



Setting your Council Directives for 2019 - 2022 (One Calgary)

The story behind the data

Prepared for Strategic Meeting of Council Dec. 4, 2017



Council pre-read in advance of the December 4th, 2017, Facilitated Session and receive it for information.

RECOMMENDATION:

That Council:

1. Keep the In Camera discussions and Attachments 1 and 2 confidential subject to Sections 23 and 24 of the Freedom of Information and Protections of Privacy Act (FOIP) until this matter has been resolved.



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Executive Summary

The 2015-2018 Council Priorities were built on the 100-year community vision and long-term goals and aspirations as articulated by Calgarians. They were also influenced by key trends, extensive citizen engagement and long-term plans such as the Municipal Development Plan and the Calgary Transportation Plan.

In 2016, as part of the mid-cycle adjustment process, The City checked in with citizens and found that their thinking had shifted to focus on improving the state of the local economy, rather than growing and expanding services. This insight was expected due to the prolonged effects of the economic downturn.

Considerable progress had been achieved to date on the existing five Council Priorities. Based on what we heard from you and from Calgarians, there are many more opportunities to build on this work moving forward. Council can now tell the story of how to make a difference in the lives of Calgarians for the next four years (2019-2022).

The Strategic Alignment model (Figure 1) illustrates how The City bases its approach for business planning and budgeting, which sets the stage for 2019-2022 (One Calgary). Citizen expectations will inform Council Directives, which will focus Administration's efforts around making life better every day, for all Calgarians.

This document provides information on key milestones, events, trends and population indicators for each of the current Council Priorities. It also includes what citizens have said they want Council to focus on.

Information has been arranged so that data points, analysis, and the story behind the data are presented together. The data tells you what is happening, and the stories explain why. Together, this information provides a full picture for your consideration.

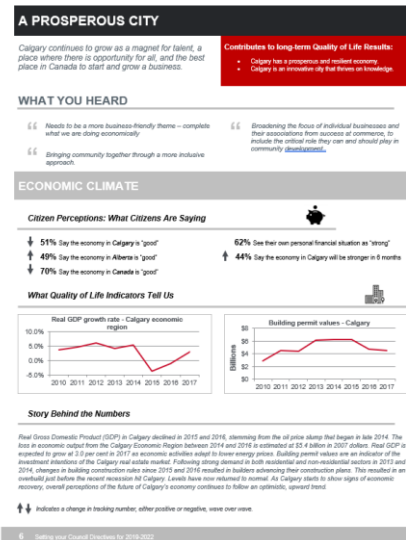
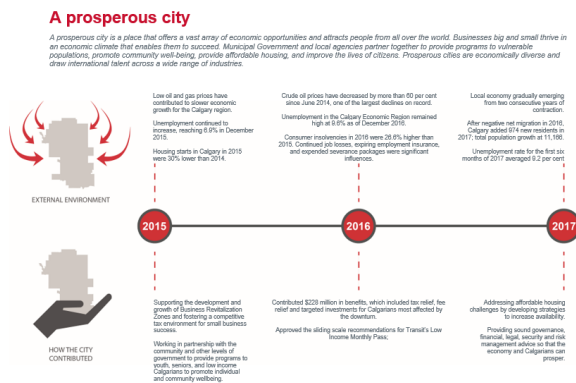


Figure 1 Strategic Alignment Model

How to read this document

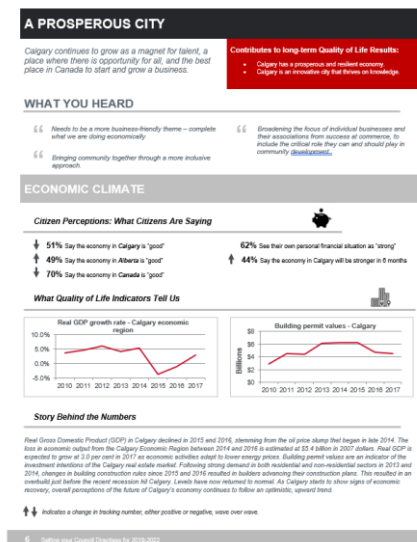
This report is organized by current Council Priorities. The story behind each of the current Council Priorities are arranged to show:

- A. Key external events that have occurred between 2015 and mid-2017, and how The City of Calgary responded to meet the needs of Calgarians.
- B. An overall picture of each priority through the lens of Calgarians, ranking information, and indicators at a population level.



Section B (above) is outlined in the following manner:

- The current Council Priority and description.
- Long-term community aspirations, including Quality of Life Results and Resilience Framework, that the four-year Council Priorities contribute to (more details in Appendix 1 and 3).
- Key messages that Council heard Calgarians say on the campaign trail.
- Citizen Perceptions research (full survey results in Appendix 2).
- The Quality of Life indicator data.
- The story behind indicators and citizen perception data.



Key messages that Council heard Calgarians say on the campaign trail.

Long-term community aspirations (Quality of Life Results & Resilience Framework)

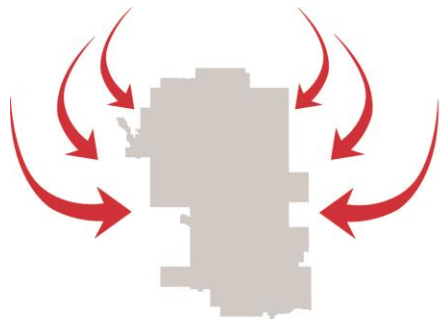
What citizens are saying about each theme, through perception research

What the Quality of Life indicators tell us about each theme.

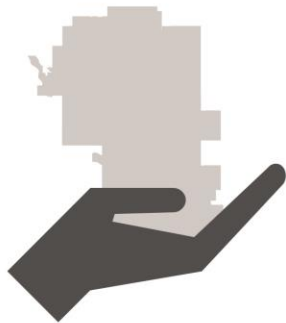
The story behind the numbers

A prosperous city

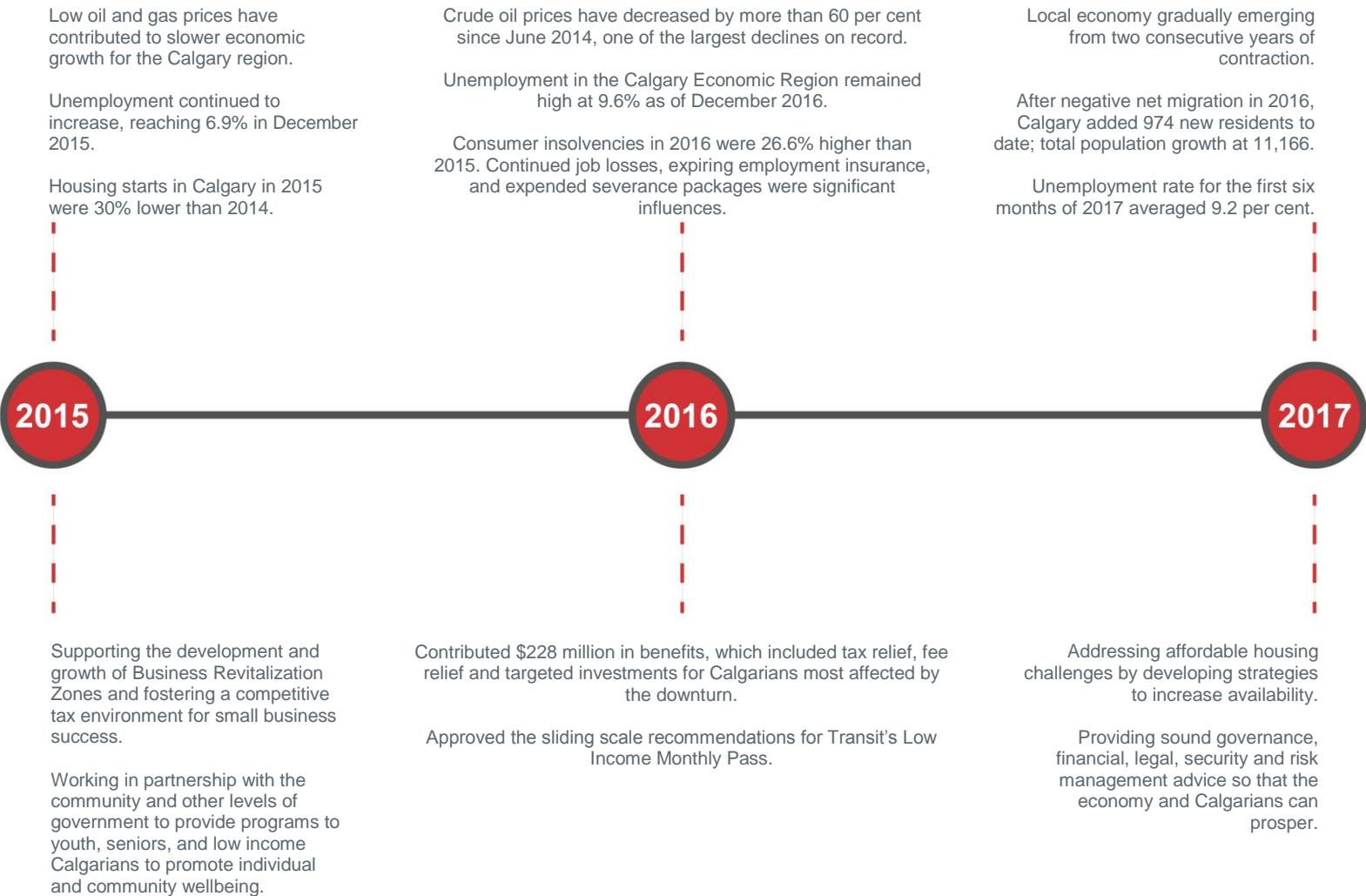
A prosperous city is a place that offers a vast array of economic opportunities and attracts people from all over the world. Businesses big and small thrive in an economic climate that enables them to succeed. Municipal Government and local agencies partner together to provide programs to vulnerable populations, promote community well-being, provide affordable housing, and improve the lives of citizens. Prosperous cities are economically diverse and draw international talent across a wide range of industries.



EXTERNAL ENVIRONMENT



HOW THE CITY CONTRIBUTED



A PROSPEROUS CITY

Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.

Long-Term Community Aspirations:

- Calgary has a prosperous and resilient economy.
- Calgary is an innovative city that thrives on knowledge.
- A resilient city fosters livelihoods, employment and economic prosperity.

WHAT YOU HEARD

“ Needs to be a more business-friendly theme – complete what we are doing economically.

“ Bringing community together through a more inclusive approach.

“ Broadening the focus of individual businesses and their associations from success at commerce, to include the critical role they can and should play in community development.

ECONOMIC CLIMATE

Citizen Perceptions: What Citizens Are Saying



↑ 51% Say the economy in **Calgary** is “good”

↑ 49% Say the economy in **Alberta** is “good”

↓ 70% Say the economy in **Canada** is “good”

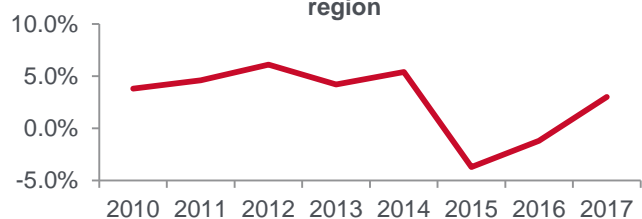
62% See their own personal financial situation as “strong”

↑ 44% Say the economy in Calgary will be stronger in 6 months

What Quality of Life Indicators Tell Us

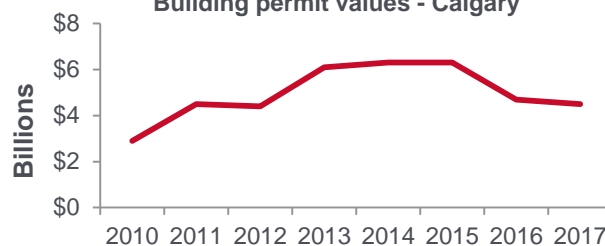


Real GDP growth rate - Calgary economic region



(Source: Statistics Canada)

Building permit values - Calgary



(Source: City of Calgary, Planning & Development, Corporate Economics)

Story Behind the Numbers

Real Gross Domestic Product (GDP) in Calgary declined in 2015 and 2016, stemming from the oil price slump that began in late 2014. The loss in economic output from the Calgary Economic Region between 2014 and 2016 is estimated at \$5.4 billion in 2007 dollars. Real GDP is expected to grow at 3.0 per cent in 2017 as economic activities adapt to lower energy prices. Building permit values are an indicator of the investment intentions of the Calgary real estate market. Following strong demand in both residential and non-residential sectors in 2013 and 2014, changes in building construction rules since 2015 and 2016 resulted in builders advancing their construction plans. This resulted in an overbuild just before the recent recession hit Calgary. Levels have now returned to normal. As Calgary starts to show signs of economic recovery, overall perceptions of the future of Calgary's economy continues to follow an optimistic, upward trend.

UNEMPLOYMENT

Citizen Perceptions: What Citizens Are Saying

↑ **23%** Are personally concerned about losing their job or being laid off in the near future

↑ **26%** Report recently starting a new job

↓ **19%** Report recently losing a job

What Quality of Life Indicators Tell Us

Story Behind the Numbers



Over the past 20 years the annual unemployment rate in Calgary has averaged 5.3 per cent. Outside the 5 to 6 per cent range, the economy experiences undue inflation and either employers can't find enough workers or workers can't find enough jobs. The unemployment rate today is elevated, comparable to the 1991-1994 recession when unemployment rate peaked at 10.3 per cent in 1993. This picture is consistent with an increasing trend of citizens being concerned about losing employment in the near future.

BUSINESS PERSPECTIVE

Business Perceptions: What Business Leaders Are Saying



23% Say the economy in **Calgary** is "good"

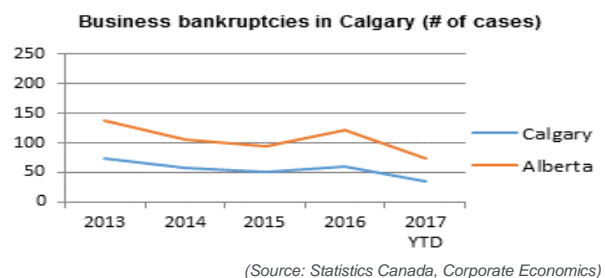
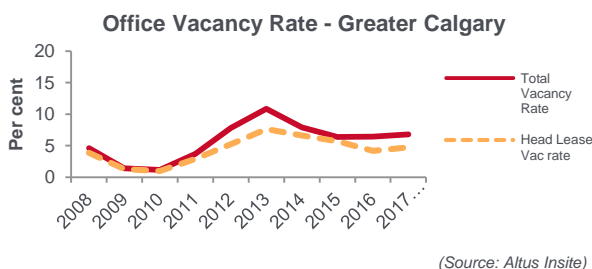
21% Say the economy in **Alberta** is "good"

51% Say the economy in **Canada** is "good"

32% See their own personal financial situation as "strong"

33% Say the economy in Calgary will be stronger in 6 months

What Quality of Life Indicators Tell Us



Story Behind the Numbers

Consistent with the story of the recent economic downturn, office vacancy rates appear to be on the rise. The head lease vacancy rate is the "direct available area" for lease from the landlord and is more reflective of the increased inventory and vacancy levels in Calgary's office and industrial real estate markets. The number of bankruptcies in Calgary in 2016 reached its peak again as a result of the poor economy. Overall, there appears to be a pessimistic perception among Calgary business leaders of the economy and their business performance.

↑ ↓ Indicates a change in tracking number, either positive or negative, year over year. | No arrow indicates no change or a metric without tracking.

A PROSPEROUS CITY

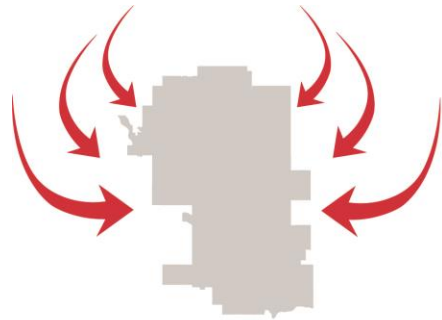
Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.

Sample Directive: Foster a positive environment for small business.

Your Ideas:

A city of inspiring neighbourhoods

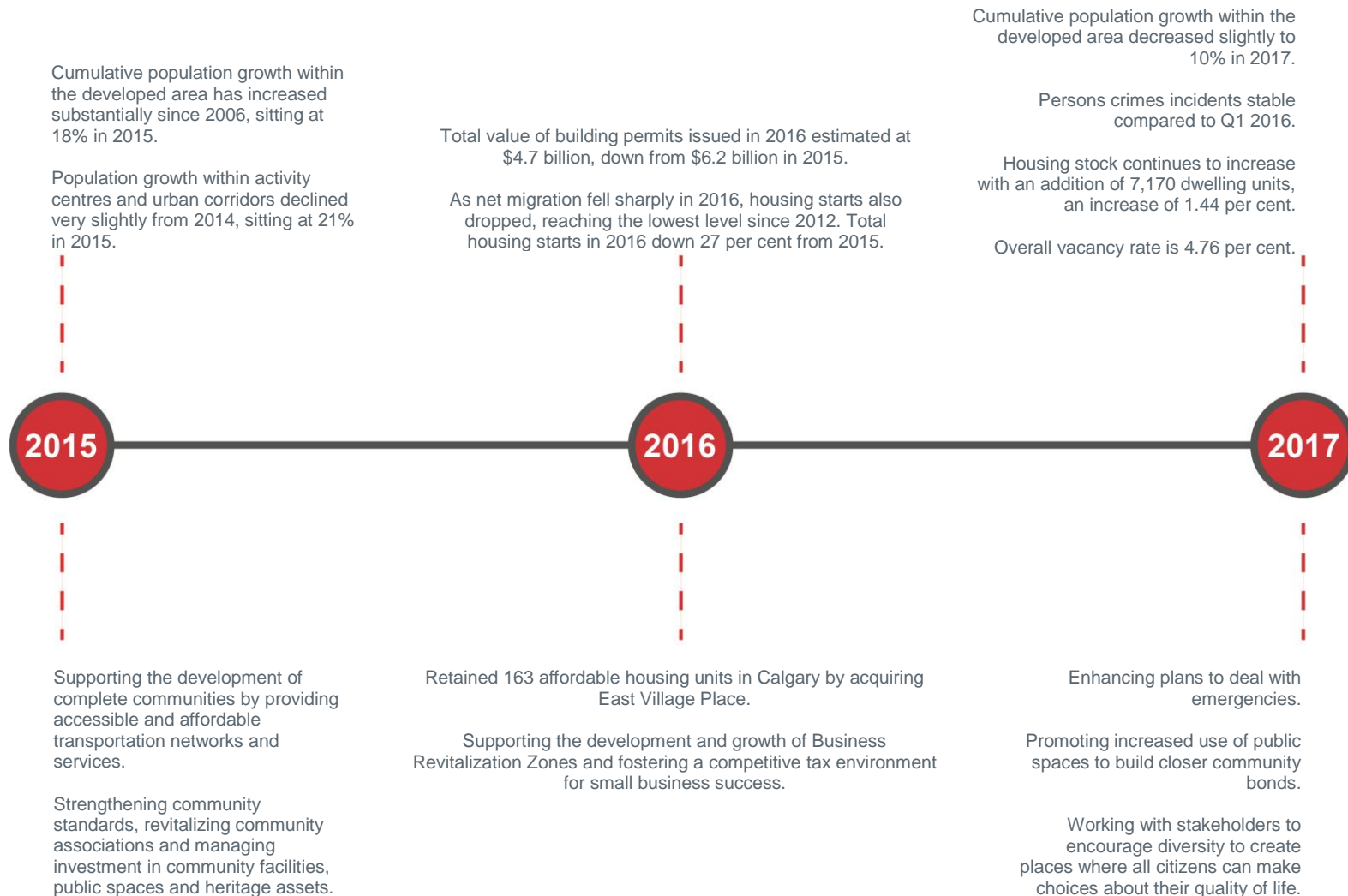
All neighbourhoods contribute in their own way to make a great city. As neighbourhoods evolve, so do their needs, and neighbourhoods and communities must be renewed so that citizens can participate in all facets of urban life. Citizens that live in inspiring neighbourhoods experience a sense of community belonging, feel safe and secure, and enjoy great public spaces. Growth is promoted and well-managed, heritage sites are protected, and public safety and resiliency are high priorities.



EXTERNAL ENVIRONMENT



HOW THE CITY CONTRIBUTED



A CITY OF INSPIRING NEIGHBOURHOODS

Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.

Long-Term Community Aspirations:

- Calgary is an inclusive city.
- Calgary is a city of safe and vibrant neighbourhoods.
- A resilient city fosters social stability, security and justice while promoting cohesive and engaged communities.

WHAT YOU HEARD

- “ A city of complete communities, for people of all ages, wages and stages, with diverse housing and employment options and thriving community spaces.
- “ The City grows up vibrantly as it shifts away from sprawling (unsustainable) outwards.
- “ We need to address local crime in our communities.

“ As a critical first step in ensuring our neighbourhoods remain places for everyone, we've made significant financial and policy commitments towards inclusion, from the Fair Entry and Sliding Scale programs, to the Indigenous Policy Framework and Council's recent commitment to Gender Equity and Diversity.

SAFETY AND CRIME



Citizen Perceptions: What Citizens Are Saying

- ↓ **83%** Say they “feel safe walking alone in their neighbourhood after dark”
- 93%** Say “I feel safe in my neighbourhood”
- 95%** Perception of “Calgary is a safe city to live in”

Calgary is the **5th** most Liveable City in the world

(Economist Intelligence Unit, 2017)

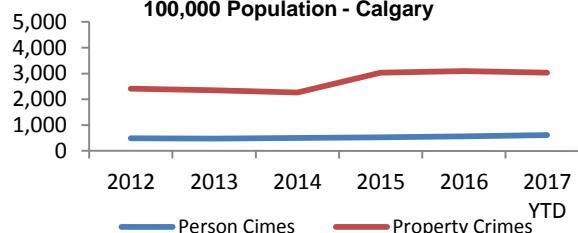
What Quality of Life Indicators Tell Us

Hate Crimes per 100,000 Population



(Source: Calgary Police Service)

Person and Property Crime Rates per 100,000 Population - Calgary



(Source: Calgary Police Service)

Story Behind the Numbers

Calgary's crime rate has remained relatively stable until 2015, where there was an increase in break-in and enters, auto theft, and robberies, largely due to the economic downturn. The number of hate crimes per 100,000 population has declined following a slight peak in 2014. Nevertheless, a majority of Canadians surveyed (95%) believe Calgary, as a whole, is a safe place to live. This perception has not changed significantly for over 5 years. Safety perception within neighbourhoods has also remained stable over the last five years, with just over eight-in-ten (83%) say they feel safe walking in their neighbourhood after dark, and over nine-in-ten (93%) say they feel safe in their neighbourhood as a whole.

ACCESS TO AMENITIES

Citizen Perceptions: What Citizens Are Saying

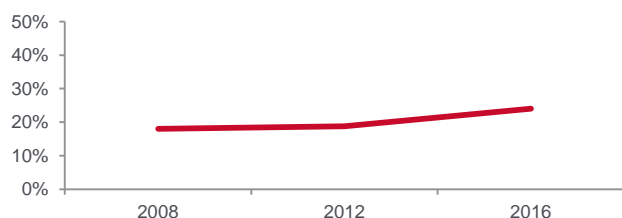


57% Percentage who believe “my community has enough programs and services for new Canadians”

86% Percentage who believe “my community has enough programs and services to meet the needs of my household”

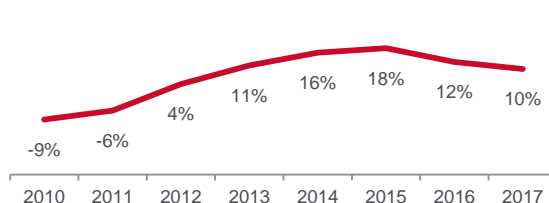
What Quality of Life Indicators Tell Us

Percentage of population living near major community activity centres and within 600m of urban corridors



(Source: City of Calgary Planning & Development)

Share of Cumulative Population Increase in Developed Areas Since 2006



(Source: City of Calgary Civic Census)

Story Behind The Numbers

A vibrant city is one that balances growth in the outskirts with growth in established communities. In 2010, developed areas had negative population growth, signifying that growth was happening more in new communities. Between 2012 and 2015, the trend reversed as growth in developed areas increased, reaching an annual peak of 17.6 per cent in 2015. Since 2015, growth in developed areas declined closer to just under 10 per cent. As of 2016, 24% of Calgary's population lives within 600 meters of activity centres and corridors, including retail, personal services, and the Primary Transit Network. A majority of Canadians surveyed (86%) believe their communities have enough programs and services to meet the needs of their households, while fewer believe their communities have enough for youth aged 13 – 17 or new Canadians.

SENSE OF BELONGING

Citizen Perceptions: What Citizens Are Saying



79% of people who agree The City of Calgary municipal government fosters a city that is inclusive and accepting of all

81% Say “My neighbourhood has a strong sense of community”

86% Agree they are “proud to live in my neighbourhood”

Story Behind the Numbers

Although almost eight-in-ten (79%) in 2017 say The City fosters a city that is inclusive and accepting of all, this sentiment seems to be trending downward. Almost nine-in-ten (86%) say they are proud to live in their neighbourhoods, but only 41% say they feel connected to the community. Volunteering is an indication of a sense of belonging and “giving back” to the community. The volunteer rate in Alberta rose steadily from 2004 to 2010, but has declined from 2010 to 2013, with the profile of volunteer population is shifting to older and more educated persons.

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A CITY OF INSPIRING NEIGHBOURHOODS

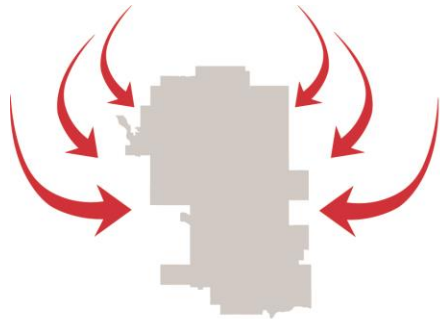
Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.

Sample Directive: Improve the safety of pedestrians.

Your Ideas:

A city that moves

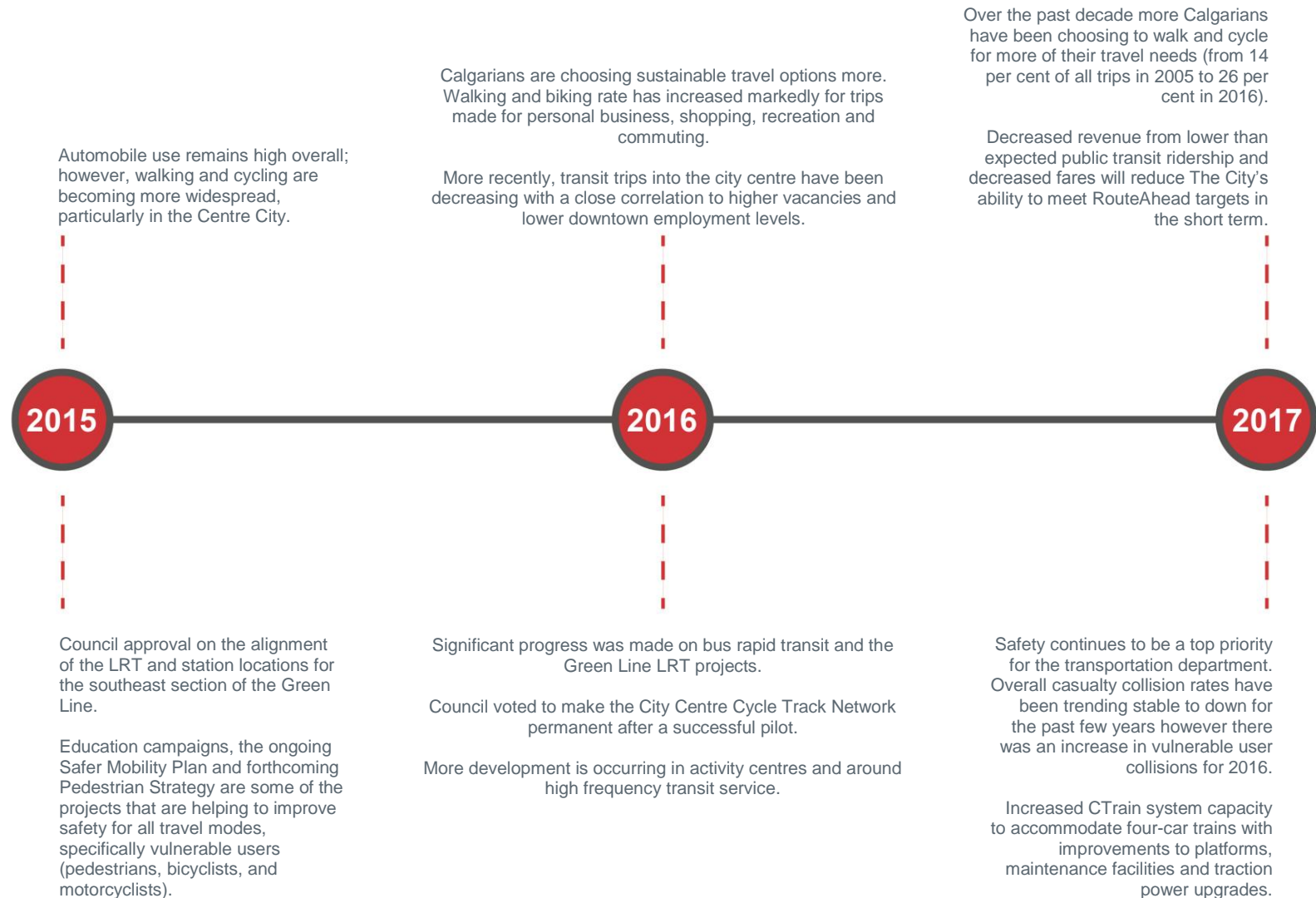
The movement of people and goods throughout the city is made possible by providing a safe, efficient, and accessible transportation network used by every day citizens, commuters and visitors. Getting around is a top priority among citizens and influences daily quality of life. Efficient movement of workers and goods helps foster economic development in and around Calgary. Access to a variety of transportation options (including walking, cycling, public transit, driving, parking and taxis) that are affordable and convenient is critical to ensuring a city continues to move well.



EXTERNAL ENVIRONMENT



HOW THE CITY CONTRIBUTED



A CITY THAT MOVES

People and goods can move well and safely throughout the city, using a variety of convenient, affordable, accessible and efficient transportation choices.

Long-Term Community Aspirations:

- Calgary is a city that moves well.
- A resilient city fosters reliable mobility with maintenance and enhancement of critical infrastructure.

WHAT YOU HEARD

- “ The City needs to establish smarter models for infrastructure. Acquire the necessary properties for proposed right of way along Centre Street.
- “ Traffic safety is of paramount concern to me.
- “ Council should revisit the Green Line and explore how to proceed at reduced costs in order to get to the suburbs sooner.
- “ We must prioritize infrastructure projects that have the highest economic return on investment, including public transit projects.
- “ One of the best ways to build a diverse and viable economy is by investing in public transit.
- “ We need to address local crime in our communities.

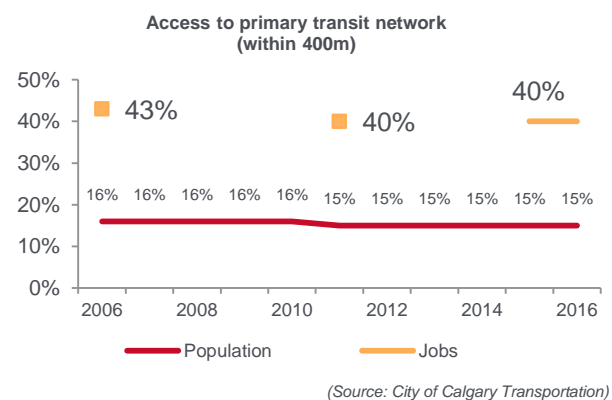
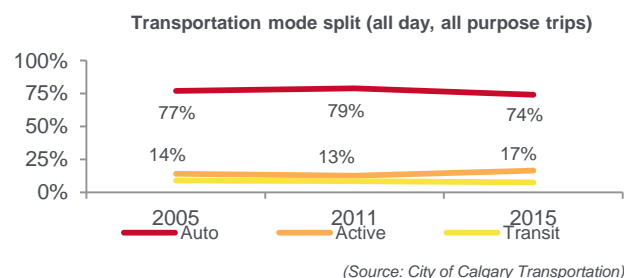
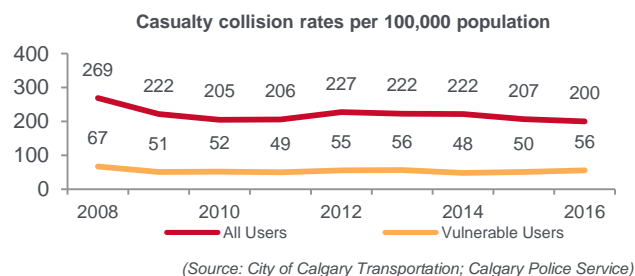
GETTING AROUND

What Quality of Life Indicators Tell Us



Calgary is the **best** Canadian (10th globally) city to drive in.

(Source: Transit Index)



Story Behind the Numbers



Overall casualty collision rates have been trending stable to downwards for the past few years. However, there was an increase in vulnerable user collisions for 2016. Vulnerable users include pedestrians, cyclists, and motorcyclists. Access to primary transit network measures the proportion of the population and the proportion of jobs that are within 400 metres of the primary transit network. Access to primary transit continues to be stable but is expected to shift significantly with ongoing development of the Bus Rapid Transit (BRT) network and the Green Line LRT. More development is occurring in activity centres and around high frequency transit service. In terms of transportation mode, automobile use remains high overall, with a higher proportion of walking, cycling and transit usage in the Centre City and other areas in the city.

ROADS AND TRANSPORTATION

Citizen Perceptions: What Citizens Are Saying



87% Travel times to get from place to place are reasonable on Calgary roads due to road condition

86% It is important for the City of Calgary to provide more travel choices in and out of the Centre City

↑ **89%** Satisfied with road conditions and services

75% It is important for the City of Calgary to make Calgary a more bicycle friendly city

Sources: 2016 Calgary Transit Safety, Security & Cleanliness Survey | 2016 Annual Roads Survey

TRANSIT

Citizen Perceptions: What Citizens Are Saying



18% Used Calgary Transit daily

80% Calgary Transit is safe

34% Used Calgary Transit at least once a week in the past year

93% Feel safe when traveling on transit

↑ **92%** Satisfaction with taking a Calgary Transit bus

96% Experience while travelling on Calgary Transit is usually pleasant

Sources: 2016 Calgary Transit Safety, Security & Cleanliness Survey | 2016 Annual Roads Survey

Story Behind the Numbers



From a citizen point of view, road conditions and services rate high: almost nine-in-ten (89%) are satisfied with road conditions and services, while a similar proportion (87%) say “travel times to get from place to place are reasonable on Calgary roads due to road conditions.” Moreover, 86% say it is important for The City to provide more travel choices in and out of Centre City; further more, three-quarters (75%) of Calgarians believe it is important for The City to make Calgary “a more bicycle friendly city.” When it comes to transit, more than one-third of Calgarians (34%) say they used Calgary Transit in the past year, while almost two-in-ten (18%) say they used it daily. A majority (92%) are satisfied with taking a bus, while a larger proportion (96%) say their experience while traveling on Calgary Transit is usually pleasant. When it pertains to safety, more than nine-in-ten (93%) state they “feel safe” when traveling Calgary Transit whereas eight-in-ten (80%) say they believe Calgary Transit as a whole is safe.



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A CITY THAT MOVES

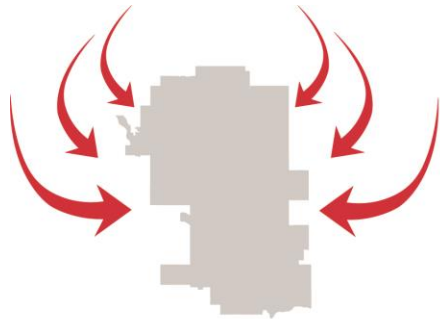
People and goods can move well and safely throughout the city, using a variety of convenient, affordable, accessible and efficient transportation choices.

Sample Directive: *Reduce congestion on city roads.*

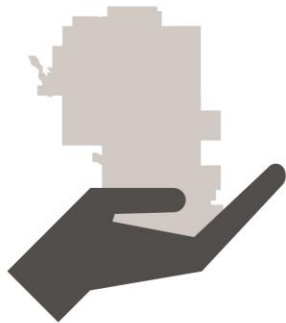
Your Ideas:

A healthy and green city

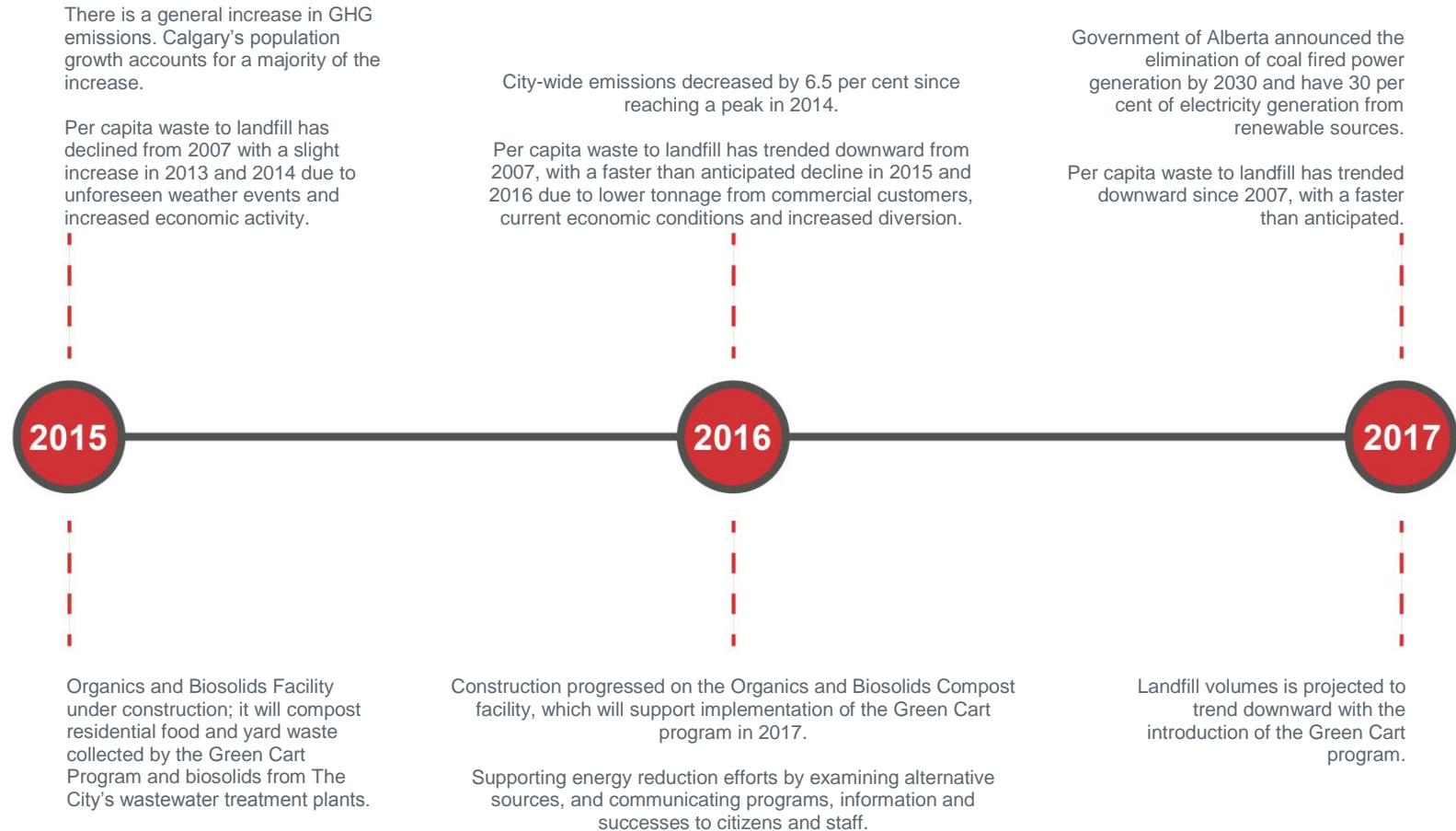
Environmental stewardship is a shared responsibility of government, business, communities and individual citizens. Collectively, they make decisions and take action to conserve energy and other resources, protect air and water quality, and minimize waste and pollution. A healthy and green city includes a well-planned and maintained mix of urban forest, parks, pathways, recreation amenities, and natural areas. Healthy lifestyles are supported through access to facilities and programs to promote health and well-being, and through services that enable active modes of travel and community engagement.



EXTERNAL ENVIRONMENT



HOW THE CITY CONTRIBUTED



A HEALTHY AND GREEN CITY

We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Long-Term Community Aspirations:

- Calgary has a sustainable natural environment
- Calgary is a healthy and equitable city.
- A resilient city fosters enhancement of natural assets, flood risk management, climate impacts and public health.

WHAT YOU HEARD

“A city where the physical habitat of our neighbourhoods nurtures the dense networks of connections that look after our most vulnerable neighbours and drive opportunity and innovation in arts, culture and business.”

“New growth can be either good or bad, economic or uneconomic, sustainable or unsustainable, and that depends entirely on the kind of growth that we allow.”

Citizen Perceptions: What Citizens Are Saying



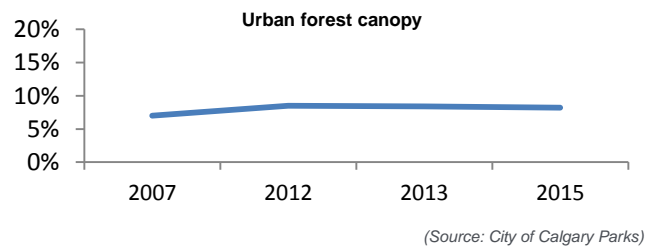
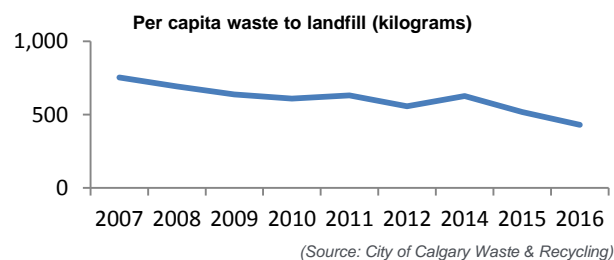
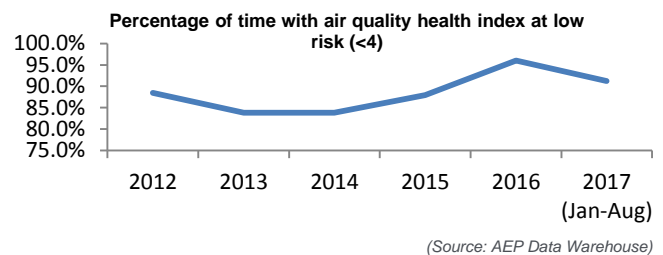
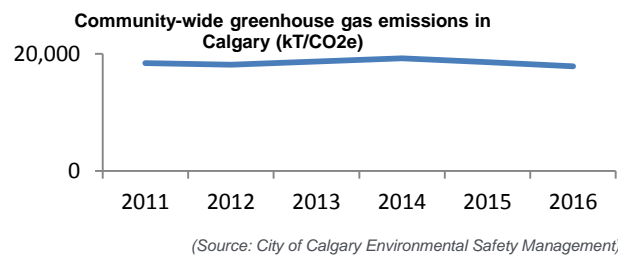
↑ **97%** Calgarians who rate the overall state of Calgary's environment as good

91% Rate their personal performance as a “good job” when it comes to protecting the environment in Calgary

91% Calgarians satisfied with the job The City is doing to protect the environment

86% Calgarians satisfied with City programs and services aimed at helping reduce their environmental impact

What Quality of Life Indicators Tell Us



Story Behind the Numbers

The indicators for Calgary's natural environment are strong overall. Community-wide Greenhouse Gas (GHG) emissions appear to be trending downwards since 2015, associated with a decrease in fossil fuel use within city boundaries, a warmer than average winter, and more efficient use of electricity and/or renewable energy additions to the Provincial grid. Air quality in Calgary is generally good, presenting low or moderate health risk apart from the wildfire smoke in August 2015, and July and August of 2017. The amount of waste going to landfill per capita is trending down due to lesser waste from commercial customers, the economic downturn, as well as increased diversion efforts. The proportion of land covered by trees in Calgary has remained stable since 2012. Overall, Calgarians' perception of The City's stewardship of the environment is very strong, while the clear majority rate Calgary's overall environment as good. Most rate their own personal performance on environmental stewardship as very good as well.

PERSONAL HEALTH

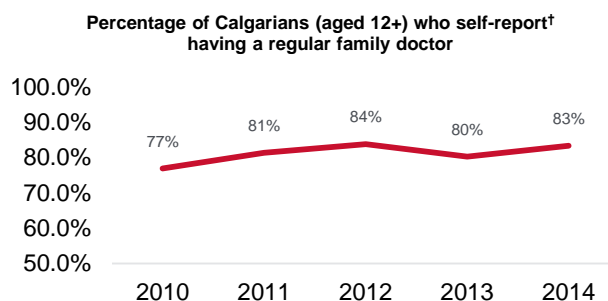
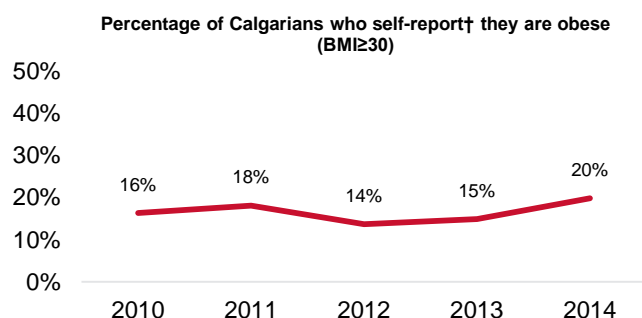
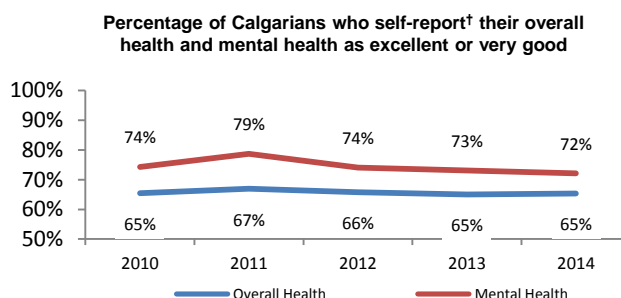
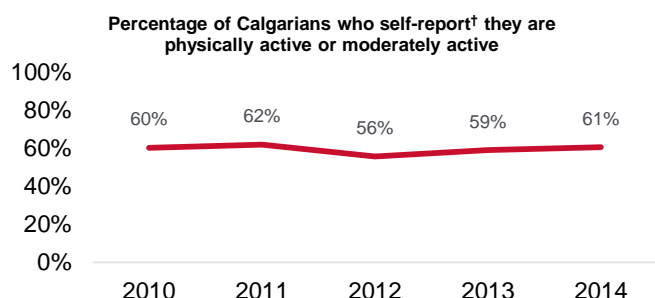
Citizen Perceptions: What Citizens Are Saying

92% Percentage of Calgarians who say it is important to support sport programs for children up to 12 years old

90% Percentage of Calgarians who say it is important to support sport programs for children between 12 – 17

82% Say overall health of seniors in Calgary is “good”

What Quality of Life Indicators[†] Tell Us



[†]Source of data for above four indicators: Interactive Health Data Application (IHDA), Canadian Community Health Survey Provincial Share Files for cycles 2010, 2011, 2012, 2013 and 2014, Alberta Health Care Insurance Plan (AHCIP) Registration Data. Data is self-reported and are complex to collect as they are perception-based and subject to differences in prescribing the condition. Obesity measure is for those aged 20 – 64 years who are not pregnant.

Story Behind the Numbers

Overall, the physical and mental health of Calgarians is a mixed story. According to the Canadian Community Health Survey, the percentage of Calgarians who self-report that they are physically or moderately active has been gradually rising since 2012. Calgarians who self-report their overall health as excellent or very good is stable around 66 per cent; while those who self-report their mental health as excellent or very good has declined since 2011 from 79 to 72 per cent.

Another important indicator of overall state of health is obesity rates. Obesity is a complex disorder which is known to increase the risks of diseases and heart problems, such as heart disease, diabetes, and high blood pressure. There is an increasing percentage of Calgarians who self-report that they are obese since 2012. As illustrated by the citizen perception data, Calgarians generally believe that children should be active in their early years to maintain lifelong health, even into their senior years.

ACCESS TO BASIC NEEDS

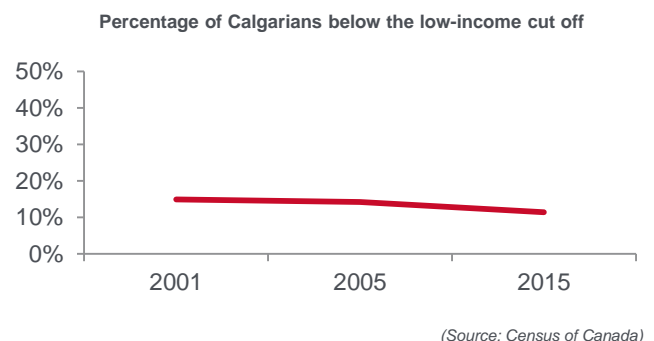
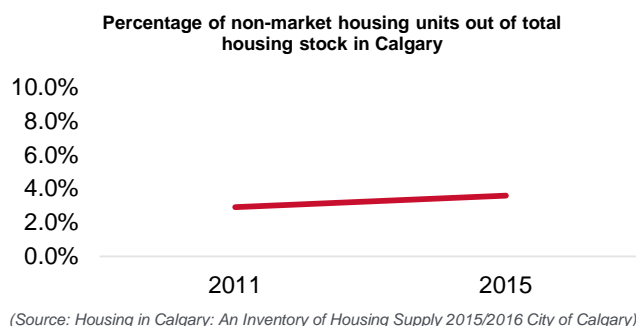
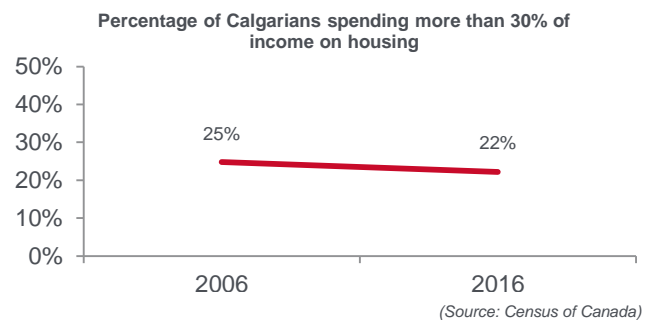
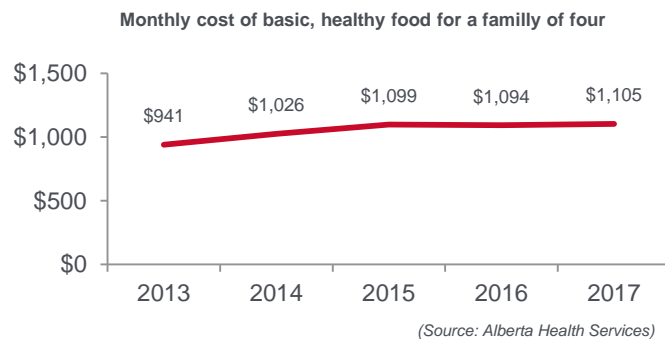
Citizen Perceptions: What Citizens Are Saying

80% Agree that “Calgary is a great place to make a life”

68% Agree that “Calgary is a great place to make a living”



What Quality of Life Indicators Tell Us



Story Behind the Numbers

Having affordable access to basic needs, including acceptable housing, is important for overall physical, mental, emotional health and well-being. The cost of eating a healthy diet in Calgary rose fairly quickly between 2013 and 2015 but has since levelled off with the monthly cost of \$1,105 in 2017. (The data reflects an estimate of the monthly costs of a basic, healthy diet for a family of four with a father and a mother aged 31-50 years old, a boy aged 9-13 and a girl aged 4-8). Over the last 10 years, the per cent of Calgarians spending more than 30 per cent of their income on housing has declined from 24.8 per cent to 22.2 per cent. People in households that spend 30 per cent or more of total household income on shelter expenses are defined as having a "housing affordability" problem.

Poverty is a reality for about 10 per cent of Calgarians. Those who lack the income necessary to meet their basic needs are often forced to make difficult choices. For many, the result is reduced health, fewer opportunities to get involved in community life, or to benefit from activities that would improve their situation. An adequate supply of non-market housing is an indicator of access to housing for lower-income populations. Calgary's overall proportion of non-market housing is 3.6 per cent, while the national average across Canada is 6 per cent.



Indicates a change in tracking number, either positive or negative, year over year. | No arrow indicates no change or a metric without tracking.

A HEALTHY AND GREEN CITY

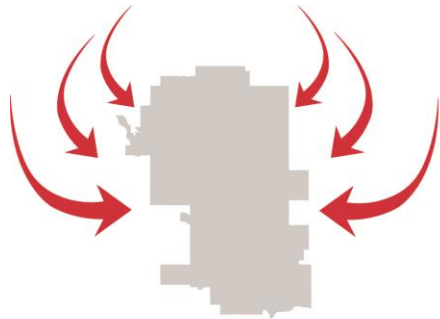
We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Sample Directive: *Increase access to recreation opportunities.*

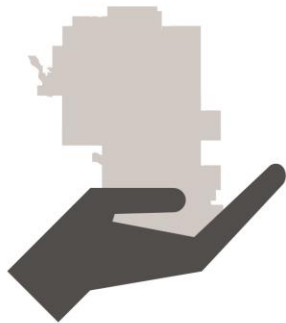
Your Ideas:

A well-run city

Calgary's government strives to be open, responsive, accountable, and transparent, delivering excellent services at a fair price. Public dollars are used wisely to provide quality public services that add value to citizens' lives. Citizens understand how and where tax dollars are spent, and departments collaborate in new and effective ways. An enthusiastic and motivated workforce is attracted and retained, and employee safety is a priority. A well-run city is focused on the efficiency and effectiveness of its services and programs and plans for a sustainable financial future.



EXTERNAL ENVIRONMENT



HOW THE CITY CONTRIBUTED

2015

Calgary ranked 7th of 34 Canadian cities in the Open Cities Index which measures the readiness, implementation, and impact of the participating cities' open data initiatives.

In response to challenging economic conditions, Calgary Economic Development, the Calgary Regional Partnership and other stakeholders secured a Foreign Trade Zone Designation for Calgary that will help strengthen, promote and grow the logistics, transportation and manufacturing sectors in the Calgary Region.

2016

The Bank of Canada has responded to reduced economic activity by keeping interest rates unchanged. Consequently, lending costs remain low and should have minimal influence on the price of goods and services that are bought and sold by The City's suppliers.

To support the new authorities being sought through the City Charter and the Modernized Municipal Governance Act, The City continues to work with the Government of Alberta and The City of Edmonton to adopt a new fiscal framework that better reflects the roles and responsibilities of Alberta's two big cities.

2017

Calgary ranked 4th of 34 Canadian cities in the Open Cities Index which measures the readiness, implementation, and impact of the participating cities' open data initiatives.

The City of Calgary is recognized as one of the top employers for 2017 for encouraging employees to lead active, healthy lives, support for families and recognition of workplace diversity.

In the context of the 2017 Federal Budget, The City has been actively advocating to improve the sharing of intelligence and information to help advance The City's position with respect to federal infrastructure funding.

June 2015 The City of Calgary has released its first-ever salary disclosure list for employees, detailing job titles and salary ranges for all 13,000 positions at the city.

A WELL-RUN CITY

Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Long-Term Community Aspirations:

- A resilient city fosters leadership, effective management, the empowerment of stakeholders and long term integrated planning.

WHAT YOU HEARD

“ The City must continue to generate practical solutions that not only allow us to prevent the impacts of social, economic and environmental stressors, but to also enable us to quickly recover when we're impacted.

“ Council must drive for increased efficiencies, streamlined regulations and lower costs at City Hall.

“ How to utilize current and creative means to fund needed infrastructure and maintenance? Continue to enhance crosswalks and intersections in communities.

“ Continue building a dynamic city that manages carefully, thinks ambitiously, and emerges kinder and more resilient.

PERCEPTION OF VALUE FROM TAXES

Citizen Perceptions: What Citizens Are Saying



↓ 48% Support tax increases to maintain or expand services

↑ 47% Support cutting services to maintain or reduce taxes

↓ 57% Calgarians who believe they get “good value” from property taxes

↑ 80% Believe property taxes will increase to pay for any investments The City makes on roads, public transportation, and local facilities

Story Behind the Numbers

Although citizens providing positive ratings for the value they receive from the property tax dollars paid has remained stable over the past several years (65% in both 2014 and 2013, and 62% in 2012), there was a statistically significant dip in 2017 (57%). Furthermore, when it comes to increasing taxes or cutting services, Calgarians are evenly divided: slightly less than one-half (48%) support tax increases to maintain or expand services, while 47% support cutting services to maintain or reduce taxes.

TRUST AND REPUTATION

Citizen Perceptions: What Citizens Are Saying

↓ 61% Say they trust The City

↑ 78% Have an overall favourable impression of The City

↑ 74% Say they trust The City to make the right decisions to help our city through this economic downturn

57% Both trust and have an overall favourable impression of The City

72% Say The City can be trusted to make decisions so that Calgary achieves its long-term vision

Story Behind the Numbers

Although almost three-quarters (72%) say The City can be trusted to make decisions so that Calgary achieves its long-term vision, fewer say they have a favourable impression of and trust The City (57%).



TRANSPARENCY

Citizen Perceptions: What Citizens Are Saying

63% Say The City uses input from Calgarians in decision-making about City projects and services

58% Say The City is transparent in its decision-making

62% Believe The City allows citizens to have meaningful input into decision-making

↑ 56% Who say that in the past twelve months, The City has become more open and transparent

72% Say The City is open to new ideas about being efficient



Story Behind the Numbers

Although almost three-quarters (72%) say The City is open to new ideas about being efficient, fewer believe The City is transparent in its decision-making (60%), or that The City allows citizens to have meaningful input into decision-making (60%), or that The City has become more open and transparent in the past twelve months (49%).

FORGING PARTNERSHIPS

Citizen Perceptions: What Citizens Are Saying

↑ 93% Believe it is important that Calgary find more of a balance between oil and gas and other types of businesses in its local economy

↑ 95% Say that The City has an obligation to help support our local economy in whatever way they possibly can

↑ 73% Have confidence that The City of Calgary is working closely with the private sector to develop investment solutions that will strengthen our city's economy down the road

↑ 79% Are confident that The City of Calgary will work together with local businesses and other levels of government to find the best solutions to help our city through this economic downturn



Story Behind the Numbers

Calgarians' confidence "that The City of Calgary will work together with local businesses and other levels of government to find the best solutions to help our city through this economic downturn" (79%) has seen a slight downturn from 82% from January 2017, but is up from this past summer. Optimism is also reflected in sentiments around The City "working closely with the private sector to develop investment solutions that will strengthen our city's economy down the road" (73%). Notably, a majority believe it is important that Calgary find more of a balance between oil and gas and other types of businesses as well as having an obligation to help support our local economy in whatever way they possibly can.

↑ ↓ Indicates a change in tracking number, either positive or negative, year over year. | No arrow indicates no change or a metric without tracking.

A WELL-RUN CITY

Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

Sample Directive: *Build a resilient organization.*

Your Ideas:

Appendix 1: Community Aspirations (Quality of Life and Indicators in Calgary)



QUALITY OF LIFE IN CALGARY

What are Quality of Life Results?

Quality of Life Results are aspirational statements that describe the long-term, enduring well-being of children, adults, families and communities in Calgary. In essence, Quality of Life Results represent the desired long-term outcomes for our city.

Achieving Quality of Life in Calgary is not the responsibility of any single government, organization, or group. It requires the joint effort of many partners working together towards a common result, including governments, community groups, organizations, schools, private sector groups, and even individuals.

How are Quality of Life Results derived?

The Quality of Life Results for Calgary are grounded in the goals and principles of imagineCALGARY. imagineCALGARY is Calgary's 100 year vision and long-term plan for our city. In 2005, 18,000 Calgarians contributed their ideas and vision of the future as part of the imagineCALGARY engagement process. This extensive process involved Calgarians from all ages and walks of life and is the basis for Calgary's vision of *a great place to make a living, a great place to make a life*. imagineCALGARY was approved by Council in 2006.

Starting in late 2016, in order to define clear long-term outcomes as part of The City's use of a Results Based Accountability™ framework for performance management, the Quality of Life Results and Indicators were developed. These are based on the themes and core vision of imagineCALGARY as well as an analysis of recent citizen engagement, consultation with internal and external experts (see Appendix A), and review of existing City-wide strategic initiatives. In addition, best practices from other cities and organizations were also reviewed (see Appendix B). The result is a set of comprehensive Quality of Life Results for Calgary, with associated indicators, which build upon imagineCALGARY. Thus, Quality of Life Results provide a beacon for *Calgary as "a great place to make a living, a great place to make a life"*.

Why are Quality of Life Results important?

Quality of Life Results have many uses because of their long-term orientation. They will inform and support many City-wide initiatives, including the development of public policies, master plans, completion of service reviews and improvement, and development of four-year service plans and budgets. Quality of Life Results also present opportunities for conversations with partners about community results and roles.

How do we know if we are successful in achieving Quality of Life Results?

An evidence-based approach is applied by The City of Calgary to measure the achievement of Quality of Life Results. The indicators selected are those that best speak to the performance of the Quality of Life Result. The indicator data provide objective evidence about the current condition of the community, which is useful in identifying potential areas where additional attention may be needed. It also allows for measuring and reporting on how well The City is doing, as one of many key players that contribute to achieving this community vision through programs and services for Calgarians.

THE QUALITY OF LIFE RESULTS FOR CALGARY

The Quality of Life Results for Calgary are:



Calgary is an inclusive city.



Calgary is a city of safe and vibrant neighbourhoods.



Calgary has a prosperous and resilient economy.



Calgary has a sustainable natural environment.



Calgary is an innovative city that thrives on knowledge.



Calgary is a healthy and equitable city.



Calgary is a city that moves well.

These seven result areas should be considered as a whole when discussing what makes good quality of life in Calgary. Some result areas may have close linkages to other results areas. For example, a city that is innovative will have an edge in being globally competitive and prosperous, particularly in today's knowledge-based economy.

In the same way, the key indicators shown for each result area are those that both speak and relate best to the result area. In many cases, the indicators chosen are data that is most readily available and accessible. While the key indicators for each result area are shown, the relationship between indicators and result area is not necessarily a one-to-one relationship. An indicator may also tell a story about other result areas.

How to use this report

This report is intended to give a snapshot of the quality of life for all Calgarians across seven Quality of Life Results through evidence, i.e. data on key indicators that best speak to each Quality of Life Result. It provides high-level insight on each result area, and serves to inform the work of City-wide initiatives aimed at making programs and services better for Calgarians, and therefore, contribute to improving quality of life. These initiatives can include developing public policies, completing service reviews and improvement, having conversations with partners in the community, and developing four-year service plans and budgets (or the One Calgary Program for 2019-2022).



This report focuses on key indicators that best speak to, and are easy to relate to, each result area. The data in this report will be updated annually. It does not contain recommendations with respect to any planned actions or strategies, and is not intended to contain comprehensive information on any one result area.

Each of the seven Quality of Life Results for Calgary is listed in this report. Accompanying each Quality of Life Result is a brief description of the elements that comprise that result. A selection of key indicators is provided for each Quality of Life Result to quantify how the community is doing at achieving that result.

Quality of Life Result (1)

Description of Quality of Life Result (2)

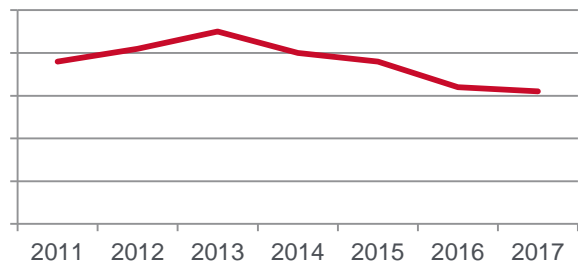
(1) A Quality of Life Result for Calgary is listed at the top of each page. This describes the population condition of well-being for *Calgarians*.

(2) A brief description of Quality of Life Result outlining the various subjects or issues that the result

(3) Indicators are measures used to quantify the achievement of a result. The indicators provide trend information on the indicator. For each Quality of Life Result, the key indicators that best speak to, and most easily relates to, about the Quality of Life Result are displayed. In many cases, the indicators shown are also data that is easily available and accessible. Note: the years covered by the indicators may vary based on availability of the data, or because the period of time between meaningful data collection varies.

(4) The story behind the indicator provides a neutral description of the root cause explanation of the trend of the indicator. In some cases, this section also refers to additional data that is not included in this report, with information about where the supplementary data can be found.

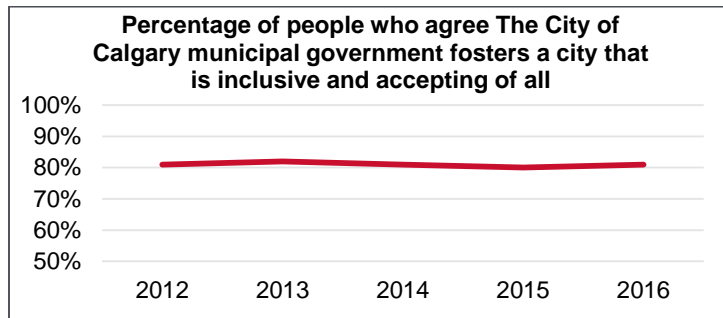
Indicator (3)



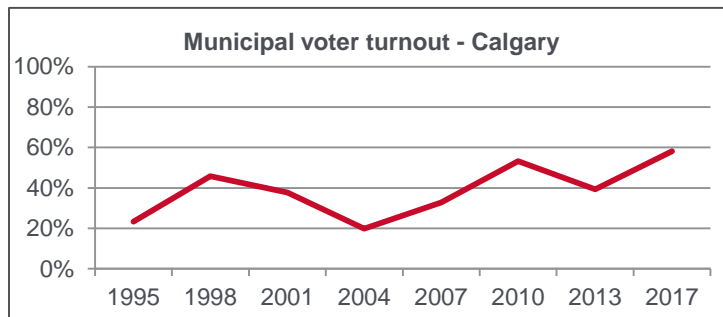
Story behind the indicator (4)

Calgary is an inclusive city

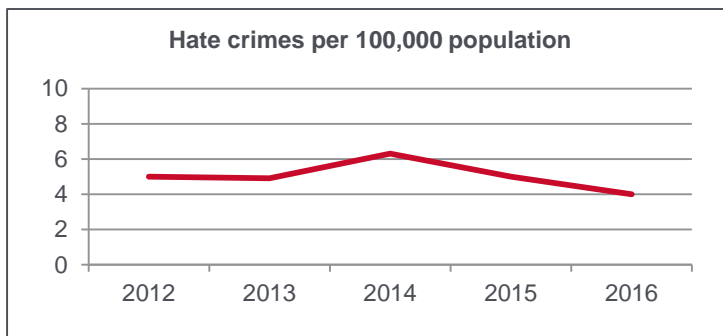
People in Calgary feel included and that they are part of the greater community. They celebrate diversity and accept people from all walks of life. Calgarians acknowledge, respect, and embrace Indigenous histories and culture as well as all individual rights and freedoms. Amenities are accessible by people of all ages, and abilities. Residents feel included in political processes and societal decisions that affect their well-being.



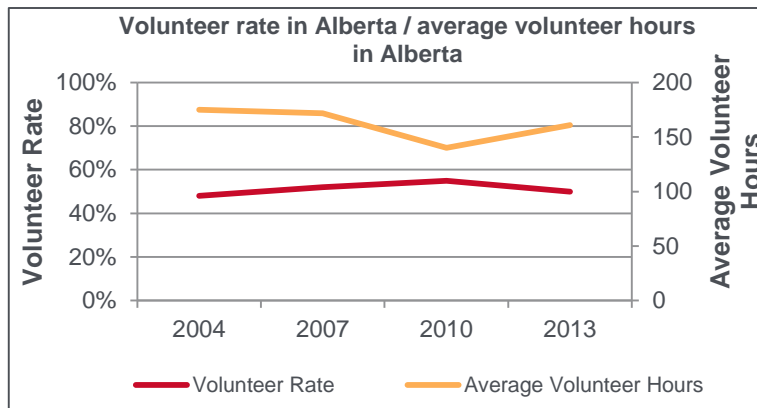
Over the past 5 years, eight-in-ten Calgarians reported feeling a sense of inclusivity and acceptance. This has remained fairly stable over time. In 2016, 81 per cent of citizens continued to believe that “The City of Calgary municipal government fosters a city that is inclusive and accepting of all.” This has also been stable for the previous four years. Those who are most likely to hold this view include younger citizens aged 18 to 34 (88 per cent) compared to the two older groups of 35 to 54 (81 per cent) and 55 and older (75 per cent). (Data source: *City of Calgary Citizen Satisfaction Survey, 2017*).



Voter turnout is based on the number of residents who are counted during the annual municipal census and the number of voters who vote on election day. In the 2017 election, over 57 per cent of the voting population cast a ballot. This is an increase from 39 per cent from the 2013 election and 53 per cent in the 2010 election. Recent initiatives to improve access to voting, such as advanced polls, may have contributed to an increase in municipal voter turnout. (Data source: *City of Calgary*).



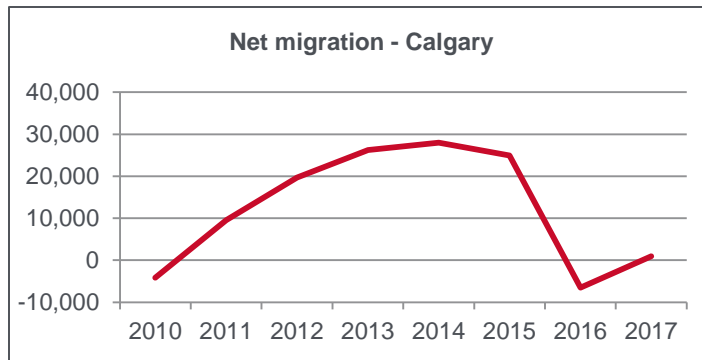
The Calgary Police Service (CPS) captures all incidents where citizens perceive that a hate bias interaction may have occurred. These incidents are reviewed to determine if the criminal code threshold has been met. The statistics provided represent occurrences that have met that threshold and show that the number of occurrences has remained relatively stable over the last 5 years with a slight peak in 2014, and has declined since then. World events which involve crimes that are motivated by hate and intolerance impact the perceptions of safety and inclusion by Calgarians. The CPS works extensively with the community to create awareness and understanding around these crimes. (Data source: *Calgary Police Service*).



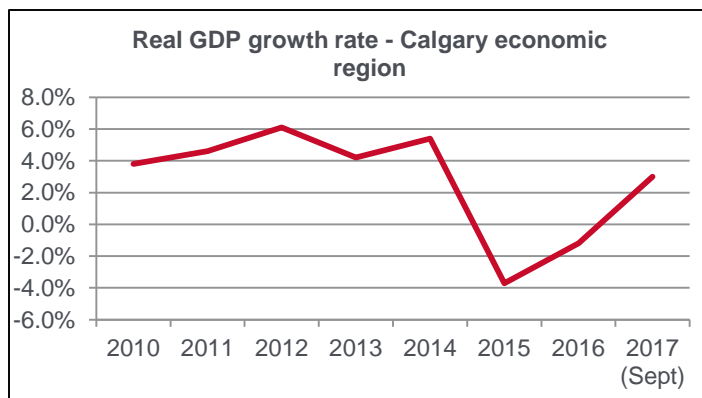
The benefits of volunteerism and giving, i.e. bringing together persons from all walks of life to work on a common project or objective, contributes to “social cohesion” or “social capital”, for example, by increasing social trust, reciprocity and sense of belonging in communities (Wu, Huiting. 2011. *Social Impact of Volunteerism*. Points of Light Institute). The volunteer rate of persons aged 15 and over in Alberta rose steadily from 2004 to 2010, but has declined from 2010 to 2013. However, annual volunteer hours, on average, have increased over the same period. (Data source: Statistics Canada, 2015).

Calgary has a prosperous and resilient economy

People in Calgary have access to meaningful employment and the economic opportunities they need and desire. Calgary is a business and investment-friendly community with a diverse and robust economy and a highly skilled workforce. Calgarians have sufficient income and other resources to meet their current and future needs.



Calgary's population has been increasing with net migration being the major source of growth. Before the current economic recession, strong labour market conditions created an increasing demand for workers, drawing job seekers from both the rest of Canada and internationally. From 2012 to 2015, there were about 100,000 total net migrants. In 2016 there were more people leaving the city than arriving, with a net loss of 6,527 persons. The 2017 Calgary Civic Census showed a net gain of 974 people. This slight increase signals that current market conditions have improved. As the economy continues to recover and improve, net migration is expected to increase, but not to return to pre-recession levels in the near future. (Data sources: City of Calgary Civic Census, Corporate Economics)

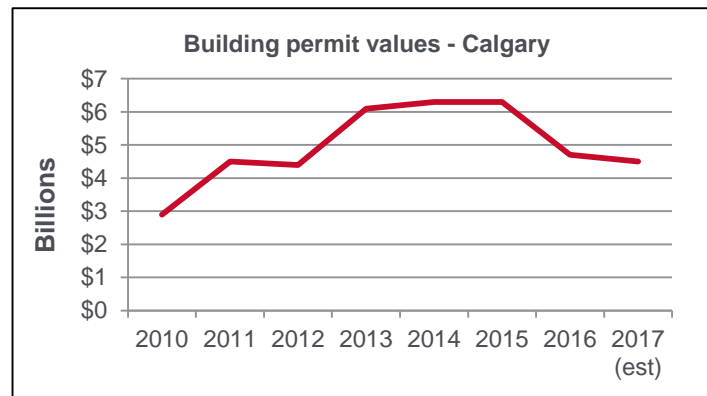


Calgary experienced decreases in real Gross Domestic Product (GDP) in 2015 and 2016, stemming from the oil price slump that began in late 2014. The loss in economic output from the Calgary Economic Region between 2014 and 2016 is estimated at \$5.4 billion in 2007 dollars. Real GDP is expected to grow at 3.0 per cent in 2017 as economic activities adapt to lower energy prices. The economy has been diversifying over the past three decades. Primary and utilities industry share of GDP dropped from 54 per cent in 1987 to 31 per cent in 2016. Many other industries have experienced increases in GDP shares including finance, insurance and real estate; business services; wholesale and retail and non-commercial services. (Data source: Statistics Canada)

Calgary has a prosperous and resilient economy

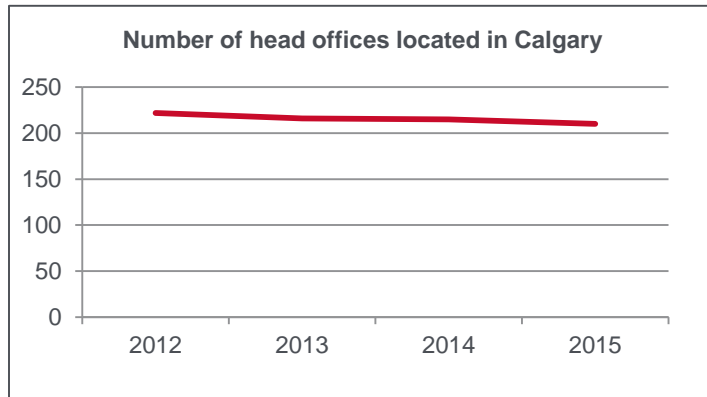


Over the past 20 years the annual unemployment rate in Calgary has averaged 5.3 per cent. It has ranged from a low of 2.6 per cent in December 2006 to a high of 10 per cent in October 2016. When unemployment in Calgary is in the range of 5 to 6 per cent, the economy is experiencing a normal amount of job turnover. Outside that range, the economy experiences undue inflation and either employers can't find enough workers or workers can't find enough jobs. Over the past 20 years Calgary has enjoyed the lowest unemployment rates across the country which has attracted many people to Calgary. The unemployment rate today is elevated and it hasn't been this high since the 1991-1994 recession when the Calgary unemployment rate peaked at 10.3 per cent in 1993. At that time, it took 4 years for the unemployment rate to drop from the peak to the normal range of 5 to 6 per cent. (*Data source: Statistics Canada*)



Building permit values are an indicator of the investment intentions of the Calgary real estate market. In 2013 and 2014, building permit values were elevated due to strong demand from both residential and non-residential sectors. Changes in building construction rules in 2015 and 2016 resulted in builders advancing their construction plans. This resulted in an overbuild just before the recent recession hit Calgary; levels have now returned to normal. Consequently, vacancies rose, and future building plans are now muted. In 2017, the overall residential vacancy rate in Calgary is 4.8 per cent, while the apartment vacancy rate is 9.6 per cent. The office vacancy rate of downtown Calgary reached 27.4 per cent in the Fall of 2017. Though landlords are collecting rent on 83.1 per cent of downtown office space, current tenants would like to sub-let 10.5 per cent of their leased space to lower their costs. (*Data sources: City of Calgary, Planning and Development, Corporate Economics*).

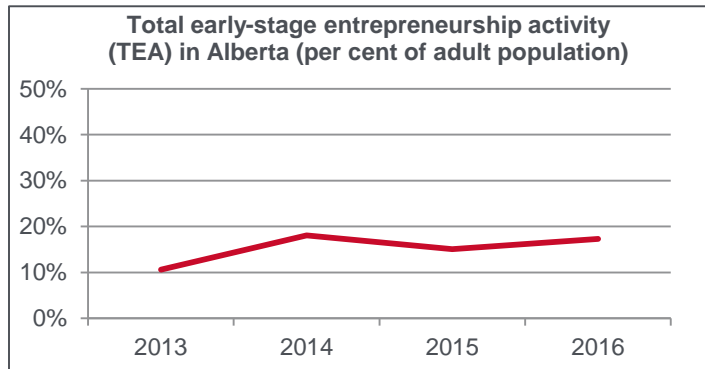
Calgary has a prosperous and resilient economy



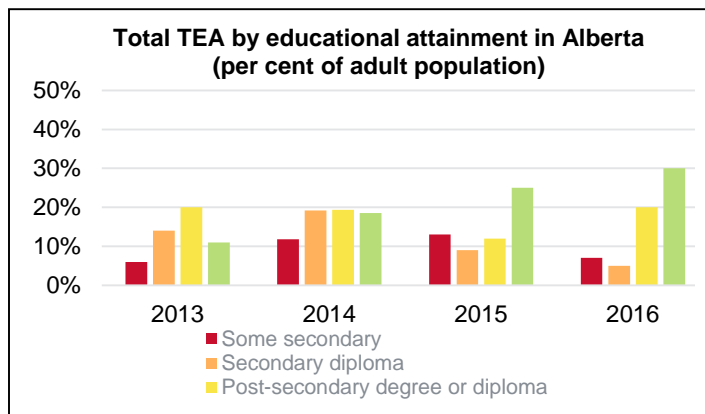
On a per capita basis, Calgary has more head offices than any other major Canadian city. To be qualified as a head office by Statistics Canada the business must be primarily engaged in providing general management and/or administrative support services to affiliated establishments. Generally, head offices are engaged in directing or managing the enterprise as a whole. Internally they perform strategic organizational planning, tax planning, legal services, marketing, finance, human resources, and information technology services for the entire enterprise. With over 200 firms engaged in these practices Calgary's economy is well on the way to diversify its economy into several well-paying job sectors. (*Data source: Statistics Canada*).

Calgary is an innovative city that thrives on knowledge

Calgary has a culture of creative thinking and doing. Calgarians have access to quality education and an array of lifelong learning opportunities for all. Calgary is a forward-looking city that can adapt to change and is educating for the future. Partnerships and collaboration provide a supportive environment for information sharing and entrepreneurship.



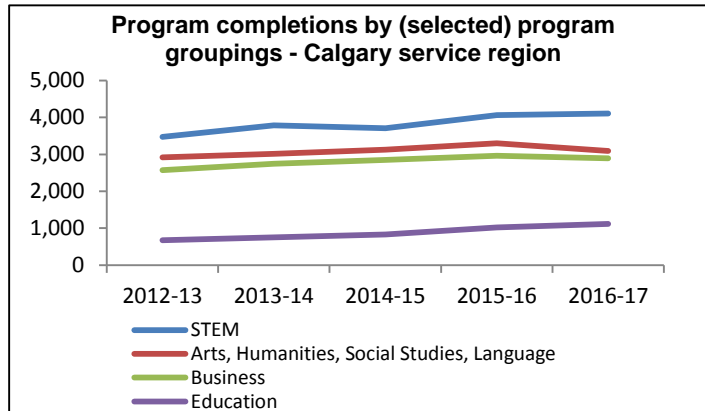
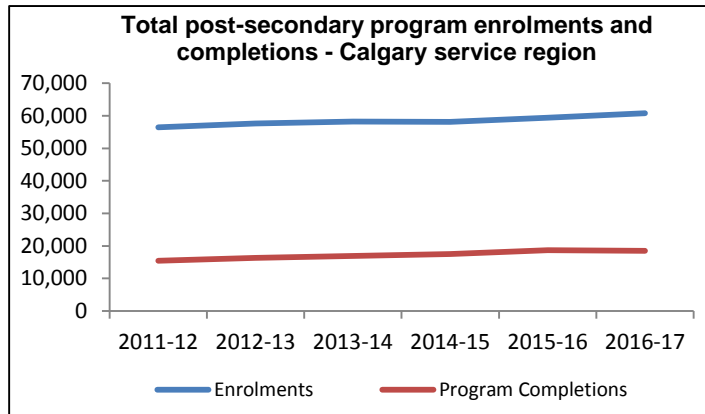
Total early-stage entrepreneurship activity (TEA) refers to people actively preparing new ventures and those with businesses under three and a half years old. The TEA activity in Alberta fluctuates slightly from year to year, but is always at a very high level compared to other countries (Canada has the highest TEA among the major economies in the World Economic Forum “innovation driven” category). Alberta entrepreneurs are driven by perceived opportunities rather than from necessity, with women entrepreneurs being active at a rate of 80 per cent of that of men. In 2016, Alberta had a high TEA rate in both the youngest age brackets of 18 – 24 and 25 – 34 age groups. Per cent activity in TEA decreases with age beyond 35. Compared to other provinces, Alberta has had the highest TEA rate since 2013 with the exception of 2016, when Alberta’s TEA rate was just below Ontario, but still higher than the Canadian average (*Data source: Global Entrepreneurship Monitor*).



The rate of early-stage entrepreneurship tends to increase with level of education. This suggests that Alberta’s population has the capacity to engage in increased entrepreneurship activities due to high levels of education (*Data source: Global Entrepreneurship Monitor*).

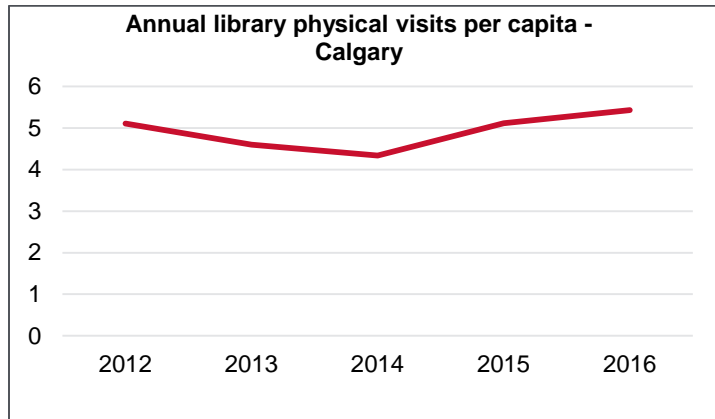
Calgary is an innovative city that thrives on knowledge

A strong post-secondary sector is instrumental in training a highly skilled workforce. Access to quality education is an important part of a forward-looking economy and enables continuous learning for a population. In Calgary, program enrolment and completions continued to rise steadily over the last 5 years, supporting a culture of learning and development. Enrolment numbers include students progressing through a program, in every stage of learning until graduation; whereas completion numbers represent those who complete a program in a given year. (Data sources: *LEERS Enrolment Cubes – Alberta Advanced Education*)



In Calgary, program completions in popular learning programs have steadily increased over the last 5 years, with STEM (Science, Technology, Engineering and Mathematics) program completions consistently taking the lead. Program completions include certificate, degree and diploma programs. Knowledge within STEM disciplines can fuel innovation as technology creates new markets and industries that did not previously exist. More and more, students are combining in-depth technical and trade training with sophisticated analytical skills required in arts and humanities programs. Education program completions has shown notable increases since 2012, preparing learning leaders to help educate for the future. (Data sources: *LEERS Enrolment Cubes – Alberta Advanced Education, Council of Canadian Academies - Some Assembly Required: STEM skills and Canada's Economic Productivity, Universities Canada – from STEM to STEAM*)

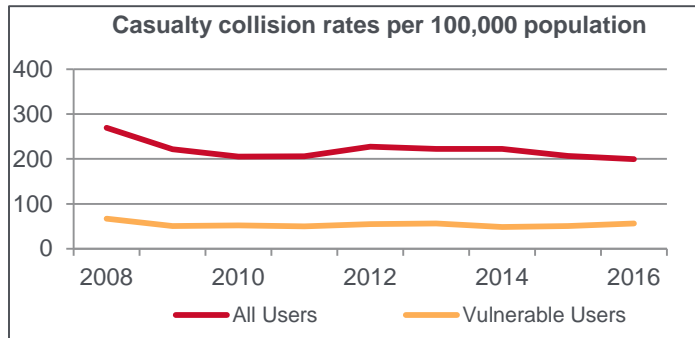
Calgary is an innovative city that thrives on knowledge



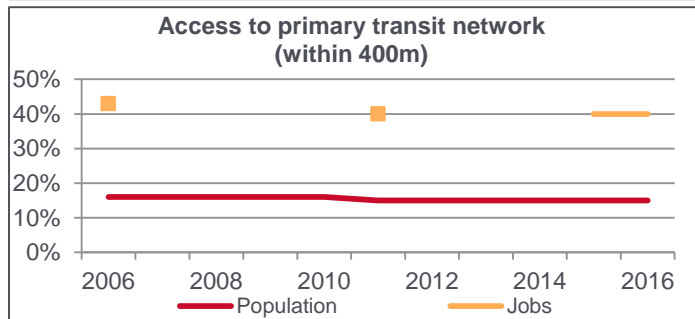
Libraries provide a resource for acquiring knowledge and act as forums for making meaningful connections. The annual per capita physical visits to the Calgary Public Library is gradually on the rise since 2014. In Calgary, free library access continues to provide citizens of all ages with an equitable portal to continuous learning. An upward trend in library visits reflects an appetite for continuous learning – an important part of a future-oriented society as well as sense of community. *(Data source: Calgary Public Library)*

Calgary is a city that moves well

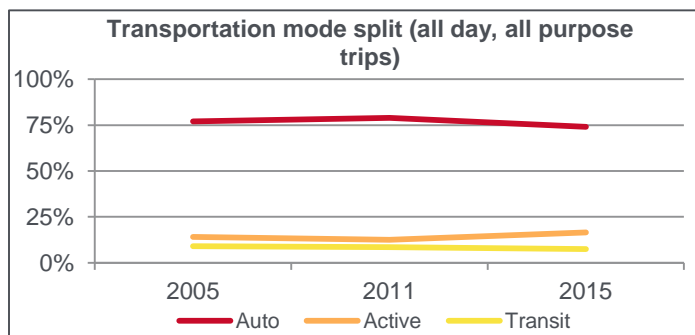
Calgarians have access to safe and reliable travel options that match their lifestyles and abilities. People and goods move effectively and efficiently within the city as well as in the region. Transport is affordable, accessible, and reliable across all seasons for all who live in and visit Calgary.



Overall casualty collision rates have been trending stable to downwards for the past few years; however, there was an increase in vulnerable user collisions for 2016. Vulnerable users include pedestrians, cyclists, and motorcyclists. (Data sources: City of Calgary Transportation; Calgary Police Service)



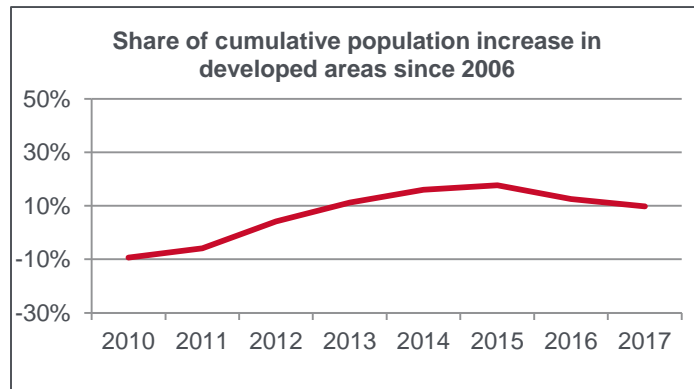
This indicator measures the proportion of the population and the proportion of jobs that are within 400 metres of the primary transit network. Access to primary transit continues to be stable but will shift significantly with the ongoing development of the Bus Rapid Transit (BRT) network and building of Green Line LRT. More development is occurring in activity centres and around high frequency transit service (Data source: City of Calgary Transportation)



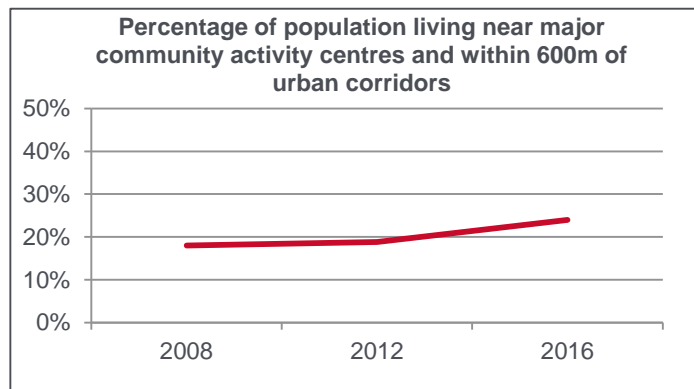
Automobile use remains high overall; however, walking, cycling and transit use are increasing, particularly in the Centre City and some other areas. (Data source: City of Calgary Transportation)

Calgary is a city of safe and vibrant neighbourhoods

Calgarians enjoy living, working, creating, and playing in safe neighbourhoods that allow people to gather and connect. Calgarians have convenient access to amenities that meet their daily needs. Calgary is a culturally-dynamic environment with access to arts and culture throughout the city. People in Calgary value social networks and they help their neighbours when needed.

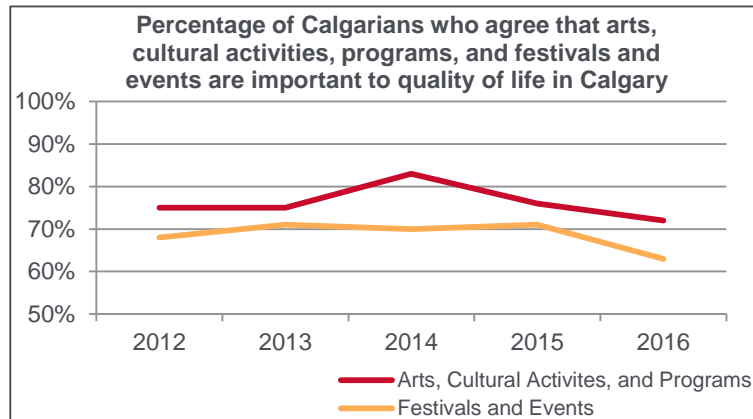


A vibrant city is one that balances growth in the outskirts with growth in established communities. This indicator provides insight into the rate of outward expansion of the city. It compares the cumulative population growth within the developed areas of the city to the total city-wide population growth since 2006. Developed area refers to the footprint of built/urbanized area as of 2005. In 2010, developed areas had negative population growth, signifying that growth was happening more in new communities. However, between 2012-2015 the trend reversed as growth in developed areas increased, reaching an annual peak of 17.6 per cent in 2015. Since that time, the share of the growth in developed areas has declined closer to just under 10 per cent (as the developed areas recently declined by 11,765 residents in 2016 and 5,593 residents in 2017). (Data source: City of Calgary Civic Census).

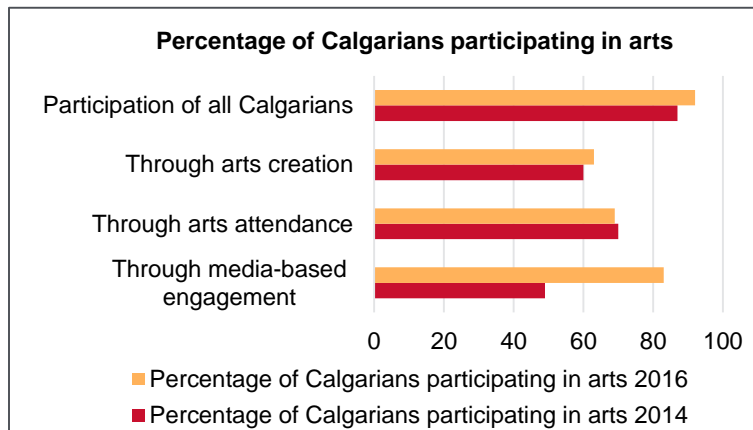


This indicator measures the percentage of the population who live near major community activity centres and within 600 metres of key urban and neighbourhood corridors. This indicator demonstrates whether people are living in locations that provide them access to services including retail, personal services, and key transit networks. For this indicator to show positive trending (as it has since 2008), the population located within activity centres and corridors must grow at a higher rate than the total city-wide population. As of 2016, 24 per cent of Calgary's population lives within these strategic areas. (Data sources: City of Calgary Planning & Development).

Calgary is a city of safe and vibrant neighbourhoods

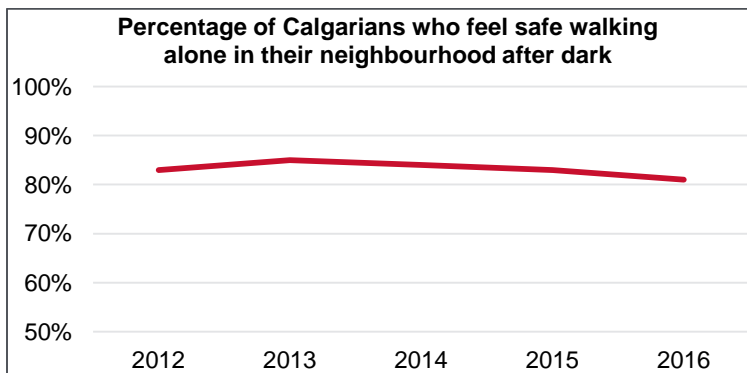
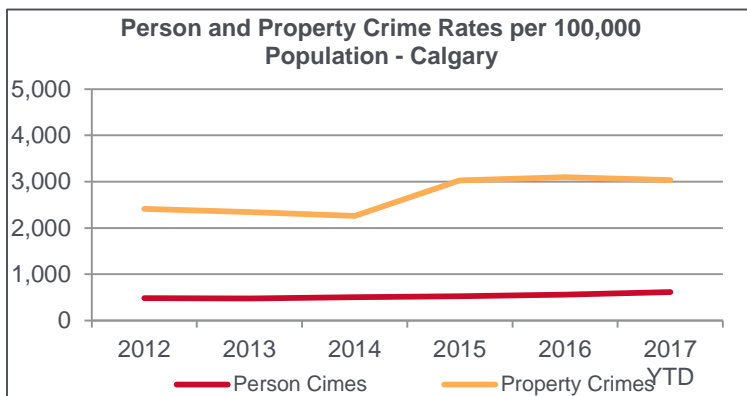
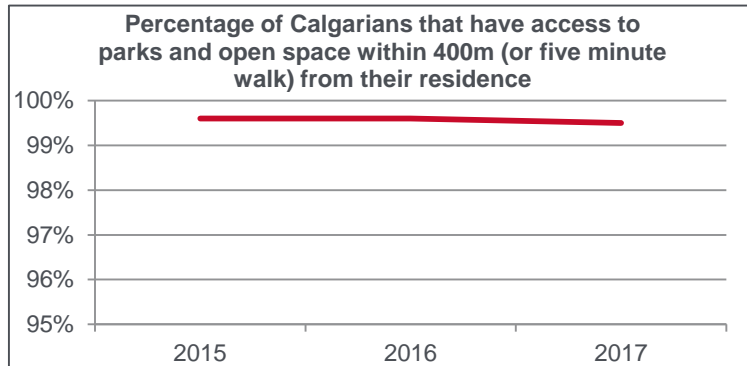


Since 2014, survey data has indicated that there has been a slight drop in the per cent of Calgarian who agree that arts, cultural activities, programs, and festivals are important to quality of life. This may reflect the economic circumstances in Calgary. In 2016, over 1.7 million people attended events and festivals supported by The City of Calgary. With the anticipated increase in profile and activities stemming from the Canada 150 focus in 2017, there may be a slight increase in this measure through 2017 and 2018. (Data source: *City of Calgary Recreation*).



This indicator provides an overview of participation in the arts in Calgary between 2014 and 2016. Overall, there has been an increase in participation, up from 87 per cent in 2014 to 92 per cent of all Calgarians in 2016. Participation is defined through art creation (such as playing music, creating visual art, taking dance classes), event attendance (such as visiting museums, community festivals, live music, and movies), and media consumption (such as books, art website visits, etc.). Participation in 2016 reveals that those in the Centre City have both the highest levels of media consumption and event attendance. Outside of Inner City, the SW has the highest media consumption (86 per cent) and event attendance (71 per cent), while the highest levels of arts creation were in the NE quadrant (65 per cent). Young adults (18-34) had the highest levels of all participation forms by age. Those who lived in Calgary between 5-10 years had the highest rates of participation when comparing respondents by length of time they have lived in Calgary. (Data source: *Calgary Arts Development*).

Calgary is a city of safe and vibrant neighbourhoods



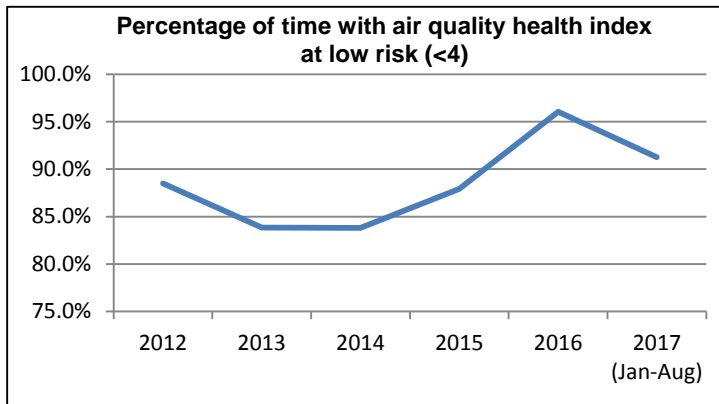
Parks and open spaces are special urban environments for citizens to gather, relax and take part in positive, healthy leisure activities. In alignment with the goals of the Municipal Development Plan, The City of Calgary and partners in the development community work together to ensure access to quality public parks and open spaces is within a five-minute walk of almost all residents of Calgary. (Data source: City of Calgary Parks)

Calgary's crime rate remained relatively stable between 2012-2014. In 2015, there was a significant increase in property crimes driven by the number of break and enters, motor vehicle thefts and thefts. Person crime did not experience the same dramatic increases in 2015, however the number of commercial robberies, assaults and domestics began to trend upwards. The rate of domestic violence incidents has been increasing since 2013, with 2016 registering a domestic violence rate increase of 48 per cent over 2013. There is no one explanation for these property and person crime trends; rather, they can be attributed to a multitude of factors including the downturn in the economy, societal changes, familial factors, health and addiction issues, justice system changes and capacity and legislative changes and many others that impact Calgary's crime. (Data source: Calgary Police Service)

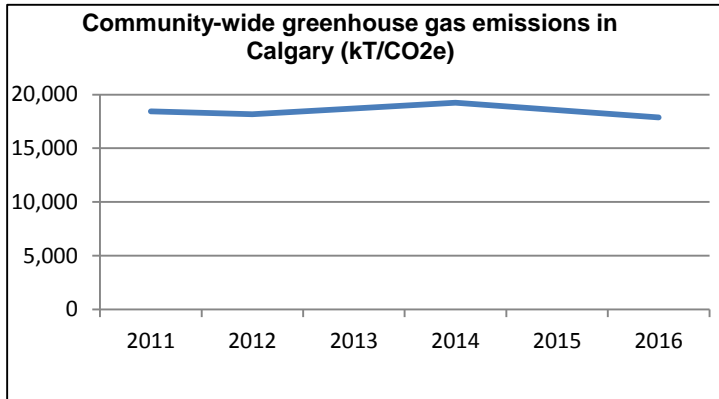
While the majority of Calgarians continue to feel safe walking alone in their own neighbourhoods after dark, there has been a slight drop in perceptions of safety in this area since 2013. Although crime had risen slightly in 2016 in Calgary, largely due to the economic downturn, 84 per cent of citizens state that they would feel safe walking alone in their own neighbourhoods after dark. This includes 42 per cent who indicate that they would feel "very safe" and an additional 42 per cent who state they would feel "reasonably safe." (Data source: City of Calgary Citizen Insight Research 2017).

Calgary has a sustainable natural environment

People in Calgary value the natural environment and its role in human and societal health. Calgary has healthy ecosystems and is resilient to a changing climate. Calgarians are stewards of air, land, and water and are engaged in preservation of the environment for future generations.

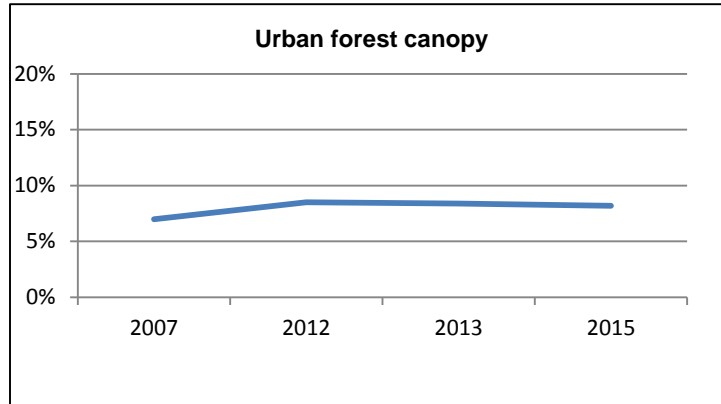


Ambient air quality is complex. It is affected by many factors, including emissions from human and natural sources, and weather patterns that may keep contaminants closer to ground level. Air quality in Calgary is generally good, presenting low or moderate health risk. This means that most days there is no need for citizens or at-risk populations to reduce or reschedule outdoor activities. Wildfire smoke, which occurred during August 2015, and July and August 2017, contributed to elevated fine particulate matter reducing the per cent of time that the Air Quality Health Index was rated at low or moderate risk, and reduced time with no odour or visibility problems. (Data source: AEP Data Warehouse)

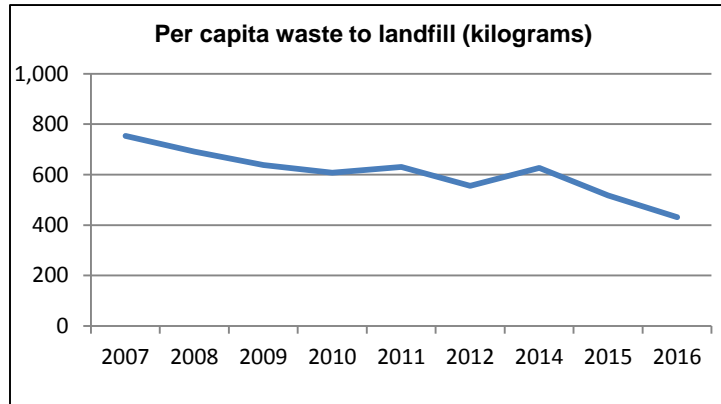


The 2016 community wide Greenhouse Gas (GHG) inventory shows a 3.1 per cent decrease in emissions since 2015. This is associated with a decrease in fossil fuel use within city boundaries. There were additional decreases in heating emissions, which may be due to a warmer than average winter, and a 2.2 per cent decrease in emissions relating to electricity, which may be due to more efficient use of electricity and/ or renewable energy additions to the Provincial grid. The sector which saw the greatest decrease (4.9 per cent) in emissions was from Transportation likely as a result of the economic downturn Calgary has experienced since 2015. (Data source: City of Calgary Environmental Safety Management)

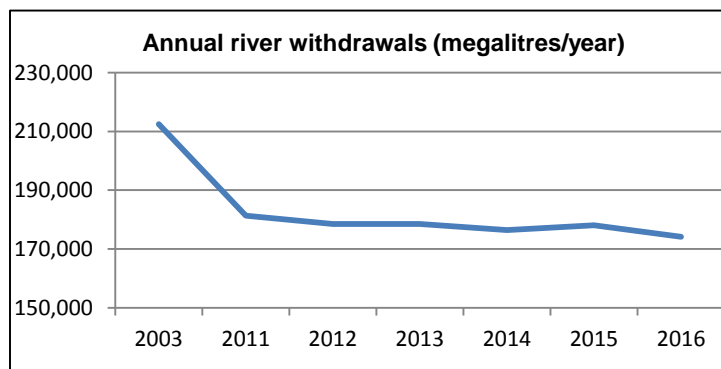
Calgary has a sustainable natural environment



Urban forest canopy represents the proportion of land in Calgary that is covered by trees. A thriving urban forest canopy provides many benefits to residents. Trees play an important role in city aesthetics and even psychological wellbeing. Trees also help in improving air quality, they also provide shade which assists energy conservation, and trees can also provide a buffer for noise and wind. Calgary's urban forest canopy suffered significant damage in the snow event of September 2014, however, canopy coverage is greater than in 2007. *(Data source: City of Calgary Parks)*

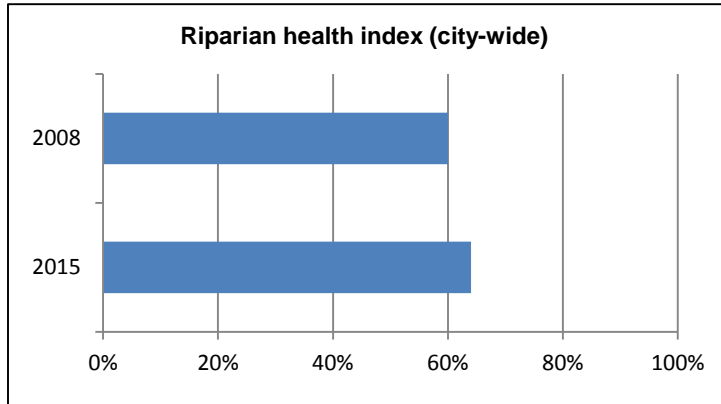


Per capita waste to landfill has trended downward since 2007, with a faster than anticipated decline in 2015 and 2016 due to lower tonnages from commercial customers, current economic conditions, and increased diversion. It is projected that landfill volumes will continue to trend downward. *(Data source: City of Calgary Waste and Recycling)*



The health of the rivers that flow through our community is important to everyone. Focusing on the long-term sustainability and resilience of rivers is essential to meet the immediate and future needs of a growing city and region. Calgarians continue to be water-wise and have been successful in furthering a steady reduction in overall water usage over the last 13 years. In 2016 annual water withdrawn from the Bow and Elbow rivers was 174,433 million litres (ML), remaining below the 2003 benchmark of 212,500 ML while population grew by over 312,000 in the same period of time. *(Data source: City of Calgary Utilities)*

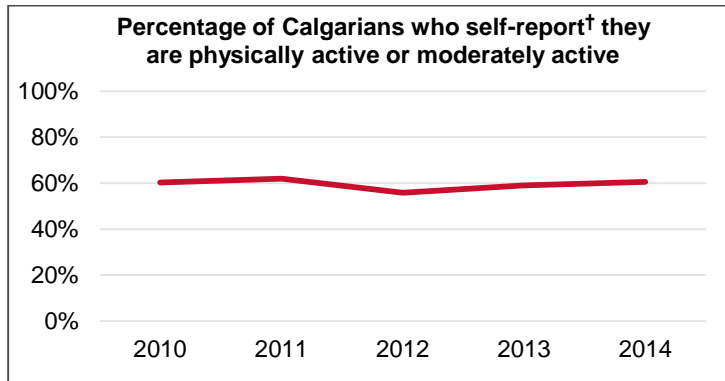
Calgary has a sustainable natural environment



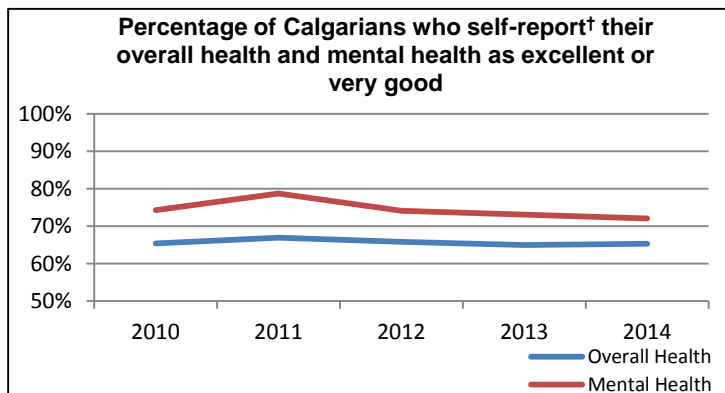
A critical indicator of watershed health is the condition of the areas that border creeks and rivers, known as riparian areas. Promoting riparian health helps to minimize further loss of riparian areas through engagement and education of Calgarians on the value of watershed and continued improvement of riparian health. Progress towards healthy riparian areas is measured by The City's Riparian Health Index, which is used to monitor and measure riparian health every five years based on water quality, ecological integrity and recreational value. Many partners and community organizations contribute to riparian health and Calgarians are making progress towards achieving riparian health. (*Data source: City of Calgary Utilities*)

Calgary is a healthy and equitable city.

In Calgary, everyone has the opportunity to lead fulfilling lives. Calgarians have affordable access to the resources they need for physical, mental, emotional health and well-being. Calgarians have access to affordable housing options that suit their needs. Calgarians enjoy healthy lifestyles, and have what they need to be healthy.

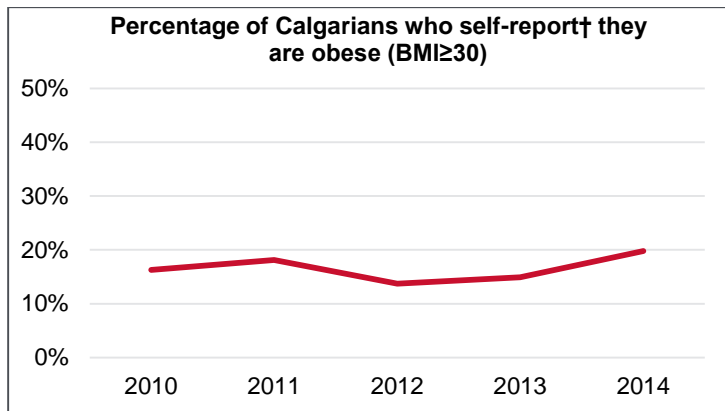


According to the Canadian Community Health Survey, the level of self-reported physical activity, which is an indicator of Calgarians who are physically or moderately active, has remained stable over time. (Data sources: *Interactive Health Data Application (IHDA)*, *Canadian Community Health Survey Provincial Share Files* for cycles 2010, 2011, 2012, 2013 and 2014, *Alberta Health Care Insurance Plan (AHCIP) Registration Data*).

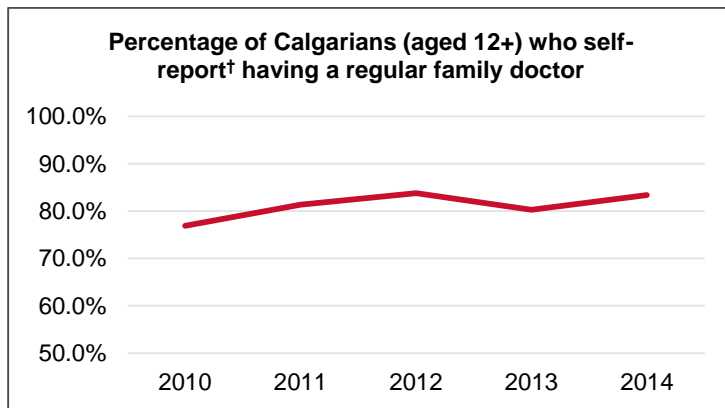


This indicator provides a general trend on self-reported overall health and mental health by Calgarians. The overall picture of Calgarians who self-report their overall health as excellent or very good is fairly stable around 66 per cent. Those who self-report their mental health as excellent or very good has declined since 2011 from 79 per cent to 72 per cent. (Data sources: *Interactive Health Data Application (IHDA)*, *Canadian Community Health Survey Provincial Share Files* for cycles 2010, 2011, 2012, 2013 and 2014, *Alberta Health Care Insurance Plan (AHCIP) Registration Data*).

Calgary is a healthy and equitable city

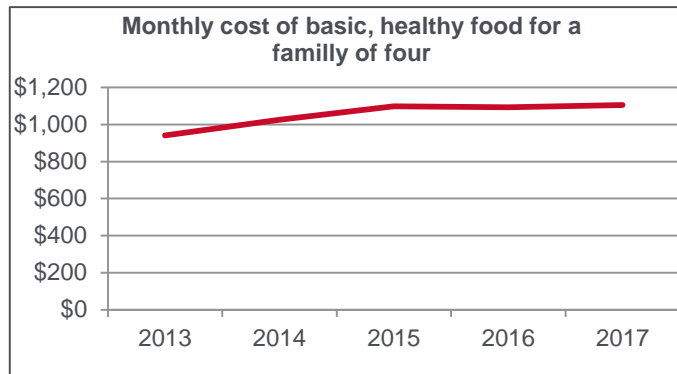


Obesity is a complex disorder which is known to increase the risks of diseases and heart problems, such as heart disease, diabetes and high blood pressure. The trend shows an increasing per cent of Calgarians who self-report that they are obese based on reported BMI (Body Mass Index) since 2012. (Data sources: Interactive Health Data Application (IHDA), Canadian Community Health Survey Provincial Share Files for cycles 2010, 2011, 2012, 2013 and 2014, Alberta Health Care Insurance Plan (AHCIP) Registration Data).

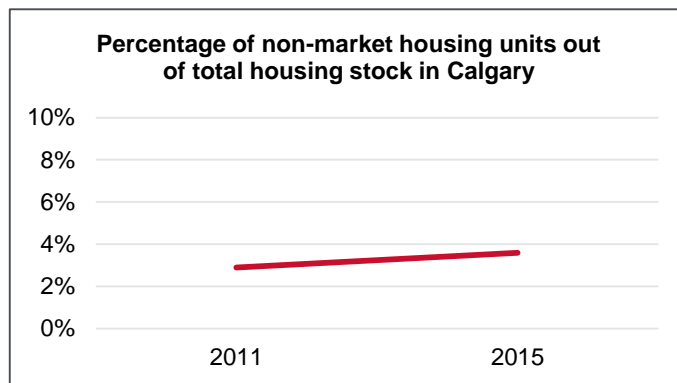


Being able to access primary care is important to the overall health of the population. In recent years, there has been an increase in the percent of Calgarians (aged 12+) who report having access to a regular family doctor. (Data sources: Interactive Health Data Application (IHDA), Canadian Community Health Survey Provincial Share Files for cycles 2010, 2011, 2012, 2013 and 2014, Alberta Health Care Insurance Plan (AHCIP) Registration Data).

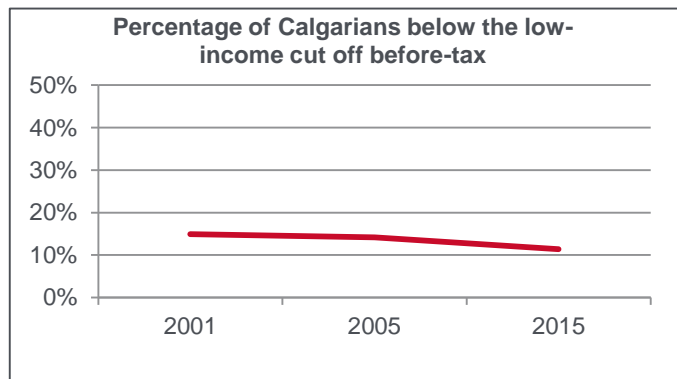
†The data in the previous four indicators are self-reported and are complex to collect as they are perception-based and subject to differences in prescribing the condition. The data also excludes persons living on reserves and other Aboriginal settlements in the provinces, full-time members of the Canadian Forces, the institutionalized population, and children aged 12-17 that are living in foster care. The obesity measure is for those aged 20 – 64 years who are not pregnant.



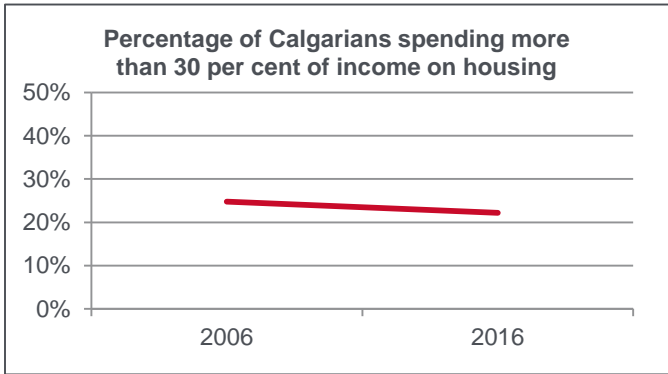
The cost of eating a healthy diet in Calgary rose fairly quickly between 2013 and 2015 but has since levelled off with the monthly cost of \$1,105 in 2017. The data reflects an estimate of the monthly costs of a basic, healthy diet for a family of four with a father and a mother age 31-50 years (spirold, a boy age 9-13 and a girl age 4-8. The fundamental requirements to support healthy eating include both adequate income to buy nutritious food as well as convenient physical access to locate these foods. Both physical access and cost of food may vary across Calgary neighbourhoods. (Data source: *The Cost of Healthy Eating in Alberta, Alberta Health Services*).



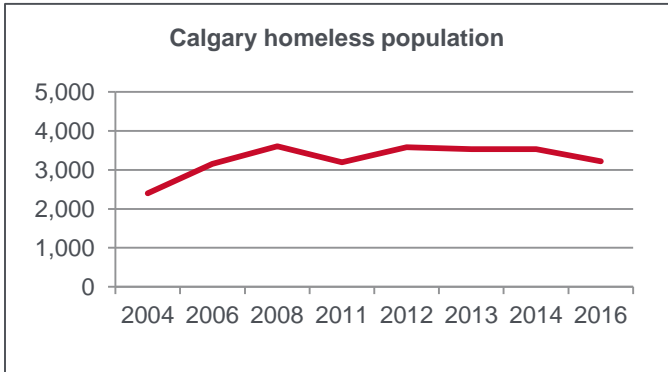
Non-market housing units are subsidized, social, or affordable housing units. An adequate supply of non-market housing is an indicator of access to housing for lower-income populations which is a critical part of supporting a healthy population. In 2015, there were 16,702 non-market housing units identified in Calgary, compared to 12,483 units in 2011. Currently, 80 per cent of all affordable housing units are over 25 years old and more than half of Calgary's residential communities have zero affordable housing. The true net gain of non-market housing units, less demolished units that have reached the end of their lifespan and conversions into other uses, is about 308 units per year on average. Calgary's overall proportion of non-market housing is 3.6 per cent, while the national average across Canada is 6 per cent. (Data source: *Housing in Calgary: An Inventory of Housing Supply 2015/2016 City of Calgary*).



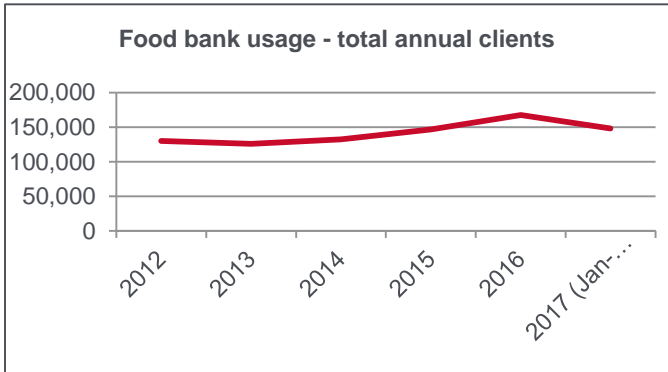
Poverty is a reality for about 10 per cent of Calgarians. Those living in poverty include working families, children, and seniors who are struggling with inadequate incomes to meet their basic needs. When people lack the income necessary to meet their basic needs they are often forced to make difficult choices between things that most people take for granted. This can lead to compromising the amount or quality of food purchased, living in unhealthy or unsafe environments, or foregoing educational or other activities important for healthy living. For many, the result is reduced health, fewer opportunities to get involved in community life, or to benefit from activities that would improve their situation. (Data source: *Census of Canada*).



Over the last 10 years, the per cent of Calgarians spending more than 30 per cent of their income on housing has declined from 24.8 per cent to 22.2 per cent. People in households that spend 30 per cent or more of total household income on shelter expenses are defined as having a "housing affordability" problem. Shelter expenses include electricity, oil, gas, coal, wood or other fuels, water and other municipal services, monthly mortgage payments, property taxes, condominium fees, and rent. People who lack access to acceptable housing are more likely than those with adequate housing to experience physical and mental health problems. *(Data source: Census of Canada)*



From the mid-1990s until the mid-2000s, homelessness in Calgary saw very rapid growth. In 2008, Calgary became the first Canadian city to develop a plan to end homelessness. Since that time, homelessness in Calgary has stabilized and started to decrease. In 2016 there were about 3222 homeless people in Calgary. Progress made in this area is due to community efforts, changes to social assistance, and an increase in Calgary's vacancy rate. *(Data source: Calgary Homelessness Foundation)*



The number of total annual clients accessing the Calgary Interfaith Food Bank increased throughout Calgary's economic downturn starting in 2014. Clients accessing food banks in Calgary do so for a variety of reasons. Some clients have only a single source of income in the form of government benefits such as AISH (Assured Income for the Severely Handicapped), and that income may not be enough to cover food and other living expenses. Food bank clients can also include employed individuals whose full-time income is insufficient to support themselves or their families and others using the food bank may have recently lost a job or otherwise be unemployed. *(Data source: Calgary Food Bank)*

The seven Quality of Life Results included above represent long term community aspirations of well-being for children, adults, families and communities in Calgary. This report provides high-level insight into how well Calgary is faring on a number of different indicators. The City of Calgary continues to work closely with external partners to contribute to improving the lives of citizens through programs, services and other initiatives.

Appendix A: Acknowledgements

This report was developed by a working team with representatives from Corporate Initiatives (CFO) and Sustainability Strategies (P&D). The team would like to thank the subject matter experts from the following areas who provided input, data, and analysis to this report:

City of Calgary Business Units:

Assessment
Calgary Building Services
Calgary Community Standards
Calgary Emergency Management Agency
Calgary Fire Department
Calgary Growth Strategies
Calgary Housing
Calgary Neighbourhoods
Calgary Parks
Calgary Police Service
Calgary Recreation
Calgary Transit
City Clerks
Corporate Analytics & Innovation
Corporate Economics

Customer Service & Communications
Deputy City Manager's Office
Environmental & Safety Management
Finance
Fleet
Information Technology
One Calgary Program
Real Estate & Development Services
Resilience and Infrastructure Calgary
Roads
Transportation Planning
Urban Strategy
Waste & Recycling Services
Water Resources

External Organizations:

Alberta Advanced Education
Alberta Health Services
Alberta Ecotrust
Calgary Arts Development Authority
Calgary Board of Education
Calgary Catholic School District
Calgary Chamber of Voluntary Organizations (CCVO)
Calgary Economic Development
Calgary Foundation

Calgary Public Library
Innovate Calgary
Momentum
Mount Royal Institute for Community Prosperity
Sustainable Calgary
The Centre for Innovation Studies
Tourism Calgary
United Way of Calgary and Area
University of Calgary Urban Alliance
Vibrant Communities Calgary

Appendix B: List of sources reviewed

City of Calgary Plans	imagineCALGARY, Calgary Transportation Plan, Municipal Development Plan, Cultural Plan
Partner plans	Calgary Economic Development Strategy (Calgary Economic Development), Enough for All Poverty Reduction Strategy (implementation led by Vibrant Communities Calgary)
Calgary-based indicator reports	Sustainable Calgary – State of the City Calgary Foundation – Vital Signs
Canadian municipalities	Edmonton, Fernie, Iqaluit, Kitchener, Ottawa, Saskatoon, Toronto, Vancouver, Vaughn, Victoria, Waterloo, Whistler, Whitehorse, Winnipeg, Yellowknife
US Counties, Cities, State Governments	Montgomery County (Maryland), Placer County (California), The City of Portland, Oregon, State of Vermont, Wallowa County (Oregon)
4 International cities	Cardiff, Wales, UK; North Lincolnshire, UK; Sydney, Australia; Melbourne, Australia
Other related Initiatives and Reports:	<ul style="list-style-type: none">- Cities Resilience Framework- Organization for Economic Co-operation and Development (OECD) - Better Life Initiative- Compendium of OECD Well-Being Indicators- Canadian Index of Well-Being – University of Waterloo- Federation of Canadian Municipalities – Quality of Life Reporting System- Peg Report – A partnership with United Way and International Institute for Sustainable Development (IISD) [Winnipeg]

Appendix C Glossary

Accessible: Everyone is able to participate and be included in all activities in society.

Arts: Includes all forms of creative expression, including formal and informal arts, as well as art made in for-profit and not-for-profit settings. This definition includes traditional definitions of art, such as the performing arts, literary arts, visual arts and the applied arts. The definition is also meant to capture the broad range of arts that impact the everyday lives of Calgarians. (*Calgary Civic Arts Policy*)

Culture: The collection of distinctive traits, spiritual and material, intellectual and affective, which characterize a society or social group. It is a broader concept than “arts”, comprising modes of life, human rights, value systems, traditions and beliefs. (*Calgary Civic Arts Policy*)

Diversity: All the ways that people are different. Diverse characteristics include, but are not limited to: social, economic, cultural, physical characteristics, as well as ideas, abilities, perspective, and values.

Equity: Means treating people with fairness by taking into account different needs and social conditions. It requires tailored treatment and the removal of barriers (often systemic) for diverse individuals or groups. The result of equity is that all people have the opportunity to benefit equally.

Greenhouse Gas: Greenhouse gases (GHGs) are gases in the earth’s atmosphere that trap heat, and prevent radiation from being lost into space. The six greenhouse gases are carbon dioxide, methane, nitrous oxide, ozone, chlorofluorocarbon and water vapour

Gross Domestic Product (GDP): Gross domestic product (GDP) is the total unduplicated value of the goods and services produced in the economic territory of a country or region during a given period. GDP provides a wealth of information. This aggregate is often referred to as the economic report card of a country. The level of GDP reveals information about the size of an economy while the change in GDP from one period to another period indicates whether the economy is expanding or contracting.

Housing Affordability: Housing affordability is a general measure of how affordable housing is. For housing to be affordable, the Canada Mortgage and Housing Corporation says a household should not spend more than 30 percent of gross income on rental shelter costs, and no more than 32 percent of gross household income on homeownership. It is also often used in relation to the cost of housing provided by the market, e.g. entry-level home prices.

Inclusive / Social Inclusion: Communities value differences and diversity among people as reflected in a variety of forms, including, but not limited to ethnicity, culture, perspective, talent, interest, ability, gender, sexual orientation, age, religion, language and socio-economic status. (*Community Services Quality of Life Results*)

Indicators: Indicators are measures that help to quantify the achievement of a Quality of Life Results.

Low-Income Cut-offs (LICOs): LICOs represent the income level at which a family may be in economically strained circumstances because it has to spend a greater proportion of its income on necessities (food, shelter and clothing) than the than the average family of similar size. LICOs are calculated for families and communities of different sizes. (Statistics Canada).

Modal split: Per cent of all-purpose, citywide trips that are made by walking, cycling, transit and car within a 24-hour period.

Poverty: Poverty is a lack of resources and few opportunities to achieve a standard of living that allows full participation in the economic, social, cultural, and political spheres of society. (*Poverty in Calgary: A four part series*, City of Calgary and partners, 2012)

Quality of Life Results: Quality of Life Results are conditions of well-being for children, adults, families, and communities for a defined population or geographic area.

Resilience: Individuals, communities, institutions, businesses, and systems within a city have the capacity to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. (*100 Resilient Cities definition of “urban resilience”*)

Sustainable natural environment: A state in which nature, and all its systems, is able to remain diverse, productive, and healthy indefinitely allowing people to live well, now and in the future.

Total Early-stage Entrepreneurship Activity (TEA) refers to people actively preparing new ventures and those with businesses under three and a half years old.

Appendix 3: Resilience

RESILIENCE PERCEPTIONS

The City of Calgary was named part of the 100 Resilient Cities (100RC) in May 2016. Membership in this network will significantly strengthen resilience work being done by The City of Calgary and partners to prepare for and recover from stresses and shocks stemming from social, economic and environmental challenges.

The Resilience and Infrastructure Calgary team undertook an extensive engagement effort to capture relevant information about the resilience of the city through the perceptions of a broad range of stakeholders, in order to:

- Baseline the city's resilience strengths and weaknesses as perceived by stakeholders representing diverse perspectives and expertise
- Identify and catalogue issues relevant to the city's resilience work
- Understand where there is consensus and dissonance on city resilience performance
- Begin to map overlapping or interconnected resilience issues

Calgarians participated in perception workshops, focus groups and interviews to discuss their views on the important shocks and stressors facing Calgarians. This information was paired with Corporate survey data identifying areas for improvement and those of strength.

RESILIENCE FRAMEWORK

Citizen Perceptions: Our Participants

380 Workshop attendees (Agenda Setting Workshop, Environment Expo)

78 Focus groups for youth, seniors, business groups and general public

14,543 Corporate survey participants including Citizen Satisfaction, Economy, Quality of Life & Infrastructure, Seniors Age Friendly Strategy Research and the Calgary Police Commission Annual Citizen Satisfaction

RESILIENCE QUALITIES



Reflective cities use past experience to inform future decisions



Resourceful cities recognize alternative ways to use resources



Inclusive cities prioritize broad consultation to create a sense of shared ownership in decision making



Integrated cities bring together a range of distinct systems and institutions



Robust cities have well-conceived, constructed, and managed systems



Redundant cities have spare capacity purposively created to accommodate disruption



Flexible cities have the willingness and ability to adopt alternative strategies in response to changing circumstances

RESILIENCE FRAMEWORK

The purpose of the City Resilience Framework (CRF) is to unpack and understand the complexity of a city and the drivers that contribute to resilience. By assessing the drivers of the city, it is possible to identify critical areas of weakness for which to focus preventative or responsive actions to improve resilience.

The CRF has four dimensions:

Health & Wellbeing: “People” The health & wellbeing of everyone living and working in the city.

Economy & Society: “Organization of Cities” The social & financial systems that enable urban populations to live peacefully, and act collectively.

Infrastructure & Environment: “Place” Effective leadership, empowered stakeholders, and integrated planning.

Leadership & Strategy: “Knowledge” The way in which human-made & natural infrastructure provide critical services and protects urban citizens.

RESILIENCE DRIVERS

Each Dimension has three drivers, as defined below:

Health & Wellbeing

Meets Basic Needs: Provision of essential resources required to meet a person’s basic physiological needs.

Supports Livelihoods and Employment: Livelihood opportunities & support that enable people to secure their basic needs. Opportunities might include jobs, skills training, or responsible grants & loans.

Ensures Public Health Services: Integrated health facilities & services, & responsive emergency services. Includes physical & mental health, health monitoring & awareness of healthy living & sanitation.

Economy & Society

Promotes Cohesive and Engaged Communities: Community engagement, social networks & integration. These reinforce collective ability to improve the community & require processes that encourage civic engagement in planning & decision-making.

Ensures Social Stability, Security and Justice: Law enforcement, crime prevention, justice, & emergency management.

Fosters Economic Prosperity: While Driver 2 is about individual livelihoods, Driver 6 is about the economy on a wider scale. Important economic factors include contingency planning, sound management of city finances, the ability to attract business investment, and a diverse economic profile & wider linkage.

Infrastructure & Environment

Enhances and Provides Protective Natural & Human-Made Assets: Environmental stewardship, appropriate infrastructure, effective land use planning & enforcing regulations. Conservation of environmental assets preserves the natural protection afforded to cities by ecosystems.

Ensures Continuity of Critical Services: Diversity of provision, redundancy, active management & maintenance of ecosystems & infrastructure, & contingency planning.

Provides Reliable Communication and Mobility: Diverse & affordable multi- modal transport networks & systems, ICT & contingency planning. Transport includes the network (roads, rail, signs, signals etc.), public transport options & logistics (ports, airports, freight lines etc.)

Leadership & Strategy

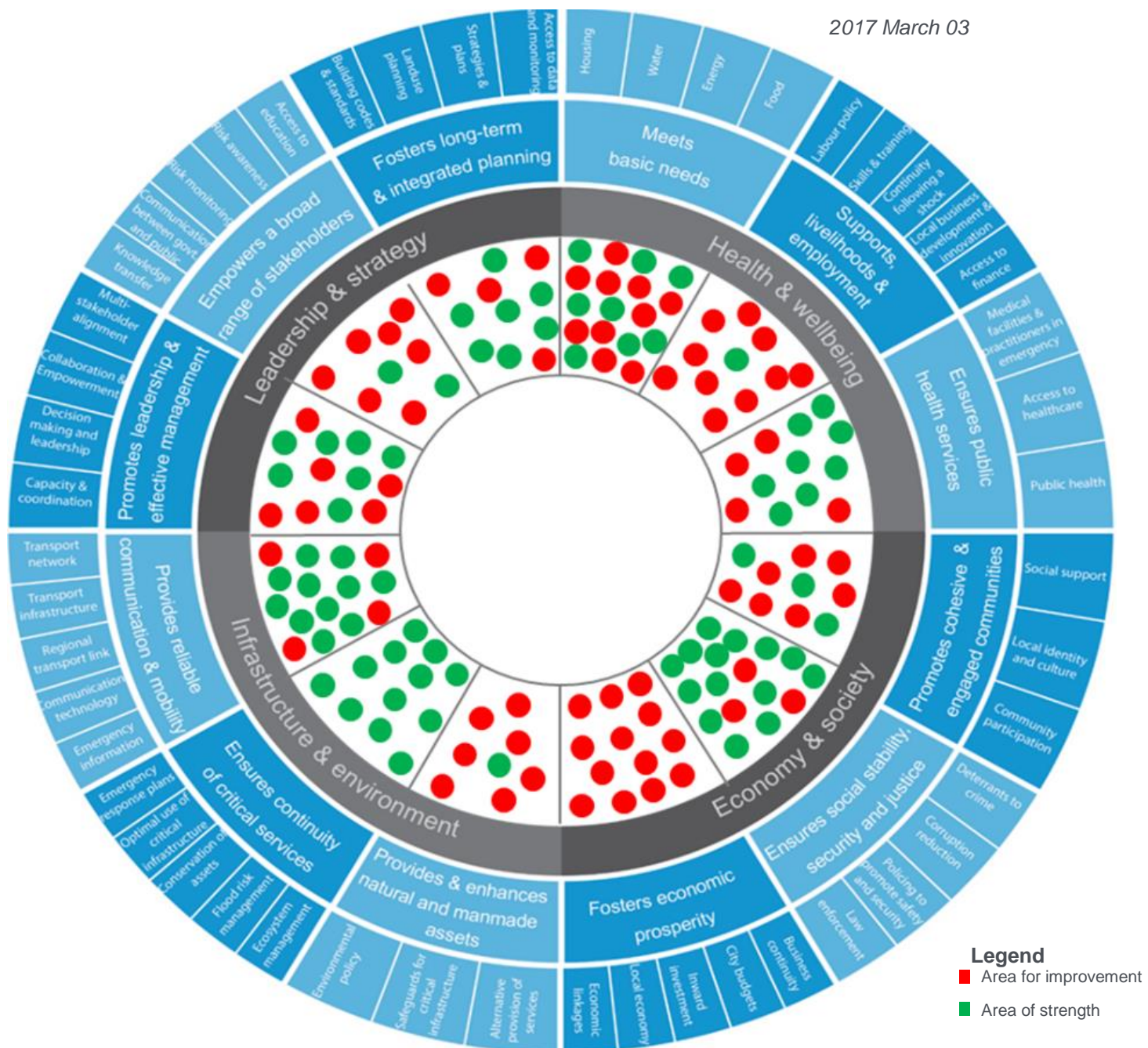
Promotes Leadership and Effective Management: Relating to government, business & civil society. This is recognizable in trusted individuals, multi-stakeholder consultation, & evidence-based decision-making.

Empowers a Broad Range of Stakeholders: Education for all, access to up-to-date information, & knowledge to enable people & organizations to take appropriate action. Along with education & awareness communication is needed to ensure that knowledge is transferred between stakeholders & between cities.

Fosters Long-Term and Integrated Planning: Holistic vision, informed by data. Strategies/plans should be integrated across sectors & land-use plans should consider & include different departments, users & uses. Building codes should create safety & remove negative impacts.

Our strengths and opportunities for improvement (Agenda Setting Workshop)

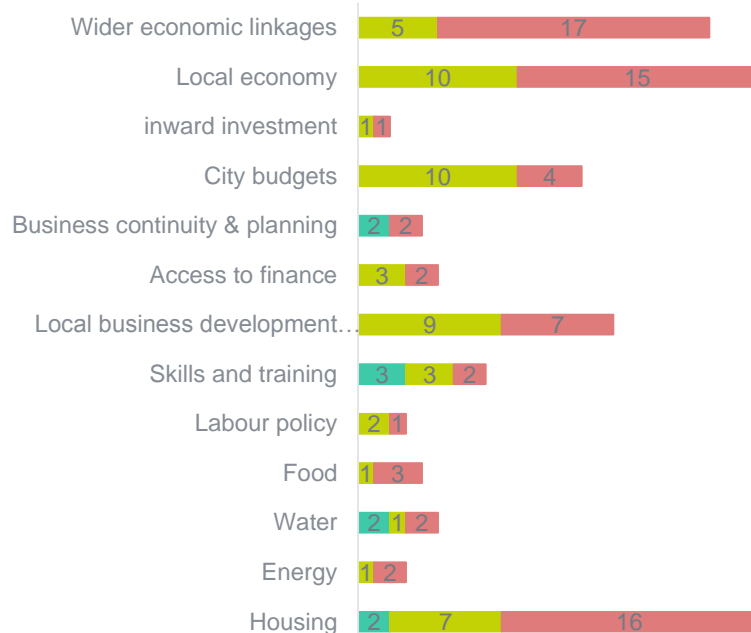
2017 March 03



RESILIENCE OPPORTUNITY

Calgary has the economic resilience to withstand stresses and shocks.

Resilience Perceptions



Legend
 Area for improvement
 Doing well but can improve
 Area of strength

By the Numbers:

27% of Calgary's Gross Domestic Product, made up of mining, oil & gas

23rd Calgary's rank out of 25 cities in for "Best City to be a woman in Canada"

113th Calgary's rank by Canadian Federation for Independent Business for top places to start and grow a business in Canada for 2016. Calgary's periphery came in at 23rd

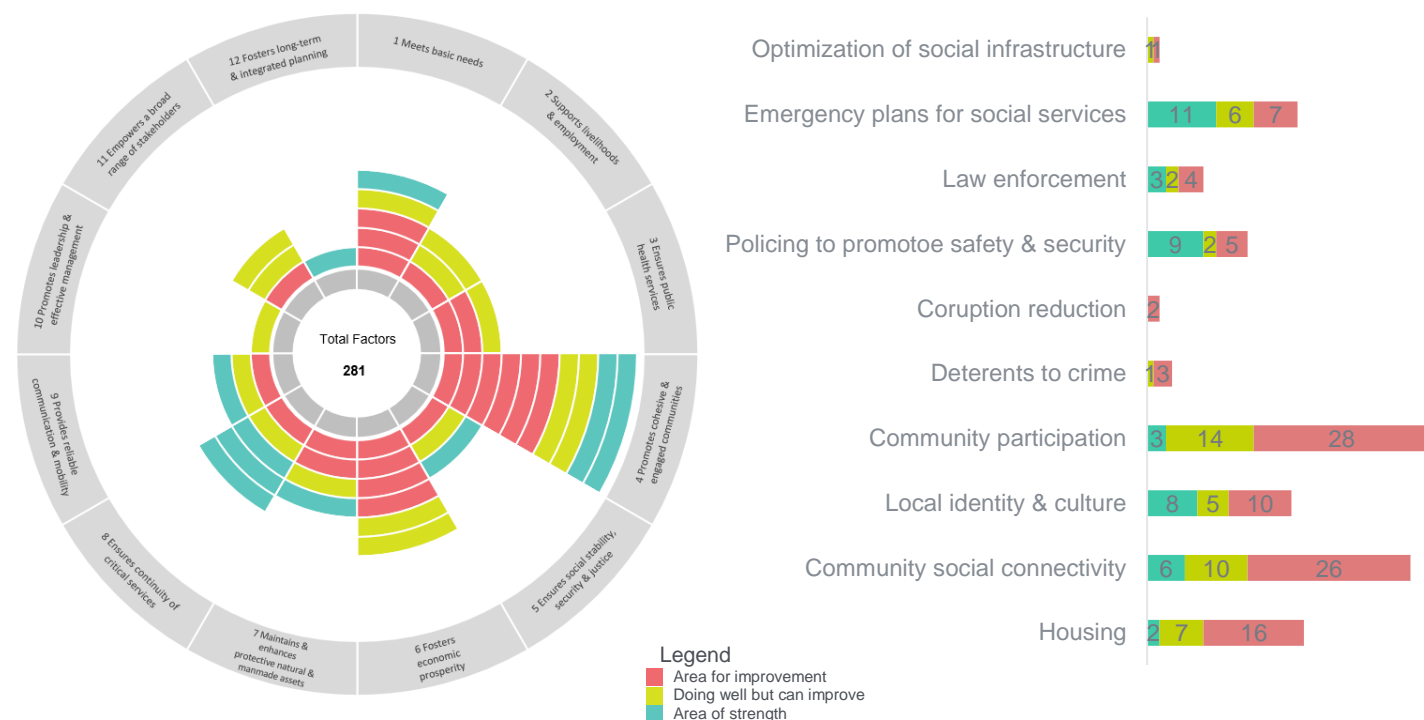
Story Behind the Numbers:

While business openings and closures are close to the five year average, Calgary is no longer home to the highest number of small businesses per capita. Businesses are the foundation of our economic prosperity. Not surprisingly, businesses perception and confidence in the local economy is poor. In addition to a struggling economy, businesses in Calgary feel they are facing seemingly uncoordinated policy, regulatory and tax changes within the municipal, provincial and federal governments. In a confidence survey conducted by Calgary Economic Development and Calgary Chamber, businesses cited reducing taxes and fees, creating a more business friendly environment and removing regulatory barriers as the top things government could do to support business in Calgary. When asked about the most important considerations for organizational growth, businesses cited securing new clients, competitive tax environment, improved productivity and acquiring suitable staff. The opportunity still exists to invest in infrastructure to support the economy.

RESILIENCE OPPORTUNITY

Calgary has strong social capital to withstand stresses and shocks.

Resilience Perceptions



By the Numbers:

- 14%** lower First Nation income as compared to income of Calgarians as a whole (Census, 2017)
- 83%** of Canadians that believe that people will be more closely connected to an online community or a network of friends than a geographic community (Ipsos CanadaNext, 2017)
- 29%** of Calgarians are immigrants and more than one in three Calgarians are a visible minority (Census Canada, 2016)

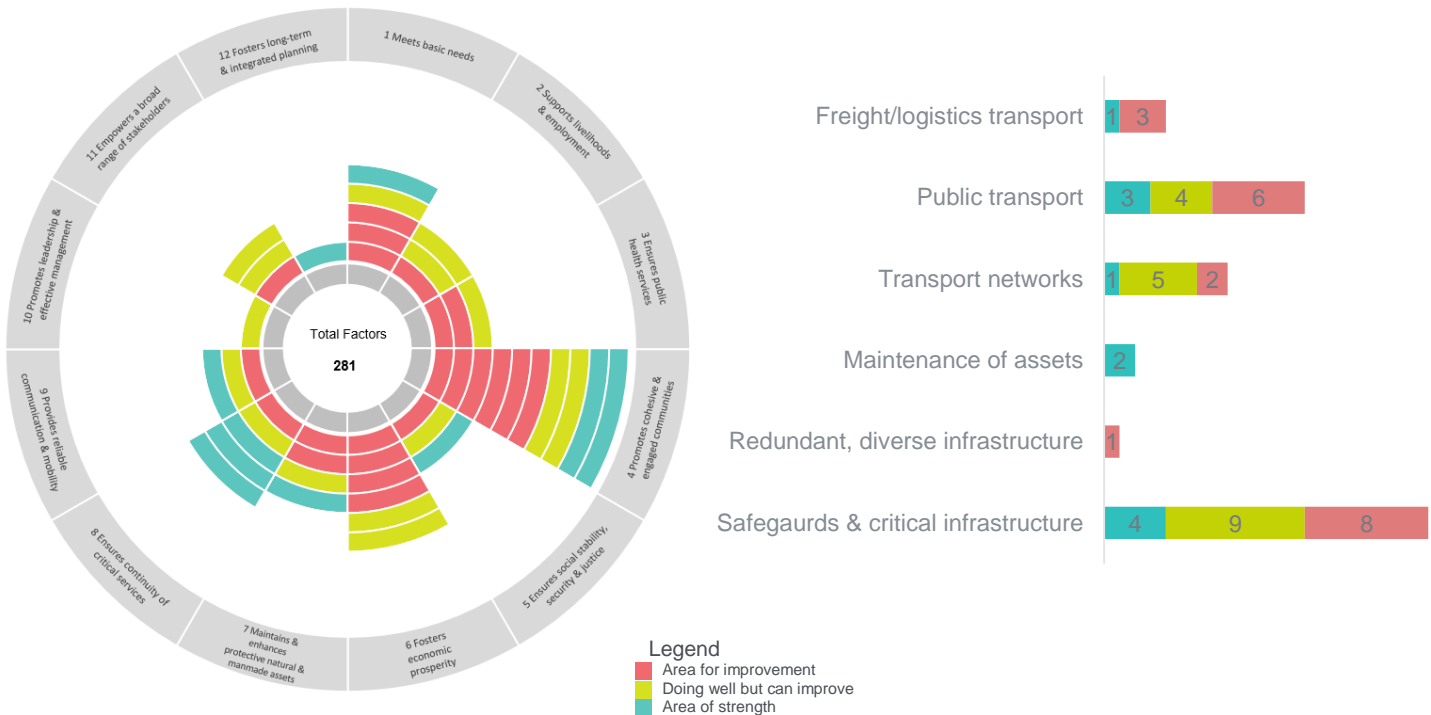
Story Behind the Numbers:

Socially inclusive and cohesive communities have residents who are well connected with one another and have a strong sense of belonging. In 2017, 38% of residents believe that a more ethnically diverse population leads to less connections between people. This can result in increased segregation and heightened racial, ethnic and religious tensions in communities. In 2015, Indigenous, immigrant and visible minority people earned lower wages than the general population. This income disparity has a negative impact on economic mobility, social capital and meeting basic needs for those impacted people.

RESILIENCE OPPORTUNITY

Calgary transportation services and infrastructure are prepared for stresses and shocks.

Resilience Perceptions



By the Numbers:

- 59.9** Kilometers of current C-train track
- 73%** of intermodal and warehousing facilities are located within 1600m of Primary Goods Movement Network
- \$1,256,828** The City's Capital Investment spend to September, 2017 up 9% over 2016)

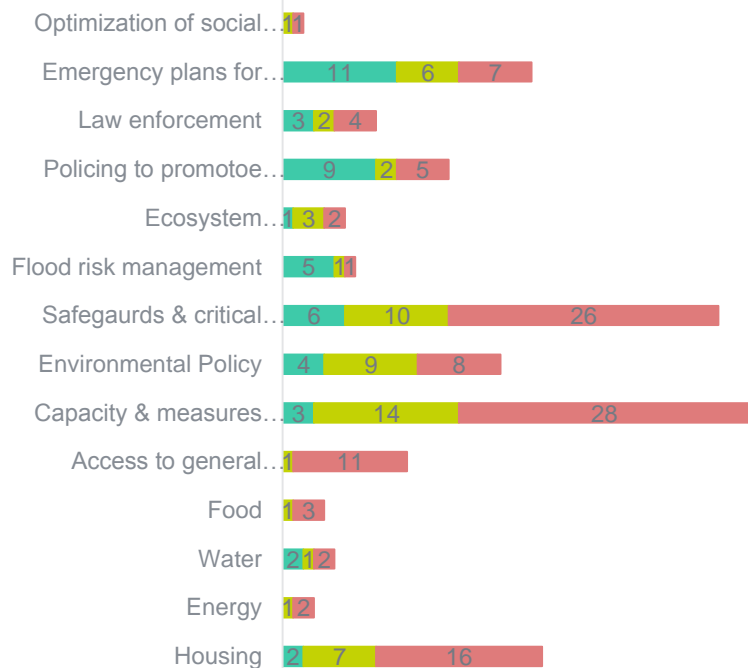
Story Behind the Numbers:

While providing the essential requirements needed to deliver services to citizens, the nature, quality and design of infrastructure can play a pivotal role in defining or fostering the character of a place, or the support communities as they are challenged by economic, social or environmental challenges. According to the 2017 Economic Perspectives survey (April), Calgarians believed it was a very good time (39%) or somewhat good time (42%) to invest in new projects like roads, public transportation and local facilities. As this investment in infrastructure, whether constructed or natural, matures beyond addressing their basic service needs to facilitate resilience planning and opportunities, community will become strengthened with more individuals safeguarded from harm. With The City of Calgary's historical \$2 Billion annual capital investment The City of Calgary has the financial mechanism to address and support citizen expectations, and important quality of life directives.

RESILIENCE OPPORTUNITY

Our natural assets and ecosystems within our city and region are strengthened while our flood and climate risks are managed.

Resilience Perceptions



Legend

- Area for improvement
- Doing well but can improve
- Area of strength

By the Numbers:

- 40%** of the city's land surface is impervious which reduces natural ability for storm water management and flood absorption and exacerbates heat waves and droughts (McKinsey, 2017)
- 4.0°C** Projected increase of Provincial annual mean temperature by 2060 (Prairie Climate Centre, 2017)
- 100%** Increase of insurance premiums for The City of Calgary as a result of the 2013 Flood (City of Calgary, 2017) *

Story Behind the numbers:

Climate change is a long-term stress demonstrated in increased prevalence and severity of extreme weather shock events. The impacts are felt not only on our natural and human-made assets but within our economy and society as well, and most acutely on aging infrastructure and vulnerable populations. Access to healthy natural assets and ecosystems support human health by providing a space for physical activity and social interaction, absorbing storm-water runoff and improving air quality and cooling during summer months.

* with flood mitigation efforts since the 2013 flood, The City is trending toward pre-flood insurance rates; however, with the magnitude and frequency of recent global natural disasters, property insurance is expected to rise.

RESILIENCE OPPORTUNITY

The City of Calgary leads through stresses and shocks

Resilience Perceptions



By the Numbers:

60% Of Canadians believe that government and legal regulations are being outpaced by technology (Ipsos CanadaNext 2017)

Challenges:

How can Calgary devise a modern system of local government that succeeds by putting people first?

How can The City of Calgary become a service and results driven, accountable and resilient municipal government, placing citizens, customers and communities at the forefront of plans, decisions and actions?

How can The City of Calgary embrace 22nd Century technology and trends?

ACKNOWLEDGEMENTS

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Setting Your Council Directives 2019-2022 - The story behind the data

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