

# CONTINUOUS IMPROVEMENT



**DELIVERING FASTER, BETTER, MORE EFFECTIVE  
SERVICES FOR CALGARIANS**

# UNLOCKING EXCELLENCE: THE POWER OF CONTINUOUS IMPROVEMENT

## DEFINING CONTINUOUS IMPROVEMENT

Continuous improvement means there has been a change in processes, operations or policies that improves effectiveness or efficiency of that service. Service improvement and service modernization are sometimes used synonymously with continuous improvement.

Continuous improvements result in positive impacts such as:

- + Modernization of service delivery
- + Increased customer satisfaction
- + Increased effectiveness, efficiencies, and productivity
- + Cost savings and/or cost avoidance
- + Increased employee satisfaction and teamwork

Calgarians have high expectations about receiving value for services without lowering service levels. To continue shaping Calgary into a resilient city, Council made Modernizing Government a focus area for 2023-2026. This includes continually improving operations and delivering services more effectively, translating into increased value for the services Calgarians rely on.

The City has come a long way in its ongoing continuous improvement journey. The Zero-Based Review (ZBR) and Solutions for Achieving Value and Excellence (SAVE) programs have reached their conclusion. Administration found efficiencies and achieved approximately \$226 million in operating budget savings since 2019 through directed budget cuts and programs intended to enhance service value (C2021-1436). This included a \$60 million operating budget cut in 2019 leading to service reductions. This across-the-board cut had significant impact on services. Learnings for Administration led to the more

targeted SAVE journey - \$78.6M reductions from SAVE are included in the \$226 million.

Post-organizational realignment, a new approach was introduced to foster a collaborative culture within a continuous improvement ecosystem to modernize City services. The Elevate Calgary program anchors this new approach as The City's central corporate program designed to energize, empower, and amplify continuous improvement efforts across the organization in the 2023-2026 Service Plans and Budgets and beyond.

Calgarians want to know how municipal services are being enhanced. Recognizing the need to better communicate The City's continuous improvement efforts to Calgarians, this report emphasizes service value, highlighting service improvement efforts undertaken throughout the corporation and positive impacts for Calgarians.

**Every City employee contributes to continually working to do things faster and better. Fifty-four per cent of City employees perceive that The City is focused on continuous improvement. Our aim is to significantly increase that number.**



# FROM VISION TO VALUE: THE CITY'S CONTINUOUS IMPROVEMENT JOURNEY

## THE EVOLUTION OF THE CITY'S CONTINUOUS IMPROVEMENT EFFORTS

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Two foundational initiatives since 2011 have shaped continuous improvement efforts by the organization, setting the stage for an evolution towards a collaborative continuous improvement culture to enhance service value.

### ZERO-BASED REVIEW (ZBR) PROGRAM

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Launched in 2011, the ZBR program was a strategic move by Council to continually improve the efficiency and effectiveness of City services. With an approach of examining services from the ground up, this initiative aimed to ensure that The City delivers the right services in the most optimal manner. In 2019, Council directed Administration to pause new ZBRs and direct efforts towards the Solutions for Achieving Value and Excellence (SAVE) program.

**Results:** Completing reviews of 12 services that accounted for 76 per cent of The City's operating budget, the ZBR program projected annual savings of between \$64 million and \$80 million. More than just financial benefits, the program underscored continuous improvements and fostered a culture of continuous learning and development, equipping The City with tools and methodologies leveraged by SAVE and continue to influence The City's new approach to continuous improvement.

**Every dollar invested in ZBRs had an estimated return of \$8 in savings. ZBR financial benefits range between \$64 million and \$80 million per year.**

### SOLUTIONS FOR ACHIEVING VALUE AND EXCELLENCE (SAVE)

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The SAVE program represented a cornerstone in The City's continuing pursuit for service excellence. SAVE played a pivotal role in finding cost savings at The City. The program performed a thorough review of existing initiatives and looked for new solutions to modernize service delivery while keeping Calgarians at the center of The City's decisions

**Results:** The SAVE program helped modernize City services and delivered \$78.6 million in base operating savings, enabling Council to reduce the tax rate for 2021 and make critical community investments in 2022.

**Through SAVE, The City achieved \$78.6 million in savings, enabling Council to reduce the 2021 tax rate and make vital community investments in 2022.**

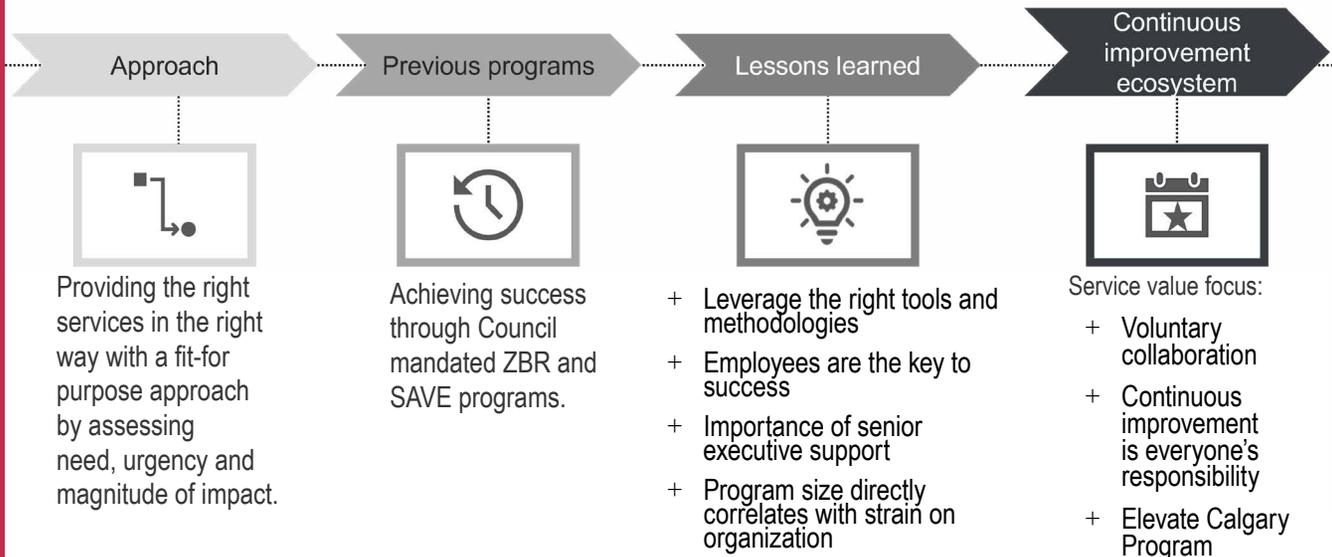
# A NEW ERA FOR CONTINUOUS IMPROVEMENT

Administration is committed to continually finding ways to deliver faster and better services for Calgarians. With the ZBR and SAVE programs reaching their conclusion, and the organizational realignment, The City's needs have changed.

A new approach has been launched for continuous improvement for 2023-2026 and beyond. Built on learnings from ZBR and SAVE programs, The City has transitioned from mandated cost-cutting programs to focus

on a new service value approach that fosters a collaborative culture within a continuous improvement ecosystem. The new approach aims to ensure that 2023-2026 continuous improvement initiatives have the capacity, resources and tools needed to be successful.

Building resilience through modernizing City services ensures the organization remains effective and sustainable as Calgary grows along with demand for municipal services.



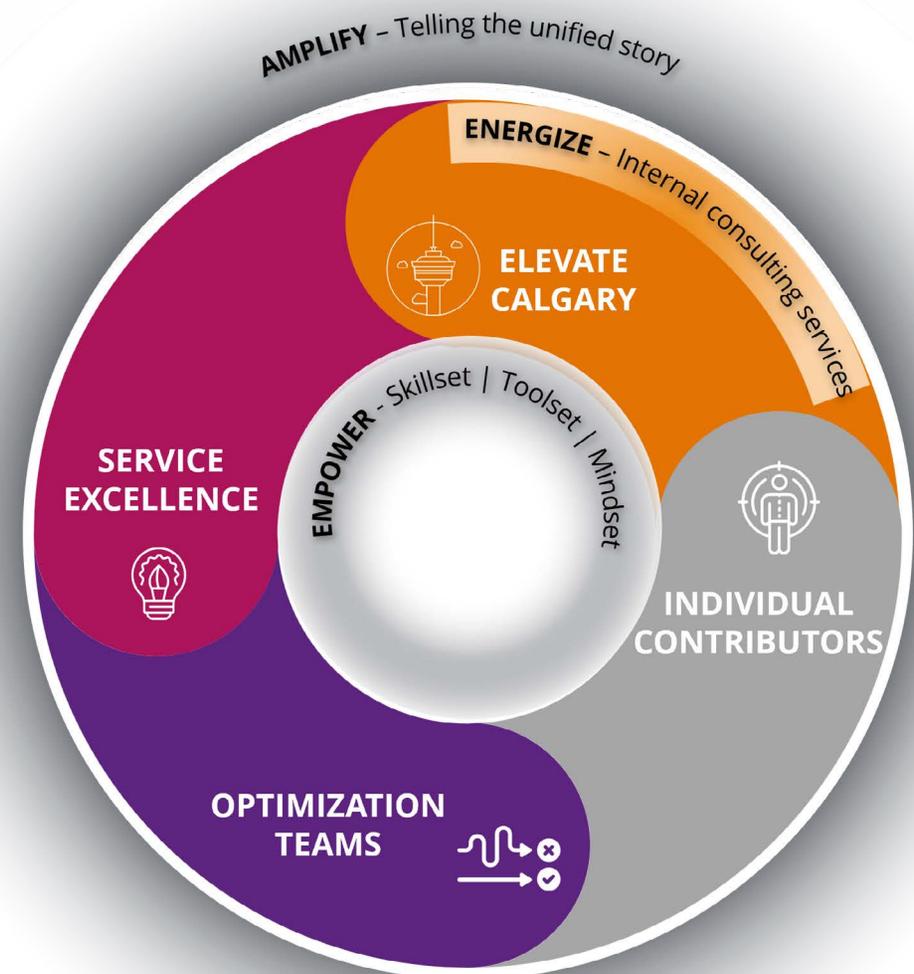
# THE CITY'S CONTINUOUS IMPROVEMENT ECOSYSTEM

**Anchored by the new Elevate Calgary program, the new approach to continuous improvement is a cohesive continuous improvement ecosystem. Bringing together service-led and corporate-wide continuous improvement initiatives, the ecosystem is a unified and collaborative effort.**

Continuous improvement occurs at all levels of the organization, as shown in the continuous improvement ecosystem. The new ecosystem of teams like Service Excellence areas and the Elevate Calgary program position the organization for future success in driving service improvements across The City. Efforts to make things faster and better are undertaken by:

- + Individuals and operational teams
- + Teams dedicated to optimization
- + City divisions driving toward improved service delivery
- + Business units enhancing efficiency and effectiveness
- + Departments intentionally focused on service excellence

Collective continuous improvement efforts ensure the organization remains responsive and resilient in a growing and evolving city.



The City's continuous improvement ecosystem

# CORPORATE PLANNING & PERFORMANCE: DRIVING ENTERPRISE-WIDE PERFORMANCE EXCELLENCE

The Corporate Planning & Performance business unit enables others to evolve and modernize their service delivery. This is done by providing the foundational organizational Performance Management System, expert advice, and consulting services. Continuous improvement work is an integral part of the operation and enhancement of our systems and processes for managing organizational performance. Continuous improvement is deeply intertwined with other work provided by the business unit: Business Planning, Enterprise Risk Management, Corporate Economics & Regulatory Affairs and Performance Measurement & Reporting to help the corporation deliver on the 2023-2026 Service Plans & Budgets. The Service Improvement division of Corporate Planning & Performance leads the Elevate Calgary program to help support 2023-2026 continuous improvement initiatives and beyond.





# ELEVATE CALGARY PROGRAM: ENERGIZING, EMPOWERING AND AMPLIFYING CONTINUOUS IMPROVEMENT

The Elevate Calgary program is The City's central corporate initiative designed to energize, empower and amplify continuous improvement efforts across the organization.

As an internal management consulting group, the Elevate Calgary program team provides resources, frameworks, training and tools to ensure the organization has a common approach and understanding of what is required to improve service delivery. By providing the consulting support and resources needed, the team helps ensure City employees can work effectively and modernize City services. Consulting support is prioritized based on alignment with the approved 2023-2026 Service Plans and Budgets.



## **Energize**

Provide support and expertise through internal consulting services.



## **Empower**

Provide training, resources, and networking opportunities for all City employees.



## **Amplify**

Share a unified story about our service improvement successes and impact.

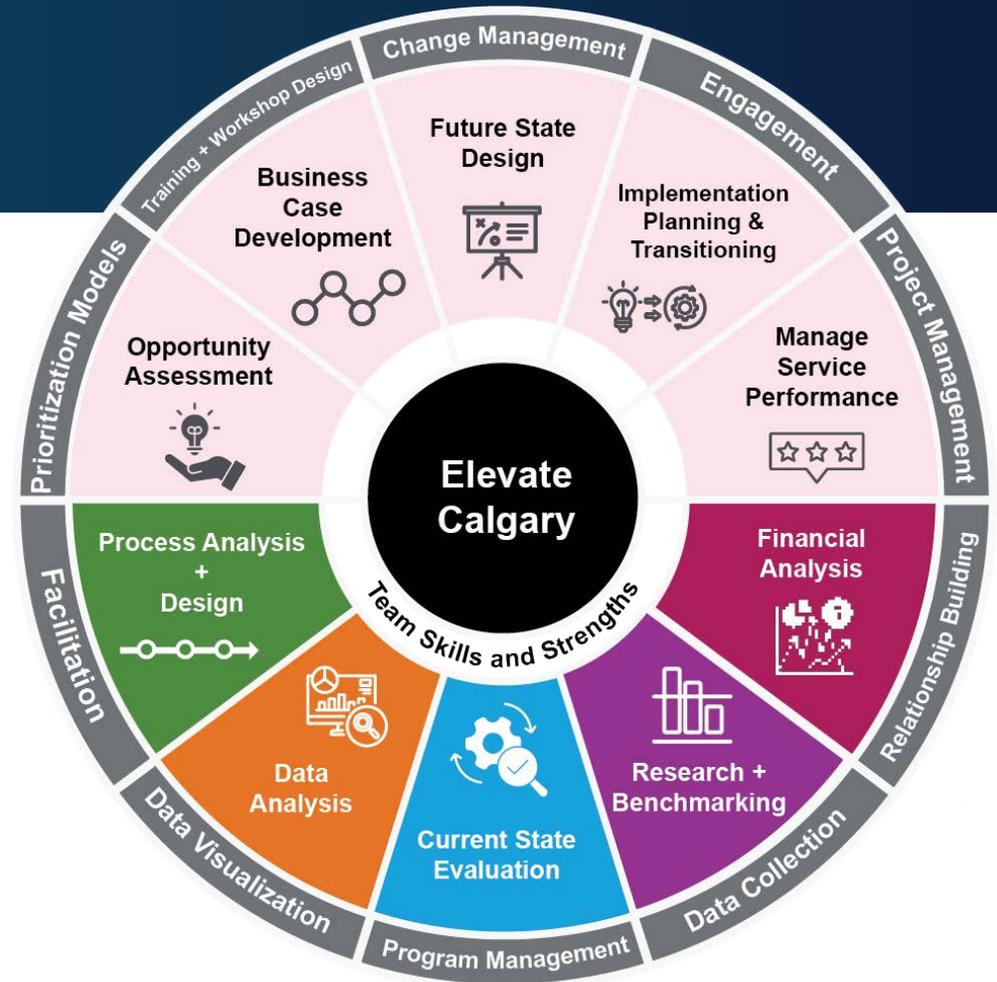
**Elevate Calgary's three strategies**

# THE CLIENT EXPERIENCE

## Elevate Calgary is becoming known within the organization for internal management consulting services that:

- + Empower City clients to realize continuous improvements through innovative solutions and proven methodologies.
- + Introduce fresh perspectives – along with a deep understanding of the corporation – for service enhancements that result in impactful improvement.
- + Simplify the complex, finding insights to improve effectiveness in challenging situations.

What sets the Elevate Calgary team apart from external consultants are the invaluable connections, relationships, and decades of City-related experiences that Elevate Calgary consultants collectively bring to the table. This competitive advantage enhances Elevate Calgary's ability to provide business units with custom-tailored support, playing a pivotal role in the success of projects.



## Strategic Impact of Elevate Calgary

Since its inception in 2023, Elevate Calgary significantly contributed to The City of Calgary's service improvement efforts. By harnessing its internal consulting capabilities, Elevate Calgary helped business units avoid external consulting costs of \$3.9 million. These savings were achieved by reducing the need for external consultancy services, demonstrating the program's impact.



# \$3.9million

## cost avoided

through Elevate Calgary in 2023\*

## 22 projects to date

*\*Assumption: Average external consultant rate of \$230.00. Includes wages, salary, benefits, fringe, material, equipment, supplies and procurement costs.*



Elevate Calgary played a key role in advancing 22 projects for internal clients in 2023-2024. By collaborating with and providing support to various business units, the program contributed to important areas such as climate resilience, social equity, modernizing government and enhancing Calgary's reputation. Elevate Calgary will continue this momentum to support business units and further advance initiatives within the 2023-2026 Service Plans & Budgets.

# ELEVATE CALGARY'S HIGHLIGHT PROJECTS

## Reducing waste, recycling and compost carts across Calgary

**Project Name:** Waste & recycling services too many carts

**Overview:** Waste & Recycling Services reached out as they had a draft Notice of Motion from Council that would have them run a new pilot in an effort to reduce the number of carts in congested areas. To determine if the pilot was necessary and to pinpoint the problem being faced, the Elevate Calgary team focused on identifying and clarifying the challenge and determine the magnitude and impact through the analysis of available data.

**Approach:** The Elevate Calgary project team worked with subject matter experts across Waste & Recycling Services, Neighbourhood Partnership Coordinators and Planners, to gather and analyze data to approach the challenge.

**Value Delivered:** The team presented Waste & Recycling Services with a final report that highlighted current mitigation practices they could build upon to help address the issue presented by Council. These solutions would not involve a new pilot and would instead build upon existing work and support Waste & Recycling Services in being proactive in addressing the challenge.

## Designing organizational efficiency for Corporate Security

**Project Name:** Corporate security review: service improvement delivery support

**Overview:** Corporate Security contacted Elevate Calgary with a request to identify and recommend ways to improve processes and structure to streamline Corporate Security's ability to deliver services.

**Approach:** Elevate Calgary employed a comprehensive approach, including interviews, secondary research and data analysis, to gather information and pinpoint areas of concern. This flowed into the development of success criteria to assess the proposed organizational structure. Corporate Security's leadership team used these criteria in a series of facilitated workshops to evaluate options and make a final selection for the future state structure. The outcome included a detailed implementation plan for Corporate Security

**Value Delivered:** Collaborating with Human Resources – Organizational Development, Elevate Calgary facilitated the validation of an optimal future state structure. This new structure will enable Corporate Security to effectively manage workloads and leadership demands, ultimately enhancing their capability to focus on strategic projects.

## Realignment as change catalyst for Subdivision Development inspections team

**Project Name:** Subdivision development inspections initiative

**Overview:** Following the organization realignment, inspectors from across The City were consolidated into one team in Planning and Development Services: The Subdivision Development Inspections (SDI) team.

**Approach:** As part of this transformation, Elevate Calgary was engaged to analyze the current state (including engagement with customers and staff) and identify opportunities for improvement, particularly those that could increase both customer satisfaction and the standardization / alignment of the team's processes.

**Value Delivered:** Elevate Calgary's comprehensive analysis and recommendations provided the client with a clear understanding of their current state, future opportunities and a strategic path forward. Through collaborative efforts with various interested parties, Elevate helped the SDI team thrive in their unified structure.



# Highlighted Continuous Improvement Initiatives

*The success of continuous improvement initiatives at The City hinges on the vital contributions of staff. Their collaborative efforts are fundamental to achieving transformative progress. Modernizing government is rooted in the collective and individual endeavors of the organization's people, embodying a culture of continuous improvement.*

## Continuous Improvement

Continuous improvement of services continues to be a priority across The City. This is demonstrated by approximately 300 service improvement initiatives identified in the 2023-2026 Service Plans and Budgets.

Highlighted here is a selection of initiatives from various departments that align with Council's 2023-2026 Service Plans and Budgets. To frame the continuous improvement focus, selected projects and programs are outlined in six theme areas:

- + Serving Calgarians
- + Systems & Technology
- + Operational Optimization
- + Infrastructure Optimization
- + Cross-Corporate Collaboration
- + Climate & Environment

- + Addressing Calgary's housing crisis
- + Improving accuracy in property assessments
- + Modernizing licensing through Business Experience Improvement program
- + Modernizing 311 user experience
- + Supporting more Calgarians through Fair Entry
- + Dismantling systemic racism in Calgary
- + Launching Equity, Diversity, Inclusion & Belonging strategy
- + Introducing online booking and virtual building inspections
- + Streamlining city purchasing through procurement operational excellence
- + Automating streets spring clean-up
- + Leveraging green cart resources during busy periods
- + Right sizing infrastructure
- + Delivering on the community safety & wellbeing corporate priority
- + Adding a new capital debt option to decrease capital financing costs
- + Off-site levies fund infrastructure
- + Modernizing City policy development



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Advancing service delivery processes to better serve Calgarians' needs, improve customer experience, and foster equity, diversity, inclusion and belonging.



### Systems & Technology

Advancing existing systems, technologies and analytics, or using new ones to streamline services and operations.



### Operational Optimization

Fine-tuning operations in order to improve efficiency, service delivery, and/or reduce costs.



### Infrastructure Optimization

Planning for, upgrading or repairing existing infrastructure to improve infrastructure delivery and sustainability.



### Cross-Corporate Collaboration

Undertaking project and process improvements that benefit multiple services across the organization.



### Climate & Environment

Advancing processes or creating new initiatives to address climate change and/or protect the environment.



SERVING CALGARIANS

Advancing service delivery processes to better serve Calgarians' needs, improve customer experience, foster inclusion and belonging and promote social and racial equity.

# Continuous Improvement Initiatives

## Addressing Calgary's housing crisis

### Community Services

The new City of Calgary Housing Strategy was approved by Council with significant work undertaken to inform the development of the strategy, including incorporating the Housing and Affordability Task Force recommendations, research and collaboration with other business units and the sector to identify opportunities and best practices. The strategy was a critical component of The City's **Housing Accelerator Fund application that received \$228 million to create over 6,800 units** in the next three years.



## Improving the property assessment & taxation customer experience

### Corporate Planning & Financial Services

Assessment & Tax continuously work to improve the customer experience of over 580,000 property owners by focusing on improving Calgarians' understanding through providing more online services and self-serve options. In 2023, we launched **Tax Instalment Payment Plan (TIPP) Self Registration which has already achieved a 75% uptake**. Additionally, improvements to assessment & tax notices are progressing each year to include more important and useful information for Calgarians. Further, work is underway to offer online access to property tax bills.



## Modernizing licensing through Business Experience Improvement program

### Planning & Development Services

The Business Experience Improvement Program offers a one-stop solution for all business license types, with dedicated Representatives from application to approval. Initially focusing on restaurants, breweries, food production, and outdoor cafes/patios, its success has led to expansion and now features a self-serve option, simplifying the entire business licensing process. Webinars for business owners continue to be an effective way to communicate with new and returning customers, with both the number of webinars and participation increasing.



## Modernizing 311 user experience

### People, Innovation, & Collaboration Services

Enhancements to 311 digital services prioritize user experience, ensuring accessibility, efficiency, and transparency. The recently implemented call-back feature along with investments for on-call agents have **reduced 311 wait times by 5 per cent**. Real-time data dashboards are now available both internally and to the public to enhance transparency, accountability and decision-making.



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# Continuous Improvement Initiatives

## Supporting more Calgarians through Fair Entry

### Community Services

The new Calgary Parking Low-Income Market Permit and High-Speed Low-Cost Internet programs provide Fair Entry clients with reduced-cost street parking and internet access. There are now seven subsidy programs available. Fair Entry experienced the highest volume of service requests in 2023 with **over 61,000 subsidy applications processed (an average of 2,000 more applications per month than 2022)**. Currently, 113,000 Calgarians (90 per cent of Calgarians living with low income) are approved for Fair Entry.



## Dismantling systemic racism in Calgary

### Community Services

The City's first Anti-Racism Strategic Plan launched in May 2023, was developed in response to concerns of systematic racism, racial inequity, discrimination, and oppression that harms Indigenous, Black and diverse Racialized Calgarians, including City of Calgary employees. The Anti-Racism Program completed **external engagement with over 3,749 Indigenous, Black, and diverse Racialized Peoples** and internal engagement with over 3,000 City employees to identify anti-racism themes, focus areas and actions.



## Launching Equity, Diversity, Inclusion & Belonging strategy

### People, Innovation, & Collaboration Services

The City launched the Equity, Diversity, Inclusion & Belonging (EDIB) Strategy and Framework which advances EDIB in the workplace, fostering a psychologically safe and inclusive work environment. The goal of the framework and strategy is to ensure employees with diverse backgrounds, perspectives, skills and experiences can fully participate, collaborate and deliver exceptional and innovative public service. Actioning this strategy requires business units to create their own EDIB work plans and provide updates twice per year.



## Introducing online booking and virtual building inspections

### Planning & Development Services

The Single Inspection Booking system offers self-service scheduling for plumbing, gas, building, and electrical inspections, with virtual options. This system enhances customer convenience, improves service delivery, reduces greenhouse gas emissions, and decreases paper usage. The Remote Video Inspection Service (RVI) is expanding, with technology enhancements to streamline the process and improve the customer experience. The customer base is also growing.



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# Continuous Improvement Initiatives

## Improving cyber security awareness by City employees

### Law, Legislative Services & Security

The City is implementing mandatory cyber security awareness training for employees. The rate for **comprehensive security training exceeded 80 per cent in 2023**, highlighting the importance placed on addressing unique challenges and fostering a safer work environment. To further enhance these efforts, a more comprehensive Corporate Security Training and Awareness Program is being developed, encompassing a campaign focused on physical security.



## Communicating Transit service disruptions

### Operational Services

Changes are being made to sign design on C-train platforms during service outages to better inform messaging with information on shuttle stops and directions of travel from that station based on the nature of that closure. The new signage includes QR codes and mobile app upgrades to streamline the customer journey for tech-savvy customers, while also providing descriptive signage for those who prefer in-person updates.



## Leveraging emerging IT technologies

### People, Innovation, & Collaboration Services

The City is deploying emerging technologies to enhance IT services and keep pace with technological progress. Investments in Robotic Process Automation, the Internet of Things, and Artificial Intelligence are not only modernizing services but also increasing efficiency with automation bots now active in various City business units. Using machine learning enables services such as Mobility to deliver improved outcomes in road condition assessment.



## Data driven service improvement

### People, Innovation, & Collaboration Services

**More than ten new analytics products** are improving operational efficiencies in areas such as Fleet Safety, Citizen's Equity Index, Waste & Recycling Cart Spot Check Analytics, Community Climate Risk Index, Urban Heat Index, and Climate Environmental Analytics System. These advances, along with solutions for Parks irrigation and mobility reporting, demonstrate The City's commitment to data-driven service improvement.



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**OPERATIONAL OPTIMIZATION**



Fine-tuning operations in order to improve efficiency, service delivery, and/or reduce costs.

# Continuous Improvement Initiatives

## Streamlining City purchasing through procurement operational excellence

### Corporate Planning & Financial Services

Supply Management has launched an Operational Excellence program to improve and modernize The City's Procurement operations, with an emphasis on achieving faster and better service for customers and suppliers. Using a Lean Six Sigma methodology and focusing on the voice of the customer and value-added activities, this initiative will reduce inefficiencies and barriers to doing business with The City.



## Automating streets spring clean-up

### Operational Services

Automating the Spring Clean-Up program improves efficiency of the service delivery and provides time savings related to data errors. Project scope has expanded to incorporate all Mobility Maintenance reporting, Spring Clean-Up scheduling and accomplishment reporting. The new system went into production last spring. Budgetary savings are anticipated through identification of errors quicker and material usage trends.



## Leveraging existing green cart resources during busy periods

### Operational Services

The opportunity to provide rear loader support in residential collection was identified to help address heavy workload for excess seasonal green cart material, and alleviate associated strain/overuse impacts to staff. This benefits employees by supporting drivers with routes that see high amounts of seasonal excess workload and reducing safety incidents related to strains. It allows green cart drivers to complete their entire routes instead of having to return to the compost facility to drop off loads, which increases operational efficiency.



## Right sizing infrastructure

### Infrastructure Services

Aligning planning and design of City infrastructure to our updated City Building vision, right-sizing infrastructure will provide the infrastructure that Calgarians value and need, with a lens on affordability. For example, the Bow Trail and Sarcee interchange planning study emphasizes active transportation, interchange footprint reductions, and enhanced vehicle flow. Similarly, ongoing improvements to 14th Street S.W. introduces pathways and sidewalks while maintaining a two-lane cross-section. Learning from these projects will help design teams build a repertoire of approaches to right-sizing infrastructure for communities.



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# INFRASTRUCTURE OPTIMIZATION



Planning for, upgrading or repairing existing infrastructure to improve infrastructure delivery and sustainability.

## Continuous Improvement Initiatives

### Enhancing energy efficiency and low carbon energy for City infrastructure

#### Planning & Development Services

The City facilitated the delivery of the ENMAX Community Solar program, involving deployment of \$5 million in solar installations at community buildings in Calgary. Additionally, installation of solar power was completed at the Calgary Parking Authority Impound Lot Parkade, **boosting corporate renewable energy generation portfolio by 117 KW.** The Sustainable Building Policy was enhanced for more efficient energy management and reduced GHG emissions, while concurrently providing better support to capital project teams with delivering policy requirements and objectives.



### Optimizing capital project investments

#### Infrastructure Services

The City prioritizes capital management, looking at opportunities to reallocate funds to critical unfunded investments, with recommendations due at November 2024 Mid Cycle Adjustments. A new capital grant management program enhances efforts to secure funding for capital projects while strengthening relationships with the development sector. In 2023, agreements for **11 funding applications secured \$234 million** from provincial and federal programs. An additional **\$18.6 million is approved for 2024, with pending responses for another \$110 million** from 2023 applications.



### Enhancing asset management systems

#### Infrastructure Services

Optimizing City-wide infrastructure investments ensures safety and reliability through stewardship and implementation of asset management policy, practices, processes, and systems across the corporation. The City continues to update asset management plans and recommend adjustments to investment levels to various asset classes through the budget adjustment processes and update the Infrastructure Principle Corporate Risk. This ensures that The City continually improves its asset management business capabilities.



### Advancing business friendly approaches to construction

#### Infrastructure Services

The City piloted a variety of proactive, business-friendly approaches to construction management that focused on helping Calgarians to prepare for, and mitigate the impacts of construction on their business operations. Examples include providing wayfinding signs around construction sites to businesses, temporary bike and vehicle parking, and staging our projects differently to minimize impacts to businesses. This work will continue in 2024.



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# Continuous Improvement Initiatives

## Delivering on the Community Safety & Wellbeing corporate priority

### Community Services

The City's community safety and wellbeing priority is focused on advancing its vision of a Calgary where everyone feels safe, connected, supported and that they belong. The City coordinates efforts to (i) improve our collective impact on community safety and wellbeing outcomes, (ii) optimize internal processes to enhance our collective response to emerging issues, and (iii) build capacity to accelerate and energize continuous improvements to programs and services.



## Increasing flexibility for City borrowing to decrease capital financing costs

### Corporate Planning & Financial Services

Adding a new capital debt option through the Corporate Borrowing Strategy will provide additional flexibility to The City's capital borrowing requirements while reducing capital financing costs. Monitoring and adapting to economic and political changes are crucial for financial sustainability, ensuring reliable and efficient capital debt funding sources. This strategy is estimated to **avoid up to \$175 million in interest over the next 10 years**. The Elevate Calgary Program supported the development of the strategy.



## Off-site levies fund infrastructure

### Planning & Development Services

Calgary's off-site levies fund infrastructure supporting growth and development. To support development of a new Off-site Levy Bylaw, The City conducted broad consultation with the building and development industry, along with interested parties and the public, and engaged industry working groups on financial formulas and rates. The 2024 Off-site Levy Bylaw and corresponding rates were approved by Council in January 2024.



## Modernizing City policy development

### People, Innovation, & Collaboration Services

The City modernized policy development and implementation through the Modernized Policy Review, stemming from Council's Notice of Motion. A Policy Review Committee was formed to integrate cross-corporate strategies and programs into policies. The governance framework was broadened to include structured corporate standards development and collaboration with other municipalities to enhance national municipal governance.



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# Continuous Improvement Initiatives

## Reducing environmental impact of The City's fleet

### Operational Services

The City continues to make progress towards implementing the Green Fleet Strategy. In 2023, a successful test of renewable diesel on five Waste & Recycling Service trucks was conducted which will inform a 10-year fuel transition plan. The corporation reduced idling by 29 per cent which represents a **savings of over 280,000 liters of fuel**. Fleet Management also submitted a grant application to Emissions Reduction Alberta to purchase six hydrogen vehicles.



## Growing the urban tree canopy

### Operational Services

To help grow the urban tree canopy, a pilot initiative was developed in 2023 to support 10 community associations with installing orchards – a collaboration between the Calgary Horticulture Society, community associations and The City will result in fruit trees being provided, along with specific pruning training to interested community associations. Additional tree planting initiatives in 2023 included: a public **giveaway of 2,000 trees and over 1,000 trees planted** by volunteers in Calgary communities.



## Improving energy efficiency and low carbon energy use in buildings in the community

### Planning & Development Services

The City is improving energy efficiency and reducing emissions from new and existing buildings and transportation systems. Various initiatives across the organization in 2023 contributed to these improvements which included the Clean Energy Improvement Program, the Emissions Neutral Building Exchange (ENBIX) launch, and the development of a District Energy Strategy Opportunity Study.



## Enhancing drought resilience for Calgary

### Planning & Development Services

Council passed the Drought Resilience Plan supporting our ecosystems, businesses, & people to withstand, recover & adapt to drought conditions. The City adopted a corporate wide stance on reduced water use involving significant collaboration with the Water Treatment & Supply service line. Shifting regional climate, utility and environmental equity and the provincial moratorium on new licenses from the Bow Basin make this initiative complex, timely & important. In 2023 water restrictions were applied for the first time due to drought conditions and successfully **saved over one billion litres of water**.



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**Continuing to improve services remains a central focus throughout The City.**

Attachment 3 outlines approximately 300 service improvement strategies identified in the 2023-2026 Service Plans and Budgets.

Elevate Calgary is dedicated to regularly communicating The City's ongoing improvement efforts. The objective is to establish a regular report on The City's continuous improvement endeavors that help to make Calgary better every day.

