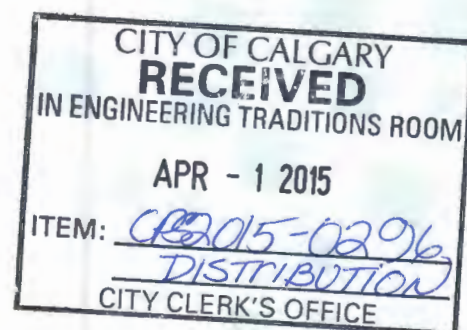




COMMUNITY SERVICES & PROTECTIVE SERVICES

2014 YEAR IN REVIEW



calgary.ca | contact 311



Onward! By 2020, Calgary communities are resilient, complete and connected.

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MESSAGE FROM THE GENERAL MANAGER



Although diverse in our functions, everything we do ties back to our central vision of making Calgary a great place to make a life.

It is my pleasure to present our Community Services & Protective Services (CS&PS) Department's 2014 year-in-review. This report reflects the work we set out to achieve in 2014, highlights our significant accomplishments, and demonstrates our commitment to accountability.

CS&PS has seven distinct functions and while each is diverse, everything we do ties back to our central vision of making Calgary a great place to make a life. This vision is reflected in the programs and services we provide to more than 1.2 million citizens and our role in helping create and sustain vibrant, safe and caring communities with Calgarians.

Great communities don't happen by chance. They're designed with inspiration, and enriched by services, amenities and attributes that make them complete. That's where we come in. Through the work we do in CS&PS, we contribute significantly to the Calgary experience, and we believe, to Calgary's ranking as one of the most liveable cities in Canada and the world. Our many accomplishments in 2014 demonstrate the outcomes of our work.

As the stewards of Calgary's parks and pathways network, we provide places for citizens to connect with nature, playgrounds for children to enjoy, and

an extensive pedestrian and cycling network for transportation and leisure purposes. We also lead strategies to protect these valuable assets for future generations. In 2014, we managed 7,850 hectares of parkland and natural areas in Calgary and maintained nearly 800 kilometres of existing pathways.

Our recreation programs promote health and well-being and provide opportunities for citizens to learn something new. In 2014, almost 91,000 citizens registered for our recreation programs, and there were 2.1 million drop-in visits to our recreation facilities. We also worked with our Civic Partners on key infrastructure projects including construction on four new recreation facilities and a new Central Library to meet the needs of our growing city.

Through important community preventative programs, we help strengthen social inclusion and support to make measurable change in the lives of vulnerable populations and youth in need. In 2014, we partnered with the province and several community agencies to provide Family & Community Support Services (FCSS) funding to more than 126 preventative social programs that reached almost 111,000 citizens.

We provide security and protection through critical fire and emergency services that are available to

citizens twenty four hours a day, seven days a week. In 2014, our firefighters responded to more than 60,100 incidents and we handled over one million calls through our Public Safety Communications (9-1-1) centre.

When Calgary experienced two municipal emergency plan activations in 2014 - the September snowstorm and the October downtown power outage, our department's Calgary Emergency Management Agency (CEMA) function led the response, helping protect lives and properties. As an important step forward in our work toward an ever increasing state of emergency readiness and preparedness, we announced CEMA would become its own business unit effective January 2015 and initiated the necessary steps towards this transition.

Our citizens can walk down the street and see our community standards reflected in yards, properties and neighbourhoods that are clear of litter and graffiti, so everyone can feel pride and safety in their community. In 2014, we helped host community clean-ups in 100 communities and collected one million kilograms of waste. We consolidated The City's Compliance Services function into our department, helping provide a clear and consistent approach to enforcement.

To provide enriching and fun experiences for citizens, we offer culture, entertainment, and heritage initiatives and activities, and also contribute to Calgary's attractiveness through our public art program. In 2014, we supported almost 300 festivals and events, unveiled six new public artworks across Calgary and engaged citizens on 48 public art concepts.

Of course, we cannot do this alone. Our success is made possible by more than 3,300 CS&PS full-time equivalent employees who serve our city so well, along with 14 Civic Partners and hundreds of community organizations with whom we partner to deliver these and many other quality programs and services, highlighted in the pages of this report.

The importance of our work was affirmed through the results of The City of Calgary's 2014 Citizen Satisfaction Survey. Of the 24 services provided by The City that are top of mind for citizens, almost half are offered by our department. We made strides in citizen satisfaction

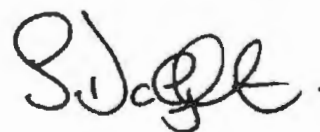
in several areas, including our animal control services, City-operated recreation facilities, community services, and Calgary's pathway system, and we also maintained a 99 per cent satisfaction ranking with the services provided by our Calgary Fire Department. It certainly was a successful year to close off our 2012-2014 business plan and springboard us into our next four year cycle.

Turning our attention to the future, we embarked on charting our course for 2015-2018 through The City's business plan and budget process - collectively called *Action Plan*. Our plan is built on citizen and Council priorities, employee input, and is in alignment with our City Manager's Strategic Plan for Calgary. At the core of our CS&PS plan are five key priorities including: communities are strong, connected and vibrant; health and wellness of Calgarians is enhanced through recreation and prevention programs; Calgary's natural environment is healthy; public safety improves and response times are maintained and; efficiency and effectiveness measures are realized.

As a department that fosters continuous improvement, we will also maintain our focus on accountability, make improvements through zero based reviews and a department review, and look for ways to further leverage resources and partnerships. All the while, we will continue offering quality programs and services each and every day that enrich our city for about a dollar a day per citizen.

The dedication, hard work and efforts of our staff, in collaboration with our civic and community partners, will enable us to continue reaching our goals. I'm proud of the work they do - it truly does make a difference for our customers, citizens and community.

Together, we're shaping a future driven by our vision of making Calgary a great place to make a life. It's a privilege serving Calgarians today, and contributing to a bright future for generations to come.



VISION, MISSION, OUTCOMES



Our work spans across the city in many different ways to support citizens and customers from every walk of life, and communities and businesses diverse in nature. We directly contribute to quality of life for 1.2 million Calgarians living in 461,000 homes throughout more than 200 communities. We protect 22,500 commercial properties and serve 26,600 businesses. The common goal of our collective work to all we serve is to positively contribute to their lives through the outcomes of our work and the experience of being a Calgarian.

CS&PS vision

We chose to adopt The City's vision statement, highlighting what we feel our key role is in delivering on that vision, which is making Calgary a great place to make a life.

Calgary: A great place to make a living, a great place to make a life.

CS&PS mission

Our mission further defines what we do and how we do it:

Working together to create and sustain a vibrant, healthy, safe and caring community with Calgarians.

CS&PS outcomes

Our outcomes identify the results of our work:

- community well-being
- public safety
- great public spaces and healthy natural environment
- a thriving community and business climate
- effective, citizen-centered, accountable services
- Calgarians choose safe, accessible, active mobility

WHO WE ARE

Community Services & Protective Services (CS&PS) aligns with The City of Calgary vision of making Calgary a great place to make a living, a great place to make a life.

We do this by delivering a broad array of social, recreation and leisure programs, as well as providing accessible natural areas and green spaces to promote active lifestyles, wellness, inclusive communities and vibrant neighbourhoods.

We preserve and enhance public safety through education programs and services, enforcement, and reliable emergency and disaster response systems. And we collaboratively develop and maintain community and business standards that reflect the values of Calgarians.

To offer all the elements that enrich communities and quality of life is a collective effort. We work across and beyond The Corporation to develop partnerships with community, social and recreation agencies, Civic Partners, provincial and federal departments and emergency management agencies to expand and enhance services to citizens.

CS&PS' programs, services and response systems are delivered through:

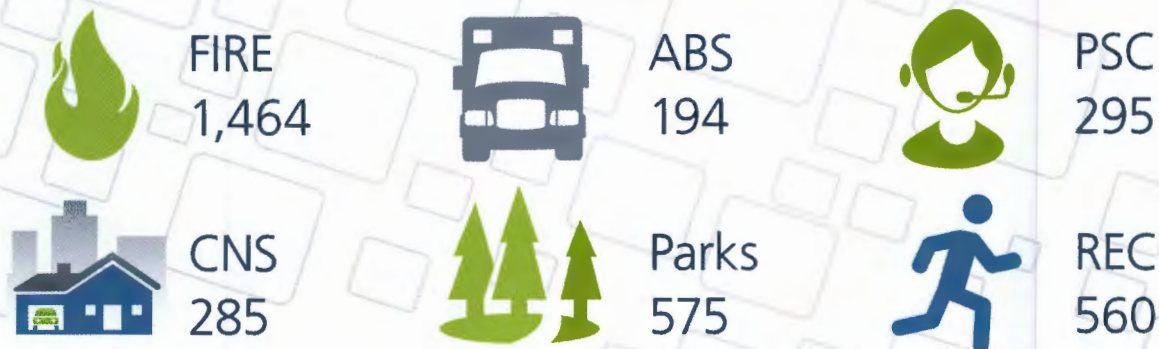
- Animal & Bylaw Services
- Calgary Fire Department and Calgary Emergency Management Agency
- Community & Neighbourhood Services
- Parks
- Public Safety Communications
- Recreation

Employees

More than 3,300 full-time equivalent employees work together across almost 200 locations city wide to create and sustain a vibrant, healthy, safe and caring community with Calgarians.

Our employees take great pride in responding to the needs of citizens; and we take pride in providing them with a supportive working environment.

MORE THAN 3,300 FULL-TIME EQUIVALENT EMPLOYEES



COMMITMENT TO STAFF

The City of Calgary will provide its employees with a supportive work environment. Above all, employees will be provided the same concern, trust, respect and caring attitude within the organization that they are expected to share with every Calgary resident, business and visitor.

PARTNERS

Team work is essential to the work we do. Along with 14 Civic Partners, we work with hundreds of partners including community agencies, community associations and social recreation groups, private industry and a network of provincial and federal agencies. Each partnership is unique, but shares the common goal of providing services to our citizens.

Our partnerships help build community leadership, contribute to The City reaching its strategic goals, and provide a way for Calgarians to shape programs and services that reflect emerging needs and desires.

Partnerships allow us to leverage financial and in-kind support. This increases our capacity to deliver more programs and more services.

We also partner with citizens and customers, listening and learning from them on what services and programs they need from us and supporting them in being the change they want to see.

2014 HIGHLIGHTS



Calgary is one of the fastest growing metropolitan areas in Canada. Lured by the promise of jobs driven by a strong economy, our city's population grew by 38,000 in 2014. The word is out: Calgary is a great place to make a living.

The work of CS&PS is about taking our city one step further – making Calgary a great place to make a life. A place people want to work in, live in, play in and stay in.

Roads, bridges, sidewalks, transit, water, and waste and recycling are critical infrastructure services. These services play an important role in the liveability of our city. But there is more.

Things like parks, pathways, playgrounds, community centres, libraries, recreational and social amenities transform neighbourhoods into warm and welcoming places. Clean and well-kept communities lived in by people whose behaviours contribute to community pride and respect. Residents just sleep better if they feel their community is safe and know that emergency and disaster services are available if and when needed.

CS&PS' tangible and intangible service offerings advance our city from being a great place to make a living to a great place to make a life. We are the department that focuses on people.

The 2014 Citizen Satisfaction Survey results affirm that our priorities reflect what citizens want. Of the 24 services and programs provided by The City that are top of mind for Calgarians, almost half are offered by CS&PS.

Results also show that 86 per cent of Calgarians are proud to live in their neighbourhood. Calgarians increasingly value the importance of City-operated recreation programs and facilities, social services for individuals (such as seniors or youth), and Calgary's pathway system. Calgarians report an increase in their satisfaction with bylaw services, Calgary's pathway system, community services (support for community associations and not-for-profit groups) and animal control services. Seventy-five per cent of Calgarians say social services for individuals is a "very important" issue – a significant 14 per cent increase from 2013. Additionally, 57 per cent of citizens say The City should "invest more" in social services for individuals, making social services the only non-transportation related program or service in the top seven areas for investment.

COMMUNITY WELL-BEING



We take a holistic approach to citizen well-being and health. Physical, mental, social and emotional needs collectively contribute to satisfied people leading fulfilled lives. And individual well-being leads to healthier and stronger communities.

We deliver thousands of recreational, social and community programs and services to help Calgarians of all ages, abilities and lifestyles pursue active and engaged lives. We invest in the future through our city's youth, and are planning for the changing needs of seniors. We provide equitable and accessible services to help our most vulnerable citizens.

Strong communities engage and mobilize residents to take collective action. We help residents grow stronger neighbourhoods by involving them in decision making. And we support residents wanting to transform their ideas into actions that will benefit their communities.

Many Calgarians want to live a creative life and participate in recreation and other opportunities. It is critical for The City to provide a diverse selection of activities and options and ensure they are accessible and inclusive.

To do this we also partner with organizations across Calgary to meet citizen and community well-being. For example, we partner with Calgarians to help keep our pathways clean, partner with community-based organizations to deliver youth and senior programming, and we work with operators of City-owned facilities to ensure a wide variety of recreational, educational and cultural opportunities are available.



Recreation programs and services

We offer a wide variety of recreation opportunities through registered and drop-in fitness programming all year long. From skating to arts programs to day camps, with over 12,000 programs offered we have something to meet the needs of all citizens. In 2014:

- 90,774 registered participants enjoyed our recreation programs.
- 92,594 hours of registered programs were offered.
- 2,147,374 drop-in visits happened in our recreation facilities.
- 8,777 participants took part in children's day camps.

Helping Calgarians be more active and more creative drives what we do. This work is guided by such strategies as our Healthy Kids, Active Aging and Physical Activity Research Program and Strategy.

Calgary AfterSchool

Participation in our Calgary AfterSchool program grew by 22 per cent this year. The Calgary AfterSchool framework is a collaboration that includes 20 not-for-profit agencies across the city. The framework's goal is to foster self-esteem, develop positive relationships and assist youth in gaining necessary skills to be successful adults. We also added to the programming this year by offering our first programs from an art centre at North Mount Pleasant Arts Centre.

**52,831
CALGARY
AFTERSCHOOL
VISITS**

Park 'n' Play/Stay 'n' Play

Through drop-in programs, we offer children and their parents the opportunity to take part in a wide variety of activities and make new friends in a safe environment. This year we offered programs at 67 locations across the city, helping children and youth live healthy and active lifestyles. Eight of these locations were involved in a new co-sponsored model. This allows us to offer the program in more neighbourhoods across Calgary.



City Hall School

We celebrated City Hall School's 15th anniversary and its 10,000th student. This program is a partnership with Campus Calgary/Open Minds and hosts week-long learning experiences for classrooms at the Municipal Building. Students spend the week meeting with elected officials and working alongside City employees to get an inside look at how The City works. This inside look shows students how they can be active, engaged citizens in their city and in their communities.

**722
STUDENTS
ATTENDED
IN 2014**

Restorative Actions for Transformation (RAFT)

Through our partnership in RAFT we work with youth who have, in some way, caused significant harm to others. Our partners in delivering this program are the Mennonite Central Committee, Calgary John Howard Society and Carya. This year, RAFT was recognized with an award for Partnership and Collaboration from Alberta Justice and the Solicitor General. The award celebrates community participation in the justice system and the special efforts among those who work to make Alberta a safer place to live.

River and Pathway Cleanup

Working together with citizens for almost half a century, the annual River and Pathway Cleanup event focuses on litter that accumulates along the riverbanks and pathways over the winter season. In 2014, nearly 3,000 volunteers helped remove 2,970 kilograms of garbage. The always-eclectic haul included hockey sticks, an embroidered suitcase, photo negatives and a computer keyboard.

Community Cleanups

Partnering with local community associations, every year we help host Community Cleanups in the spring and fall. These events give citizens an opportunity to quickly dispose of household items that may not fit into their blue or black carts. In 2014, 100 communities across the city held Community Cleanups collecting a record one million kilograms of waste and nearly 200,000 kilograms of organics.

Calgary Poverty Reduction Initiative

We transitioned the implementation of the Calgary Poverty Reduction Initiative's Enough for All strategy to Vibrant Communities Calgary (VCC). This strategy is a community-driven strategy that addresses the root causes of poverty. We will continue to support the strategy, along with the United Way of Calgary and Area, as VCC enables greater community participation and ownership by all sectors.

Family & Community Support Services

Through funding to Family & Community Support Services (FCSS) we partner with community agencies and other funders to support and enhance the lives of citizens through preventive social services. In 2014, FCSS funded 126 preventive social programs in 78 agencies. This work served almost 111,000 citizens and mobilized over 41,000 volunteers. These volunteers put in more than 918,000 hours of service, valued at over \$25 million to the economy.

PUBLIC SAFETY



A great place to live is also a safe place to live and a fundamental need shared by all individuals. We contribute to public and community safety through a variety of programs and services.

When a citizen reaches out for help, we are their first point of contact through 9-1-1. We provide our first-responder teams with timely, accurate and complete information to ensure the best response for each situation.

In the event of a disaster, we coordinate resources and response with multiple members and partners. Our partners include numerous government agencies, community organizations and private companies. In an emergency, working together is key.

We also encourage citizens to play an active part in their own safety through educational programs and services.

Public safety is about prevention as well as response. Through fire and life safety education, inspections and enforcement, we work with building and property owners across Calgary to protect the safety of citizens by ensuring compliance with fire and safety code obligations.

New emergency response stations

We officially opened one new emergency response station and two replacement stations. These stations will help us meet and accommodate the emergency response demands coming from Calgary's growing suburbs and our inner-city communities which are becoming more densely populated. As we move forward new stations will meet more than one need within the community.

For example, the new emergency response station in Seton is part of a multi-services facility which also houses resources from Parks, Calgary Police Service and Animal & Bylaw Services.

**FIREFIGHTERS
RESPONDED TO
OVER 60,100
INCIDENTS, AN
8% INCREASE
FROM 2013**



Text with 9-1-1

We were the first in Alberta to launch Text with 9-1-1 for the Deaf, hard of hearing and speech impaired community (DHHSI). Text with 9-1-1 means DHHSI citizens can now use text messaging to converse with a 9-1-1 emergency communications officer and get the emergency help they need. Previously, these individuals could only communicate with 9-1-1 through a Teletypewriter (TTY) system. This work led to us winning the Municipal Excellence Award for Winning Practice.

**1,089,216
EMERGENCY AND
NON-EMERGENCY
CALLS TO PSC**

Business Continuity Reference Guide

In conjunction with the Calgary Chamber of Commerce, we developed a Business Continuity Reference Guide to help small businesses in planning for potential business interruptions, emergencies and disasters. Calgary's business sector is an essential member of the community. The resumption of business after an emergency or disaster is a critical part of overall community recovery and the guide was developed to help small businesses be better prepared before an emergency or disaster.

Fire prevention safety and education

Every year we share fire prevention and safety strategies and information with citizens.

We participate in **Fire Prevention Week**, an international campaign to educate citizens on fire

safety. In 2014, Calgarians were reminded that "working smoke alarms save lives." Through public events, an online video, door-to-door visits and fire station open houses we demonstrated the importance of smoke alarms and how to install and test these in your home.

We partnered with **Meals on Wheels'** volunteers to visit client homes to discuss fire safety. Due to physical restrictions, age or financial means, clients may not have adequate fire protection. If required, the community safety officer will install a combination smoke and carbon monoxide alarm. Officers met with 60 clients and installed 57 alarms.

After a fire or significant event, the community fire station visits neighbours to talk about fire safety in the home. This **After the Emergency** program was designed to help answer questions neighbours may have about staying safe. In 2014, we visited 853 homes.

Disaster Alley

We hosted our fifth annual Disaster Alley as part of National Emergency Preparedness Week. More than 1,800 Calgarians came out to this event to learn how to be better prepared for an emergency or disaster situation. Thirty-plus exhibitors were on hand to share safety and preparedness tips. Attendees received a Household Emergency Action Plan booklet along with a checklist of what is needed to create a 72-hour emergency preparedness kit at home. Helping citizens prepare for an emergency situation increases our city's capacity to be prepared, become less vulnerable and recover more quickly from a disaster.

**1,800
PEOPLE
ATTENDED
DISASTER
ALLEY**



Safety Expo

We hosted the 11th annual Safety Expo for students in grades four through seven to learn about safe practices at home, school and play. More than 3,300 students explored interactive displays from 40 participating exhibitors at the Municipal Building and surrounding venues. Students had the opportunity to engage in workshops designed to educate them about safe and responsible decision-making when faced with different scenarios like toxic chemicals, nature trips, Internet usage and bullying.

Municipal Emergency Plan activations

In September, we responded to the biggest **September snowstorm** on record in the past 130 years that occurred before a pre-killing frost.

9-1-1 had its busiest day ever on Sept. 10, with close to 7,000 calls. This surpassed even the busiest day back during the June 2013 flood by 1,000 calls. With the Emergency Operations Centre opened, we worked with our agency partners, including Enmax, Alberta Environment and Sustainable Resource Development (AESRD). We also received help from Edmonton, Toronto and Canada Task Force 2 in our efforts to respond to and recover from the snowfall. We expanded our City Links program, and with the help of 24 chainsaw crews from AESRD, helped clear tree debris and potential tree hazards from the homes of seniors.

We coordinated tree debris removal crews from four different business units, which worked their way through all 227 communities. We worked with community associations hosting Community Cleanups, arranging for events already planned to accept tree debris from private properties.

Our urban forest was hit hard. More than half a million trees required assessment and more than 50 per cent of these will require corrective pruning in the year following the disaster. More than 10,000 emergency tree service requests were called in to 311 in the weeks following the snow storm; 8,000 more calls than the typical annual average.

Moving forward, many will require additional care to recover from damages suffered. We also created a video series to keep citizens informed on the snowstorm recovery efforts. These videos include tips on how to identify and care for any storm-damaged trees on private property.

In October, an underground fire in the downtown core resulted in a **power outage** that kept 5,000 people and 112 buildings without power for five days. Our emergency response teams were first on scene and our emergency management personnel coordinated agency partners to assess and assist affected residents and businesses. We also worked to find those without power alternative accommodations.

GREAT PUBLIC SPACES AND HEALTHY NATURAL ENVIRONMENT



Great public spaces help contribute to other outcomes as they provide places for citizens to connect. We continue to enhance the city's public spaces and to foster increased citizen connections and community engagement.

Our public facilities are designed to be accessible, open spaces. They're gathering places for friends and families. When investing in new facilities, we carefully consider each facility's potential to enhance neighbourhoods and support a wide range of opportunities. Our intent is to position facilities as community gathering spaces and cornerstones to complete communities.

Our commitment to citizens is ensuring our environment remains healthy today and for future generations. Our practices protect the environment and preserve a healthy level of biodiversity. Our citizens are also committed to helping our environment. We work with hundreds of volunteers every year to clean our parks and natural areas, lead community projects, conduct ecological research and act as interpreters to enhance citizen and visitor experience.

We promote environmental awareness and encourage stewardship through education, special events and programs. A better understanding and appreciation of our surroundings encourages active environmental stewardship.

New recreation facilities

To meet our city's growing need for convenient access to recreation, and to support the role recreation plays in building complete communities, we are developing four new recreation facilities. These facilities are designed to meet the specific needs of the community to play, learn, grow and connect. Construction is now underway for three of the four facilities – Quarry Park, Great Plains and Rocky Ridge. The fourth facility – Seton – is now in the design phase with input from citizens and a wide-range of recreational organizations and groups.

CS&PS delivers 1,081 environmental and educational initiative programs reaching more than 30,000 school children, teachers, parents and general public.



Beltline climbing wall

At the Beltline Aquatic & Fitness Centre we built a new 40-foot-high and 23-foot-wide climbing wall. This wall features three regular belay routes and three auto belay routes. Designed for all levels, this wall contributes to the diversity of recreation opportunities available in the downtown core.

12 AQUATIC CENTRES
2 LEISURE CENTRES
12 ATHLETIC PARKS
19 ICE SURFACES

Calgary Soccer Centre Annex and artificial turf

We celebrated the grand opening of the Calgary Soccer Centre Annex and new artificial turf fields. The Annex links to the existing facility, doubling the number of indoor fields available at the Calgary Soccer Centre. The new artificial turf fields respond to the growing need for multi-sport playing fields in Calgary and received the FIFA 2 star recommended mark for fields of the highest playing

460 SOCCER FIELDS MAINTAINED

performance. This expansion enhances our capacity to host a range of sporting events and activities.

Stanley Park Pool

We oversaw the restoration of Stanley Park Outdoor Swimming Pool, which included extensive demolition and rebuilding of the facility following the 2013 flood. All fixtures, lockers, flooring and doors were replaced, and the concession area was torn down and rebuilt with flood resistant materials. The mechanical equipment that keeps the facility operational was also replaced. Outdoor pools in Calgary are a partnership with the Calgary Outdoor Swimming Pool Association, who manage the day-to-day operations of these facilities.

Barb Scott Park

As downtown Calgary's newest green space, Barb Scott Park provides much-needed public open space in the Beltline. Named after the late alderman and community builder, this project was citizen-driven from the beginning, and the opening of the space involved a community celebration attended by more than 200 community members. The park provides open space for the community to meet, walk, relax and play.



Bowness Park

Though work remains to be completed, we reopened parts of Bowness Park including the picnic areas, the new central square and the lagoon in time for skating. Bowness Park, which has been welcoming visitors for over 100 years, temporarily closed in 2012 for a much-needed makeover. Work will help increase the park's environmental sustainability and the number of visitors who will be able to come out and enjoy the park.

**THE CITY
MANAGES MORE
THAN 7,851
HECTARES OF
PARKLAND AND
NATURAL AREAS**

Prairie Winds Spray Park

Families and kids of all ages are now enjoying the unique, grassland themed design of the upgraded Prairie Winds Spray Park. Water structures shaped like different kinds of grass and flowers and the new spray pad design means water is sprayed as the children run across them. Efficient design means that even though the new park is 10 times larger than the original, it actually uses the same amount of water as before.

Public Art Program

Through the Public Art Program we unveiled six new public artworks:

- *Charged Line* at South Calgary Fire Station No. 5
- *Chinook Arc* in Barb Scott Park
- *Under the Helmet* at Windsor Park Fire Station No. 11
- *Frozen River* at the Emergency Operations Centre
- *River Passage* at Pearce Estate Park
- *Deux Chiens Assis* in Sue Higgins Park

We also engaged citizens on 48 public art concepts. With citizen feedback we support art that helps impact Calgary's urban landscape and transform the way we see, think and experience the city. In addition, the Public Art Program produced 15 public exhibitions, educational lectures and workshops.

A THRIVING COMMUNITY AND BUSINESS CLIMATE



We actively champion and support the development of strong neighbourhoods, collaborating with community partners, engaging citizens and connecting City resources. Through partnerships we manage and strengthen the complex legal, funding, reporting and accountability relationships between us and our partners.

Community standards are promoted and upheld so that citizens can expect those behaviours within our community and from each other as citizens. Our approach is education first. It's about respectfully living together as a community – one that contributes to community pride and values.

Festivals and events help foster connections between neighbours and citizens across the city, support our local economy and contribute to our tourism industry. We assist event organizers through the application process and work with representatives from across The City and with the Alberta government to ensure festivals and events are safe and accessible for all attending.

We contribute to land use and transportation planning. We apply a social and recreational planning lens to ensure communities and infrastructure supports all citizens in meeting their individual well-being. We collaborate to ensure emergency response and safety are taken into consideration. And we ensure open spaces and pathways are included for recreational use and aesthetic value. All together this work contributes to safe and complete communities.

We encourage responsible business practices by ensuring the requirements of the licensing bylaws, needs of business owners, and the safety of the public and our communities are met.



Festivals and events

This year, we supported 280 festivals and events equaling 620 event days. Of these, 139 events were supported through the Festival and Event Subsidy Program.

Canada Day celebrations saw up to 250,000 people celebrating at various sites throughout downtown. Along with a broad range of performances, crowds gathered to form the largest Living Flag in Calgary. At the end of the day, participants were awed by a spectacular fireworks show off the Centre Street Bridge.

Alberta Culture Days happen every September and offer a variety of activities, exhibits and performances to excite and engage over 6,000 attendees with a taste of Alberta's vibrant art and cultural life.

New Year's Eve celebrations offer citizens a couple of different options for ringing in the New Year: the Family Dance Party in the Municipal Building and the Outdoor Celebration at Olympic Plaza. Indoors, 2,600 kids and parents danced the evening away, wrote on a glow-in-the-dark Resolution Wall, and enjoyed free hot chocolate courtesy of Good Earth Cafe. Outside, 10,000 people enjoyed a music-filled finale with a multimedia show including synchronized lighting, projected animations and spectacular pyrotechnics.

**SUPPORTED
25 NEW
EVENTS
AND 114
RETURNING
EVENTS
HOSTED IN
OUR CITY**

Calgary is home to many Olympic athletes. To help celebrate Canada's participation in the 2014 Sochi Winter Olympic Games we hosted a **Celebration of Excellence** for more than 200 Olympians. The celebration started with a parade and ended with an outdoor celebration with live entertainment, pancake breakfast and white hat ceremony.

When our Calgary Stampeders brought home the 2014 Grey Cup championship we hosted a **Grey Cup Celebration Rally**. Approximately 3,000 red-and-white clad fans packed the Municipal Building plaza to cheer on the players and enjoy performances by a live DJ, the Outrider Cheerleaders and Ralph the Dog.

Youth Employment Centre hiring fair

Our 16th annual youth hiring fair attracted 95 employers looking to fill 5,000 summer jobs. More than 5,000 youth attended the fair, which is nearly 10 per cent more than the previous year. This initiative, through the Youth Employment Centre (YEC), is Calgary's only hiring fair exclusively for youth ages 15 to 24. In addition to its annual hiring fair, YEC helps youth learn to write resumes and cover letters, develop interview skills, complete industry training, and explore career and school options.



Responsible Pet Ownership

Our Responsible Pet Ownership Bylaw allows us to work with Calgarians to ensure cats, dogs, their owners and neighbours live together safely. Through pet licensing we are able to reunite lost pets with their owners. Last year, 2,800 dogs and 960 cats entered our shelter. Of these, 86 per cent of dogs and 50 per cent of cats returned home thanks to their pet licence. Under the bylaw we are able to investigate and enforce complaints about aggressive animals. We also provided shelter and care for animals that were impounded, and adoption services for those needing new homes.

**105,120
LICENSED
DOGS AND
45,241
LICENSED
CATS**

Off-leash Ambassador Program

Working with volunteers, the Off-leash Ambassador Program promotes responsible dog ownership and assists owners with positive pet interactions and safety. Ambassadors visit off-leash parks across Calgary, sharing educational information, providing on-site demonstrations and hosting discussions with pet owners. This program was recognized for its innovation at the 2014 Urban Animal Regional Conference.

Crime Prevention Investment Plan

This plan supports projects that address issues related to community safety and the upholding of community standards. In 2014, we added a new community partner – the Calgary Boys and Girls Clubs of Calgary. The Up the Wall program focuses on youth ages 12 to 17 who have already been charged or have charges pending for graffiti related offenses. This program helps those

**REMOVED
340,898
SQUARE
FEET OF
GRAFFITI**

youth explore art in other ways. In total, we funded nine agency programs for a total of \$672,000, which included an additional \$90,000 that was approved by Council in May.

Business licensing compliance

We oversee several licensing bylaws to ensure public safety, consumer protection and legislative compliance, to prevent negative neighbourhood spill over, to resolve conflicting morals and to limit any unfair advantage. Last year, residents in Eau Claire raised concerns over noise regularly coming from a business late into the evening. Through an investigation, we were able to collect evidence that was shared at a Business Licence Review Hearing. The hearing resulted in the business licence being revoked.

**9,057 FIELD
INSPECTIONS,
3,150
WARNINGS
AND 224
SUMMONS**

Building with Civic Partners

Working with our Civic Partners we helped move forward two new infrastructure projects.

We helped Calgary Economic Development secure a location for the **Calgary Film Centre**. Jointly funded with the Alberta government, this new facility will include 50,000 square feet of sound stages, 20,000 square feet of warehouse space and 15,000 square feet of office space.

The final design of Calgary's **New Central Library** was shared in the fall. We have been working closely with the Calgary Public Library and Calgary Municipal Land Corporation throughout this project. The New Central Library design incorporates feedback from more than 16,500 Calgarians and will be a community space to foster thought, collaboration and dialogue.

CALGARIANS CHOOSE SAFE, ACCESSIBLE, ACTIVE MOBILITY



To complement the work done by the Transportation department, we help citizens move safely in and around the city through a variety of modes of transportation.

Calgary's communities and public spaces are connected by an extensive network of pedestrian and cycling paths that are available to all citizens to use whether walking, running, cycling or rollerblading. In fact, Calgary has the most extensive urban pathway system in North America. We maintain and develop our City's pathway network as well as the formal trail systems in our city parks and natural areas.

Taxis and limousines are an important part of our public transportation network. We work with citizens and industry to help maintain the quality of service expected while maintaining the safety of passengers and drivers.

Pathway network

Even with the most extensive bike and pedestrian pathway in North America, we continue to improve upon the system. In 2014, we focused on missing links and upgrades within our pathway system including 13.5 kilometres of new pathways and 14.5 kilometres of lifecycle pathways. We also painted 63 kilometres

of lines and maintained nearly 800 kilometres of existing pathways.

Projects included lifecycle replacement in the community of Albert Park and through Confederation Golf Course, widening of pathways through Canmore Park, and twinning of pathways through Glenmore Park. We also worked with other City departments to rebuild and open the three Elbow River pedestrian bridges and to re-open the flood-damaged Inglewood Pathway and Stampede Park Area Elbow River pathways.

WITH FUNDING FROM COUNCIL, SNOW WAS CLEARED ON 300 KM OF PATHWAYS

Pathway Safety Review Report

We finished the three-year implementation of the 2011 Pathway Safety Review Report. Projects included repairing existing bollards, installing new signs to highlight hazards, painting yellow centre lines along Bow, Nose Creek and Elbow pathways, and stencilling



bicycle/pedestrian safety markings on the Bow, Nose Creek and Elbow pathways. The pathway safety review was based on extensive public engagement, which helped drive what improvements were important to citizens.



promotes public safety by making sure a vehicle has undergone mandatory vehicle maintenance reviews. Sub-leasing plate licences makes it difficult to track either the driver or the vehicle.

Taxi plate licences

Council approved the addition of 383 new taxi plate licences this year. Of those, 126 (112 regular and 14 accessible) were issued in 2014 and more than 90 were on the road before Christmas to help with the holiday demand. All of these new plate licences carry the mandate that they must be on the road during peak periods, such as Friday and Saturday evenings. The new taxi plate licences were recommended to help meet the transportation needs of all our citizens.

**OVER
8 MILLION
TAXI TRIPS
PER YEAR**

Taxi sub-leasing ruling sets precedent

The Licence and Community Standards Appeal Board upheld our decision to revoke five taxi plate licences earlier in the year. The decision to revoke the licences was an important step forward in addressing the matter of sub-leasing, which is illegal under the Lively Transport Bylaw. Tracking drivers and vehicles

Satisfaction with taxi services survey

As part of our work with the Taxi and Limousine Advisory Committee (TLAC), we supported a three-phase research program looking into citizen satisfaction with taxi service. We found 86 per cent of citizens are satisfied with taxi service in general and 93 per cent are satisfied with the taxi drivers.

The research included discovery workshops with members of TLAC, seven focus groups with customers and industry stakeholders, and a telephone survey with 500 citizens. This research provided insights into the level of satisfaction with taxi service and how and why citizens are using taxis in Calgary. Overall, taxi users expressed satisfaction with their various experiences, but the survey also shared information that will help shape future initiatives to increase that satisfaction. For example, in 2015 we will look at adding more taxi stands in new locations near the Stampede grounds and Fort Calgary.

EFFECTIVE, CITIZEN-CENTRED, ACCOUNTABLE SERVICES



The work we do is for the citizens of Calgary. We work hard to deliver our services and programs in an accountable and efficient manner. Department and zero-based reviews help us ensure our internal processes and policies encourage and support innovation and continuous improvement.

Citizens can sleep well knowing our services are the result of evidenced-based and current best practices. Our services and programs keep pace with citizen demand through use of new technology and innovation that reduces risk to lives and property, and support efficient operations.

We carry forward our best practices by providing input into the development of new programs and services to improve the lives of Calgarians and build stronger communities.

Department Review

We started a department-wide review that is looking at our major processes and systems, cross-business unit collaboration, and the structure that supports these processes and collaborative opportunities. Fifteen years have passed since the last department-wide review and in that time, we've seen significant changes. It's about improving what we do, and how we do it, for our customers and citizens.

Work will continue into 2015 with a focus on recommendations to improve the citizen experience, and uphold and promote the values of responsible and accountable public service.

Zero-based reviews

As part of our commitment to continuous improvement, we are doing zero-based reviews. In 2014, we completed a zero-based review on Parks, and began work on a zero-based review for Fire.

We presented our findings for Parks which will help save time, money and resources moving forward. Savings will be reinvested in areas such as additional sports field aerations and better maintenance, or to help supplement work on our pathways and in natural areas. Implementation of this work will be moving forward in our 2015–2018 *Action Plan*.



Public Art Policy changes

As directed by Council, we reviewed the Public Art Policy, which allowed us to find innovative ways to refine our process and learn from our experiences since the program's inception 10 years ago. Changes to the Public Art Policy will increase public participation, continue to foster local artist involvement, encourage functional art and adjust the funding model. The percentage for public art allocation will be calculated on portions of the eligible project capital costs over \$1 million. Funding changes will see one per cent of the first \$50 million and half a per cent of the portion over \$50 million be allocated to public art, up to a maximum of \$4 million per capital project. The selection panel for public art work will grow from five to seven and include two additional community members. Artists will also be required to engage the public before developing their final concept and design. In some cases, public art funding will now be used to restore heritage assets impacted by capital projects, and the definition of public art expands to include functional art pieces like a bench or bike rack.

Fair Calgary single-entry system

We officially launched the first phase of a single-entry system to help citizens apply for subsidized City services. A single-entry system means citizens can access all eight subsidized City programs by sharing their story only once. Fair Calgary single-entry system was recognized by Disability Action Hall and received a Right 2 to Play 4 Everyone award.

Golf Course Operations Sustainability Work Plan

The recommendation for McCall Lake Golf Course to continue to be part of the municipal golf system was approved by Council. To address system-wide capital infrastructure funding and support our municipal golf courses, a Golf Course Operations Sustainability Work Plan was also prepared. The work plan outlines several strategies and initiatives to continue moving municipal golf courses toward enhanced sustainability and a self-supporting model.



Mobile golf app

Our citizens are accustomed to the convenience and immediacy of mobile apps, and the development of a mobile golf app can enhance a player's experience as they take advantage of one of our municipal golf courses. Powered by Gallus Golf, the app allows for everything from booking online tee-times to tracking golf rounds and receiving news and special offers. During its first year, the app was downloaded 9,070 times. That's three times more than any other golf course that signed onto the Gallus Golf app for the first time last year.

Enforcement services consolidation

On Jan. 1, we welcomed Compliance Services to the CS&PS department. Compliance Services staff work collaboratively with bylaw officers to jointly respond to inquiries and complaints that cross over the multiple bylaws that we enforce. Originally located in Planning, Development & Assessment, the move has helped improve customer service, enhance organizational efficiencies and effectiveness, and provide a clear and consistent approach to enforcement.



Public Safety Communications accreditation

Our Public Safety Communications, or 9-1-1 centre, was recognized as an Accredited Centre of Excellence in the field of medical call evaluation from the International Academies of Emergency Dispatch. We are one of 13 centres in Canada and one of 143 worldwide to achieve this designation.

Calgary Fire Department accreditation

As part of maintaining our accreditation with the Commission on Fire Accreditation International we must complete an evaluation every five years. Last year we underwent a rigorous review and assessment of our programs and services against core competency fire protection practices and performance activities. We were the first Canadian fire service to receive this five-year accreditation, and are one of only seven departments across Canada to receive this prestigious designation. This is just one way we regularly review, audit and evaluate our services for efficiency and effectiveness to ensure citizens receive the best service.

FINANCIALS

Operating budget

In 2014, CS&PS's budget was \$528 million, or 16 per cent of The City's total 2014 gross operating budget. Over the last three-year budget (2012 to 2014), CS&PS delivered \$14 million in productivity gains.

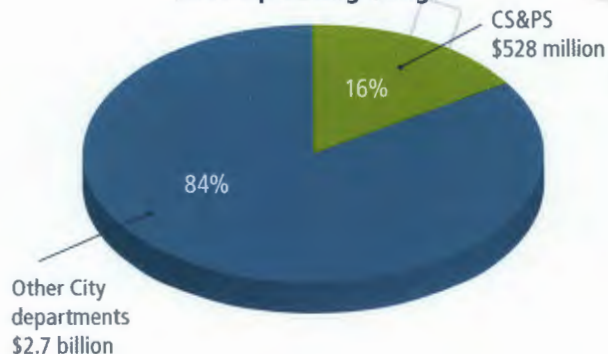
Even with population growth of 38,000 people in 2014, CS&PS managed to maintain services and strong results in the citizen satisfaction survey.

Capital budget

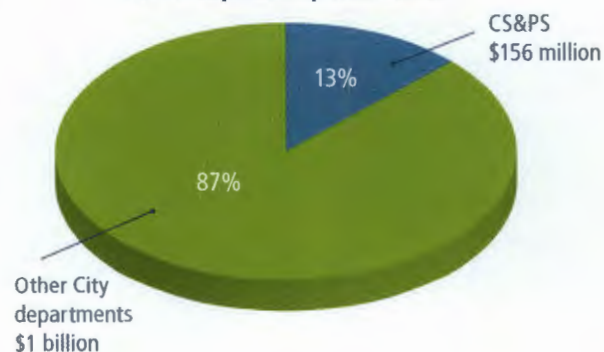
In 2014, CS&PS spent \$156 million, or 13 per cent of The City's total 2014 capital expenditures.

Key capital accomplishments include one new fire station (Seton) and two replacement fire stations (Evergreen and Windsor Park); Calgary Soccer Centre Annex and artificial turf field, Bowness Park re-development work and Barb Scott Park. Work repairing the damage to our urban canopy sustained during the September snowstorm was started, while work on major flood-related projects continues.

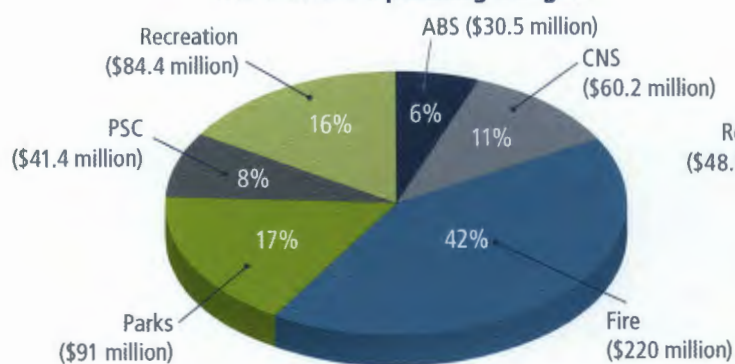
2014 Operating budget



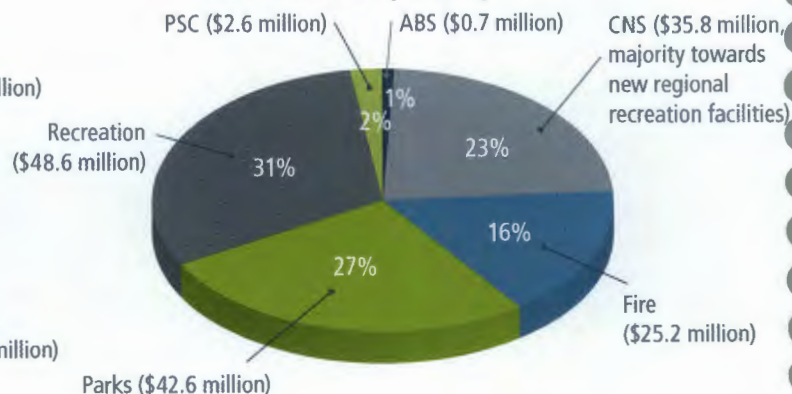
2014 Capital expenditures



2014 CS&PS Operating budget



2014 CS&PS Capital expenditures



ACTION PLAN

PREPARING FOR TOMORROW



CS&PS is committed to making Calgary a great place to make a life. Our business plan and budget (*Action Plan*) reflects how we will fulfill this commitment over the next four years.

Focusing on service delivery and opportunities for improvement, our plan is about taking Calgarians' aspirations of what they want for their city and delivering on the programs and services that directly contribute to realizing their vision.

Using a customer-focused approach, our intent is to provide a positive and meaningful 'Calgary experience' to all of our citizens, customers, communities and businesses. And to do it efficiently and effectively, so citizens understand the return on their investment.

Driven by Calgarians' values and priorities and working within the funding envelope provided, the following is a glimpse of some of the work we will undertake throughout 2015–2018. We will do all of this, and much more, for about a dollar per citizen per day in tax support.

Communities are strong, connected and vibrant.

We will contribute to community well-being by strengthening community standards and advancing the Calgary Poverty Reduction Initiative, Seniors Age-Friendly Strategy, and Arts Development Strategy.

Wellness and health of Calgarians are enhanced through recreation and prevention programs. We will support a healthy and active city, including four new recreation facilities, additional recreation services for seniors and youth at affordable prices, and growing the pathway system to better link communities.

Calgary's natural environment is healthy. We will restore the urban canopy damaged by the September 2014 snowstorm to maintain a healthy biodiversity. We will build resiliency into our riverside park design features to minimize impacts of flooding.

Public safety improves and response times are maintained. We will develop resilience and emergency response capacity, including new fire stations and an upgraded 9-1-1 system.

Efficiency and effectiveness measures are realized. We will implement recommendations from the Parks zero-based review, participate in a Calgary Fire Department zero-based review, and complete and implement recommendations from a Department Review.

2015–2018 MOVING IN THE RIGHT DIRECTION



Neighbourhood Improvement Initiative

With the Neighbourhood Improvement Initiative plan now approved, we are moving forward with implementation. Through this initiative, also known as This is My Neighbourhood, we will be working in communities across Calgary to help residents define a vision for their neighbourhood. Through a tailored engagement approach designed to reach diverse demographics in each community, this work will:

- Build community visions that allow citizens to be involved in shaping the priorities for their neighbourhood.
- Provide coordinated and efficient access to City services for communities.
- Enhance the neighbourhood by providing opportunities for resident input on infrastructure and programming.

Ultimately the work done through the Neighbourhood Improvement Initiative will:

- Improve the level of community engagement and decision making.

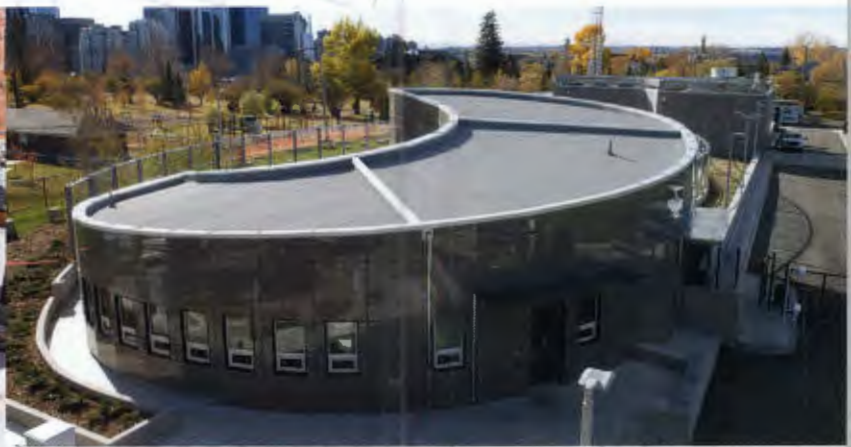
- Empower residents to influence City programs and services in their community.
- Connect citizens and build capacity to allow residents to lead change in their neighbourhoods and build solutions for themselves.

Initially, the Neighbourhood Improvement Initiative will engage and consult with 28 communities. This will be in addition to the work we do with all 184 community associations through our other programs and initiatives.

This resident-focused approach recognizes that every neighbourhood is unique, and encourages citizens to actively participate and contribute to their community by identifying their specific priorities and participating in solutions.

Seniors Age-Friendly Strategy

It's estimated that by 2036, one in five Calgarians will be a senior. It's important for us to plan now to provide high-quality City services for an aging population. The Seniors Age-Friendly Strategy is working with older adults and supporting organizations to develop a made-in-Calgary plan that considers the broad spectrum of needs and contributions of older adults.



The Seniors Age-Friendly Strategy follows the guidelines of the World Health Organization's "Age-friendly Cities" framework. These guidelines include the participation of older adults in all stages of strategy development, and cover a broad scope that includes the following focus areas:

- Outdoor spaces and buildings
- Transportation
- Housing
- Social participation
- Respect and social inclusion
- Civic participation and employment
- Communication and information
- Community support and health services

We've already conducted extensive engagement in preparation for the strategy's development, including focus groups with older adults and the people who support them, and a telephone survey with Calgarians.

The completed Seniors Age-Friendly Strategy and implementation plan is expected to be presented to Council in June 2015.

Calgary Emergency Management Agency

On Jan. 1, 2015, the Calgary Emergency Management Agency will transition from a division of the Calgary Fire Department to a business unit within the Community Services & Protective Services (CS&PS) Department.

This move reflects and confirms the work we do in regards to emergency management and recognizes the importance that emergency management now plays globally as cities expand their emergency management capabilities.

Emergency management is a key part of The City and provides corporate leadership, support and coordination in the event of an emergency or disaster. Events such as the June 2013 flood and the September 2014 snowstorm, with their significant impact on our city, underscore the continual and increasing need for pre- and post-emergency planning and preparedness.



Coordinated Dispatch System with ABS

Moving forward, a coordinated dispatch system will see Public Safety Communications begin to dispatch bylaw officers in our city. Along with an increased commitment to supporting the development of innovative community-based crime prevention initiatives, this new approach will improve officer safety and allow for more coordination between the Calgary Police Service and Animal & Bylaw Services. We will also benefit from a number of operational efficiencies. The result will be a higher quality service for our citizens.

Taxi and limousine regulations and practices

We will be working to review and enhance our taxi and limousine regulations to promote a safe and convenient taxi service. This will promote continued customer satisfaction levels of 80 per cent or better in our

services. Focus will be on ensuring access during peak times and maintaining safety standards. We will also work to enhance the convenience, accessibility and efficiency for citizens. As review work and engagement with citizen and industry stakeholders gets under way, more will be known about specific projects moving forward.

Efficiencies

We found \$16 million in efficiencies, which was redirected to assist with other work such as two additional fire stations; advancing the Calgary Poverty Reduction Initiative and the Seniors Age-Friendly Strategy; supporting Youth at Risk and the Multi-Agency School Support Team; and strengthening our emergency management and dispatch resources.



Capital planning

Investing in communities is an integral part of what makes a great city and the work we do helps support complete communities, safe neighbourhoods and accessible amenities. During the *Action Plan* citizen engagement we saw support reaffirmed for new or upgraded facilities throughout our city.

New capital requests for 59 high priority projects for a total of almost \$298 million has been made. This breaks down to 62 per cent allocated to critical lifecycle needs to address ongoing maintenance required at our existing facilities, 20 per cent to new facilities to address growth and 18 per cent to upgrades needed at existing facilities. With over half of The City's community facilities 40 to 50 years old, the majority of this request is dedicated to priority upgrade and maintenance projects.

We need to maintain and build additional parks and open spaces; complete construction of four new recreation facilities and six new emergency response stations; and work with our partners to complete a

new Central Library. We also need to invest in Next Generation 9-1-1 technology upgrades, recreation facility lifecycle and the capital conservation grant. Maintenance projects include firefighting equipment lifecycle and flood maintenance projects from 2013.

We'll ensure this work aligns with the corporate growth management framework so we can continue to effectively manage CS&PS' inventory of public assets, optimize limited resources and balance growth and maintenance requirements.

New capital budget requests (2015–2019)
Total \$298 million

