

Calgary



Attachment 1: Service Plan Preview

September 13, 2018

**Draft of the first two pages of each of the 2019-2022
service plans and budgets for “A City of Safe &
Inspiring Neighbourhoods” 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 of Safe & Inspiring Neighbourhoods” 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.

Description:

This service reviews building plans submitted to ensure compliance with provincial and national safety codes prior to issuing a permit, then follows up with site inspections to ensure construction also complies. The service responds to building and construction site safety concerns reported by first responders, citizens, and partner agencies providing guidance and direction to ensure a safe resolution. The service works proactively with industry and partner agencies to identify, educate, and promote safety best practices to reduce incidents and public safety concerns.

Customers:

Our direct customers include: Home owners, business owners, land developers, builders, contractors, trade professionals, supporting professionals.
Other indirect customers include: Property owners and renters, citizens, communities, and partnering construction industry associations

What is delivered to customers:

Building Safety provides citizens, communities and customers assurance that new construction projects have been reviewed and inspected to meet Alberta's safety standards prior to granting occupancy. The service also addresses citizen inquiries on construction sites, existing buildings and responds to urgent calls related to public safety.

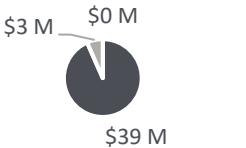

Partners:

Building Safety collaborates with Calgary Fire, Community Services, Law, Transportation, Water Resources, ENMAX and ATCO. It works closely with first responders and external agencies such as Alberta Health Services to identify and investigate public safety concerns. The service participates in safety code changes with the National Research Council, and works with industry to improve construction safety.

Service Need (Value Proposition):

Building Safety provides its customers direct value through review and inspection of construction, in a timely and consistent manner, to ensure Alberta's safety standards are met. It assists customers on application, code requirements and regulatory changes to support their projects. In addition, the service works collaboratively with industry to help them develop best practices, and identifies growing safety concerns for correction. For citizens and communities, Building Safety provides urgent response service for public safety concerns related to construction sites and existing buildings. It administers important bylaw and safety requirements through the Building Maintenance Bylaw, Public Protection Site Safety Plan, and Infill Construction Collaboration Program.

Current State Service Value

<p>16,071 2017 building permits issued</p> <p>62,785 2017 building inspections performed</p>	<p>51,593 2017 safety code permits issued</p> <p>92,522 2017 safety code inspections performed</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support ■ Revenue ■ Internal Recoveries  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p>
		<p>Key Capital Investments</p> <p>Investments include initiatives that enhance service delivery and the customer experience through targeting improvements to customer facing systems, supporting technology platforms and processes.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Research on customer expectations was completed through a Zero-based Review. Our customers value transparent processes that are applied fairly with fast, and predictable approval of building permits. They value City staff time to help guide them through the process or understanding code requirements. The ability to apply, pay and book inspections online is valuable in saving them time and money. Finally, customers expect The City to keep them informed and updated on changes that might impact their application or project. Customers have responded to online services, for example 87% of new home building permits are applied for online.

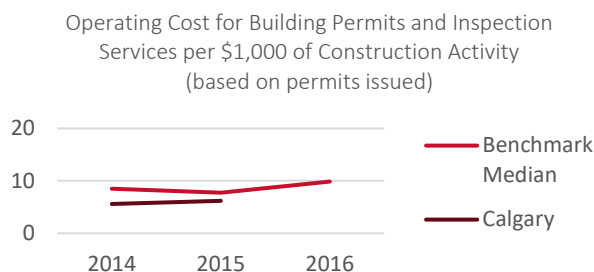
What council has directed: Council's Directives related to the service

Building Safety plays a role in the Council Directives of A City of Safe and Inspiring Neighbourhoods (N1, N4, N5), A Prosperous City (P3), and A Healthy and Green City (H1). Ensure public safety around construction sites by responding and coordinating efforts with first responders, stakeholders and partner agencies. Enable timely occupancy of buildings through plans review and inspections in accordance with safety codes. Support the safety of occupied buildings by administering the requirements of the Building Maintenance Bylaw. Continue to strive to improve internal processes and services for customers to encourage development and support existing businesses. Participate and influence the National Energy Code to encourage more energy efficient buildings, proactively develop climate adaptation strategies such as rainwater harvesting and solar panels.

What are we watching

Construction activity and economic trends can significantly impact construction activity resulting in unexpected changes to permit volumes and fee revenues which can strain staff resources and service levels. The service continually monitors and tracks economic indicators to minimize impacts to service. Various safety and energy codes are updated periodically that typically increase permit volumes impacting service levels. The service will expand online services to better meet client expectations, and monitor technology utilized by the construction industry in order to maximize technology system upgrades on service delivery. Emergencies such as extreme weather can require resources to be diverted for Emergency Management purposes impacting business continuity.

Benchmarking



The Municipal Benchmarking Network Canada benchmark of Operating Cost for Building Permits and Inspection Services per \$1,000 of Construction Activity (based on permits issued) is used to compare the service to other Municipalities across Canada. Calgary did not participate in this measure in 2016 due to discrepancies in the reporting between the different municipalities. Over the next budget cycle this service will continue to work with partners in the Municipal Benchmarking Network Canada on more consistent benchmarks that can be applied to all municipalities across Canada.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Responsiveness	Provide quick response to permit applications, perform, required inspections, urgent response to emergency situations.
Legislative Compliance	Ensure safety standards are met by reviewing plans and inspecting construction according to the Safety Codes Act.
Informs	Provide customers guidance on requirements regarding public safety, energy codes, accessibility, and construction safety.
Prevention	Prevent public safety incidents from occurring through education, and awareness with industry partners and customers.
Safety	Respond to public site safety and building concerns, review plans and inspect construction to ensure safety.

Description:

Bylaw Education & Compliance develops and maintains community standards in Calgary to promote healthy and safe communities and help citizens live in harmony with neighbours. The service includes enforcement of municipal bylaws, provincial statutes and bylaw education that encourage compliance. Peace officers actively enforce bylaws and seek to create resolutions between citizens, creating safe communities.

Customers:

- Citizens reporting a complaint/concern.
- Businesses seeking compliance.
- Other lines of services (Parks & Open Spaces, Streets, Waste Water & Treatment, Fire & Emergency Response, Police Service)
- Citizens benefiting from desirable and welcoming neighbourhoods.

Partners:

- Other lines of service: Police Service, Building Approvals, Neighbourhood Supports, Parks & Open Spaces, Streets, Waste Water & Treatment, Business Licensing, Fire & Emergency Response, and Taxi, Limousine & Private Vehicles-for-Hire
- Other agencies: Calgary Alpha House Society, The Safe Communities Opportunity and Resource Centre
- Business Revitalizations Zones

Service Need (Value Proposition):

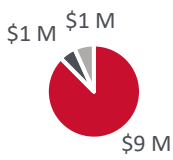
Our service fulfills the need for timely resolutions to be delivered when citizens encounter issues/concerns with neighbours, communities and weather events.

What is delivered to customers:

Enforcement of the following bylaws:

- Snow and ice
- Untidy properties
- Weeds
- Noise violations
- Graffiti
- Smoking, vaping and cannabis
- Lewd public behavior in public spaces

Current State Service Value

<p>59,000 Bylaw calls for service received in 2017</p> <p>84% Level of customer satisfaction</p>	<p>2 hour Average response time to priority call</p> <p>97% Calls resolved through compliance</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support ■ Revenue ■ Internal Recoveries  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</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>OneCity Enforcement system updates for animal 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, we continue to meet Calgarians expectations for service. The 2017 Quality of Life and Citizen Satisfaction Survey indicated:

- 86 per cent of Calgarians think the City should invest more, or the same amount, in bylaw services.
- 84 per cent of Calgarians feel bylaw services for issues such as noise complaints, fire pits and weeds are important to them.
- 84 per cent of Calgarians are satisfied with the job The City is doing in providing bylaw services.

The 2018 Spring Pulse Survey confirmed:

- 96 per cent of Calgarians feel snow removal is important to them.
- 89 per cent of Calgarians feel bylaw services are important to them.
- 84 per cent of Calgarians are satisfied with the job The City is doing in providing bylaw services.

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

N1: Council's approval of the Cannabis Consumption Bylaw requires the development of effective strategies to engage citizens in awareness and compliance.

Council's amendments to the Streets Bylaw (20M88) to increase the fines and enforcement for failure to clear sidewalks of snow will improve the safety of neighbourhoods and aligns with the 2016 Pedestrian Strategy, Calgary Transportation Plan and Municipal Development Plan.

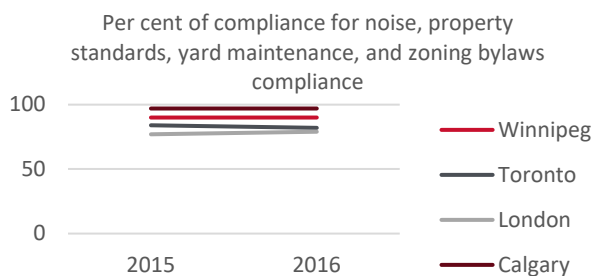
W1: Monitoring citizens' expectations through the Citizen Satisfaction Survey and Spring Pulse Check ensures we stay in touch with citizens and emerging trends.

W2: Implementing the Hybrid Officer program and OneCity Coordinated Enforcement System will create efficiencies in the way we work with other service lines and improve our response to citizens.

What are we watching

Demographic Change: Aging population, urban sprawl and immigration are influencing the volume of bylaw calls, types of calls and bylaw education. Economic Change: We may see an influx of people to the city as a result of favorable economic environment, which may impact our ability to meet service needs. Technology Change: Citizens expect to get faster City services through online or automated technology (311 system). Legislative Change: The province, through the Solicitor General's Office, is changing the Peace Officer Program due to the findings of a fatality report that will have serious impacts on the structure of our workforce with significant financial impacts. New federal legislation and provincial legislation in the next four years may have an impact on service delivery (legalization of cannabis). Lack of regulatory framework and direction from other orders of government to The City to implement the legislative changes (e.g. legalization of cannabis).

Benchmarking



Compared against eight other municipalities in Canada, Calgary is well above the MBNCanada group average of 88% in 2016. Increased focus on public education and awareness programs have a positive impact on bylaw compliance rate. Bylaw Education & Compliance will continue its efforts to achieve high levels of compliance through on-going public awareness and education programs that encourage compliance with bylaws.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Responsiveness	Citizen complaints and bylaw issues are responded to and resolved in a timely manner.
Safety	Citizens feel safe and protected in their communities.
Fairness	Bylaw enforcement service is transparent, fair and consistent, and delivered by competent Community Peace Officers.
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Description:

Calgary 9-1-1 connects citizens with the emergency services they require by evaluating and dispatching 9-1-1 and non-emergency calls from within Calgary and for client agencies located outside of Calgary.

Customers:

- Citizens calling 9-1-1 for Police, Fire and EMS emergencies
- Citizens calling in non-emergency requests for police, fire and EMS
- First Responder agencies: Police, Fire and EMS
- Secondary response agencies: Bylaw Education & Compliance and Public Transit
- Nine rural fire departments

What is delivered to customers:

- 9-1-1 calls answered quickly
- Calls handled professionally and according to standards
- Call dispatch times on target
- Accurate and timely information provided to first responders
- Quality life-saving instructions provided over the phone

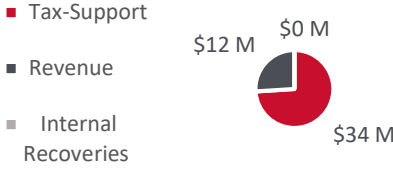
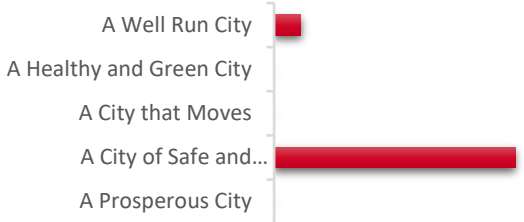
Partners:

- Other lines of service (Police Service, Fire & Emergency Response, Pet Ownership & Licensing, Bylaw Education & Compliance, Emergency Management & Business Continuity, Public Transit)
- Other orders of government (Alberta Health Services)
- Other partners (Tsuut'ina Fire Department)

Service Need (Value Proposition):

This service fulfills the needs for citizens to have reliable 9-1-1 service that they depend on in their time of need.

Current State Service Value

<p>99% Citizens consider 9-1-1 important</p> <p>1,073,951 Calls answered in 2017</p>	<p>98% Citizens satisfied with 911 service</p> <p>200 Available languages to assist citizens</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p>  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p>
		<p>Key Capital Investments</p> <p>Investments will be required for NG911, which will create more reliability and flexibility. Computer Aided Dispatch (CAD) maintenance will support the technology which Emergency Communications Officer use to evaluate and dispatch calls for 9-1-1.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

9-1-1 actions are informed by ongoing citizen and stakeholder engagement.

The 2017 Quality of Life and Citizen Satisfaction Survey indicated:

- 98% of citizens are very satisfied with 9-1-1 services
- 97% of citizens consider 9-1-1 to be important to them

The 2018 Spring Pulse Survey confirmed:

- 9-1-1 importance to citizens with a rating of 99%
- Citizen satisfaction of Calgary 9-1-1 service with 98%

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

N1 - Citizens desire rapid response when seeking emergency and non-emergency assistance. Improved technology will deliver efficiencies to improve response and aid all citizens.

W2 - Our Public Safety Answering Point (PSAP) optimization will reduce citizens being transferred, connecting citizens with the right response more efficiently.

W4 - Next Generation 911 will expand how citizens can communicate with 9-1-1 by including text, video and picture.

W5 - We will build relationships with Treaty 7 First Nations, Metis Nation of Alberta Region 3. Capitalizing on our capabilities to enhance our relationship with the Tsuut'ina Nation by providing 9-1-1 and Fire dispatch services.

What are we watching

Population & Demographic Change: Calgary's changing population and needs influence the call volume and complexity of emergency calls. This affects how resources are deployed to manage call volume and how staff are trained to effectively handle such changes.

Technology Change: Next Generation 911 is required by the CRTC and will enable the public to communicate with Calgary 9-1-1 using text, videos and images.

Disaster Response: Critical system/technology interruptions and service disruptions as result of a disaster or other events require business continuity plans to ensure ongoing service is still provided to citizens.

Partnership Change: Risk of losing contracted revenue with Alberta Health Services after contract expiry. Exploration of partnership and collaborative solutions will be required to mitigate impact.

Benchmarking



No complete benchmark is available due to different dispatch models, Public Safety Answer Point (PSAP) configurations and definitions regarding calls answered versus calls received.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Reliability	Citizens can depend on 9-1-1 in their time of need
Responsiveness	9-1-1 calls are answered quickly and first responders are notified in a timely manner
Quality	Courteous and professional support is provided
Quality	Appropriate response is identified and accurate information is provided to first responders
□	

Description:

The City has one active operating cemetery (Queen's Park), a new cemetery under development (south Calgary) and four historic cemeteries (Union, Burnsland, Chinese and St. Mary's). The Government of Alberta's Cemetery Act states that only municipalities and faith-based organizations can provide new cemeteries. There is an obligation in perpetuity to maintain cemetery sites.

Customers:

Cemetery customers are families and individuals purchasing space in advance or at the time of need.

What is delivered to customers:

Interment product options (i.e. burials, cremations), memorialisation products and cemetery maintenance.

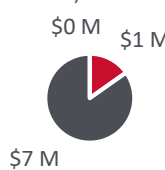
Partners:

Funeral home providers and related product suppliers.

Service Need (Value Proposition):

Customers are assured that quality cemetery services, from interment (i.e. burials, cremations) to maintenance and memorialisation products, are available at reasonable/value-based costs. Cemeteries also provide almost 100 hectares of historically and culturally significant public space.

Current State Service Value

<p>\$7 million Cemetery revenue in 2017</p> <p>1,553 Total interments in 2017</p>	<p>12% Queen's Park interment increase in 2017</p> <p><3 years Casket space available at Queen's Park</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support ■ Revenue ■ Internal Recoveries  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</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 No sub-services are included in City Cemeteries.</p> <p>Key Capital Investments The new south cemetery is partially funded with an additional ask in 2019-21 for site development. Future cemetery land is needed in north Calgary. Queen's Park Cemetery has less than three years of available space for casket burials.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Quality was ranked as the top value dimension for this service by participants in both the One Calgary online engagement and Citizen's View panel review. Quality was followed by availability, sustainability and legislative compliance. Comments received included 'provide well-maintained spaces' and 'ensure sustainable interment options across the city.' Applicable general feedback on City services included focusing on programs and services that are affordable, inclusive and accessible for all Calgarians. Ongoing tracking of 3-1-1 and in-house cemetery feedback forms provide ongoing insight on customer concerns and service requests.

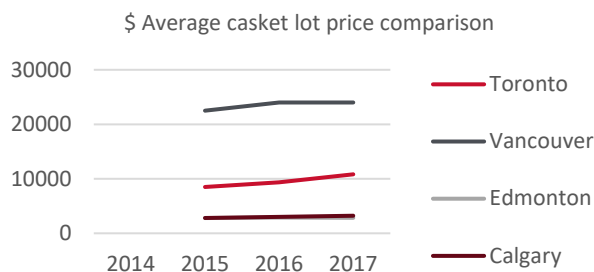
What council has directed: Council's Directives related to the service

We support Council Directives H6 and N1 by providing public green spaces for citizens that are safe, accessible and inclusive. All cemeteries are open daily to the public and provide almost 100 hectares in green space. The perpetual care of our four historic cemetery sites St. Mary's (1876), Union (1891), Chinese (1908) and Burnsland (1923) as well as Canadian military monuments in Queen's Park Cemetery support Council's Directive to cherish and protect our city's heritage (N3). Cemeteries is predominantly a self-supporting service (W1).

What are we watching

Trends include more City Cemetery customers purchasing lower-priced, value-based products and services. Traditional cultural burial practices are increasing along with immigration. Second- or third-generation Canadians are increasingly moving towards cremation options. Industry trends include a growing interest in 'green burials' to lessen the environmental footprint of traditional interments. The activation of cemeteries as public green space will also continue as cemeteries host diverse community activities. There is a risk that short-term revenues may decline with a transition to the south cemetery as this new cemetery builds customer awareness and clientele. Other risks include severe weather events impacting maintenance and the lack of future cemetery land in north Calgary.

Benchmarking



The City of Calgary's burial plot and cremation niche fees remain on average or below the competitive market, with interment fees remaining at consistent, competitive levels. To bring fees to a more competitive market level, gradual increases will continue to be implemented to specific products (as presented in the Cemeteries 2010-2020 Strategic Plan). The other city cemeteries included were Northern Lights (Edmonton), Mountain View (Vancouver) and Necropolis (Toronto).

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Quality	City cemeteries provide a dignified service for the respectful interment and memorialisation of loved ones.
Availability	Access to a range of affordable cemetery space alternatives is a public expectation and public health need.
Sustainability	Cemetery operations are well-managed for long-term feasibility.
Legislative Compliance	The City of Calgary provides cemetery services in compliance with the provincial Cemetery Act.
<input type="checkbox"/>	

Description:

The City Planning & Policy service provides specialized planning expertise to create and update a broad range of land use policies, guidelines and plans that guide development and redevelopment in Calgary. These tools, which include the Land Use Bylaw, are designed to achieve the goals of the Municipal Development Plan and Calgary Transportation Plan (MDP/CTP) while ensuring the interests of various stakeholders are considered. This service line places priority on ensuring policies are effective and relevant toward enabling orderly, vibrant and sustainable growth to occur. It works directly with communities, citizens and customers. This can be at the local, city-wide or regional level.

Customers:

Our customers and stakeholders include: Citizens / neighbours, Community Associations and other groups. Councillors and Council appointed committees. Development and building industry and associations. Landowners, homeowners and businesses. City departments.

What is delivered to customers:

City Planning & Policy delivers policies and plans that guide growth in Calgary's communities. At the citywide level, this includes the MDP/CTP, heritage policies and the Land Use Bylaw. Its growth strategies, e.g. for new communities, guide the city's long-term growth while its local area plans and guidelines support community growth.

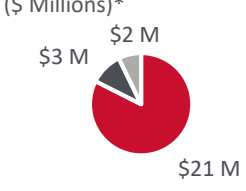

Partners:

City Planning & Policy works with community and industry partners who are involved in the development of the city. On the community side, it works with the Federation of Calgary Communities, community associations, citizens, and groups like the Calgary Heritage Authority. On the industry side, its partners are industry organizations, such as BILD and NAIOP, as well as individual members of industry.

Service Need (Value Proposition):

City Planning & Policy provides the foundation for land development, community growth, mobility and business activity in Calgary. Its plans and policies translate Council and citizen's priorities into tools that enable the development industry to plan and build communities that provide homes and jobs to Calgarians. This service collaborates with communities and industry to consider the interests of the various groups and put in place plans and policy tools that create balanced outcomes. This enables homes to be built or changed, and businesses to be opened while considering the needs of the community. The plans and policies set in motion investments from other City departments, such as parks, street improvements, transit service and recreation facilities. Its work also directly supports the preservation of irreplaceable heritage buildings, improved urban design and sustainability in Calgary.

Current State Service Value

<p>71 Neighbourhoods enabled since MDP in 2009</p> <p>12 Heritage buildings protected in 2017</p>	<p>9,105 Citizens engaged in PD projects in 2018</p> <p>38 Centre City planning projects in 2017</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p>  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <p>We provide Calgarians and businesses with planning tools to build an inspiring and prosperous city. Our five sub-services are: The Municipal Development Plan Implementation and Sustainment (\$7,326) and Growth Strategy (\$5,126) work to ensure the City grows as desired. Community Planning and Policy Development (\$6,935) and Urban Strategy (\$3,148) guide community growth. Heritage Planning and Sustainability Consulting (\$1,229) protect Calgary's past and future.</p> <p>Key Capital Investments</p> <p>Investments include digital improvements to strengthen community and citizen engagement in the planning process. Initiatives strengthen transparency and improve monitoring of the goals outlined in planning policies.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Engagement with customers and interested groups is a regular component of our service. All five sub-services work closely with internal and external partners to identify their needs and create policies and plans that consider those needs. Regular feedback is sought throughout the process of plan and policy development, but also when Council debates and decides on policy matters. The annual Planning and Development Customer Satisfaction Survey and Citizen Satisfaction Survey results also contribute to our ongoing evaluation. Calgarians tell us they value reliability, fairness, reduced risk, convenience and reduced effort.

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

City Planning and Policy plans for the needs of current and future Calgarians. Through plans and policies, this service contributes to Council's priority of creating a City of Safe and Inspiring Neighbourhoods (N1, N3, N4 and N5). This service provides plans and policies that promote the economic growth and enable local business activity. It fulfills Council's direction to involve citizens and communities in the future planning of their neighbourhoods and creates balance between community growth and respect for the established culture and context of neighbourhoods (H3). Working with other service lines, it provides Calgarians with housing, mobility, recreation and employment choices to meet their diverse lifestyles. This service implements the long-term growth plans for Calgary as directed by Council in the Municipal Development Plan and Calgary Transportation Plan.

What are we watching

This service plays a key role in enabling the wide range of activities our citizens are engaged in every day. It must be aware of demographic, technical and economic changes that influence the city's development. External influences and trends that may impact the Planning and Policy service include but are not limited to: new legislative authorities through the updated Municipal Government Act and new City Charter; economic challenges and their impacts on the City's revenue and funding of planning and policy services; new requirements regarding climate change and resilience; and changing lifestyle choices. Strong focus has been placed in recent years on increased economic diversification and providing more choice to Calgarians. The increasing diversification of Calgary's population and culture has also inspired new approaches to how the service interacts with and plans for Calgarians.

Benchmarking



Benchmarking for Planning & Policy is not available. The intent is to establish a benchmark through evaluation and monitoring plans during 2019-2022

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Reliability	Citizens and investors want to know that requirements in plans will be upheld and not abandoned arbitrarily.
Convenience	Applicants want plans and rules to be easy to find and understand.
Fairness	All stakeholders want to be fairly represented in plans through participation in engagement events and policy creation.
Reduces effort	Communities want meaningful engagement; developers want simple processes; council wants effortless experiences for all.
Reduces risk	Council wants plans and policies that reduce Calgary's financial risk and the risk of impeding our economic growth.

Description:

The Corporate Approvals Team at The City of Calgary reviews and approves all land development proposals to ensure they meet regulatory requirements including: federal and provincial legislation, land use bylaw, policy, engineering requirements and Council direction. The context of the surrounding community along with proposed timelines and objectives of developments are all taken into consideration when an application is reviewed to maximize benefits, while meeting regulatory requirements. This service works towards maintaining Calgary as a great place to invest in land development and redevelopment while ensuring those investments contribute to building a vibrant Calgary.

Customers:

The customers that submit land development proposals for review include: homeowners, business owners, land developers, supporting professionals, builders and contractors. Indirect customers consulted on applications include: Council, Community Associations, building occupants, impacted citizens and community members.

What is delivered to customers:

Services delivered through Development Approvals include: land use amendment and outline plan recommendations, subdivision endorsement, development permit approvals, executed development agreements, and infrastructure construction permissions.

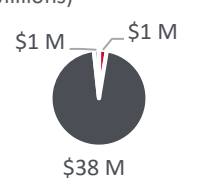

Partners:

The Corporate Approvals Team is made up of employees from across The Corporation that collaboratively review development applications. External partners provide valuable feedback to ensure The City is delivering great service. They include: utility companies, other levels of government, the Federation of Calgary Communities, Industry Groups, Affordable Housing Groups and the Province of Alberta.

Service Need (Value Proposition):

The Corporate Approvals Team is committed to working with citizens, communities and customers to plan and enable building a great city for all Calgarians. Development Approvals key result area is to facilitate development in Calgary. Development Approvals supports direct customers' needs by guiding them through all regulatory requirements for land development projects while balancing customer, citizen, and community needs. Approvals for all new land developments and redevelopment in Calgary ensure that communities continue to be prosperous and vibrant, providing Calgarians with new homes, businesses, institutions and amenities that make Calgary a great place to make a living and a great place to make a life. Governing service: City Planning and Policy. Dependent service: Building Safety.

Current State Service Value

<p>80% satisfaction with Development Approvals</p> <p>880,000 sq. m. industrial/commercial approved</p>	<p>6,926 development application decisions</p> <p>10,500 new homes approved</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support ■ Revenue ■ Internal Recoveries  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <p>Development Application Review (\$33,496): Reviews applications for developments including outline plans, land use amendments and development permits to ensure compliance with planning policy and legislation.</p> <p>Subdivision & Public Infrastructure (\$5,650): Reviews applications for subdivisions of land and the construction of new communities and ensures all contractual obligations are met, including levy payments, infrastructure standards and security requirements.</p> <p>Key Capital Investments</p> <p>Investments enhance the customer experience, maintain capacity to deliver on Council and community expectations and keep up with industry and the new ways of working including new collaboration technologies, digital solutions and work spaces.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Development Approvals is committed to ongoing engagement with citizens and communities about proposed developments in Calgary. For citizens and communities, this service applies the rules for development approvals consistently, in a fair and transparent way and meaningfully engages Calgarians, while balancing development opportunities and community priorities. For customers, this service focuses on providing certainty through meeting timelines, in reviewing development proposal and providing a predictable application process that adds value to development projects.

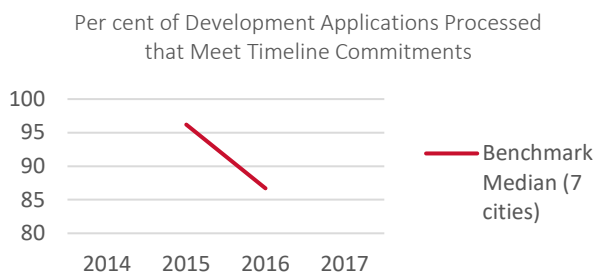
What council has directed: Council's Directives related to the service

Development Approvals facilitates a city of safe and inspiring neighbourhoods through the review of all land development proposals in Calgary. This review ensures that communities are complete and that neighbourhoods and public spaces are safe, accessible and inclusive for all Calgarians (N1). Development Approvals balances development and redevelopment through strengthening engagement with communities to meet community needs and development opportunities (N2 and N4). In support of a prosperous city, this service strives to make Calgary a great place to invest in land development and redevelopment by enabling the development of new homes, businesses, institutions and amenities that make communities vibrant and sustainable. In addition, this service prioritizes the review of affordable housing applications supporting access to housing in Calgary (P5).

What are we watching

This service will likely see a rise in the volume of development applications as the economy steadily picks up and developers, builders, and businesses are looking to meet market demands. Forecasts indicate residential growth will continue in both Developed and Developing communities. There is now a heightened focus on the quality of land developments in Calgary. Through collaboration and partnership this service will ensure all new and redeveloping communities are vibrant and sustainable. This service is also looking at the growing opportunity to make use of technology to improve service delivery, enhancing and expanding service delivery options to meet changing customer and community needs.

Benchmarking



Responsiveness and the efficient review of development applications is important for customers and for the realization of development in Calgary. This benchmark provides a look at how other cities are doing in meeting their timeline commitments. This helps refine metrics and targets on measuring City of Calgary, Development Approvals timeline commitments. Over the next budget cycle this service will continue to work with partners in the Municipal Benchmarking Network Canada on more consistent benchmarks that can be applied to all municipalities across Canada.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Legislative Compliance	Various governing legislation, bylaws and policy are adhered to.
Responsiveness	Commitments made to customers around timelines are met.
Quality	Decisions are based on a competent analysis of all contributing factors.
Convenience	Customers and stakeholders have convenient options to access information, understand the process and make an application.
Fairness	Decisions are made without bias or preconception.

Emergency Management & Business Continuity

Description:

Beyond emergency response activities, our service is also legislated to ensure preparedness for and recovery from emergencies, disasters, and business disruptions. Coordinating the efforts of The City, businesses, non-profit groups, government agencies, and citizens, we help the city withstand emergencies. Collectively, we evaluate and educate on disaster risk, create preparedness networks, coordinate emergency planning and represent public safety. We oversee business continuity planning in The City to support the delivery of essential services during and after an emergency. We support regional and national disaster response with Canada Task Force 2, Alberta's disaster response team.

Customers:

Our customers include: 60 Agency members and their partners that serve the citizens of Calgary; Calgary businesses that are the cornerstone of a healthy and vibrant economy; citizens of, and visitors to, Calgary; other jurisdictions in Alberta and Canada that may require support for an emergency.

What is delivered to customers:

We continuously deliver education, best practices, information, and communication to our partners and customers. We ensure our customers have timely, coordinated information needed in an emergency. We also collaboratively set priorities for response and recovery with our partners through collective decision making, as seen in the 2013 floods.

Partners:

Our service relies on partnerships with over 60 organizations that collectively form the Calgary Emergency Management Agency. We lead and partner with all City business units, government agencies, and organizations within the utility, education, transportation, non-profit and private sectors. Our partnerships allow us to meet the needs of those who may be or have been affected by disaster.

Service Need (Value Proposition):

The value of our service is that our customers feel safe, secure, and resilient to emergencies, disasters and business disruptions. These types of events impact not only life safety, but also critical infrastructure, the environment and economy. When they occur, we meet the basic needs of those impacted by providing emergency housing and other supports. Following an event, customers can return to their routines more quickly as a result of our collective response and recovery efforts, including maintaining essential services vital to the wellbeing of our customers. Collectively, we contribute to The City's resilience by understanding, informing and reducing disaster risk, while empowering our customers to engage in emergency preparedness activities at home, work, and in their community.

Current State Service Value

<p>\$6 Recovery costs save by \$1 in prevention</p> <p>17 Groups inform disaster risk assessment</p>	<p>100% City service backup plans assessed</p> <p>1% CEMA budget as % of annual disaster loss</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support \$0 M ■ Revenue ■ Internal Recoveries \$5 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 Emergency Management and Business Continuity has no subservices.</p> <p>Key Capital Investments Emergency preparedness means having the necessary materials and technology in place to allow us to remain effective in our response and recovery. These help us prepare for the risks that may impact the city and contribute to The City's resiliency.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

60% of emergency preparedness workshop participants feel capable of delivering workshops in their communities to expand our emergency preparedness network.

42% of businesses have a plan to guide operations after emergencies, indicating an opportunity to provide more guidance and education to strengthen economic resilience.

City Administration has asked us to apply our collaborative processes to other operational and public safety issues and smaller scale, localized events impacting communities.

95% of citizens surveyed in the 2018 Spring Pulse survey said that our service was important and they were satisfied with our service.

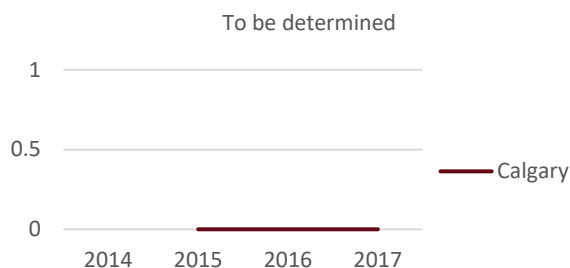
What council has directed: Council's Directives related to the service

Our service works in partnership with 100 Resilient Cities and the Climate Resilience Strategy to address the events that may impact our city. We support Council Directives within A City of Safe and Inspiring Neighbourhoods, A Well-Run City, and A Prosperous City and contributes to safe neighbourhoods and public spaces (N1). Contributions to land use and infrastructure planning and decisions help build complete communities resilient to the impacts of disasters (N4, M1, W4). Community emergency preparedness networks foster connections among neighbours (N2) to support community resiliency. Our work around business continuity and resilience contributes to making Calgary an attractive place to start a business while supporting existing business needs (P3). Our business continuity planning advances organizational resilience, including shared approaches to critical resource planning (W2).

What are we watching

Disasters have been on an upwards trend for 40 years. Disaster impact data informs mitigation strategies and funding in Calgary. Alberta has experienced seven of the ten costliest disasters in Canada; five of those ten impacted Calgary. From 2010 to 2016, total public and private loss from Calgary disasters was greater than \$3.3 billion. This trend is expected to continue, making investment in preparedness and mitigation critical. We monitor Calgary's population to understand those who may be disproportionately impacted by disasters and develop special supports for these populations. Our reliance on technology has generated a new risk, as an increasing number of people, devices, and critical services are connected to virtual networks. City staff may be assigned duties outside their normal work in a disaster without adequate training, which may exacerbate the disaster consequences.

Benchmarking



There are currently no meaningful benchmarks used by other Canadian municipalities to assess emergency management performance or effectiveness. Over the next two years, The City will be working with the Conference Board of Canada and other Canadian emergency management organizations to identify a potential set of benchmarks to compare outcomes associated with prevention, mitigation, preparedness, response, and recovery.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Prevention	Everyone is prepared to respond to and recover from major emergencies.
Reduces risk	The City takes action to prevent or reduce hazards and risks.
Resilient	Calgary quickly bounces back from the effect of major emergencies.
Connectivity	The right people with the right skills and resources help respond to and recover from major emergencies.
Legislative Compliance	The City meets the requirements to have an emergency management agency as set out by the Province of Alberta's Emergency Management Act.

Fire & Emergency Response

Description:

Serviced by 41 fire stations and 1,298 firefighters, this service provides life-saving emergency assistance to 1.26 million Calgarians and visitors across 848 square kilometres. Service encompasses responding to fire and fire-related incidents, critical medical interventions, motor vehicle collisions, hazardous conditions, specialized technical rescues including water/aviation rescues, calls for public service assistance, and need for community risk reduction through fire prevention activities.

Customers:

Our customers are people facing an imminent threat to their life or injury, confronting major property damage or loss, or are in need of emergency or related non-emergency public services.

What is delivered to customers:

We provide life-saving and protection services to victims of emergency incidents. This includes basic life support, fire suppression, and specialized rescues including rope/high-angle, aquatic, heavy/structural, hazardous materials, technical, and aviation. We also deliver large-scale emergency response and non-emergency public service.


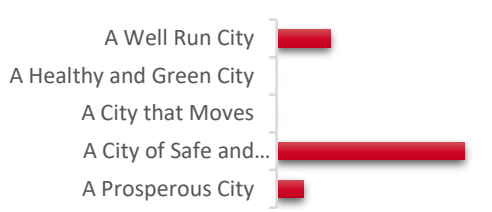
Partners:

Fire and Emergency Response works closely with other City services including Fire Inspections and Enforcement and Fire Safety Education, Police, Emergency Management & Business Continuity, 9-1-1, Water Treatment & Supply, and external partners including Alberta Health Services, Alberta Emergency Management Agency, other municipalities when needed on large-scale emergencies, and public utilities.

Service Need (Value Proposition):

Fire and Emergency Response is provided to citizens, businesses and institutions and delivers on expectations including: response to public safety and address medical risks; protecting and reducing damage to property and the environment through responsive emergency services; providing a foundation for a safe community paramount to resilient, prosperous city and safe neighbourhoods; adapting to changing community needs and risks; and being positively evaluated for insurance purposes, as insurance rates are determined by the level of municipal fire protection and water supply.

Current State Service Value

<p>62,764 Emergency responses in 2017</p> <p>67% Fire contained to room of origin</p>	<p>84% First vehicle on fire scene within 7 min</p> <p>\$743,000,000 Estimated value saved from fire in 2017</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> Tax-Support Revenue Internal Recoveries  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes No subservices</p> <p>Key Capital Investments Key capital investment provides for new and existing CFD facilities, equipment, apparatus, and technology to ensure our firefighters can respond to emergencies effectively and safely.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Fire and Emergency Response engages citizens annually. Calgarians want safe public spaces and neighbourhoods and support maintaining or increasing current investment levels in Fire. When an emergency does occur, they endorsed 7.6 minutes as a reasonable time to respond. Most Calgarians consider Calgary Fire to be important (98%) and feel that they receive good value for their tax dollars (86%) for this service. Most citizens who had contact with Calgary Fire report that we are courteous, professional, trustworthy and knowledgeable. Most importantly, 94% of citizens reported that contact with Calgary Fire made them feel safe.

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

Fire and Emergency Response supports Council's priorities of A City of Safe and Inspiring Neighbourhoods, A Well-Run City and a Prosperous City. Specific directives related to this service: reduce risk to improve the safety of Calgarians (including seniors and the disabled); improve the protection and enhancement of heritage assets; work with partners to address social issues impacting older Calgarians; ensure all communities are complete; shift our understanding and focus from how services are delivered to why services are delivered; and provide equitable access to services for all Calgarians.

What are we watching

Fires today spread faster, burn hotter, cause more damage to property, and consequently pose a higher risk to firefighters and public. We watch several trends, including our response performance, technology opportunities, risk levels, growth (vertical and greenfield) areas, population increases, demographics, weather, and construction types. Call volume is increasing including for fires, medical calls, motor vehicle collisions and public assistance. In the core and East Corridor, incidents have increased between 10-35 per cent (20 per cent of all fires occur in these areas). While we are close to meeting our targets for the first emergency unit to arrive, when multiple resources are required for fire suppression incidents in a target of 11 minutes, we are not meeting this target by almost 3 minutes, as we must draw resources from other stations. Emergency response and firefighting is physically and psychologically intense work and can affect the health and wellness of firefighters. Early detection of physical and mental illnesses and identifying areas for more preventative services are critical to mitigating these risks.

Benchmarking



The latest MBNCanada survey results indicate Calgary is performing at the same level or better than comparative municipalities at outcome measures such as rate of residential fire injuries and residential fires with losses. At the same time, our fire service operating costs per assessed value of property was \$0.84 per \$1,000, significantly lower than the comparative municipalities' median of \$1.37. As a value assessment measure, this demonstrates the kind of insurance value Calgary Fire offers as compared to other municipalities.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Responsiveness	We will respond to your call for service promptly
Availability	We will be ready with the right equipment, staffed by competent, polite and caring people.
Reliability	Effective incident response program, plans and incident command system are in place to manage all-hazard incidents.
Provides Hope	We will stay with you until we have done everything we can to help with your emergency.
Safety	We will do everything we can to keep you and your family safe, and feel safe, both inside and beyond your home.

Description:

This service provides fire inspections of commercial, industrial and assembly structures, fire code consultation and related technical services to enhance public safety, compliance with legislation, minimize fire-related risks, and protect lives, property and the environment. All fires are investigated in accordance with the Safety Codes Act to identify trends, code changes and product recalls for community risk reduction efforts.

Customers:

Our customers are commercial and industrial building owners and/or their managers, building occupants, citizens logging fire-related safety concerns, and the public.

What is delivered to customers:

Fire Inspections reviews and inspects buildings to ensure that they meet the codes, standards, and regulations in Alberta's Safety Codes Act for the Fire discipline. The service also addresses citizen concerns in existing non-residential buildings, investigates fire-related incidents and provides related technical services.

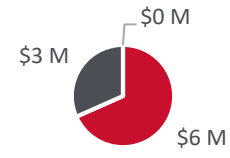
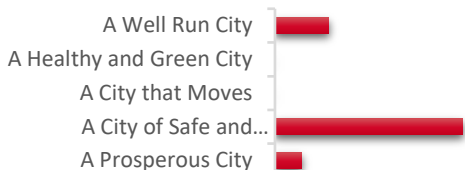
Partners:

Fire Inspections and Enforcement partners with other City services including Building Approvals, Planning and Business Licensing, Calgary Police, 3-1-1, Fire & Emergency Response and Fire Safety Education. We also work with external partners including Alberta Safety Codes Council, Office of the Fire Commissioner and related service providers on fire prevention and risk reduction initiatives.

Service Need (Value Proposition):

Fire permit approvals, occupancy levels and compliance inspections ensure the Alberta Fire Code requirements are met and adhered to for the safety of people and protection of property. Property owners are required to adhere to fire safety legislation and regular fire inspections help owners ensure that buildings stay compliant. This applies to public venues including bars, nightclubs and special events through the Public Safety Task Force, as well as rental housing units through the Safe Housing Inspection Program. Identifying potential fire-related issues in newly constructed buildings ensures they are corrected and people can learn how to manage responsibly. Fire inspections also help in gathering building data for risk-reduction plans as well as aiding preplanning in the case of an emergency.

Current State Service Value

<p>17,380 2017 Customer service requests completed</p> <p>93% Requests completed within target</p>	<p>2.5 Average inspections before compliance</p> <p>21,500 High risk structures</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p>  <p>■ Tax-Support ■ Revenue ■ Internal Recoveries</p> <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <p>No subservices</p>
		<p>Key Capital Investments</p> <p>Capital requirements include software, IT equipment, and fleet.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Calgarians want safe buildings and public spaces and said risk reduction and compliance to legislation are important. Citizen concerns about building fire safety are increasing. When asked about fire and life safety design challenges, six in 10 respondents in a 2016 study indicated they were challenged by subjective interpretation of regulations by code authorities, designing for interoperability and integration of systems, codes and standards, and education as constant hurdles.

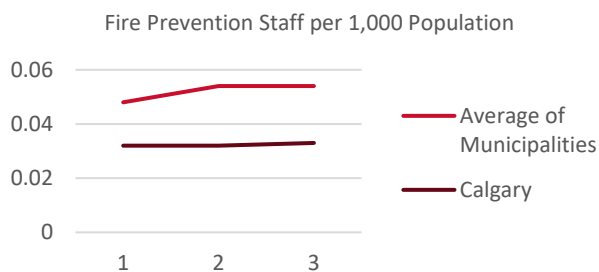
What council has directed: Council's Directives related to the service

Fire Inspections and Enforcement supports Council's priority of A City of Safe and Inspiring Neighbourhoods, A Prosperous City and A Well-Run City. Specific directives related to this service: reduce risk to improve the safety of Calgarians (including seniors and the disabled; build safe, accessible and inclusive neighbourhoods and public spaces; make it easier to build development that meet our MDP and CTP; minimize the cost of growth while maximizing housing choice and affordability and improve the protection and enhancement of heritage assets. We support Council's priority of a Well-Run City by shifting our understanding and focus from how services are delivered to why services are delivered. We contribute to A Prosperous City by striving to maintain the fire safety of the existing affordable (multi-family) housing stock.

What are we watching

The City's Fire Quality Management Plan (QMP) requires the service to manage commercial, industrial and multi-family building safety inspections through a customer service request and complaints process using 311. We monitor our ability to meet the QMP, and we are currently meeting the requirements as outlined; we also monitor the risks across the City. The risk-based approach will identify the high risk properties and concentrate our resources on these issues. We provide input and monitor changes to legislation that will impact Fire Inspections and Enforcement.

Benchmarking



For the last two years Calgary's rate of commercial and industrial fires with losses per 1,000 C&I properties is above average of Canadian municipalities. In comparison, The City of Calgary's number of fire prevention staff per 1,000 population is below the average Canadian municipality. These benchmarks can be used as measures of effective inspection and public awareness programs. While property loss is not always manageable, effective risk-based inspection programs, and appropriate staffing and prevention education, should have a significant impact on reducing rates.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Prevention	We will help you reduce the chance of fires and other life safety incidents from happening both inside and beyond your home and your property.
Reduces risk	We will do everything we can to keep you and your family safe, and feel safe, both inside and beyond your home.
Informs	We will provide you with the information you need so that you are aware of fire and life safety risks that may affect you, your family and your property.
Legislative Compliance	We will help ensure that your occupancy complies with Fire Safety Codes and Standards.
<input type="checkbox"/>	

Description:

This service delivers fire and life safety prevention and community risk reduction education to increase awareness with citizens, businesses and institutions to prevent fire and reduce risks to citizens, damage to property and the environment.

Customers:

There are three main customers of fire safety education: citizens, businesses and institutions.

What is delivered to customers:

Fire Safety Education reduces risk and improves the lives of Calgarians through increased safety and knowledge. Deliverables of the service include increased awareness, training and intervention services.

Partners:

Fire Safety Education partners with internal City services including Police, 911, Bylaw Education & Compliance, Recreation Opportunities and Neighbourhood Supports, as well as external partners including social service agencies, seniors institutions, community groups and organizations, schools, businesses and the Office of the Fire Commissioner.

Service Need (Value Proposition):

The Fire Safety Education service provides safety and education to deliver on the needs and expectations of citizens, businesses and institutions. We provide education focused on high risk populations including seniors, and those in greater need; providing life safety education to reduce risk with businesses in Calgary; and developing basic education programs for the Fire and Emergency Response service to deliver at the community level and reinforce good behavioural practices and change at-risk behaviours.

Current State Service Value

<p>140,000 Citizens reached in non-emergency</p> <p>65% Improved knowledge of fire prevention</p>	<p>97% Rated fire safety education as important</p> <p>622 Fire-related incidents in homes in 2017</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> Tax-Support \$0 M Revenue \$0 M Internal Recoveries \$2 M <p>Service Cost Ratio TBD</p> <p><i>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</i></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>No subservices</p>
		<p>Key Capital Investments</p> <p>Capital requirements include computer equipment and fleet (i.e. fire safety trailer).</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Citizens have rated fire safety education as high in importance and satisfaction, and support maintaining the service. About 71% of Calgarians say they know what to do in the event of a fire in their home. In the 2018 Calgary Fire Perceptions and Expectations Survey, citizens told us that they expect their fire department to respond to emergencies first, and they expect their fire department to provide prevention and education efforts. Most citizens also said that, after education, they were able to address hazards in their homes.

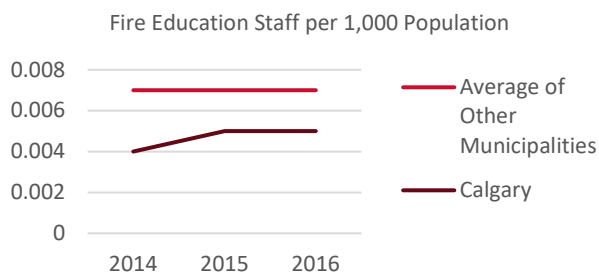
What council has directed: Council's Directives related to the service

Fire Safety Education supports predominantly the citizen priority, A City of Safe and Inspiring Neighbourhoods, and supports A Prosperous City and a Well Run City. Specifically, this service addresses: reduce risk to improve the safety of Calgarians (including seniors and the disabled), and their communities; shift our understanding and focus from how services are delivered to why services are delivered; simplify and streamline processes and procedures, cut red tape, eliminate service silos; and, enhance our partnerships with non-profits and businesses.

What are we watching

Fire Safety Education is watching several trends, and the needs of communities are evolving as evidenced by the increase in overall emergency incidents. Demographic shifts will require us to provide education to an aging population and we will continue to provide our life safety education programs for older adults, low income families, children and new Canadians. While residential fires are trending downward in many municipalities, the reverse is happening in Calgary. Fire safety preparedness is more important now than ever before as modern fires burn faster, hotter and produce more toxic smoke.

Benchmarking



Calgary's number of community safety staff per 1,000 population is low, with 2016 results below the average Canadian municipality. The number of residential fire-related injuries per 100,000 population in Calgary, is trending upwards. While injury rates are not directly manageable, a combination of effective public education and intervention programs and the efficient and effective placement and deployment of resources have a significant impact on reducing rates. Moving forward we are looking at programs to involve more firefighters in the delivery of public education, which will help to bring us more in line with other municipalities.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Prevention	We will help you reduce the chance of fires and other life safety incidents from happening both inside and beyond your home and your property.
Reduces risk	We will do everything we can to keep you and your family safe, and feel safe, both inside and beyond your home.
Informs	We will provide you with the information you need so that you are aware of fire and life safety risks that may affect you, your family and your property.
Legislative Compliance	We will help ensure that your occupancy complies with Fire Safety Codes and Standards.
<input type="checkbox"/>	

Neighbourhood Support

Description:

We build the capacity of Calgarians in neighbourhoods by working with residents and other community stakeholders to foster social inclusion, economic participation and increased sense of belonging. Additionally, we support community groups operating on City-owned land, including contributing funding to capital maintenance of community facilities and amenities to ensure that all residents have a variety of public spaces to create and develop social connections with their neighbours. In supporting residents and stakeholders in navigating and aligning City resources, we work to address community needs. We apply an equity lens to guide our work so that no resident or neighbourhood is left behind.

Customers:

Neighbourhood Support provides services to Calgarians with a focus on vulnerable residents in priority neighbourhoods, Community Associations (CAs) and Social Recreation Groups (SRGs) along with other community groups.

What is delivered to customers:

We work with stakeholders to deliver support, resources and opportunities for residents to increase social inclusion and economic participation. We deliver support and resources to community groups on building organizational health, community programming and representation. We deliver grant funding including the Capital Conservation Grant (CCG).

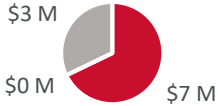
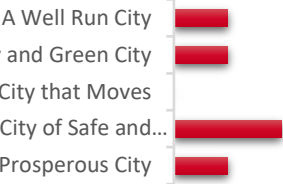
Partners:

We partner with service lines across the Corporation to deliver on Citizen Priorities. External partners include residents, CAs/SRGs, the Federation of Calgary Communities, the United Way of Calgary and Area, other non-profit organizations, the Calgary business community, school boards and faith groups, among others.

Service Need (Value Proposition):

Safe, inclusive and inspiring neighbourhoods where residents enjoy a high quality of life are essential to a great city. Citizens, especially those who are vulnerable need opportunities to participate in their neighbourhood which in turn builds their capacity to contribute to civic life. When residents are actively involved they are likely to feel safer and more connected. Community groups may also need access to City resources to support their efforts to be more accessible and reflective of residents. CAs and SRGs may need support to effectively manage City-owned assets, maximize organizational capacity, and increase their sustainability, effectiveness and reach.

Current State Service Value

<p>23 Priority neighbourhoods</p> <p>20,100 Calgarians engaged by Community Hubs</p>	<p>171 CAs and SRGs</p> <p>147 Times CCG was accessed</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <ul style="list-style-type: none"> ■ Tax-Support ■ Revenue ■ 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>Community Social Work Program \$5,136 Neighbourhood Partnership Coordination Program \$5,752</p>
		<p>Key Capital Investments</p> <p>Total of \$19,400 in CCG funding available to 190 eligible groups to support life cycle projects, studies and upgrades.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Engagement with Calgarians has shown 91% believe that Neighbourhood Support is important, and that The City should invest the same or more in the service, and 90% feel a sense of belonging in their neighbourhood. Ninety-seven percent of community partners agree that Community Social Workers (CSWs) understand and 89% agree CSWs effectively address the unique social issues of neighbourhoods. CAs/SRGs rely on their Neighbourhood Partnership Coordinator (NPC) for grant support and to connect them with City resources, and 90% are satisfied with that working relationship.

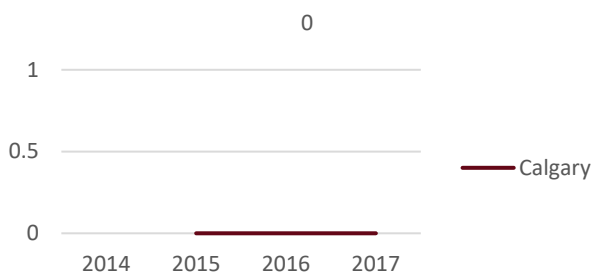
What council has directed: Council's Directives related to the service

We contribute to A City of Safe and Inspiring Neighbourhoods by helping to foster neighbourhoods that are safe, accessible and inclusive for all (N1). NPCs assist 171 CAs and SRGs with organizational capacity and governance. They also support CAs and SRGs to effectively manage City-owned assets and to offer programs and services for Calgarians that encourage local connections and active participation in civic life (N2). For lasting impact, CSWs work alongside vulnerable residents in priority neighbourhoods to increase their social inclusion and economic participation as our contribution to poverty reduction (P4).

What are we watching

Calgary's diversity is expected to increase with immigration accounting for two-thirds of population growth. To foster inclusion and social cohesion in neighbourhoods, community groups must remove barriers to participation through culturally sensitive and accessible services. As our elderly population grows, isolation among seniors is a trend that will inform our work with partners on programming and accessibility. Reporting the highest rate of income disparity in Canada, with 1 in 10 Calgarians living on low income, food and employment insecurity will remain a challenge for Calgary. The Community Hub Initiative works to increase social inclusion, economic participation and access to supports for residents. With 58% of community infrastructure in Calgary now over 25 years old, the need for lifecycle maintenance will increase, placing further pressure on community groups and The City.

Benchmarking



We regularly employ environmental scans and evaluation to align our activities with leading practices and outcomes. Neighbourhood data is used for comparative purposes and to inform our decisions. However, our programs and services reflect the specific needs of Calgary, making them difficult to benchmark. In the spirit of continuous improvement further data development is taking place in the service and we are exploring opportunities to create new benchmarking approaches through our data and municipal networks where possible.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Connectivity	Work with residents and community stakeholders to address social issues and connect them to City resources.
Accessibility	Remove barriers to participation for residents and assist community groups in being more accessible.
Equity	Distribute programs and services to priority neighbourhoods to better support vulnerable populations.
Sustainability	Bring resources to CAs and SRGs that improve the sustainability of their contribution to their neighbourhoods.
Wellbeing	Support initiatives that strengthen the capacity of individuals and organizations to withstand stresses and shocks.

Pet Ownership & Licensing

Description:

Pet Ownership & Licensing provides citizen education on responsible pet ownership and regulates owners under the Responsible Pet Ownership Bylaw (RPO). Licensing and shelter services are directed to dogs and cats to ensure recovered animals are cared for and reunited with owners or adopted into new homes. No fee spay/neuter services are offered to qualified low-income pet owners as part of the Fair Entry program and support compliance of the RPO by reducing unwanted litters of animals. Peace officers create resolutions for citizens and safety by responding to animals complaints/concerns.

Customers:

- Citizens seeking pet licenses
- Citizens seeking pet adoptions
- Citizens looking for their lost animals
- Fair entry program participants seeking no-cost spay and neuter services
- Citizens reporting animal concerns
- Fire and police seeking assistance with animal response

What is delivered to customers:

- Response to citizens' concerns involving animal incidents or containment of animals in emergency situations.
- Free spay and neuter surgeries for Fair Entry program participants.
- Return of lost pets to owners; drive-home program.
- Adoption, shelter and veterinarian services for stray animals.
- Education through volunteer programs in the community.

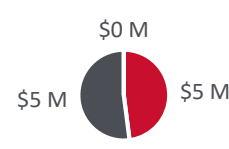
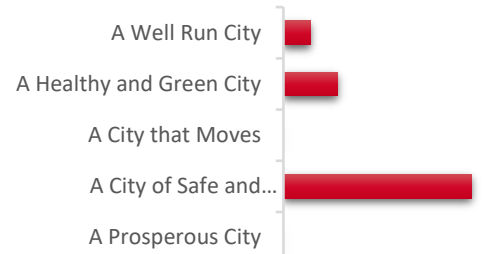
Partners:

- Other lines of service (Parks & Open Spaces, Police Services, Bylaw Education & Compliance)
- Other animal welfare organizations (Calgary Humane Society, Alberta Animal Rescue Crew Society, MEOW Foundation)
- University of Calgary Veterinary Medical Program

Service Need (Value Proposition):

This service creates clear expectations for pet owners through the Responsible Pet Ownership Bylaw. Licensing for cats and dogs ensures that peace officers, shelter staff and volunteers reunite lost pets with owners. Recovered animals that are not claimed undergo socialization and spaying or neutering to create positive outcomes through pet adoption.

Current State Service Value

<p>86% Dogs returned to owner</p> <p>137,065 Pet licences issued</p>	<p>92% Citizens satisfied with animal services</p> <p>2,500 hours Contributed by volunteers</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <p>Service Cost Ratio TBD</p>  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <p>Key Capital Investments</p> <p>Life cycling of shelter equipment that supports key functions for shelter and veterinary clinic. OneCity Enforcement System will enhance animal peace officer safety based on enhanced communication system, aligning with provincial recommendations.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Citizens enjoy a high level of satisfaction with the service and identify safety and prevention as key values.

Based on the 2017 Quality of Life and Citizen Satisfaction Survey:

-91 per cent of Calgarians are satisfied with animal control services for stray animals and pet licensing services

-89 per cent of Calgarians think The City should invest more, or the same amount, on the animal control services and pet licensing services

-82 per cent of Calgarians feel animal control services for stray animals and pet licensing services are important

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

N1: Coordinated response created through the OneCity Enforcement System will improve peace officer response and coordination, improving resolutions for citizens' concerns and complaints.

P4: The delivery of no cost spay/neuter services is a part of the Enough for All Poverty Reduction Strategy, which enables Fair Entry Program citizens to enjoy pet ownership.

W1: Revising the Responsible Pet Ownership Bylaw will bring insightful change based on pet owners and neighbour engagement, reflecting current trends and improving satisfaction. A Notice of Motion including Emotional Support Animals in the Responsible Pet Ownership Bylaw will form a new approach to connecting citizens and animals.

W2: The Shelter Services Review will seek to identify efficiencies to improve service delivery.

What are we watching

Citizen & Pet Change: Citizens expect to get faster services and easy access to information through improved use of technology (online pet licensing system).

Citizens have expectations for regulation, i.e. The Responsible Pet Ownership Bylaw, to keep pace and be adaptive to changing trends in society (e.g. need for emotional support animals, dog walking businesses and governance for animal rescue organizations)

Legislative Change: The province is transferring the responsibility for wildlife calls to the municipality, which will have resource and financial impacts.

Recommendations from the Solicitor General's office is changing the Peace Officer Program due to the findings of a fatality report that will have serious impacts on the structure of the workforce, with significant financial impacts.

Benchmarking



Pet Ownership & Licensing has established itself as a recognized national leader in pet licensing. In 2016, the most recent year in which nine other municipalities reported their figures, Pet Ownership & Licensing reported 11,310 licensed pets per 100,000 population which is 72 percent greater than the MBNCanada group average of 6,554. The number of licensed pets is a reflection of compliance, online licensing and engagement, and contributes to the overall safety of citizens and communities.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Safety	Citizens feel that cats, dogs, owners and neighbours live together in safety and harmony.
Responsiveness	Citizen complaints and responsible pet ownership issues are responded to and resolved in a timely manner.
Fairness	Bylaw enforcement service is transparent, fair and consistent, and delivered by competent animal control officers
Quality	Customers receive licensing service that satisfy their needs.
Prevention	Citizens understand Responsible Pet Ownership Bylaw standards and the importance of being a responsible pet owner.

Description:

The Calgary Police Service (CPS) strives to create a community that is safe, diverse, inclusive and inspired. Working in partnership with our communities, we provide police services such as crime prevention and education initiatives, early intervention programs, law enforcement and criminal investigations.

Customers:

Our customers include citizens and visitors who are in need of police services as well as those who can benefit from crime prevention and education initiatives.

What is delivered to customers:

Our services include:

- Community presence and engagement;
- Response to calls for service;
- Crime prevention, education & early intervention;
- Criminal investigations and intelligence-led policing;
- Traffic safety and education;
- Major events management.

Partners:

We partner with community organizations, social services agencies, Alberta Health Services, school boards, advocacy groups, Calgary Airport Authority, governmental agencies, and other City business units.

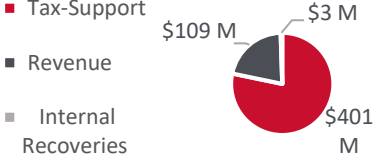
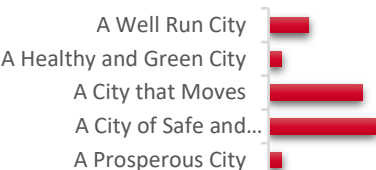
Our stakeholders include regulatory agencies (Calgary Police Commission, federal and provincial governments) and the justice system (courts, Crown, corrections, and other law enforcement agencies).

Service Need (Value Proposition):

We provide a range of services to the community that directly address the safety concerns of citizens and those visiting the city. We offer programs to prevent and reduce crime and victimization; provide quality criminal investigations; ensure public safety for all; and deliver professional service. The overarching purpose of these activities is to create a community that is safe, diverse, inclusive and inspired. Our citizens can expect the following values dimensions from our services:

- Safety: We strive to maintain a community that is safe, diverse, inclusive and inspired.
- Prevention: We assist the community in preventing and reducing crime.
- Reliability: We respond effectively to calls for service and strive to maintain a high level of public trust and confidence.
- Quality: We aim to be professional in all our citizen interactions and in the execution of our duties.

Current State Service Value

<p>327,143 Calls for service attended by police</p> <p>98,869 # of traffic stops</p>	<p>91% Level of customer satisfaction</p> <p>8.3 min Average response time to emergency calls</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</p> <p>The cost of police services includes all expenditures: salaries 85%, fixed costs 14%, and discretionary costs 1%. These total expenses reflect the full cost required to run the Calgary Police Service.</p> <hr/> <p>Key Capital Investments</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Policing is one of the three most important City services and one of the top five areas where the public would like to see increased investment. The top five citizen safety concerns are violent crimes, drugs, gang crimes, crime prevention, and property crimes. Police visibility is important to citizens. Perceptions of safety are affected by a perceived increase in crime, the economic downturn, changing demographics, and media coverage. Perceptions of safety, overall satisfaction, and confidence in the police remain high, however, these indicators have been trending downward. Community partnerships contribute to a more holistic approach to addressing crime and disorder. Transparency is essential to maintaining public trust.

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

CPS strategies and objectives align with all 2019-2022 Council Priorities, which are set to realize the 100-year vision of 'Calgary: A great place to make a living, a great place to make a life.'

More specifically, policing services will address the following directives:

A City of Safe and Inspiring Neighbourhoods - N1: Calgarians want neighbourhoods and public spaces that are safe.

A City That Moves - Directive M1: All modes of transportation must be safe.

A Well-Run City - Directive W1: Help Calgarians understand: the services The City delivers; that The City is well-run and efficient. Directive 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.

What are we watching

Policing is increasingly complex due to a variety of external factors:-Public trust and confidence are central to enable CPS to work collaboratively to find solutions to safety concerns.

-Mental health issues and drug addictions are significant contributors to crime and disorder and will require community partnerships.

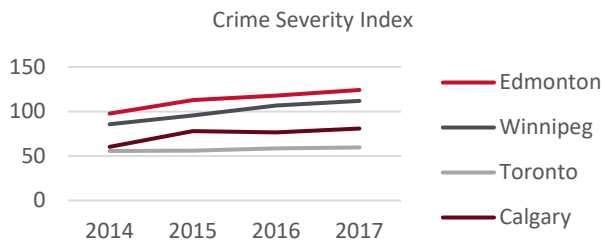
-Changes to legislation and significant court decisions will impact policy, business processes and operational tactics.

-Advancements in technology will require CPS to consider the crime fighting value, privacy and security, as well as the cost of acquisition and maintenance.

-Employers have a greater responsibility to ensure the wellbeing of employees and to increase workforce diversity and inclusion.

-Reductions in public sector spending present CPS with both an opportunity to demonstrate good stewardship, as well as a challenge to meet increasing service demands.

Benchmarking



The Crime Severity Index (CSI) measures changes in the volume and severity of crime in the city. The Crime Severity Index in Calgary increased dramatically in 2015, the largest increase of any urban centre that year. In 2017, the municipal CSI remained high at 80.85, driven by break and enters, robbery and assault. The city's CSI was higher than the national average of 72.9 and remained lower than the provincial average of 110.1. The rising CSI since 2014 is a trend that was observed for other cities, as well as for Canada and Alberta overall.

What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Safety	We strive to maintain a community that is safe, diverse, inclusive and inspired.
Prevention	We assist the community in preventing and reducing crime.
Quality	We aim to be professional in all our citizen interactions and in the execution of our duties.
Reliability	We respond effectively to calls for service and strive to maintain a high level of public trust and confidence.
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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	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.	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.
N3	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.	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.
N4	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.	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
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	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.	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.
H4	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.	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.
H5	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.	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
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.