

## Public Key Risk Metrics

### Capital Infrastructure Risk Key Risk Metrics

Key Risk Metric (KRM)	Value and Unit	Date	Story behind the numbers
10-year infrastructure gap	\$7.2 billion	12/31/2022	The City has an estimated \$7.2 billion infrastructure gap, which is the difference between the infrastructure investment needed to meet desired service levels and mitigate risk and the resources made available to address those needs. As Calgary's population continues to grow, the demand on its infrastructure will also continue to grow. This number is current as of 2022 and a new version of the Infrastructure Status Report and this metric will be available in early 2025.
Asset condition - Poor/Very Poor	7%	12/31/2022	Most of The City's infrastructure is in good condition, safe, and serves Calgarians well. Seven per cent of The City's Assets, including buildings, bridges, facilities, roads, machinery and equipment, parks, and other infrastructure are in poor to very poor condition. Assets in poor condition are more likely to fail, potentially leading to service disruptions, and possibly health and safety concerns. This number is current as of 2022 and a new version of the Infrastructure Status Report and this metric will be available in early 2025.
Vacancy rate in the Alberta construction industry	6.7%	9/30/2023	The vacancy rate for the Alberta construction industry is high relative to other industries in the province. The industry's vacancy rate has remained higher than the province's total since the pandemic. The rate rose to 6.7 per cent in the third quarter of 2023 while the combined vacancy rate for all industries in Alberta fell to 4.2 per cent.
Average vacancy rate for Infrastructure Services	11%	4/30/2024	The average vacancy rate for infrastructure services department over the last year was approximately 11 per cent. Anecdotally, hiring managers have expressed difficulties in filling specific roles while noting the reduction in the number of applicants that apply to City job postings.
Non-residential Building Construction Price Inflation	4.7%	12/31/2023	Since the pandemic, the non-residential building construction inflation rate for Calgary has remained high. Driven by price fluctuations, particularly for wood, steel and aluminum, the inflation rate reached a peak of nine per cent in 2022. The rate has since dropped to 4.7 per cent in 2023. This downward trend is expected to be sustained over the next couple of years.
Capital Budget Spend rate	52.5%	12/31/2023	The City delivered almost \$1.5 billion in capital investments in 2023, which reflects a 52.5 per cent spend rate. Delivery of Capital investments were impacted by cost escalations, supply disruptions and other factors consistent with the discussion on metrics above. The 2024 in-year capital budget recast will result in cash flows and an annual budget more reflective of the investments that will be made.
Per cent Estimate at complete (EAC) from Budget	75%	4/8/2024	Following the in-year recast for 2024, we anticipate a 75 per cent spend by the end of the year. This is an improvement to the 52.5 per cent capital spend rate from 2023, and reflective of ongoing continuous improvement of our cost estimation and budgeting process.



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Project schedule status	95.1%	3/31/2024	The metric represents the average variance from schedule baseline (forecast) at the end of March 2024 across projects in the Utilities Delivery portfolio. Other portfolios will be added as more capital projects are managed within The City's Project and Portfolio Management System (P2M). To calculate this metric, the total variance from schedule baseline (in months) was divided by the total schedule duration (in months) across all projects. The portfolio was an average of 4.9 per cent behind schedule baseline at the end of March.

### Employee Experience Risk Key Risk Metrics

Key Risk Metric (KRM)	Value and Unit	Date	Story behind the numbers
Inclusion Index	74	12/1/2023	Data for this metric 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.
Engagement Index	76	12/1/2023	Data for this metric 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.
Leadership Impact Score	69	12/1/2023	Data for this metric 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.
Core 12-month Retention Rate	92.3%	4/3/2024	The core 12-month retention rate in 2023 for City Administration was 81.4 per cent. Of the 2023 core hires who left the organization within 12 months, 79 per cent were from Calgary Transit. Over the last four years, on average exempt retention rates have been trending 11 percentage points higher than their unionized counterparts. As of April 3 <sup>rd</sup> , the 12-month retention rate for Q1 2024 was 92.3 per cent.
Employee Satisfaction Index	137	12/1/2023	The Employee Satisfaction index showed a marked increase from 2021 to 2023, improving from a relative score of 131.4 to an all-time high (since the index was set to 100 when developed in 2005) of 137.0. The Employee Satisfaction Index measures employee perceptions of work-related stress, recognition, involvement, development/training opportunities, and having the resources and clear objectives to do the work. The increase this year was mostly driven by employee's perceptions of feeling appreciated, recognized, involved in decision making, and having manageable work-related stress. While these aspects are still some of the lower performing indicators, the results this year show a positive direction in employee satisfaction.



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Core Employees Voluntary Turnover Rate	2.7%	12/1/2023	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.
Total Recordable Injury Frequency	8.5	12/31/2023	Total recordable injury frequency (TRIF) measures the number of injuries that requires medical attention and may result in lost time and suitable work accommodations. The three main contributors to the claims are: (1) contact with object/machinery; (2) motor vehicle accident/incident; (3) slips, trips, and falls. The 2023-year end results were favorable at 8.5 compared to target of 9.0. This highlights the commitment to continuous improvement of The City's safety programs and culture.
Mental Health Index (based on 14 factors from employee survey)	75	9/1/2023	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.

### Financial Sustainability Risk Key Risk Metrics

Key Risk Metric (KRM)	Value and Unit	Date	Story behind the numbers
Calgary's Inflation rate	5.1%	2/1/2024	In February 2024, the Consumer Price Index (CPI) for the Calgary Census Metropolitan Area (CMA) experienced a year-over-year (YoY) increase of 5.1 per cent, up from 4.1 per cent in January. This marks the fifth consecutive acceleration in the inflation rate for Calgary since October 2023. This is primarily driven by significant rent inflation.
Debt Limits (Percentage of current debt to The City's debt limit)	50%-60%	4/1/2024	Debt levels between 2024-30 are anticipated to range between 40 to 50 per cent of The City's debt limit. The City's approved debt limits outlined in The City's Debt Policy are more stringent limits than those in the Municipal Government Act. The magnitude and timing of Green Line could impact these margins. Long-term debt projections may be negatively impacted by changes in the forecast expenditure profile for a portfolio of capital projects that require debt financing and the timing of contributions from federal, provincial, and municipal governments or other developer contributions.
Unemployment rate	7.9%	4/1/2024	The Calgary Economic Region's (CER) three-month moving average unemployment rate hit 7.9 per cent for the month of April 2024, roughly the same rate recorded around the same time last year (March 2023). The CER's labour force grew by 6.0 per cent in March 2024 year-over-year (y-o-y), while employment increased at a similar rate (6.0 per cent).

### Reputation Risk Key Risk Metrics

Key Risk Metric (KRM)	Value and Unit	Date	Story behind the numbers
Calgarian's trust in The City	46%	Fall 2023	Based on the 2023 Fall Survey of Calgarians, 46 per cent of Calgarians trust The City, which continues to remain essentially unchanged over the past couple years with results tracking within the survey's margin of error.
Calgarians' perception with how Administration and Council run The City	62%	Fall 2023	Recent results represent a statistically significant drop in Calgarian's perceptions on how Administration and Council run The City (from 71 per cent Satisfied in the Spring to 62 per cent in the Fall) in the Survey of Calgarians. Key driver analysis indicates that this metric is the top driver for trust in The City. The change in perception reflects other survey data indicating Calgarians' continuing concerns with the economy, affordable housing, and public safety.
Calgarians' with positive perceptions of the value of property taxes	50%	2023	The perceived value of taxes shifted from 52 per cent of Calgarians with positive perceptions for the value of property taxes to 50 per cent and continues to be relatively stable with variability of results within the poll's margin of error of plus or minus 2.5 per cent.

### Service Delivery Risk Key Risk Metrics

Key Risk Metric (KRM)	Value and Unit	Date	Story behind the numbers
311 Service Requests escalations, as a percentage of total service requests	5%	2/29/2024	OS continues to deliver value to customers through on-time service request fulfillment. Delays are most common for issues that cross service lines, and ongoing efforts are in place (like the CARE project from Elevate Calgary which aims to improve the customer experience with City service requests) to streamline processes and reduce escalations.
City growth (population)	1,455,000	3/31/2024	Calgary's population estimates for 2024 show an increased 4.9 per cent year to year, demonstrating a strong growth trajectory that places a strain on service delivery.
Percentage of Facility Management Assets in poor or critical conditions	16%	12/31/2023	As of 2023 year-end, 16 per cent of Facility Management Assets are in Poor or Critical Condition. 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.
Annual ridership per capita	65,900	12/31/2023	Transit continues its service recovery. Trips per capita capture increased transit usage, and a growing trend indicates the service if available, affordable and customer informed.
Overall citizen satisfaction	69%	10/8/2023	Citizen satisfaction with services is the measure that indicates whether Calgarians are receiving the right services, at the right time, at the right cost.



### Social Wellbeing Risk Key Risk Metrics

Key Risk Metric	Value and Unit	Date	Story behind the numbers
City of Calgary Population Growth	5.6%	Apr 2023	As of April 1, 2023, Calgary's population was estimated at 1,422,800, representing a population growth rate of 5.6% since April 2022. Most of the growth is attributable to net migration of 67,300, as international migrants and newcomers from other parts of Canada flocked to Calgary.
Unemployment Rate	8.0%	May 2024	The Calgary Economic Region's (CER) three-month moving average unemployment rate hit 8.0% for May 2024, nearly two percentage points above last year (May 2023).
Calgary's Inflation Rate	3.6%	May 2024	Calgary's inflation rate was at 3.6% in May, down from March's 4.2%. Persistent inflation in shelter costs, particularly rent, kept Calgary's inflation the highest in the nation for the fourth consecutive month. Calgary has experienced three of the top five highest rent inflation in Canada since 2000, all within the past five months.
Number of Applications for Subsidized Housing Received by Calgary Housing Company	1,646	Q1 2024	Applications were up 4% in Q1 2024 over the previous year, and almost 10% over the first quarter of the previous year.
Number of monthly visits to the Calgary Community Food Map Website	28,275	Feb 2024	Monthly site visits were up by just over 3,000 from the previous month, a 12% increase that reached the highest ever monthly visits total since tracking back to early 2022.
Number of Property Crimes	50,751	Full Year 2023	Property crime volumes were 10% below the 5-year average in the 4th Quarter of 2023 with reductions across most property crime types. By the end of 2023 property crime was 7% below average. (From CPS's 4th Quarter 2023 Statistical Report)
Number of Violent Crimes	15,270	Full Year 2023	2023 saw 12% more violent crime than the 5-year average and 9% above volume noted at the end of 2022. (From CPS's 4th Quarter 2023 Statistical Report)
Counts of drug poisoning deaths by month	33	Mar 2024	A total of 33 deaths were related to opioid for the month of March 2024. This represents a significant decrease compared to the previous year in the same month which saw 61 deaths.
Downtown Safety Response (includes calls responded to in the downtown by City peace officers, security guards and community partners)	1,745	May 2024	In May 2024, downtown safety response totaled 1,745 incidents. These incidents included: 280 events of illegal activity, 640 medical or health instances, 615 public safety, 191 social disorder incidents, and 19 other types of response. This is a 29.9% decrease during the same month from the previous year which saw 2,489 responses.
Percentage of citizens who agree that Calgary is a great place to make a life	69%	Spring 2024	Perceptions of Calgary as a great place to make a life and a living have also seen declines. Seven-in-ten (69%) agree that Calgary is a great place to make a life, marking a significant decrease from fall 2023 (75%) and spring 2023 (78%).
Percentage of citizens who rate the overall quality of life in the city of Calgary today as "good"	71%	Spring 2024	While seven-in-ten (71%) Calgarians rate their overall quality of life as 'good,' this represents a significant decline from both the fall 2023 (76%) and spring 2023 (78%) waves.
Per cent of population that feels safe from crime walking alone in their area after dark	73%	Spring 2024	About three-quarters (73%) feel safe walking alone in their community after dark which has dropped slightly from Fall 2023 (76%).
Percentage of Calgarians who think that crime in their neighbourhood during the past three years has decreased	5%	Spring 2024	Very few Calgarians (5%) think that crime has 'decreased,' a minor increase from Fall 2023 (4%). 41% felt it increased, and 50% felt it stayed the same.



Key Risk Metric	Value and Unit	Date	Story behind the numbers
Percentage of citizens that agree that they are regularly involved in neighbourhood and local community events	28%	Fall 2023	28% of Calgarians agreed, which has remained fairly consistent over the past few years (27% in the fall of 2022, and 26% in the fall of both 2021 and 2020).
Percentage of people who agree The City of Calgary municipal government fosters a city that is inclusive of all	62%	Spring 2024	Around three-fifths (62%) believe the municipal government promotes an inclusive and accepting city, significantly lower than fall 2023 (67%) and spring 2023 (69%).
Percentage of Calgarians who believe Calgary is very or reasonably safe	73%	Spring 2024	The majority of Calgarians feel that Calgary is safe overall (73%), with one-in-five indicating they feel 'very safe'.
Perception of safety in (own) community during day/night	96%/73%	Spring 2024	Calgarians feel safe walking alone in their communities both during the day (96%), and at night (73%). The majority of Calgarians feel that Calgary is safe overall (73%).
Perceptions of safety in downtown during day/night	81%/30%	Spring 2024	Most Calgarians who do not live downtown feel safe when walking alone downtown during the day (81%), but less than one-third (30%) feel safe walking alone downtown after dark.
Perception of safety using bus/CTrain during day/night	82%(bus-day) & 69%(train-day) / 52%(bus-night) & 35%(train-night)	Spring 2024	<p>Perceptions of safety regarding Calgary Transit during the day are generally high, with 82% feeling safe riding a Calgary Transit bus, and 69% feeling safe when riding a CTrain. Moreover, around four-fifths (79%) feel safe waiting at a bus stop, and more than two-thirds (69%) feel safe waiting at a CTrain station.</p> <p>However, after dark, only one-half (52%) of Calgarians feel safe riding a Calgary Transit bus and just one-third (35%) feel safe riding a CTrain. Feelings of safety are only 35% when waiting at a bus stop and less than one-third (29%) feel safe waiting at a CTrain station after dark.</p> <p>[Note: there's no distinction between respondents who use transit and those who don't (and people who actually take transit likely have better perceptions of safety there than those who don't).]</p>
EMS responses to opioid related events	736	6/16/2024	At the beginning of June 2024, there have been a total of 706 EMS responses that were related to opioid events, which equates to roughly half the number from the previous year (1361).
Calgary Fire Department Critical Medical Interventions	51,966	2023	In 2023, CFD responded to almost 52,000 medical calls, up 18% compared to 2022, and representing over 55% of CFD's total 2023 annual call volume. Medical calls represent more than all other types of calls combined.
Number of calls for mental health and substance use disorder received by 211	2,682	Q2 2024	Mental health and substance use issues continue to impact Calgarians, with both the number and proportion of related calls to the Distress Centre's 211 support line showing an increasing trend over time.

### Sustainable City Risk Key Risk Metrics

Key Risk Metric (KRM)	Value and Unit								Story behind the numbers
Transportation Mode Split	<b>Mode</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	Post-pandemic travel changes have led to a decrease in active modes and an increase in auto travel, with more people working from home and changing their commuting patterns. Transit mode share continues to recover but remains impacted by changes in commuting patterns after the pandemic.
	Active	21%	21%	19%	18%	22%	NA	15%	
	Auto	72%	71%	74%	73%	75%	NA	81%	
	Transit	8%	8%	7%	9%	3%	NA	4%	
Community-wide Greenhouse Gas (GHG) Emissions	<b>Community-wide GHG Emissions (tonnesCO2e)</b>				<b>2022</b>	<b>2023</b>	Compared to 2022, total Community-wide GHG emissions have decreased by 3.9 per cent to 15.75 MtCO2e, which is 1.1 per cent lower than the 2005 baseline. GHG emissions from residential buildings, non-residential buildings, and the waste sector decreased since 2022, while transportation GHG emissions slightly increased.		
	Transportation				5,774,269	6,044,066			
	Residential Buildings				4,483,246	4,094,859			
	Non-residential Buildings				5,940,204	5,422,858			
	Waste				147,929	185,327			
	<b>Total Community-wide GHG Emissions (tonnesCO2e)</b>				<b>16,345,648</b>	<b>15,747,110</b>			
Tracking Adaptation and Measuring Development (TAMD) Scorecard (rating)	55/80, as it was last measured in Q4 of 2023. The score in Q4 of 2022 was 53/80.								The Enterprise Risk Management team is working with subject matter experts to report on their story behind key risk metrics for our next risk update.
	For more details, please visit the Climate & Environment Dashboard.								
Calgary historical GDP by industry	GDP at Basic Prices – Calgary (Millions \$ 2012)*								Calgary's economy is becoming increasingly diversified and less heavily dependent on the oil and gas industries.  Growth in the finance and real estate industries have been significant contributors to increased diversification in Calgary's economy.
	Mar-23*	129496.5							
	Jun-23*	129503.2							
	Sep-23*	130054.4							
	Dec-23*	130361.1							
	*estimate								