was challenged with the number of recruitments and time required to complete recruitments.

### Capital Budget and Spend as of December 31, 2023



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

Legal Services has spent 31.6 per cent of the 2023 approved capital budget. The underspend is mainly attributed to development schedule of the IT solution and dependency on external consultants.

In 2023, the capital expenditures have been primarily used to procure and develop an IT solution. The current solution is quickly nearing end of life.



# Municipal Elections

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

## Service Description

Municipal Elections independently and impartially administers elections, ward boundary reviews and verifies petitions in accordance with applicable legislation.

The administration of elections includes general elections, by-elections and votes of the electors on questions or bylaws. Ward boundary reviews include both conducting minor reviews and adjustments to ward boundaries. The verification of petitions includes requests or petitions to establish or dissolve business improvement areas, as well as petitionable matters in the Municipal Government Act.

## Service Updates

### Key Service Results

Completion of a voter equity research project that informed election delivery plans and improved engagement with community organizations serving equity seeking Calgarians. (Initiative 3)

Council workshop on Council composition and ward boundary considerations and a Council report resulting in Council direction to recruit a Ward Boundary Commission to review the effectiveness of the 14-ward system. This outcome contributes to the desired service results of strengthened service integrity and public access. A Ward Boundary Commission was recruited and onboarded in the fourth quarter of 2023. (Initiative 7)

In partnership with Corporate Security, an internal report on the review of physical security measures from the 2021 General Election was issued in March 2023. The report provided by Corporate Security informs plans and decisions about the physical security aspects of the 2025 General Election. Additionally, Gartner was engaged to provide expert recommendations on improving voting technology security plans for the 2025 General Election. (Initiative 4 and Initiative 5)

### Service Challenges

In 2022, the Government of Alberta amended the Municipal Government Act to include provisions related to the recall of an elected officials. With support from internal partners, the Ministry of Municipal Affairs was engaged to seek guidance and inform the development of refined petition verification procedures and communications. The City Clerk's Office also designed new processes to receive, verify and publish compliant notices of recall petition, including a public facing webpage for Calgarians.

### Trends & Potential Uncertainties

The Ministry of Municipal Affairs conducted a review of the Local Authorities Elections Act in the third quarter of 2023, seeking feedback from municipalities and the public. The Ministry may introduce amendments to the Local Authorities Election Act that could impact operational plans for the election program.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

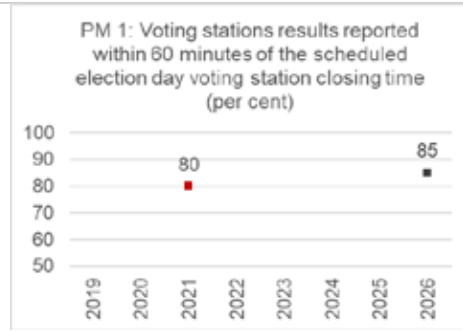
➔ Progressing as planned

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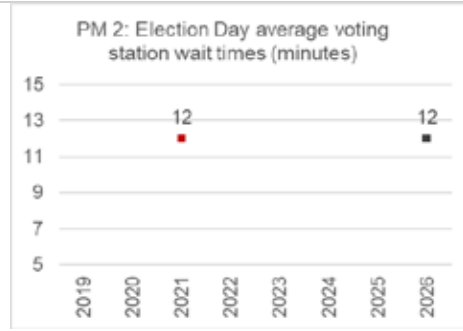
## Performance Measures

## Story behind the numbers

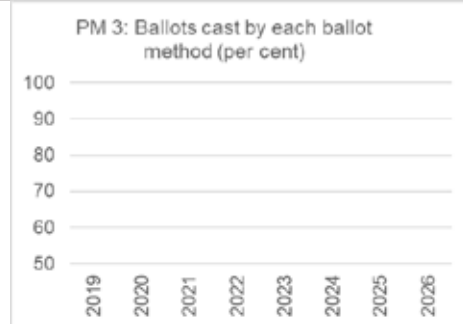
## Status



Municipal Election performance measures are only reported during an Election year.

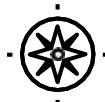


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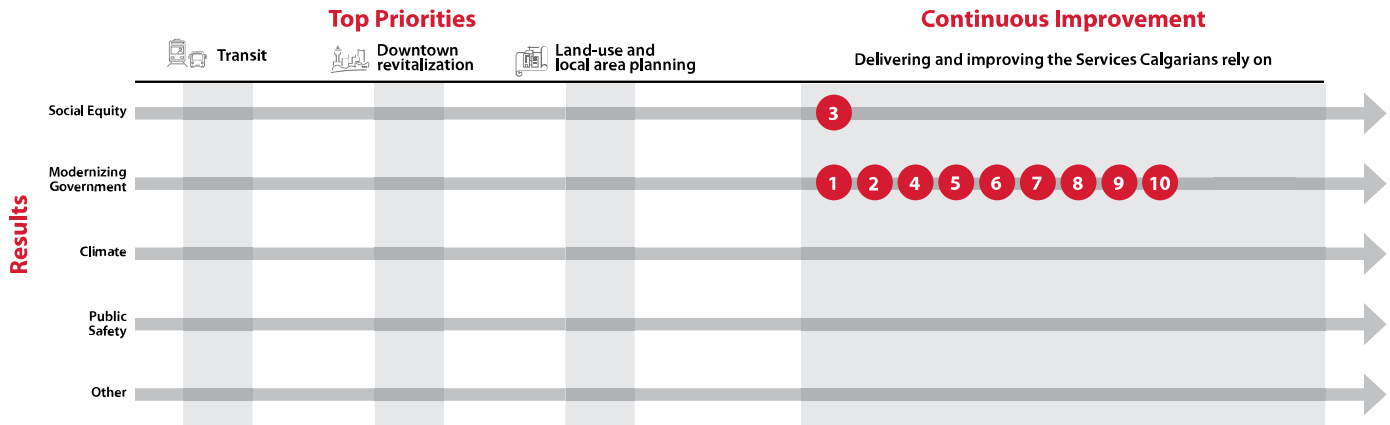
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# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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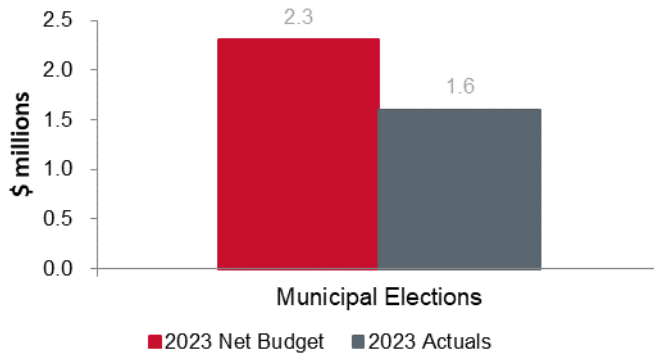
Initiative	Initiative Update	Status
1 Improve the voting experience by enhancing and expanding internal and external partnerships with Council, school boards, post-secondary institutions, and community organizations.	<p>A comprehensive voter equity research project was completed in 2023 in partnership with the University of Calgary.</p> <p>Engagement on election program readiness occurred with various internal partners. Engagement also occurred with school boards in preparation for 2024 and 2025 election program planning.</p> <p>A Council workshop will be planned for 2024, to engage on preparations for the 2025 General Election, including voting delivery model and potential amendments to the Election Bylaw (Bylaw 35M2018).</p>	
2 Advocate for changes to the Local Authorities Election Act that are intended to close administrative gaps, align with modern election practices, and support Council direction by developing effective working relationships with the Ministry of Municipal Affairs.	The Returning Officer provided feedback to the Ministry of Municipal Affairs during the third quarter of 2023 in response to engagement on the Municipal Government Act and Local Authorities Elections Act. Support was also provided for Council's engagement with the Ministry.	
3 Better reflect the needs of equity-seeking Calgarians, including newcomers and persons with disabilities by undertaking stakeholder engagement and implement voting process improvements.	<p>A comprehensive voter equity research project was completed in 2023 in partnership with the University of Calgary. Using the findings of the voting equity research project, tactics were developed for implementation in the 2025 General Election related to civic, candidate and voter engagement.</p> <p>Implementation measures will form part of the City Clerk's Office application to the Equity in Service Delivery grant program planned for 2024.</p>	
4 Identify and implement improvements for future elections through a review of voting technology security.	<p>Contract with consultant Gartner was executed in May 2023 to provide expert recommendations on improving voting technology security plans in preparation for the 2025 General Election.</p> <p>The Gartner consulting report was completed in the second half of the year and reviewed. An implementation plan was developed to inform voting technology security measures for the 2025 General Election.</p>	

Initiative	Initiative Update	Status
5 Enhance the integrity of municipal elections in Calgary by implementing improvements to the chain of custody of secure election materials including ballots, vote tabulators and prescribed forms. These enhancements include the introduction of an election supply cart, securely delivered to, and returned from, each voting station.	<p>Election cart procurement, warehouse space and election logistical plans with Facilities Management and Supply are in progress and expected to be completed before the end of 2024.</p> <p>In partnership with Corporate Security, an internal report on the review of physical security measures from the 2021 General Election was issued in March 2023. The internal report provided by Corporate Security continues to inform plans and decisions about the physical security aspects of the 2025 General Election.</p>	
6 Improve the quality, coordination and capacity of business unit program delivery by leading the integration and expanded capacity of strategic and business service resources within the City Clerk's Office. This includes budget administration, business continuity planning, corporate program accountabilities, and business technology planning.	<p>Planned recruitment of key positions was completed and will continue into 2024, including positions funded through the 2024 budget adjustments approved by Council.</p> <p>Business continuity plan updates and a tabletop exercise with business unit leadership were completed in 2023. Business technology plans for key systems, including requirements documentation for election management and business analysis of Council audio visual needs were completed.</p>	
7 In accordance with Council policy and in anticipation of Council's future direction, facilitate community-led review of ward boundaries and Council composition.	<p>A Council workshop on Council composition and ward boundary considerations was delivered in March 2023. At their June 6 Regular Meeting, Council directed a Ward Boundary Commission be recruited to review the effectiveness of the 14- ward system.</p> <p>An orientation program was developed and delivered to the Ward Boundary Commission. The first meeting of the Ward Boundary Commission was delivered, including selection of the Chair and Vice Chair.</p> <p>Public and internal engagement and communication plans were developed in partnership with Customer Service and Communications for consideration by th</p>	
8 Undertake petition verification duties as prescribed by the Municipal Government Act, including the recall of Members of Council by developing processes, technology and staff capacity.	<p>Petition verification processes and plans were tested, and improvements were documented. Learnings were shared with the City Auditor's Office.</p> <p>Feedback was provided to the Ministry of Municipal Affairs in the third quarter of 2023 in response to engagement on the Municipal Government Act provisions related to council member recall petitions.</p>	
9 Ensure the integrity of elections, by-elections, and vote of the electors by implementing enhancements to procedures, technology, training, and staff capacity.	<p>Enhancements to election procedures, technology, training and staffing are progressing for the 2025 General Election. This work integrates the lessons learned from election workers and the experience of Elections Alberta in the 2023 Provincial General Election.</p>	
10 In accordance with legislated requirements, plan and deliver all aspects of the 2025 General Election and any by-election or vote of the electors directed before that time.	<p>Preparations for the 2025 General Election in compliance with legislation are progressing, including process refinement, technology, recruitment and training plans.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

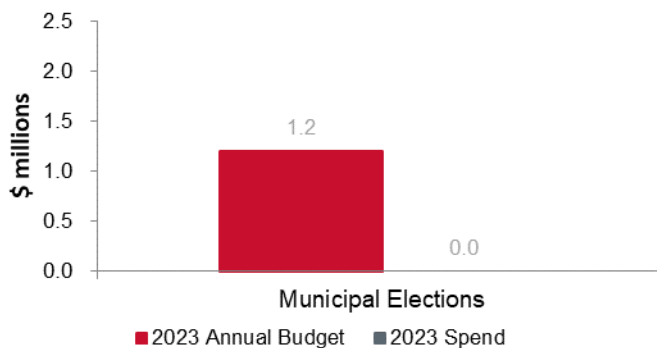


### Operating Budget Updates - 2023 net operating budget vs actuals:

Municipal Elections has a favourable operating variance of \$0.7 million. The primary drivers of the variance were mainly due to savings in salaries and wages and lower spending on business expenses because of intentionally managing the workforce and resources.

In 2023, Municipal Elections completed reviews of physical security and voting technology security for the 2025 General Election. The reviews were completed through partnerships with internal and external experts. The results of the reviews will inform election planning and processes for the 2025 General Election and beyond.

### Capital Budget and Spend as of December 31, 2023



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

Municipal Elections has spent 1.1 per cent of the 2023 approved capital budget. The underspend is mainly due to longer than expected vendor selection process.

In 2023, the capital expenditures have been primarily used to purchase sample election carts. Progress on the project has continued through establishing the specifications for the election carts, selecting a vendor, and signing a contract. Production and delivery of the election carts is expected in 2024 and it is anticipated that most of the capital budget will be spent by the end of 2024.

# Organizational Health, Safety & Wellness

Led by: Director of Occupational Health & Safety

## Service Description

The Organizational Health, Safety and Wellness Service develops and implements policies, standards, and programs to advance a culture of safety in The Corporation. The service line delivers programs and initiatives such as: safety advisory support, health and safety systems, occupational health management, physical and psychological safety and wellness; to enhance the safety and well-being of our employees. In addition, the service line supports a safety culture of responsibility, productivity and accountability for employees and leaders at the individual, leadership, and corporate level, to ensure everyone completes their work without incident and goes home safe and healthy, every day.

## Service Updates

### Key Service Results

The City maintained its Certificate of Recognition (COR) with the Government of Alberta Partnerships in Injury Reduction program and the Alberta Municipal Health and Safety Association Certifying Partner. Certification was sustained through the development, submission and completion of The City's 2023 COR Action Plan which include 42 safety projects, 100% of which were completed successfully. This demonstrates the commitment for continuous improvement of The City's safety programs and culture

The City continues to focus on mental health and psychological safety as key contributors to a strong and resilient workforce. A psychological safety strategy and framework were developed to support the improvement on psychological safety at work. The framework which includes education and understanding of psychological safety will improve the employee experience. The City required participation in the Government of Alberta Occupational Health and Safety Proactive Cities Inspection Program which proactively monitors compliance to legislation with 19 other municipalities. In 2023, 15 inspections were conducted resulting in safer worksites and reduced likelihood of incidents and associated cost

### Service Challenges

The City identified health, physical safety, psychological safety and wellness as priorities for all employees. Societal safety challenges, safety risks, rising costs, external pressures, and legislative changes are increasing organizational expectations for the promotion and advancement of physical, psychological, and social well being. The City will continue to develop pragmatic policies, standards, programs, and targeted efforts to support business units.

To maintain compliance with Occupational Health and Safety, Workers' Compensation, and the National Standard for Psychological Health and Safety, The City must continually evolve its internal services. Safety culture, risk prevention, governance, standards, case law and legislation for accommodation, and social unrest are some of the influences impacting the City.

### Trends & Potential Uncertainties

The percentage of accommodations has been trending positively since 2020 when the rate was 73.1%, primarily due to work from home mandates and restrictions related to COVID-19. Prior to the pandemic, in 2019 the rate was 77.5% and has increased to 82.8% in 2023, a 7% improvement exceeding the target. The City will continue to provide targeted consultation to leaders to identify accommodation opportunities by focusing on corporate process improvements and advancing accommodation strategies to improve the employee experience. Accommodations support employees to safely return to the workplace, which can reduce lost time costs and support a healthy workforce which thereby supports service to Calgarians.





# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

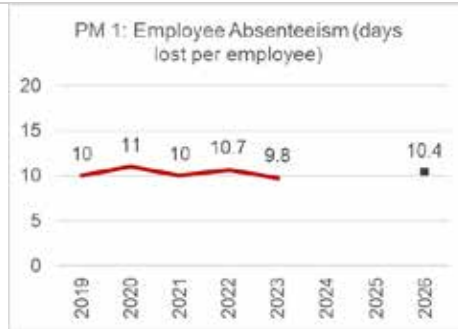
→ Progressing as planned

⊖ Not progressing as planned

## Performance Measures

## Story behind the numbers

## Status



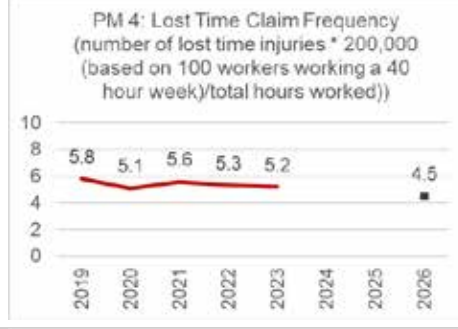
Employee absenteeism is the measure of sickness and accident days and workers' compensation days lost per employee. Absenteeism is down to 9.8 days from 11.2 days in 2022. With increased corporate focus on early intervention, injury and illness prevention programs, and education as well as increased evidence-based consultation to identify and implement health, wellness and safety opportunities. There may also be a positive impact resulting from the increase in employees accommodated back to work.



The percentage of accommodations has increased in 2023 to 82.8% from 80.2% the prior year. We have been trending positively since 2020 and have exceeded our target of accommodations accepted. The ability management teams support employees to return to work once they are safe and medically able to do so. Ongoing consultation with leaders and business units to actively search for accommodation opportunities in their areas continues. The service continues work to improve processes and advance accommodation strategies to improve the employee experience. This supports employees in their recovery and assists in mitigating lost time.



The mental health Index in the corporate employee survey includes 14 factors that can prevent harm to employee psychological health and promote psychological well-being. The survey was conducted in 2023 shows a slight positive trend; 73 in 2019, 74 in 2021, to 75 in 2023. For 2023, there was a slight increase in 12 of the factors, however there was a slight decrease in the workload management and balance factors. Protection of physical safety and psychological support continue to be the strongest performers while recognition and reward remained an area for improvement.

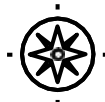


Lost time claims frequency measures the number of lost time injuries that occurred in the workplace and resulted in an employee's inability to work the next full workday. The three main contributors to the claims are: (1) contact with object/machinery; (2) motor vehicle accident/incident; (3) slips, trips, and falls. Since 2021, lost time claims frequency has been steadily going down. Organizational Health, Safety, and Wellness will continue to demonstrate its commitment for continuous improvement with risk mitigation, education, communications, and targeted engagement across the corporation.



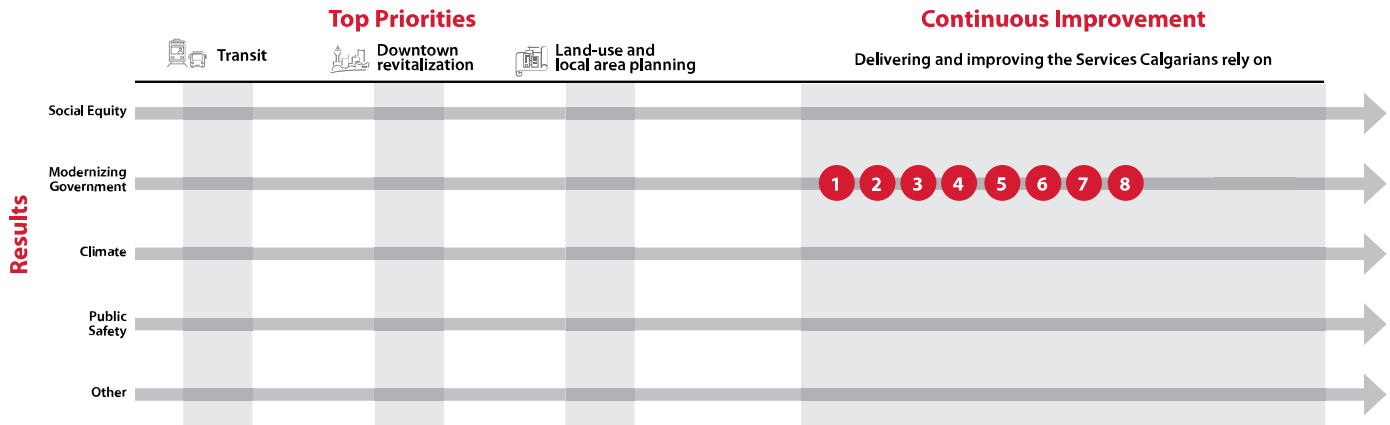
Total recordable injury frequency (TRIF) measures the number of injuries that requires medical attention and may result in lost time and suitable work accommodations. Similar to lost time claims frequency, the three main contributors to the claims are: (1) contact with object/machinery; (2) motor vehicle accident/incident; (3) slips, trips, and falls. This highlights the commitment to continuous improvement of The City's safety programs and culture.







# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



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

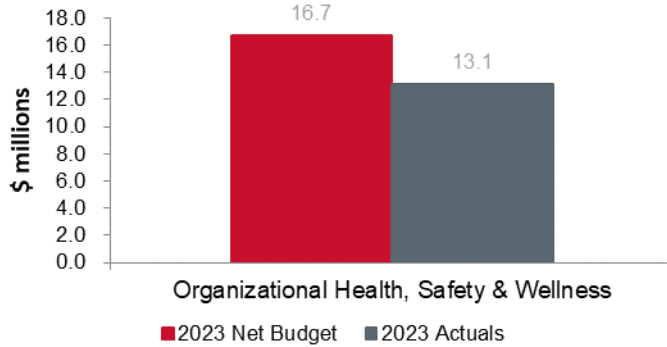
Initiative	Initiative Update	Status
1 Enhance the employee experience by advancing corporate wide health and safety systems, programs and initiatives.	In order to stay current and effective Health, Safety and Wellness has launched the multi-year initiative to update policies, standards, strategies, procedures, and programs to improve efficiencies and enhance the employee experience. In addition, the operational review and update of the health cycle, the accommodation strategy, and corporate physical wellness programs are underway. There is an increased focus at the City on injury/illness prevention, health promotion, technology, mental health, performance measures, and psychological safety.	
2 Advance organizational psychological safety by promoting a corporate-wide strategic approach.	A psychological safety strategy and corporate framework were developed to support the improvement on psychological safety at work, as mental health and psychological safety are key contributors to a strong and resilient workforce. The framework will improve employee experience of psychological safety. Initiatives include a psychological safety pulse tool, integration with key strategies, performance measures, and education plan to increase awareness of psychological safety.	
3 Prevent and resolve safety incidents and issues by improving appropriate standardization and processes across the organization.	Occupational Health and Safety developed a process to systematically modernize safety standards to meet legislative and societal requirements. This progression will improve the efficiency of occupational health and safety standard development, which will further advance safety culture, employee awareness, and reduce the likelihood of safety incidents.	
4 Prioritize health, safety and wellness programs, services and initiatives by collaborating with and educating leaders.	Healthy workplace education to build awareness and competence has been a priority to support leaders and employees. Trauma informed learning has been a focus by providing employees with learning on vicarious trauma, cumulative stress, and trauma experience. Weekly healthy workplace education sessions are available virtually to all employees on topics that support the dimensions of health. During World Mental Health Day, a variety of mental health and physical health learning and activities were provided and planning for the 2024 event will begin soon.	
5 Strengthen risk mitigation to reduce incidents and costs by utilizing a risk management framework.	Risk management tools are implemented to investigate the root cause of complex safety incidents. Investigations included a safety risk assessment, improved incident management processes, and human factors components. This lays the foundation for investigation improvements planned for 2024. Better investigations help identify risk that can then be mitigated reducing the likelihood of an incident or injury and the associated costs.	
6 Improve health, safety and wellness programs and initiatives by using data to support risk-based decision-making.	A performance measures plan was established to help foster evidence-based decisions around health, safety and wellness programs. Business unit profiles are provided to client groups to review healthy workplace metrics and support action planning. Program evaluation will be a priority for 2024. Performance metrics provides evidence that guide decision making on health, safety and wellness programs that support healthy employees in delivering services to Calgarians.	

Initiative	Initiative Update	Status
7 Improve service delivery and strengthen collaboration across the corporation by leveraging systems and technology.	Based on identified operational system improvements, a Request for Information (RFI) was drafted to review options for system upgrades to further improve efficiency, improve safety data management, and risk management. Improved management of our health, wellness & safety data allows for identification of risks and trends that can then be mitigated to support a healthy workforce able to deliver services to citizens as safely as possible.	
8 Enhance the safety culture by strengthening employee engagement, productivity, psychological safety and occupational safety compliance by promoting and supporting safety, health and wellness programs and initiatives.	The national standard tool for psychological health and safety in the workplace is being implemented by the City, along with the psychological safety strategy, framework and roadmap. In addition, the City completed 42 action projects following the 2022 Certificate of Recognition audit. These initiatives demonstrate a commitment from the City to continuously improve safety, health and wellness programs which in turn supports a healthy workforce able to deliver services to citizens as safely as possible.	



## Service Updates on Financial Performance

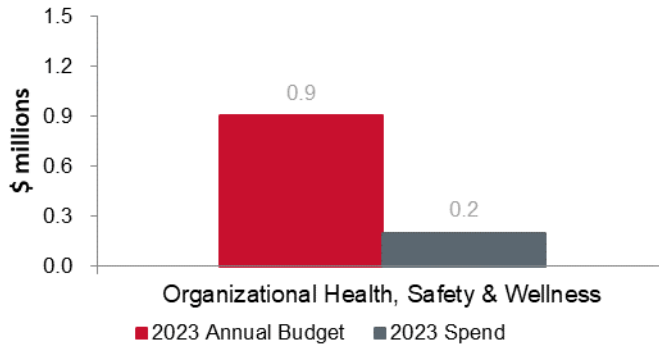
### Net Operating Budget and Actuals as of December 31, 2023



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

Organizational Health, Safety and Wellness (OHSW), joint service between Occupational Health and Safety (OHS) and Human Resources (HR), has a favourable operating variance of \$3.6 million. The main reasons that have contributed to the variance are savings in salary and wages of \$2.9 million due to intentionally managing the workforce and hiring sequency, as well as lower than anticipated contract and general services costs of \$0.7 million mainly due to OHS management restructure in the later part of 2023, resulting in a delay in planning for selected expenditures, primarily in management consulting.

### Capital Budget and Spend as of December 31, 2023



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

Organizational Health, Safety and Wellness (OHSW) has spent 16.6 per cent of the 2023 approved capital budget. In 2023, the capital expenditures have been used for the digital information project which is progressing as planned. The safety data management system, the largest capital project within OHSW is undergoing a comprehensive review, with an RFI (Request for Information) and RFP (Request for Proposal) expected in 2024. OHSW is engaging business partners across the organization to capture system requirements for the next phase of this work.

# Procurement & Warehousing

Led by: Director of Supply Management

## Service Description

Procurement & Warehousing offers procurement, inventory, and warehouse services that deliver the best value for public funds and promotes trust in The City of Calgary.

Our service stewards The City's supply chain activities through: purchase of construction, consulting, information technology, inventory, goods and services; planning, forecasting, inventory control, distribution, and end-of-life disposal of Corporate Inventory. We facilitate corporate adherence to legislation and regulatory requirements and bind contracts between Suppliers and The City as delegated, under the Bylaw 43M99 Execution of Agreements while enabling benefit driven procurement and contract compliance.

## Service Updates

### Key Service Results

- Indigenous Procurement Program began its consultation and engagement phase with the creation of a working group. The Working Group is an advisory working group to represent the voices of the Indigenous business communities including Elders, Knowledge Keepers, and Indigenous business-owners, who will share knowledge to guide The City with insight and understanding.
- Operations Excellence focus areas have been defined, lean six sigma white and yellow belt trainings were completed, and initial current state maps for procurement activities were captured.
- The Social Procurement Questionnaire was digitized, making it easier and more efficient for suppliers to participate with their responses and automating the scoring process.
- Large-scale and complex procurements were delivered, including Event Centre Negotiations and Development Manager, and category purchasing for Vehicle Fleet, External Management Consulting and Engineering & Architecture.

### Service Challenges

- Re-aligned City services and staff required additional efforts to redefine procurement customer service support and procurement processes, to minimize disruption to procurement compliance and cycle times.
- SAP Ariba first year implementation has required ongoing support towards training and adoption.
- Recruiting activities are still in progress to fill resources gaps due to organizational re-alignment and increase in service demand.
- Ongoing supply disruptions and commodity price volatility due to natural, geopolitical, and labor events.

### Trends & Potential Uncertainties

- The Service's ability to retain skilled staff is moving in a positive direction, while current challenges in recruiting externally to complement existing resources is expected to continue.
- The market continues to trend with uncertain conditions leading to ongoing commodity price volatility in 2024.
- Proactive procurement planning and contract management has improved, resulting in reduced risk of non-compliant and delayed procurements.



# Measuring Our Performance

### Legend

— Actuals

■ Expected Future Performance

➔ Progressing as planned

⊖ Not progressing as planned

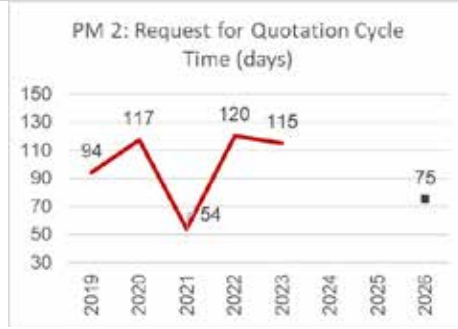
## Performance Measures

## Story behind the numbers

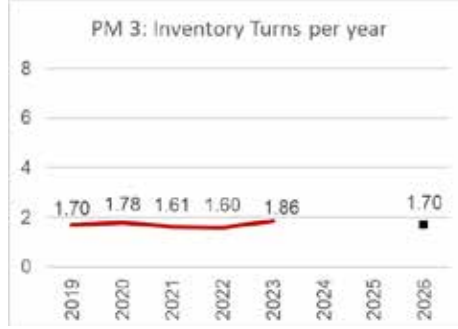
## Status



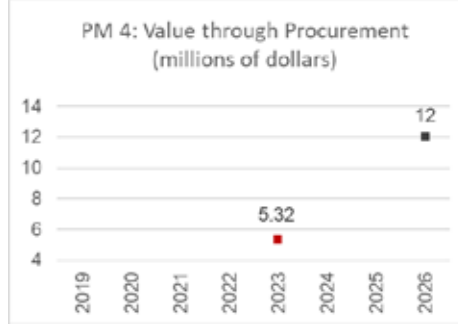
Current cycle times are below targets. RFP target is 150 days and RFQ is 75 days, actuals are 160 days and 115 days respectively. The procurement type, complexity, internal prioritization and resourcing, and other various factors influence cycle time. The Service hired 30 per cent new staff in 2023, the Corporation is still adapting to the Realignment and the new contract management system (SAP Ariba), the Service has restructured to align with customer demands, new initiatives, and Council priorities. The Service is continuing to focus on implementing SAP Ariba with other City technologies and undertaking



strategic improvement activities by managing service quality, compliance, removal of non-value-added activities through its Operational Excellence project, increasing corporate purchasing with the use of standing offers [RFSO], and increasing transparency in the procurement process to support The City's investment of public funds. The Service is planning to review these measures to further represent all aspects of the cycle time in future reports, such as RFSO. The Service has also implemented a new dashboard to centralize its KPIs and drive data accuracy.



Since the start of 2023 the service is heading in the right direction by increasing the inventory turns from 1.56 (Jan) to 1.86 (end of December). This was achieved by increasing communication with business units and challenging demand needs, placing staggered inventory purchase orders to suppliers to better match demand, and pursuing write-off opportunities for non-moving inventory.



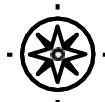
Value through procurement achieved 170 per cent of the 2023 target of \$3.1 million with actuals of \$5.3 million. This result is attributed to the successful negotiation of key high value contracts. The Service invested in commercial negotiations training for all buy staff along with the implementation of the Category Management approach to address key areas of City spend. This resulted in contracts that provide better value to City Services.



Category Management Commitments achieved 125 per cent of the 2023 target of \$35.6 million with actuals of \$44.5 million. This result reflects the strategic sourcing approach on several high value procurements including Fuel, Software Licensing, and Wireless Mobility, as well as procurements under categories such as Vehicle Fleet, Engineering & Architecture and External Management Consulting.

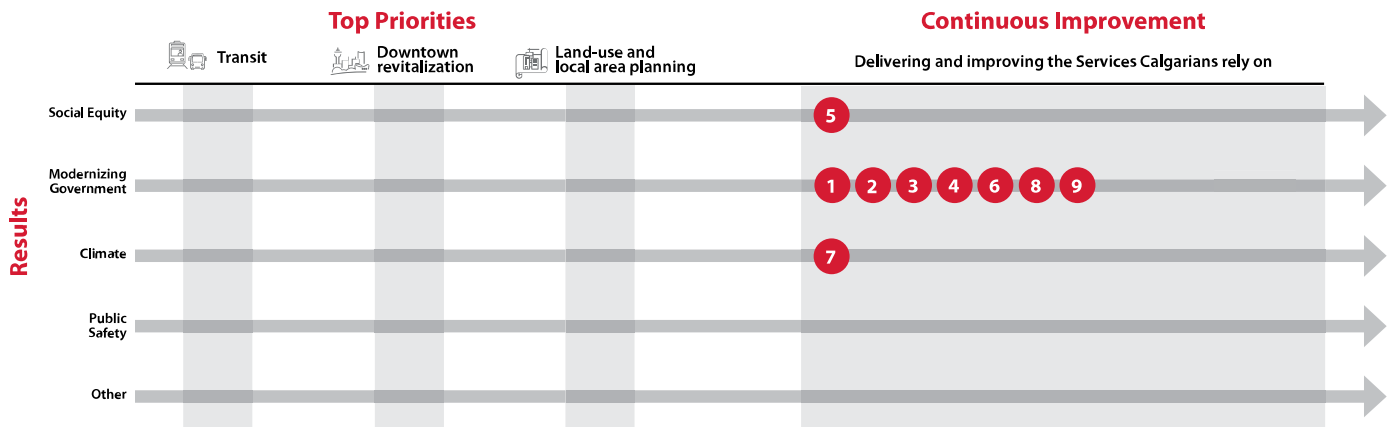











# Progress on Service Delivery


## Alignment with Council Refined Priorities and Result Areas



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

Initiative	Initiative Update	Status
1 Better meet customer needs through increased visibility on Corporate inventory availability, demands and past usage. Integrating systems and processes among services and end-users will increase efficiencies in how Corporate inventory is provided to City services and support front-line service delivery to Calgarians. Investment of public funds towards Corporate inventory will also be optimized.	In 2023 a project manager was recruited (contractor) and the project is now in the chartering stage. This initiative overlaps with the Maintenance Management Modernization project.	
2 Meet the needs of customers by advancing Corporate inventory ordering and delivery processes to a more user-friendly model with an e-catalogue of available inventory and provision of flexible pick-up or delivery options. This enhanced model will promote a faster and better customer service culture and enable less time to be spent on ordering and receiving goods.	In 2023 Warehouse & Inventory completed the Inventory Management Solution Study and two key recommendations were made: 1) implement e-Supplier and 2) expand eProcurement to the General Stores operation. In 2024 improvements to the inventory management system will be initiated as per these recommendations including scoping and initiating the implementation of e-Supplier, developing project plan and hiring a Project Business Lead to lead the implementation of this work. eProcurement, the module used for Corporate Clothing Online will be expanded to users for materials issued from General Stores.	
3 Improve accuracy, reliability, visibility and availability of inventory while reducing oversupply by consolidating and standardizing Corporate inventory, procurement, and warehouse service data. Provide a clearer picture of current and future needs, support decision-making and advance communication between Procurement & Warehousing and City services by focusing on master data cleaning and standardization.	This initiative will be resumed in 2024 after the completion of the Warehouse & Inventory business model and policy reviews.	

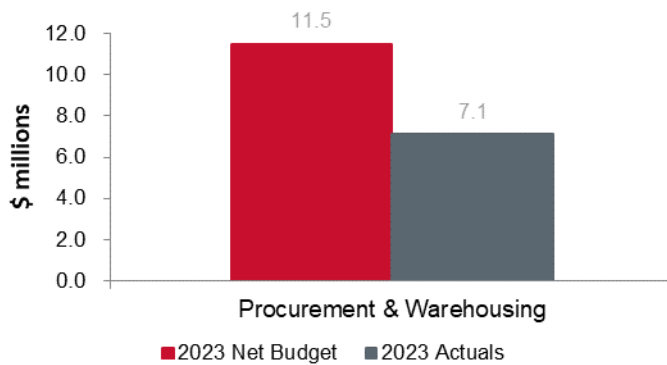
Initiative	Initiative Update	Status
<p>4 Improve public procurement compliance while increasing transparency in The City's investment of public funds in the procurement of goods and services by fully leveraging the recently adopted Corporate Contract Management System capabilities ensuring integration with key internal applications and increasing automation of supply chain processes. Procurement Cycle Times will also be improved.</p>	<p>2023 completes the implementation phase of SAP Ariba and the start of the stabilization phase which includes improvements in processes, system configuration, and workflow through the Operational Excellence project. Ongoing support included digitizing the Social Procurement Questionnaire to reduce Supplier efforts, procurement template improvements to increase compliance, and continued cross corporate and Supplier user training and troubleshooting. Improvements will continue through 2024 under systems optimization as well as opportunities for integration with other software systems.</p>	
<p>5 Foster social and economic reconciliation through strong, collaborative relationships while maintaining The City's compliance with public procurement law and strengthening The City's commitment to Truth and Reconciliation by developing an Indigenous Procurement Framework and Strategy in conjunction with the Indigenous Relations Office and other partners.</p>	<p>The Service revised, expanded, and digitized the Social Procurement Questionnaire to include consideration for how potential suppliers are supporting reconciliation. The Indigenous Procurement program is comprised of 4 phases with the first phase, Baseline – Analyze – Engage proceeding as planned. A Working Group made up of indigenous community members, and Engage.calgary.ca page is providing guidance on strategy development and approach. Phase 1 is anticipated to complete Q2 2024 with transition into Strategy development based on the results of the engagement.</p>	
<p>6 Minimize the impact of cost escalations and supply chain disruptions to City services, enable uninterrupted service delivery to Calgarians and protect investment of public funds by developing a Corporate Supply Chain Resilience Strategy that identifies, assesses, and proactively manages The Corporation's supply chain risks. This will be achieved through consultation with Industry and partners.</p>	<p>In 2023 Supply Chain Resilience moved from pilot to implementation, increasing access to all leaders in The City and reducing negative impacts to service delivery. All net new contracts are captured, identifying related commodities and associated supply chain risks. This change has allowed The City to manage risks more proactively. The resilience system will continue to be updated with more contract data, which is expected to be completed within the Current One Calgary cycle.</p>	
<p>7 Leverage The City's purchasing power of goods and services to provide added environmental, climate, social and economic outcomes, beyond price and quality, through intentional investment and by engaging stewards of the Calgary Climate Strategy, other supporting Corporate strategies, and frontline service budget holders.</p>	<p>The revised Social Procurement questionnaire was directly aligned to Council's focus areas and other key directions. A digitized form simplified the procurement process for suppliers who no longer needed to answer a new questionnaire with each submission, contributing to improved procurement cycle time. With the foundation now established, action shifts to achieving targeted outcomes for specific underrepresented groups using refined scope requirements and evaluation criteria.</p>	
<p>8 Improve procurement operations by modernizing performance dashboards, standardizing internal processes, implementing training and development programs, and increasing workload transparency. Efforts toward continuous service improvement is intended to improve employee satisfaction, The City's ability to recruit and retain qualified staff and improve customer and supplier service.</p>	<p>The project is in its first phase of implementation which focuses on translating the voice of the customer to improve the City's procurement process. The team has been working on mapping all current state procurement processes and overlaying existing practices with leading practices in industry to generate a lean future state. Lean training programs within Supply Management have also been completed.</p>	

Initiative	Initiative Update	Status
<p>9 Strengthen The City's purchasing power, increase public trust and maximize The City's best value for public funds by implementing the Category Management Framework to strategically source and consolidate purchasing of The City's goods and services based on category type.</p>	<p>Category Management at The City is in the early phases of adoption. Vehicle Fleet, External Management Consulting, Engineering &amp; Architecture, Energy, and Environment &amp; Safety are ongoing categories in various stages of implementation. Despite resourcing challenges and prevailing market conditions in early Q1 and Q2 of 2023, Category Management exceeded commitment targets for 2023. 2024 will see the activation of Construction, and Facilities Maintenance categories along with broader implementation of existing category strategies delivering greater value to The City.</p>	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

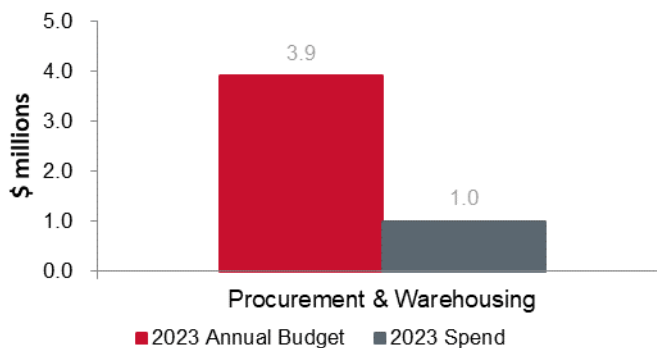


### Operating Budget Updates - 2023 net operating budget vs actuals:

Procurement & Warehousing Service Line has a favourable operating variance of \$4.4 million. The main reason is attributable to: \$0.1 million favourable variance in revenue (net of cost of sales) due to increase in third party sales, \$3.7 million favourable variance due to intentionally managing the workforce and \$0.4 million favourable variance is due to lower than budgeted business expenses and \$0.2 million favourable in contract services is due to lower than budgeted costs in consulting services.

In 2024, the service launched Category Management - Engineering and Architecture, Management Consulting, supported multiple emergency support activations, and supported the Event Center procurement, all while providing Procurement & Warehousing daily services to front-line customers and supporting our employees return to the corporate workspace.

### Capital Budget and Spend as of December 31, 2023



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

Procurement & Warehousing has spent 25.4 percent of the 2023 approved capital budget. The underspend is mainly contributed to resource availability, delays in supply chain and seasonal impacts of weather on construction. In 2023, the expenditures were focused on software licenses and consulting services.

#### Warehouse Infrastructure

This project is in design phases as per renovations, work will take place in 2024.

#### Fuel System

Spend is behind planned schedule on fuel system upgrades. Delays due to Facility Management re-alignment (impacting design work), delays in supplier procurement of parts, and seasonal impacts of weather on construction projects.

#### Inventory System Improvement

Work is proceeding on two of the three initiatives associated with this Capital program. Significant spend will take place in 2024 procurements are finalized and implementation of projects start.

#### Business Tech Maintenance & Qualification/Performance Management

A budget of \$1.8 million to sustain a contract management system focusing on modernizing procurement, regulatory compliance, service efficiencies, risk management, compliance, and performance of suppliers. In 2023 focus was on implementation, Operational Excellence system efficiencies, and maintenance of the system.



