

Calgary



Attachment 1: Service Plan Preview

September 6, 2018

**Draft of the first two pages of each of the 2019-2022
service plans and budgets for “A City That Moves” as of
August 15, 2018**



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Introduction

The following includes the first two pages of each service plan & budget for the services included under the “A City That Moves” Citizen Priority.

Each service plan & budget describes the service’s story along with the value the service currently provides and proposes to provide to citizens over the 2019-2022 cycle.

The following is an overview of the full service plan & budget, available for the November 2018 Council deliberations:

<p>Page 1: Introduction to the service and current statistics</p>	<p>Page 2: Outlook for the service – e.g. Citizen input, Council Directives, key trends</p>	<p>Page 3: Service Performance – historical, current & forecast</p>	<p>Page 4: Proposed strategies to achieve performance & respond to outlook</p>	<p>Page 5: Proposed Operating Budget to achieve proposed results</p>	<p>Page 6: Proposed Capital Budget to achieve proposed results</p>
<p>Provided Today</p>		<p>Provided with the proposed plan & budget (November)</p>			

The 2019-2022 plan & budget cycle is the first time plans & budgets will be presented by service. The intent of this attachment and the first two pages is to provide background about each service including 2018 highlights along with a brief service outlook for 2019-2022. This will be followed up with the full plan & budget in November.

Please note:

The section “What Council Has Directed” is an opportunity for services to highlight key Directives that the service contributes to. For ease of tracking, Administration has coded each Council Directive statement (without changing any wording). When reading this section, you may notice reference to Directive codes. How the Directives were coded can be found at the end of this attachment.

Parking

Description:

Manages municipal parking resources and facilitates movement and access to businesses, services and homes for the benefit of Calgarians. This is achieved by providing paid on-street and off-street parking, the enforcement of the City's parking policies and bylaws, administration of permitted parking and space management for special events.

Customers:

The provision of parking resources serves vehicle and bicycle operators and supports businesses and services across Calgary. Residents are served by the administration of permitted parking where required. Enforcement activity serves vehicle operators, residents, and businesses by providing safe movement and access to parking.

What is delivered to customers:

Provides sufficient parking to meet Calgary's needs by delivering appropriate parking resources throughout the city, such as paid, time-restricted, permitted and accessible parking. Ensures compliance with the City's parking bylaws and supports the City's parking policies. Supports other City activities such as street cleaning and snow removal.

Partners:

Internally partners with Calgary Transit to support the enforcement of reserved parking stalls at C-Train stations. Externally partners with community associations and neighbourhoods, and Business Revitalization Zones. Also partners with third parties such as Calgary Zoo and Heritage Park as well as private sector businesses to manage parking services.

Service Need (Value Proposition):

Recognizing that parking is a finite resource, this service ensures that parking is made available where most beneficial, facilitating movement across the City and access to homes, businesses, and services. This includes the provision of special use zones such as commercial loading and accessible parking zones and supporting parking for special events. Through enforcement activity, ensures that movement across the City is safe and parking is accessible, while also supporting emergency services through actions such as safeguarding access to fire hydrants. Also supports activities such as street cleaning and snow removal by ensuring roadways are clear of vehicles when required. By supporting City parking policies, assists in maintaining desirable traffic flow and the pursuit of the City's transportation goals.

Current State Service Value

<p>18,786 Number of Paid Parking Stalls</p> <p>87% Positive Customer Perception 2017</p>	<p>137,728 Customer Calls 2017</p> <p>225 Number of Bicycle Stalls</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support \$1 M ■ Revenue \$2 M ■ Internal Recoveries \$1 M <p>Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> <ul style="list-style-type: none"> A Well Run City A Healthy and Green City A City that Moves A City of Safe and... A Prosperous City 		<p>What the service includes</p>
		<p>Key Capital Investments</p> <p>Capital is used to develop innovative parking solutions, build and maintain information technology infrastructure to support these solutions, fund lifecycle replacement of existing facilities and the development of new off-street parking facilities.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Key themes identified regarding values for Parking include:

- Providing more available and accessible parking throughout the city, in particular downtown, around LRT stations, and in close proximity to schools;
- Reducing parking fees and providing more affordable parking; and
- Ensuring compliance and enforcement. In ranking the values related to Parking as a service, citizens identify convenience and accessibility as most important, closely followed by safety and responsiveness in enforcement.

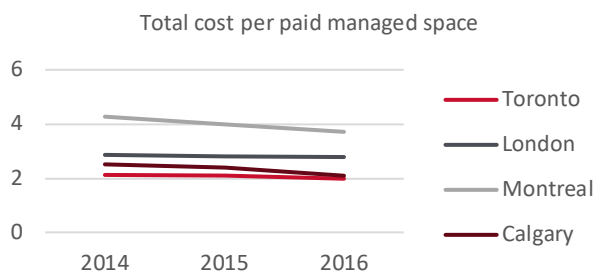
What council has directed: Council's Directives related to the service

Parking contributes to the Council directives 'A City that Moves' and 'A City of Safe and Inspiring Neighbourhoods'. Parking helps to facilitate the movement of people and goods throughout the city, enhance Calgarian's safety on roads, and reduce peak-hour traffic congestion. Parking also helps Calgarians to access services and amenities in their communities, and revenue from parking is reinvested into communities to strengthen transportation networks. Additionally, Parking is an important element of 'A Well-Run City'. Innovations in parking management and enforcement contribute to orderly streets and accommodate urban growth, in addition to streamlining customer interactions.

What are we watching

The economic downturn continues to be an important trend to monitor, as the associated loss of jobs in the downtown core resulted in both a decrease in parking demand and an increase in parking supply. Attention is also being paid to multiple technological advances, and the impact they could have on this service. Some, such as electronic vehicles, will have to be accommodated within the existing service. Others, such as automated vehicles, may require a significant overhaul to how the service operates and what it offers. This is a consideration when making long-term investments, such as ensuring new parking structures can potentially be converted for other uses or to serve a different composition of customer vehicle fleets.

Benchmarking



Calculated by dividing total revenue by total operating costs, this benchmark represents the efficiency with which parking stall revenue is generated. Despite a declining trend, Calgary still holds a ratio above the national median of 2.04. The decline between 2014 and 2016 may reflect the impact of the economic downturn and the related loss of jobs/commuters to the downtown core.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Safety	Parking restrictions and enforcement support safety on roadways.
Convenience	Systems and signage make it easy to find and pay for parking when and where it is needed.
Accessibility	A sufficient amount of reasonably priced parking is provided for users with a variety of needs.
Responsiveness	Parking bylaws are enforced in a timely manner to support compliance.
□	

Public Transit

Description:

The Public Transit service line provides a network of train and bus transportation for citizens and visitors to Calgary to get from place to place safely, reliably and affordably. The service includes rapid transit service by bus and CTrain, local bus routes and a support system that keeps customers safe, comfortable and informed.

Customers:

Public Transit customers include citizens and visitors who ride buses and trains to commute to school or work, and to visit the services, amenities and places they care about. Public Transit connects people across the city and links to other transportation services like Streets and Sidewalks & Pathways.

What is delivered to customers:

Public Transit customers purchase trips that connect anywhere across the city. Public Transit trips include supporting services like customer information systems and security services. Service is priced according to usage and ability to pay.

Partners:

We partner with a number of City services including Community Strategies, Neighbourhood Supports, Development Approvals, emergency services, Streets, Sidewalks & Pathways, Social Programs. We also support safety initiatives and infrastructure with industry partners, railroads and other levels of government.

Service Need (Value Proposition):

Public Transit makes it easier for citizens to get around Calgary safely and affordably. Calgarians care about a public transit system that is safe and secure, accessible for all ages and abilities, reliable and comfortable to use. Public Transit connects customers with people and places that they care about by providing a transportation choice that is accessible to a variety of ages and abilities and affordable to access. Customer service and information by phone, online, text and app, help keep riders informed, and a robust security service keeps them safe.

Current State Service Value

<p>102,000,000 Annual riders</p> <p>87% Customer satisfaction with trips</p>	<p>87% Reliability</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support ■ Revenue \$189 M ■ Internal Recoveries <p>Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> <ul style="list-style-type: none"> A Well Run City A Healthy and Green City A City that Moves A City of Safe and... A Prosperous City 		<p>What the service includes</p> <p>Public transit service (2018 Annual Gross Operating Budget - \$427,114)</p>
		<p>Key Capital Investments</p> <p>Essential capital investments are required to maintain safe and reliable vehicles, tracks, LRT stations, buildings, and transit technologies. A shortage of available capital will impact the service line's ability to provide reliable service to riders.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Public Transit service has an established process for customer research and engagement through the annual citizen satisfaction and internal customer satisfaction surveys. Customers have good overall satisfaction (87%) but rate reliability and safety of service as their top two values. Late or unsafe services directly affect customer experience and overall satisfaction. We will focus on investing in these top two dimensions to minimize the impact of a capital funding shortfall over the next 4-year period, as these reductions will likely impact the reliability of service.

What council has directed: Council's Directives related to the service

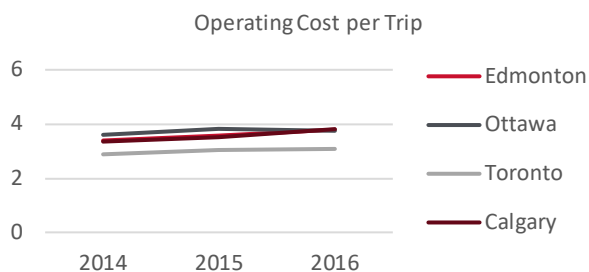
Council's primary concern is for all transportation options to be safe and attractive choices for Calgarians (M1 and M2). Investments included in this budget cycle maintain a focus on the safety of transit service protecting both customers and employees. By providing public transit service to customers in existing, new and developing communities and by expanding rapid transit routes with the MAX network we are making public transit a better option for more Calgarians. Council is also supported opening Stoney Garage which will enable us to better use our technology (M3) and reduce greenhouse gas emissions (H1).

Over the next four years we will ensure transit technology is available to help with schedule reliability and customer safety. We will also add service to actively developing communities (N4) ensuring that growth in those areas is supported by public transit service.

What are we watching

We are monitoring closely for efficient service delivery through varying economic conditions, operating and capital funding variability and changing customer expectations. Technological advancements and the emergence of transportation network companies, and other innovative service delivery is changing the transit industry. Given the limited availability of capital funds, first priority will be given to ensure the system is safe while other priorities like infrastructure improvements may be delayed leading to less reliable service. There will be impacts to customer experience with less investment in fleet, stations and buildings. Over the next few years, 40-year-old U2 trains will continue retire but without replacements, service will gradually be reduced to 3-car service. We keenly prepare for the construction and delivery of the new Green Line LRT which will influence the entire system.

Benchmarking



Measuring the cost of providing transit trips and benchmarking it against other municipalities helps gauge the efficiency to service. This performance measure calculates the increasing costs relative to the increase in service and includes numerous factors like ridership, city density and efficient delivery of service. Information from the Canadian Urban Transit Association (CUTA) shows Calgary similar to cities of the same size, but more expensive than larger, denser cities like Toronto.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Safety	Provide a safe environment for our customers and employees.
Reliability	Provide a predictable and consistent transit service that customers can rely on.
Informs	Greet the customers with a smile, pleasant tone of voice and right attitude to help them.
Quality	Provide clear and consistent communication to customers.
Attractiveness	Provide convenient, accessible transit service that is easy to use for customers. Provide clean travel environment to our customers and employees.

Sidewalks & Pathways

Description:

We plan, design, build and maintain the active transportation network that people use to get around Calgary every day. Sidewalks, pathways protected on-street bikeways connect our communities providing Calgarians with a safe and accessible year-round opportunities to walk, cycle, run, ride and use mobility devices throughout the city. These networks support travel for any reason, including to work, school, social or recreational or commercial activities. Safety and accessibility are key elements for making walking and biking more attractive options for moving around Calgary. We are constantly working to make sidewalks and pathways more inclusive, safer and easier to use.

Customers:

Sidewalk and pathway users include commuters, recreational users, and business users of all age groups and abilities. This network allows people to travel anywhere in the city and connect to other transportation services like parking and public transit. Businesses, utilities and festivals also use the space for infrastructure and special events.

What is delivered to customers:

Sidewalks & Pathways, along with Streets, includes infrastructure worth over \$20 billion. This includes sidewalks, pathways and protected bikeways, and also includes great spaces like Stephen Avenue and the River pathway system. There are many supporting elements like bridges, pedestrian corridors, rapid flashing beacons (RRFB's), crosswalks and lighting.


Partners:

We partner and consult with agencies across the public and private sectors to deliver the services that Calgarians need. Infrastructure including design, is delivered with developers and the construction industry. Safety initiatives for pedestrians and cyclists are delivered in concert with Community/Business Associations, school boards, police, Alberta Motor Association, and Alberta Health Services.

Service Need (Value Proposition):

Calgarians make over 1 million trips per day by walking or cycling. The Sidewalks & Pathways service is part of almost every journey and is the integral connection tying all transportation service lines together. Calgarians want great spaces for walking and cycling so that they can realize the physical and mental health benefits of these activities. People want walkable communities, with convenient and attractive connections to neighbours, shopping, services, and natural spaces. People need sidewalks and pathways to be safe, smooth and clear year-round. People need convenient, accessible, and safe routes around construction detours. Street crossings need to be especially safe, well-lit, marked, and signed. Inclusive elements are needed to make the network safe and accessible for everyone. Permits for special uses of the space needs to be easy to access, with clear rules and restrictions.

Current State Service Value

<p>1.1 million Customers each day</p> <p>94% Satisfaction with the pathway system</p>	<p>46.1 Injury/death collisions per 100,000 pop</p> <p>8219 Painted crosswalks</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support \$5 M ■ Revenue \$4 M ■ Internal Recoveries \$36 M <p>Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <p>Key Capital Investments</p> <p>Key initiatives are developed and implemented through City policies and plans, including Step Forward, the Safer Mobility Plan, and the Pathway and Bikeway Plan. This focuses spending on safety-related improvements, missing links and community traffic.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Annual surveys are conducted to gauge citizen satisfaction for sidewalks and pathways. While both have maintained strong satisfaction with ratings near 90%, citizens have shared a strong desire for improvements in snow clearing (53% satisfaction) and detours around construction (62%). Satisfaction for biking in Calgary has been increasing from 70% in 2011 to 78% in 2018. Citizens are very satisfied with biking on cycle tracks (90%). Overall though, 59% of Calgarians want to bike more and more often, but 51% do not feel safe riding in their community today. Key focuses moving forward will be improving safety and making sure routes are clear.

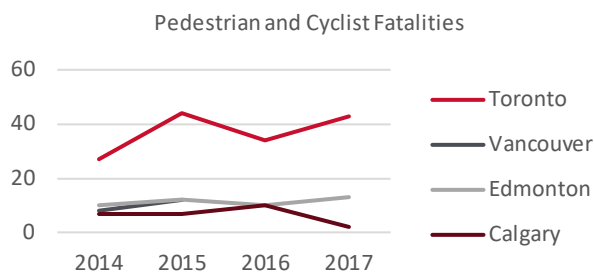
What council has directed: Council's Directives related to the service

Council's primary concern is for all transportation options to be safe and attractive choices for Calgarians (M1 and M2). We have supported this direction with plans and policies such as the Calgary Transportation Plan, The Safer Mobility Plan, Step Forward (the pedestrian strategy), and the Cycling Strategy. Council recently increased funding to expand The City's capacity to provide snow and ice control on sidewalks and pathways to make winter walking and cycling easier for Calgarians. Council wants all travel modes to be desirable, and for the needs of people who walk and cycle to be balanced against the needs of people who drive. Sidewalks and pathways are safe, accessible, and inclusive public spaces that are critical to providing Calgarians with safe and inspiring neighbourhoods (N1). They support healthy lifestyles and interaction amongst residents and reduce social isolation.

What are we watching

We are monitoring and adjusting to many trends that impact the delivery of sidewalks and pathways, including: increasing focus on pedestrian and cyclist safety, increasing share of trips being made by cycling and walking, and an increasing emphasis on year-round accessibility and wayfinding. Citizen expectations are changing as demographics and behaviours evolve. Changes in behaviour such as the increase in distracted drivers, cyclists and pedestrians and emerging transportation technologies (like ebikes and pedelecs) and business models (like undocked bikesharing) are changing how we move. Growth is also driving a need to expand the network to connect communities, and to balance the needs of different users where streets intersect with sidewalks and pathways. There is also a growing number of commercial activities and events that use the network like festivals and mobile vendors.

Benchmarking



Council's first priority for A City that Moves is safety. Across Canada major cities are moving towards a Vision Zero policy that recognizes that no life should be lost in a safe transportation system and aim to reduce traffic fatalities for every mode of transportation to zero. Pedestrians and cyclists are especially vulnerable in traffic collisions. We compare well to other major Canadian cities, but still need to make improvements to move towards zero fatalities.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Safety	The customer is or perceives themselves to be protected from danger, risk or injury.
Accessibility	Streets, sidewalks and pathways are designed for use by everyone.
Connectivity	People are able to reach their destination using streets, sidewalks, and pathways.
Responsiveness	Projects respond to the needs of the community. The City responds to service requests in a timely manner.
Reliability	Infrastructure is in good repair and meets the changing needs and expectations of users.

Description:

Specialized transit provides transportation through specialized buses, vans and taxis for Calgarians with disabilities to move from place to place safely, reliably and affordably.

Customers:

Specialized Transit customers include Calgarians who have disabilities that prevent them from taking regular bus and train service. Specialized Transit connects people across the city and links to other transportation services like Streets and Sidewalks & Pathways.

What is delivered to customers:

Specialized Transit customers purchase trips that connect anywhere across the city. Public Transit trips include supporting services like customer information systems and security services. Service is priced according to usage and ability to pay.

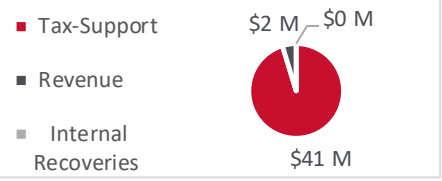
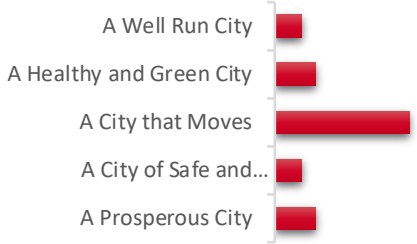
Partners:

We partner with a number of City services including Streets, Sidewalks & Pathways, Social Programs, and have external partners who provide trips as service providers.

Service Need (Value Proposition):

Specialized Transit makes it easier for citizens to get around Calgary safely and affordably. Specialized Transit connects customers with people and places that they care about by providing safe, accessible, reliable and courteous public transportation services. Customers of this service line may have fewer transportation options making this service a vital connection to the people, services and amenities Calgary has to offer.

Current State Service Value

<p>1,173,000 Number of trips</p>	<p>91% Reliability</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p>  <p>Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes Specialized Transit Service (2018 annual gross operating budget \$43,269)</p> <p>Key Capital Investments Minimum levels of capital investments are included to maintain existing assets like vehicles and technologies required to serve customers. Reduced capital investments will impact maintaining the fleet and technologies required to provide the service.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Specialized Transit service has an established process for customer research and engagement through the annual citizen satisfaction and internal customer satisfaction surveys. Customers value reliability and safety as top priorities for Public Transit service. Overall satisfaction is good (87%) but demand for the service is increasing. Customers like to see attractive, informative and quality service. We will focus on investing in top two dimensions to minimize the impact of the capital funding shortfall over the next 4-year period, as the reductions in capital funding will likely impact the reliability of service.

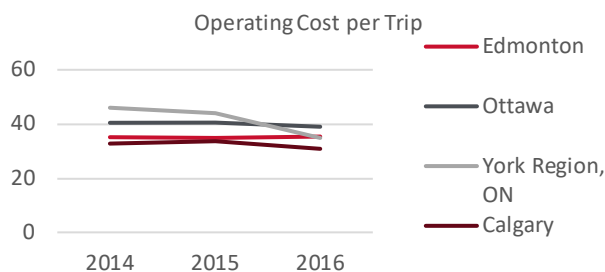
What council has directed: Council's Directives related to the service

Council's primary concern is for all transportation options to be safe and attractive choices for Calgarians (M1 and M2). Investments included in this budget cycle maintain a focus on the safety of specialized transit service, protecting both customers and employees. These investments align with making transit an attractive choice, by providing specialized transit service to customers in existing, new and developing communities (N1). Calgarians want neighbourhoods and public spaces that are safe, accessible and inclusive, including seniors and the disabled. Increased investments under this budget will help with increasing service in the areas that are growing.

What are we watching

We are watching economic conditions, operating and capital funding variability, changing demographics and changing customer expectations which affect efficient and effective service delivery. Technological advancements, the emergence of transportation network companies and innovative service delivery methods are changing how Specialized Transit can be delivered, while emission regulations and accessibility regulations will change how we provide service. Given the limited availability of capital funds, first priority will be given to ensure the accessible transit system is safe.

Benchmarking



Measuring the cost per unit of service (specialized transit trip) and benchmarking it against other municipalities helps gauge the efficiency. This performance measure calculates the increasing costs relative to the increase in service. Information from the Canadian Urban Transit Association (CUTA) shows that Calgary has a relatively low cost with respect to similar sized cities.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Safety	Provide a safe environment for our customers and employees.
Reliability	Provide a predictable and consistent transit service that customers can rely on.
Responsiveness	Helpful: Greet the customers with a smile, pleasant tone of voice and right attitude to help them.
Informs	Provide clear and consistent communication to customers.
Accessibility	Provide convenient, accessible transit service that is easy to use for customers. Provide clean travel environment to our customers and employees.

Description:

Streets connect places and allow for the movement of people, goods, and services throughout Calgary. People and businesses drive, cycle, and ride throughout Calgary every day to commute to and from work or school, for social or recreational activities, and to move goods and services. Streets provide critical access for emergency services and the right-of-way for all underground and overhead utilities, and space for on-street parking supports businesses and residential users. Streets support nearly every City service provided to citizens. Streets provide important links for cycling and pedestrians, and support transportation agencies like Calgary Transit, taxis and other private operators.

Customers:

Street space is used by the traveling public and business users including freight, emergency services, City services like Public Transit, and vehicles for hire. Utilities run overhead or underground infrastructure in the street right-of-way. Street space is also used by businesses as a work space, and to host festivals and special events.

What is delivered to customers:

Streets, combined with Sidewalks & Pathways, has infrastructure with a replacement value over \$20 billion. It includes streets and alleys; bridges that provide key connections across varying topographies; traffic signals and other controls provide for safe and efficient travel. Street lights allow for safe activity 24 hours a day.

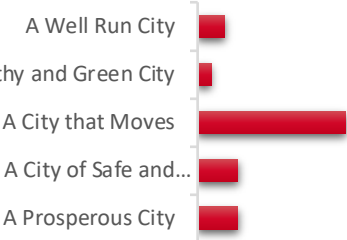
Partners:

We partner and consult with a large variety of stakeholders to deliver the services that Calgarians need. These include the traveling public, Alberta Transportation, developers, the construction industry, and the goods movement industry. Initiatives are delivered in consultation with Community and Business Associations, Calgary Police Service, Alberta Motor Association, and Alberta Health Services.

Service Need (Value Proposition):

Calgarians make 3.2 million trips per day by driving or riding in a vehicle. People and businesses need a safe, well planned and maintained street network that adapts to change and allows for predictable travel throughout and beyond Calgary. People want pavement that is smooth, clear in winter and clean in summer, clearly marked, and well-lit at night. Traffic signals and other controls need to provide safe and effective traffic management through intersections and allow for reasonably smooth traffic flows. Streets need well-signed speed zones and road rules, and convenient wayfinding. On-street parking needs to be available for people to conveniently access their destination. Noise walls ensure that traffic noise does not negatively impact communities. Information about closures, detours, and delays needs to be readily available. Permits for special road uses need to be easy to access.

Current State Service Value

<p>3.2 million Trips per day as a driver or passenger</p> <p>16,636 Paved lane kms of roadway</p>	<p>214.3 Injury/death collisions per 100,000 pop</p> <p>193 Vehicular bridges and tunnels</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> Tax-Support: \$41 M Revenue: \$28 M Internal Recoveries: \$129 M <p>Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p>
		<p>Key Capital Investments</p> <p>Capital investments are developed and implemented through City policies and plans, including the Calgary Transportation Plan. Projects include minor retrofit projects, asset lifecycle to maintain condition, and major improvements to accommodate growth.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

The Citizen Satisfaction Survey consistently shows infrastructure, traffic, and roads at the top of citizens' issue agenda. Citizens rated several activities with high importance, low satisfaction, and a high willingness to invest: traffic flow management, road maintenance including pothole repairs, transportation planning, and snow removal. The Roads Annual Survey shows high satisfaction for safety due to road conditions (93%) and travel times due to road conditions (83%). Satisfaction is low for snow and ice control (66% on main roads, 39% on neighbourhood roads), pothole repair (45%), and traffic signal coordination (63%).

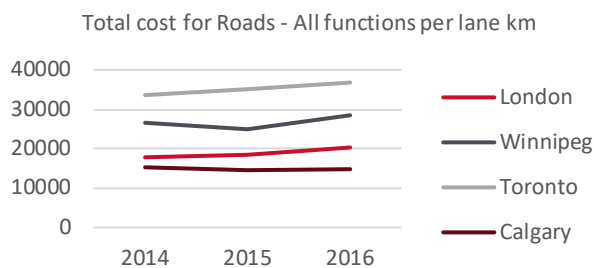
What council has directed: Council's Directives related to the service

Council's primary concern is for all transportation options to be safe and attractive choices for Calgarians (M1 and M2). We have supported this direction with plans and policies such as the Calgary Transportation Plan and the Safer Mobility Plan. Council wants all travel modes to be desirable, and for the needs of people who drive to be balanced with the needs of people who walk, cycle, and take transit. As technology and business models change, we should partner with third parties to facilitate and deliver improvements to transportation options (M3). There is also a desire to identify and adopt innovative solutions that will improve safety and improve peak-hour traffic flows (M4).

What are we watching

We are monitoring and adjusting to many trends that impact the delivery of streets, including: increasing focus on safety, the impact and frequency of severe weather events, and legislative issues such as the impact of the City Charter on policies and processes. Citizen expectations are changing as demographics and behaviours evolve. Changes such as the increase in distracted drivers, emerging technologies such as electric and autonomous vehicles, and changing business models such as Transportation Network Company (TNC) services are changing the way we move. Businesses are also looking for new and creative ways to use street space. We are collecting increasing amounts of transportation data to support decision making and assessing asset investment risks resulting from unfunded network growth and lifecycle management.

Benchmarking



Cost per lane km provides a consistent unit of measure against other municipalities. While different cities deliver different service levels and respond to different conditions, we have maintained a low cost per lane km for roadway functions relative to other Canadian cities that participate in the Municipal Benchmarking Network Canada (MBNC). This is partly due to the lower cost of winter roadway maintenance in Calgary, where we spend far less per lane km (\$2,544 in 2016) than cities like Winnipeg (\$6,147) and Toronto (\$5,872).

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Safety	The customer is and perceives themselves to be protected from danger, risk or injury.
Accessibility	Streets, sidewalks and pathways are designed for use by everyone.
Connectivity	People are able to reach their destination using streets, sidewalks, and pathways.
Responsiveness	Projects respond to the needs of the community. The City responds to service requests in a timely manner.
Reliability	Infrastructure is in good repair and meets the changing needs and expectations of users.

Taxi, Limousine & Vehicles-for-Hire

Description:

Taxi, Limousine & Vehicles-for-Hire regulates drivers, vehicles and companies in the livery industry according to the requirements of the Livery Transport Bylaw. The service ensures drivers have the right security checks, qualifications and insurance, and that vehicles have undergone mechanical inspections, so passengers can have a safe ride. Livery peace officers ensure compliance and provide education to drivers by assessing complaints and focusing on resolutions that create fair and safe environments for drivers and passengers.

Customers:

- Livery service providers
- Livery service drivers
- Passengers

Partners:

- Other lines of service (Public Transit, Police Service)
- Other orders of government (Government of Alberta, Department of Transportation, Carrier Services and Service Alberta)

Service Need (Value Proposition):

This service fulfills the need for citizens to have timely access to safe, quality and economical livery services, delivered by livery service providers. The Livery Transport Bylaw is key to setting the conditions and outlines responsibilities for livery service providers, ensuring citizen's experiences is consistent across all providers.

What is delivered to customers:

- A safe ride to their destination
- Accessible taxi services
- Information for drivers and companies
- Vehicle inspection systems and driver checks that ensure safety for citizens
- Fair licence fee structure for drivers
- Prompt response/resolution to citizens' concerns/complaints

Current State Service Value

<p>89% Customers satisfied with Taxi services</p> <p>10 000 Private-for-hire vehicles added by 2021</p>	<p>8.9 M Trips completed in 2017</p> <p>#1 In MBNCanada for driver licences issued</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support ■ Revenue ■ Internal Recoveries <p>\$0 M, \$0 M, \$4 M</p> <p>Service Cost Ratio TBD</p> <p><small>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</small></p>
<p>Connections to Citizen Priorities</p>		<p>What the service includes N/A</p> <p>Key Capital Investments One City Enforcement System will enhance Livery peace officer safety based on enhanced communication systems, aligning with provincial recommendations.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Overall, this service continues to meet Calgarians' service expectations. The 2018 Customer Satisfaction Survey indicated: - 97 per cent overall satisfaction with Transportation Network Company (TNC) services- 89 per cent overall satisfaction with Taxi/Accessible Vehicle services. Key results from the 2018 Customer Satisfaction Survey indicated that citizen satisfaction for Taxi and TNC services was driven by: -Safety -Communication with driver -Professional appearance of driver-Courtesy and driving manner of driver

What council has directed: Council's Directives related to the service

- M1: The conditions and responsibilities outlined in the Livery Transport Bylaw and the enforcement of these, ensure the safety of passengers using Taxis, Limousines and Vehicles-for-Hire.
- M3: The Calgary Transportation Plan outlines a need to offer accessible transportation options. Improvements to our line of service are designed to ensure fairness and transparency promoting mobility and complementing other transportation options by assessing developing trends and engaging stakeholders.
- W1: Engagement with citizens, Taxi, Limousines and Vehicles-for-Hire is channeled through the Citizen Satisfaction Survey, which creates recommendations to improve service.
- W2: Recommendations by Administration for a fee structure review to create alignment between Vehicles-for-Hire and Taxis to ensure transparency.

What are we watching

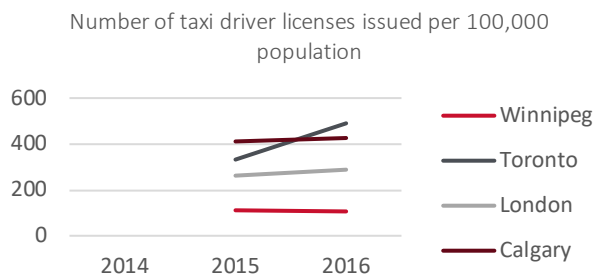
Demographic Change: With the increasing age of citizens, passengers with disabilities and cultural diversity, the expectations on the livery industry will continue to change.

Economic Change: Economic recession will have implications on how Taxi, Limousine & Vehicles-for-Hire, as a regulatory entity, determines the licensing fees that need to be sustainable to both the industry stakeholders and the regulator.

Technology Change: The livery industry will evolve as new vehicle types become available and the fleets change (e.g. electric and autonomous vehicles).

Industry Change: Increase of vehicles-for-hire. As many as 8,000 to 10,000 added vehicles for hire on the streets of Calgary over the next 3 years will impact parking, traffic congestion, safety, accessibility and create customer service impacts.

Benchmarking



In 2016, Taxi, Limousine & Vehicles-for-Hire reported 426 taxi driver licences issued per 100,000 population, meaning that Calgary has a 41 per cent greater number of driver licences than the MBNCanada group average of 302. A review of the above data shows that Calgary's volume is second in the number of licences issued, only trailing Toronto. The economic outlook for Calgary is positive with a moderate rate of growth expected over the coming years. This trend will continue to put pressure on staff to meet level of service expectations that are significantly higher than the pressure that may be felt in similar roles in other cities.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Responsiveness	Timeliness: Livery licences are issued within a reasonable timeframe
Quality	Drivers and companies are satisfied with the licensing service. This includes clear and easily accessible information and consistent decisions on applications.
Quality	The Livery Enforcement Team provides quality service, demonstrating professionalism, courtesy, responsiveness and knowledge.
Legislative Compliance	Assurance: Investigations and inspections ensure driver and company compliance with the Livery Transport Bylaw.
Fairness	Bylaw enforcement service is transparent, fair and consistent, and delivered by fully trained peace officers.

Appendix 1: Council Directive Reference

Council Directive Code	Council Directive	Council Priority	Council Priority Text
P1	The City needs to continue building a local economy that is more resilient to changes in commodity prices. Although Calgary continues to diversify its economy and reduce dependency on the resources sector, Council acknowledges that more work is required. We need to update and implement Calgary's economic development strategy while maintaining support for our energy and technology industries.	A Prosperous City	Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.
P2	Recently Calgary Economic Development identified six potential industries that will drive economic growth and spur job creation. These all require attention and nurturing. For example, one of those growth industries, travel and tourism, needs to move to a new level with an enhanced focus on arts, culture, festivals, and winter activities.	A Prosperous City	Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.
P3	Accordingly, Calgary's new economic strategy must include policies that will attract these growth industries to Calgary, support Calgary's existing businesses, enhance support for entrepreneurs, and revitalize the city's downtown core. At the same time, The City needs to methodically remove red tape and barriers that impede businesses from locating to Calgary or interfere with existing businesses and new business startups. Attracting and retaining new talent must remain an important cornerstone of our economic strategy.	A Prosperous City	Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.

Council Directive Code	Council Directive	Council Priority	Council Priority Text
P4	Many Calgarians continue to struggle with housing, income, and food instability. We must continue to implement Enough for All, Calgary's Poverty Reduction Initiative. Enhancing our partnerships with other orders of government, the non-profit sector and businesses, will be critical to fully implement this initiative, and provide equitable access to services for all Calgarians.	A Prosperous City	Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.
P5	Finally, The City needs to work with other orders of government, nonprofit and private sector partners to deliver programs to provide sufficient supply of affordable housing, while maintaining the safety and quality of the existing affordable housing stock. Further, The City must advocate to the provincial and federal governments to adequately fund their responsibility for affordable housing.	A Prosperous City	Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.
N1	Calgarians want neighbourhoods and public spaces that are safe, accessible and inclusive for all Calgarians, including seniors and the disabled. The City needs to work with community partners to address social issues impacting older Calgarians enabling them to receive the services they need to age in place.	A City of Safe and Inspiring Neighbourhoods	Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.

Council Directive Code	Council Directive	Council Priority	Council Priority Text
N2	<p>Our current method of relying on the community associations as the voice of the community must be re-examined. We need to engage Calgarians at the neighbourhood level in a way that encourages local community connections and active participation in civic life across all ages, cultures and stages of life. Calgarians have a vibrant community-oriented culture that The City will support by improving connections among neighbours through community hubs and partnerships that support vulnerable families.</p>	<p>A City of Safe and Inspiring Neighbourhoods</p>	<p>Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.</p>
N3	<p>Cherishing and protecting our heritage will enrich the sense of place in our communities. We need to ensure that The City's heritage processes are suitable to improve the protection and enhancement of heritage assets.</p>	<p>A City of Safe and Inspiring Neighbourhoods</p>	<p>Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.</p>
N4	<p>We must also ensure that all communities are complete communities. Greenfield communities need to quickly, sustainably and sensitively grow to a scale where they can support community services such as transit. Developed communities need to be encouraged to re-develop sustainably and sensitively, in a way that accommodates changing community needs, and supports the public investment in them. Making it easier to build development that meets our Municipal Development Plan and the Calgary Transportation Plan will be essential to achieve this.</p>	<p>A City of Safe and Inspiring Neighbourhoods</p>	<p>Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.</p>

Council Directive Code	Council Directive	Council Priority	Council Priority Text
N5	Growth of the city needs to be managed in a way that achieves the best possible social, environmental and economic outcomes within financial capacities. The cost of growth needs to be minimized for The City while maximizing housing choice and affordability within these constraints.	A City of Safe and Inspiring Neighbourhoods	Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.
M1	Council's primary concern is with the safety of all Calgarians, therefore all modes of transportation must be safe.	A City That Moves	Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.
M2	All options for mobility should be desirable. We want to make walking, cycling, and transit attractive choices for Calgarians while not unduly penalizing motorists.	A City That Moves	Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.
M3	Innovative technology partnerships can help to build, fund and sustain a resilient transportation network. We need to recognize that The City cannot solve all transportation connectivity issues on its own – we need to identify and form partnerships with public, private sector and nonprofit entities in conjunction with The City, to deliver programs to improve our transportation network, adopt new transportation business models, and position Calgary as a city that moves into the future.	A City That Moves	Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.

Council Directive Code	Council Directive	Council Priority	Council Priority Text
M4	We need to develop and implement innovative and technological solutions with respect to existing and new transportation infrastructure that both enhances Calgarians' safety and reduces peak-hour traffic congestion.	A City That Moves	Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.
H1	Calgary needs to address climate change in a way that engages Calgarians, resonates with the majority, and doesn't alienate people. We need to lever incentives that focus on the economic benefits of addressing climate change (such as business diversification, job creation, opportunities for small businesses and all Calgarians) and align The City's climate change strategies with other orders of government and industry initiatives.	A Healthy and Green City	Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.
H2	Calgary and The City should become nationally and internationally competitive by embracing a low carbon economy, fostering alternative energies and developing strategies to reduce adverse impacts and vulnerabilities resulting from climate change.	A Healthy and Green City	Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.

Council Directive Code	Council Directive	Council Priority	Council Priority Text
H3	<p>Integrated watershed management is essential to protect public health and the environment, while strengthening our resiliency to a changing climate. Calgary must develop our communities with a focus on achieving future water security and a sustainable water supply. Accordingly, watershed management must be integrated into our land use policies, plans and decisions. Accomplishing sustainable, effective watershed management within Calgary and the region will also require working collaboratively with other orders of government, adjacent municipalities, residents, landowners, developers, businesses, and the First Nations.</p>	<p>A Healthy and Green City</p>	<p>Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.</p>
H4	<p>We must also develop strategies to create communities that support healthy lifestyles and interaction amongst residents (walkability, pedestrian, bike and public transit connections) to reduce and prevent social isolation. Partnerships with community groups, not-for-profits and businesses will encourage the development of public meeting places that can be used by Calgarians of all ages, abilities and during all seasons.</p>	<p>A Healthy and Green City</p>	<p>Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.</p>
H5	<p>We need to continue to implement a range of accessible and affordable recreational programs and opportunities that encourage active daily living. Continuous investment in indoor and outdoor recreation facilities that address the changing needs of Calgarians will be important to support healthy lifestyles for all.</p>	<p>A Healthy and Green City</p>	<p>Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.</p>

Council Directive Code	Council Directive	Council Priority	Council Priority Text
H6	Finally, we must continue to make parks and green spaces a priority and proactively seek to increase green space in neighbourhoods.	A Healthy and Green City	Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.
W1	Council and Administration need to speak in a collective voice that improves communication with Calgarians to help them understand: the services The City delivers; how their taxes are invested; that their municipal government functions to serve Calgarians; and that their municipal government is well-run and efficient. We need to learn from Calgarians through meaningful engagement to fully understand and respond to their service requirements and needs.	A Well-Run City	Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.
W2	We need to shift our understanding and focus from how services are delivered to why services are delivered. The City must work on improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, eliminating service silos, and discontinuing those services that The City should not be providing. Beyond removing barriers, The City must move to a culture that actively promotes businesses.	A Well-Run City	Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.
W3	We need to validate those rules and processes that support community engagement and activism while eliminating impediments to citizens who are trying to help make improvements in their communities.	A Well-Run City	Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.

Council Directive Code	Council Directive	Council Priority	Council Priority Text
W4	We need to recognize that we miss opportunities for innovation in management, service delivery and planning because of an existing culture of risk avoidance. We need to create a culture, including City Council, that embraces appropriate levels of risk, innovation, experimentation, and embraces lessons learned as opportunities to improve.	A Well-Run City	Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.
W5	In concert with the recommendations of the Truth and Reconciliation Commission, The City must develop a positive, strong and enduring relationship with Treaty 7 First Nations, Métis Nation of Alberta Region 3, and all urban Indigenous Calgarians. Council is committed to developing a new vision that acknowledges historical issues and challenges and focusses on a future of trust and mutual respect. We recognize that true reconciliation is only possible within an ethical space of engagement and understanding of Indigenous-Canadian history. We will build capacity amongst City staff and all Calgarians to foster cultural humility and competency, understanding and sensitivity to support true partnership with our Indigenous partners.	A Well-Run City	Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.