



The 2020 Sustainability Direction

The City developed the 2020 Sustainability Direction (2020 SD) as a means to achieving its contributions towards long-term community goals and objectives. Short-term decisions are linked with long-term outcomes through business plans and budgets.

The 2020 SD builds upon The City's Triple Bottom Line policy through six goals areas (Figure 1) with associated objectives, targets/indicators and strategies. The annual reporting focuses on progress towards achieving the objectives and targets for the purpose of continuous improvement.

Detailed information is available online at <http://www.calgary.ca/CA/fs/Documents/Plans-Budgets-and-Financial-Reports/Year-End-Report-on-Business-Plans-and-Budgets-2014-Councils-Fiscal-Plan-Sustainability-Direction.pdf>

2014 Summary

The results show that the majority of the objectives are **progressing well**. 79% of the objectives and 77% of the targets are considered to be on track. The remaining targets are either on hold due to issues with measurement or challenged as is the case with the GHG reduction objective.

Community Well-being

- Equity
 - Diversity, Inclusiveness, and Creativity
 - Healthy and Active
 - Engagement and Empowerment
 - Safety and Resiliency
- The City is on track for all 5 objectives. Examples include: 97% of citizens indicate that Calgary is a safe city to live in, and 81% of citizens indicate The City fosters an inclusive city that is accepting to all.
 - Areas requiring further efforts include communication/engagement, and strategies focused on seniors and immigrant populations.
 - The 2013 flood highlighted existing community resilience in Calgary as well as the need for more focused disaster preparedness work with communities which has been a focus in 2014.

Prosperous Economy

- Focus on Business and Enterprise
 - Focus on People and Community
- The Prosperous Economy goal is challenged mainly because economic diversification remained steady over the past five years rather than moving toward the target of increasing business sector diversity. Lower oil prices in late 2014 and 2015 are expected to have a negative impact on investment spending in Alberta and Calgary and result in job loss in the energy and other sectors.
 - Calgary's unemployment rate in 2014 was 4.9% which represents full employment.
 - Calgary Economic Development released a refreshed economic development strategy and renewed focus for economic goals.

2020 Sustainability Direction



Figure 1: The six goal areas

Sustainable Environment

- Greenhouse Gas (GHG) Reduction
- Brownfields
- Air Quality
- Waste Management
- Biodiversity
- Water Quality
- Water Quantity

- Overall, the City's contributions to a Sustainable Environment are on track for air, biodiversity and water.
- The City of Calgary Corporation is on target to meet the 20% reduction goal by 2020 through ongoing GHG reduction activities such as the purchase of green electricity.
- The target of reducing community emissions by 20% is challenged because of Calgary's increased population.
- In 2014, the amount of waste sent to landfill increased due to construction materials (flood demolition and renovation).

Smart Growth and Mobility

- Complete Communities
- Strategic Intensification
- Expand Primary Transit Network
- Increase Transportation Choice
- Improve Goods Movement
- Optimize Transportation System

- The City is on track for the majority of objectives with a data collection issue impacting the status for goods movement.
- Land use diversity is increasing, activity centres and corridors have grown, and 20% of the primary transit network is implemented.
- The need for affordable housing is ongoing in Calgary and is not on target for 2020. Progress is being made towards a strategy that will identify the best way for The City to contribute to the ongoing delivery of affordable housing.
- Progress is being made toward increasing transportation choice through investment in transit, cycling, and pedestrian infrastructure.

Financial Capacity

- Flexibility
- Cost Efficiency
- Funding Sufficiency
- Risk Management
- Credibility

- The majority of objectives are on track.
- Debt and debt servicing has increased temporarily due to the MSI bridge financing that was required to offset amended timing in funding from the Province. Debt and debt servicing levels will decrease once MSI funding from the Province is received.
- The City maintains a strong level of reserves which provides some protection against unforeseen events that may otherwise have a negative impact on the budgets and potentially impact debt levels.
- The City's credit rating was reaffirmed as AA+ by Standard and Poor's and AA (high) by DBRS in 2014 achieving the on-going 2020 target.

Sustainable Corporation

- Workforce
- Infrastructure Management
- Effective Customer Service
- Efficiency

- The City continues to meet or exceed most Sustainable Corporation targets as exemplified by 87% of Calgarians agreeing that The City makes customer service an important priority.
- Project Management Quality Assurance showed high business unit alignment to project management standards and an Asset Management competency model is in development in conjunction with Action Plan 2015-18.
- Areas of challenge include having demographic data to assess the diversity of The City's workforce and a higher than targeted corporate lost time frequency (safety). Both areas of challenge have corrective strategies in place for 2015-18.