



# Action Plan 2015-2018

## 2016 Year-End Accountability Report



# Accountability Reports

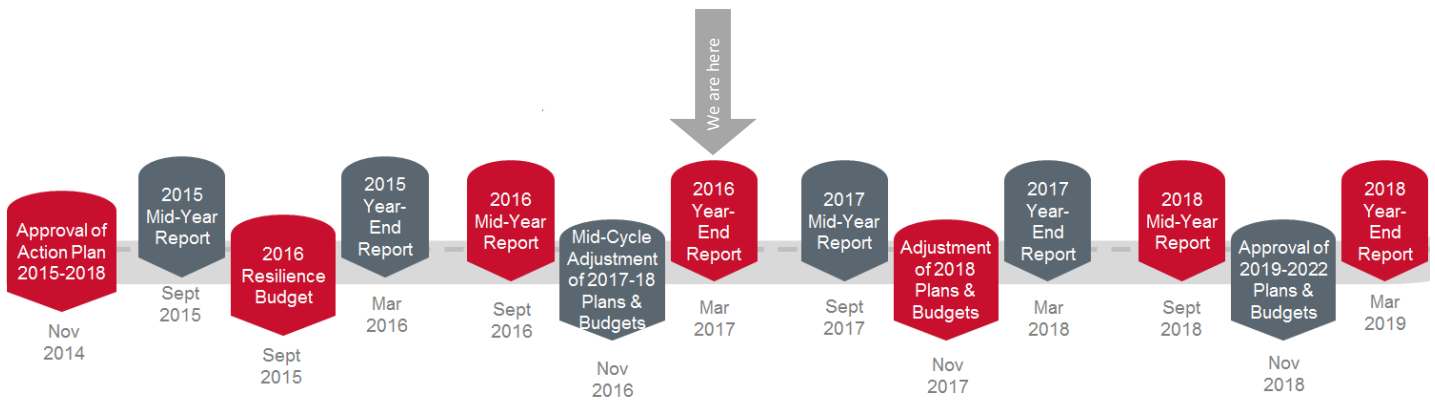


Action Plan 2015-2018 is The City of Calgary’s business plan and budget and describes how The City will respond to the needs and aspirations of the citizens of Calgary over the four-year period.

Accountability Reports inform Council of The City’s progress towards achieving the approved business plans and budgets. The reports provide an update on the status of all Council Priorities, major service initiatives, key accomplishments, challenges, and department budget performance.

Accountability Reports are presented to the Priorities and Finance Committee semi-annually (the Mid-Year in September of the current reporting year and the Year-End in March of the following year).

The timeline below illustrates when Council can expect to receive Accountability Reports and Adjustments related to Action Plan.



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[Link to Council Priorities & Departmental Supplementary Information](#)

# Executive Summary



Low oil prices and the corresponding downturn in the local economy made 2016 a challenging year for citizens and businesses in Calgary. The unemployment rate reached a high of 10 per cent and The City of Calgary saw a corresponding increase in the demand for affordable housing, low-income subsidies as provided through the Fair Entry program, and AfterSchool recreation programming.

To respond to changes in the local economy, The City undertook the following key actions in 2016:

- Contributed \$228 million in benefits through the Mid-Cycle Adjustments process, which included tax relief, fee relief and targeted investments for Calgarians most affected by the downturn;
- Accelerated investments in infrastructure through the Capital Investment Plan to stimulate the local economy and create jobs;
- Worked with industry to streamline The City's planning approvals process;
- Approved the sliding scale recommendations for Transit's Low Income Monthly Pass; and
- Retained 163 affordable housing units in Calgary by acquiring East Village Place.

Looking long term, The City continued efforts in 2016 to make Calgary a world-class city:

- Significant progress was made on bus rapid transit and the Green Line LRT projects;
- Seven new recreation amenities were opened including the Quarry Park and Great Plains recreation facilities, New Brighton Athletic Park, the Acadia tennis facility and three skate parks;
- Council voted to make the City Centre Cycle Track Network permanent after a successful pilot; and
- Construction progressed on the Organics and Biosolids Compost facility, which will support implementation of the Green Cart program in 2017.

Overall, The City demonstrated resiliency and innovation in 2016, finding ways to continue providing high quality services to citizens despite financial challenges. The 44 strategic actions approved by Council in Action Plan are generally progressing as planned – updates on each of these actions and the five Council Priorities are provided in the remainder of this report.

The 2016 operating financial results are as follows:

Business units' operating savings of \$24.2 million transferred to the Budget Savings Account:

- Staff vacancies savings, Zero-Based Review efficiencies, and lower business, insurance, fuel, and snow and ice control expenditures; and
- Higher revenues from road use permits, asphalt plant operations, insurance and legal billing settlements.

Intentional savings of \$38.1 million transferred to the Fiscal Stability Reserve (FSR):

- Savings in Councillors' ward offices and sum of other variances from Civic Partners, Council & Legislative;
- Lower employee benefits costs;
- Higher investment income, supplementary tax revenue and reimbursements; and
- Lower corporate contingency expenses, net of transfers to Resilience Fund for Non-Residential Phased Tax Program, User Fees freeze, and Calgary Neighbourhoods initiatives, offset by lower franchise fees and higher contribution to Capital Financing reserves.

The transfer to the FSR with the year-end close brings the uncommitted balance of the reserve to \$328.0 million, which is 10.8 per cent of tax-supported gross expenditures net of recoveries. The minimum FSR balance is 5 per cent with a target of 15 per cent.

In 2016, capital programs spent 96.3 per cent of the budgeted amount, compared to 58.6 per cent for the same period in 2015. This was a result of the efforts of Infrastructure Calgary, which supported the capital budget cash flow recast and a focus on accelerating capital investment rates.

The cumulative capital contribution to the Budget Savings Account at the end of 2016 was \$95.2 million. The total contributions made in 2016 were \$83.4 million (including contributions for future years).

# Outlook for Calgary



To inform the creation of Action Plan 2015-2018, Administration completed an environmental scan and analysis of key trends affecting Calgary. For the most part, the trends and analysis were long term and unchanged by short-term fluctuations. This page provides a synopsis of more recent trends – including changes in the economy and intergovernmental affairs – and their impact on The City of Calgary.

Crude oil prices have decreased by more than 60 per cent since June 2014, one of the largest declines on record. This has resulted in massive job cuts in major industries in Calgary and reduced levels of investment and employment overall. However, after more than two years of decline, oil prices began to rebound towards the end of 2016 and are expected to slowly increase throughout 2017 and 2018.

The unemployment rate in Calgary was higher than expected in 2016, averaging 9 per cent over the year and reaching a high of 10 per cent in October. Looking ahead, employment growth is expected to lag behind oil prices and remain weak in 2017 due to the lack of job creation and the forecasted growth of the labour force.

Higher unemployment rates and a weak labour market are proving to be a deterrent for potential migrants to Calgary. Net migration in 2016 was negative at an estimated -6,527 persons and is expected to be 1,600 in 2017, far below the average of 17,000 over the past ten years. The overall rate of population growth is expected to remain below average as the local economy recovers, returning to normal by 2021.

The total value of building permits issued by The City in 2016 was estimated at \$4.7 billion, down from \$6.2 billion in 2015. This value was higher than forecasted due to stronger than expected activity driven by the need to obtain permits before new building code changes take effect in 2017.

Total housing starts in 2016 were down 27 per cent from last year and are expected to continue trending downwards in 2017 and 2018. Housing starts and building permit values are both being weighed down by higher than average apartment and office vacancy rates, reducing the demand for new space.

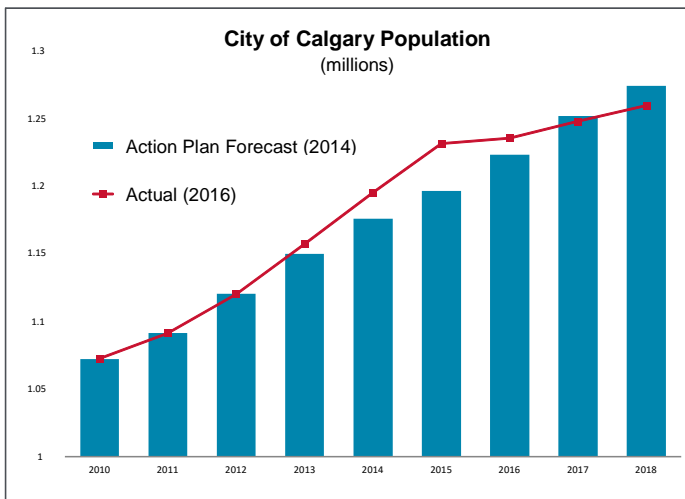
The Bank of Canada has responded to reduced economic activity by keeping interest rates unchanged. Consequently, lending costs remain low and should have minimal influence on the price of goods and services that are bought and sold by The City's suppliers.

Utility price forecasts (for electricity and, to a lesser degree, natural gas) are below Action Plan projections. As a result of this, revenues from The City's franchise fees were significantly lower than expected in 2016.

The City continues to collaborate with regional partners and the Government of Alberta to establish a Growth Management Board in 2017. Once established, The City will need to be active partners in the development of a legislated Metropolitan Regional Growth Plan and a Metropolitan Regional Servicing Plan since these plans will have significant implications on the Corporation.

To support the new authorities being sought through the City Charter and the Modernized Municipal Governance Act, The City continues to work with the Government of Alberta and The City of Edmonton to adopt a new fiscal framework that better reflects the roles and responsibilities of Alberta's two big cities.

With the expected release of the Federal Budget in Q1 2017, The City has been actively advocating to improve the sharing of intelligence and information to help advance The City's position with respect to federal infrastructure funding.



# Council Priorities for 2015-2018



These five Priorities set the direction for 2015 to 2018, describing the outcomes that are most important for the City of Calgary.

Council Priorities are founded on the 100-year community vision, long-term goals and aspirations articulated by Calgarians through imagineCalgary. They were also influenced by information on key trends and emerging issues anticipated in the next four years, the views of Calgarians as expressed through extensive citizen engagement and Council-approved long-term plans (specifically the Municipal Development Plan and the Calgary Transportation Plan). Council also took into account The City's financial projections, and funding opportunities and constraints.

Council Priorities include 44 strategic actions to provide direction to Administration on what is important for moving Calgary forward. To achieve these, Action Plan identifies over 1000 actions, including capital investments, during 2015-2018.

## Reporting on the Council Priorities

For each of the first four Council Priorities, there are two pages. The first page describes desired community outcomes (or results) related to the Council Priority. These outcomes are bigger than any one program, service, department or level of government. The whole

community including public and private partners are needed in order to make a difference. The role and contribution of The City is important, but equally important is the story behind the data and the critical role of partners in achieving results.

This first page for each of the first four Council Priorities includes:

- A description of the priority;
- Selected quality of life indicators with explanations;
- Identification of some key partners; and
- Identification of The City's role and contribution to overall community well-being.

The second of the two pages is a performance page that shows the status of The City's performance on each of the Strategic Actions under the priority. It also includes highlights of noteworthy achievements and challenges that were experienced in 2016.

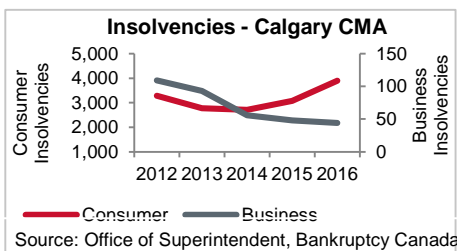
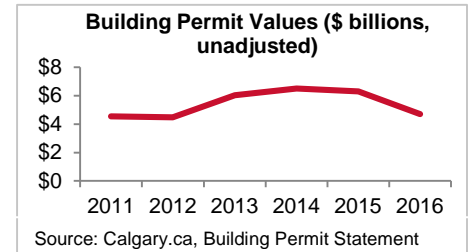
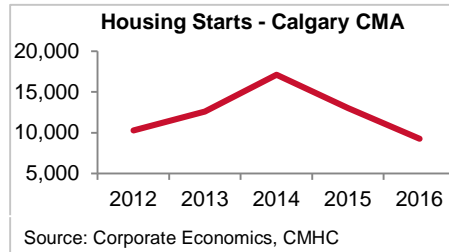
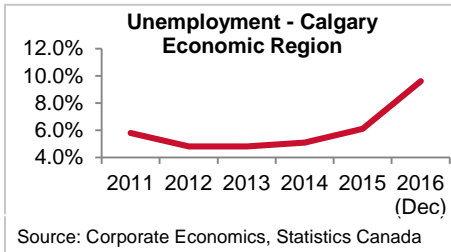
For the 'well-run city' Council Priority, the first page includes City-wide performance measures rather than quality of life indicators with the focus being The City of Calgary's performance. The second page provides a status update on each of the Strategic Actions under this priority as well as highlights of noteworthy accomplishments and challenges that were experienced in 2016.

# A prosperous city



Prosperous cities offer economic opportunities across a range of industries, attracting talented people from all over the world. Prosperous cities strive to create a business environment where corporations, businesses, and entrepreneurs thrive. In prosperous cities, municipal government partners with local agencies to provide affordable housing, promote community wellbeing, and work to maintain the quality of life for citizens during challenging economic times.

## How Is The Community Doing? Selected Indicators:



**Some Partners Include:**

- Calgary Economic Development
- Calgary Public Library
- Calgary Arts Development Authority
- University of Calgary
- Government of Alberta
- Calgary Chamber of Commerce

## Story Behind the Indicators:

Unemployment in the Calgary Economic Region remained high at 9.6% as of December 2016. This marked a slight decline from the 10% peak in October, but job growth is projected to continue to be slow, bogged down by reduced investment expenditures and a growing labour force. As net migration fell sharply in 2016, housing starts also dropped, reaching the lowest level since 2012. Total building permit value for 2016 was \$4.7 billion, including \$2.8 billion in residential and \$1.9 billion for non-residential. This was the second straight year of decline from the high of \$6.5 billion in 2014. While total construction value decreased 25% in 2016, permit volumes only dropped by 4%, largely as a result of a decrease in the number of high value construction projects. Consumer insolvencies in 2016 were 26.6% higher than 2015. Continued job losses, expiring employment insurance, and expended severance packages were significant influences.

## The City contributes to Calgary's prosperity in a number of different ways, including:

- Supporting the development and growth of Business Revitalization Zones and fostering a competitive tax environment for small business success.
- Working in partnership with the community and other levels of government to provide programs to youth, seniors, and low income Calgarians to promote individual and community wellbeing.
- Addressing affordable housing challenges by developing strategies to increase availability.
- Providing sound governance, financial, legal, security and risk management advice so that the economy and Calgarians can prosper.

## Selected highlights of The City's performance as at 2016 December 31

In 2016, The City of Calgary continued to respond to the change in the local economy and took action on a number of fronts.

The City accelerated investments to stimulate economic growth, including:

- \$7 million to accelerate implementation of the 10 Year Economic Strategy for Calgary, with a focus on economic diversification; and
- Creation of a Capital Investment Plan, which includes infrastructure recommendations that would specifically use public investments to drive private investment and increase capacity for growth. **(P2)**

The City also focused on supporting businesses and streamlining processes to make it easier to start and sustain a business in Calgary.

- A Business Improvement Area (BIA) Toolkit was developed to serve as a resource for establishing, managing and sustaining BIAs. **(P3)**
- As part of the mid-cycle adjustments process, Council approved \$45 million for a non-residential phased tax program to help offset the impact of the redistribution of taxes. Council also approved three new initiatives to remove barriers for businesses, including the pop-up retail program and a "one window" approach for small business owners to navigate City processes and requirements. **(P4)**
- The Calgary Building Services Zero-Based Review was completed in November. A key focus of the recommendations was to streamline the licensing process for small business owners. **(P4)**

The economic downturn continues to create challenges for Calgary's most vulnerable populations. The Fair Entry program saw overall fee assistance increase by 42% in the number of applicants compared to 2015. **(P7)** The City is also experiencing increased demand for Calgary AfterSchool programming – across 9 recreation sites, visits increased by 20% compared to 2015. **(P11)**

The City has taken action to increase support to individuals who have been the hardest hit by the downturn.

- Council unanimously passed sliding scale recommendations for Transit's Low Income Monthly Pass, which will help eliminate transit barriers to the most financially vulnerable Calgarians. **(P7)**
- To maintain the supply of affordable housing stock, The City acquired East Village Place, which added 163 affordable housing units within the Calgary Housing Company portfolio. **(P6)**
- The City provided \$6.9 million towards the creation of the Housing Incentive Program, which rebates development and permitting fees for qualifying non-profit organizations. In addition, priority status is being assigned to all qualifying non-market affordable housing development applications. **(P6)**

Status	Strategic Actions
●	<b>P1</b> Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.
●*	<b>P2</b> Advance purposeful economic diversification and growth.
●*	<b>P3</b> Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.
●*	<b>P4</b> Cut red tape and continue to foster a competitive tax environment to help small business succeed.
●	<b>P5</b> Seek out partnerships with other governments and community partners to achieve community well-being.
●*	<b>P6</b> Increase affordable and accessible housing options.
●	<b>P7</b> Continue policies and programs to reduce the number of people living in poverty.
●	<b>P8</b> Respond to the needs of an aging population.
●*	<b>P9</b> Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.
●*	<b>P10</b> Expand our library system and enhance access to technology and information.
●	<b>P11</b> Facilitate programs and services for children and youth, including, in some cases, providing, a variety of affordable after school programs.

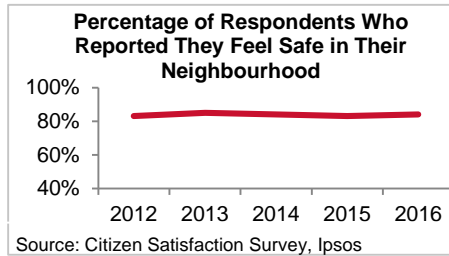
[Link to additional highlights and milestones available here](#)

# A city of inspiring neighbourhoods



All neighbourhoods contribute in their own way to make a great city. As neighbourhoods evolve, so do their needs and neighbourhoods and communities must be renewed so that citizens can participate in all facets of urban life. Citizens that live in inspiring neighbourhoods experience a sense of community pride, feel safe and secure, and enjoy great public spaces. Growth is promoted and well-managed, heritage sites are protected, and public safety and resiliency are high priorities.

## How Is The Community Doing? Selected Indicators:



**Some Partners Include:**

- Government of Canada
- Government of Alberta
- Calgary Home Builders Association
- Urban Development Institute
- Community Associations

## Story Behind the Indicators:

The Citizen Satisfaction Survey revealed that 83% of respondents feel that overall quality of life in Calgary is good and 84% feel safe in their neighbourhoods. Additionally, 90% of survey respondents said they are proud to be Calgarian. Despite the economic downturn over the past two years, these numbers have remained steady. After significant person and property crime rate increases throughout 2015, crime rates in 2016 remained at virtually the same levels as 2015. These rates are comparable to rates from approximately a decade ago in Calgary. Environmental influences on crime rates such as the shift in drug usage to methamphetamines and opiates, unemployment, and other economic factors are not anticipated to improve or otherwise change significantly over the next year.

## The City contributes to the creation and maintenance of inspiring neighbourhoods by:

- Responding to community calls for service, conducting crime prevention, and criminal investigations through the Calgary Police Service.
- Enhancing plans to deal with emergencies
- Supporting the development of complete communities by providing accessible and affordable transportation networks and services
- Promoting increased use of public spaces to build closer community bonds
- Working with stakeholders to encourage diversity in amenities, housing types, activities, and services to create places where all citizens can make choices about their quality of life
- Providing high quality 9-1-1 and dispatch service and emergency first responders
- Strengthening community standards, revitalizing community associations and managing investment in community facilities, public spaces and heritage assets.



## Selected highlights of The City's performance as at 2016 December 31

The City completed a number of initiatives in 2016 to make it easier to develop and build great communities in Calgary:

- Following approval of the Off-Site Levy Bylaw in January, Administration began implementing the Industry/City Work Plan to improve aspects of the development process. Work underway includes exploring a potential annual investment fund to support redevelopment, process improvements and fostering a collaborative relationship with industry. **(N6)**
- The Calgary Commercial Retail Study was completed, which included an inventory of retail areas in Calgary, assessed retail performance, identified market assets and barriers, and recommended opportunities for retail and mixed use development along Main Streets. **(N6)**
- The City engaged industry and City employees to identify opportunities to streamline the planning approvals process. Changes are underway to improve approval timelines, better communicate submission requirements and identify issues earlier in the process. Overall, the frequency in which timelines are met has improved. **(N8)**

Alberta has recently seen a rapid rise in fentanyl-related overdose deaths. In response, Calgary Firefighters were trained and equipped to administer Narcan intranasal kits to patients who are overdosing. **(N1)**

Despite significant performance improvements due to technology enhancements, dynamic deployment and use of medical response units in critical areas, it is still taking over 2 minutes longer than Council's target of 11 minutes to assemble the right resources to control structure fires. **(N1)**

More than 700 City employees travelled to Fort McMurray in 2016 to support on-the-ground operations in response to the wildfire emergency. The City also formed a Resilience & Infrastructure Calgary business unit, after receiving membership in the Rockefeller Foundation's 100 Resilient Cities Network. **(N3)**

The 8<sup>th</sup> Street SW underpass enhancement project was completed in December. This underpass, which is used by nearly 9000 pedestrians every day, was enhanced with new sidewalks, LED lighting and public art. **(N9)**

St. Patrick's Island was named the 2016 Great Public Space as part of The Canadian Institute of Planners *Great Places in Canada* contest. The park was restored in 2015 by the Calgary Municipal Land Corporation in collaboration with The City and other partners. **(N9)**

Status	Strategic Actions
▽	<b>N1</b> Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.
●	<b>N2</b> Build resiliency to flooding.
●*	<b>N3</b> Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.
●	<b>N4</b> Revitalize the role and ability of community associations, and use of community facilities.
●	<b>N5</b> Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.
●*	<b>N6</b> Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.
●	<b>N7</b> Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.
●	<b>N8</b> Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.
●*	<b>N9</b> Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.
●	<b>N10</b> Review The City's heritage processes to improve the protection and enhancement of heritage assets.

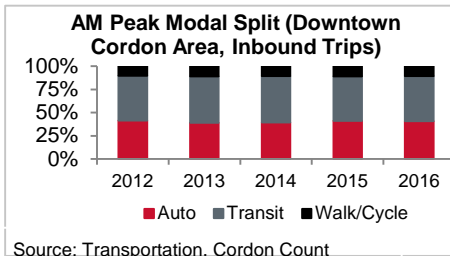
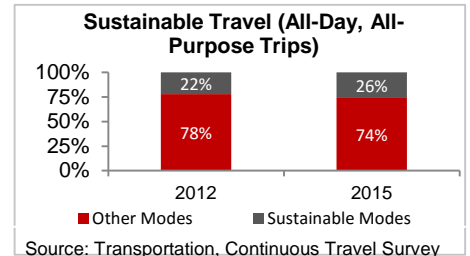
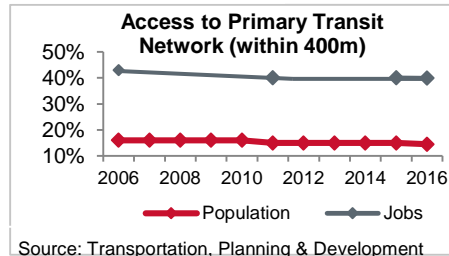
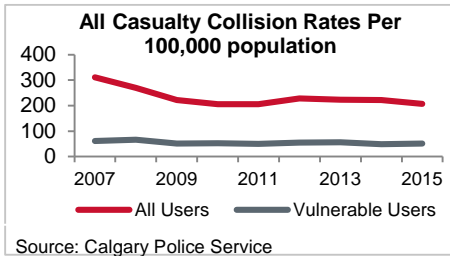
[Link to additional highlights and milestones available here](#)

# A city that moves



The movement of people and goods throughout the city is made possible by providing a safe, efficient, and accessible transportation network used every day by citizens, commuters and visitors. Getting around is a top priority among citizens and influences daily quality of life. Efficient movement of workers and goods helps foster economic development in and around Calgary. Access to a variety of transportation options (including walking, cycling, public transit, driving, parking and taxis) that are affordable and convenient is critical to ensuring a city continues to move well. Effective emergency response depends on a safe and secure transportation system.

## How Is The Community Doing? Selected Indicators:



**Some Partners Include:**

- Calgary Parking Authority
- Government of Alberta
- Government of Canada
- Calgary Regional Partnership
- Calgary Police Service
- Livery Transport Advisory Committee

## Story Behind the Indicators:

Indicators are showing steady progress towards the goals and targets of the Calgary Transportation Plan and Municipal Development Plan. Collision rates have been steady, but work is still needed to meet the targets set out in the Safer Mobility Plan and the Step Forward pedestrian strategy. More development is occurring in activity centres and around high frequency transit service. Calgarians also continue to choose sustainable travel options more and more. Looking at all trips made for personal business, shopping, recreation and commuting, walking and biking has increased markedly over the past few years. More recently, transit trips into the city centre have been decreasing with a close correlation to higher vacancies and lower downtown employment levels.

## The City works to ensure a city that moves by:

- Providing a safe, customer-focused, efficient, and sustainable transportation network by developing plans, building infrastructure and delivering service.
- Developing an integrated transportation system that provides citizens with accessible and affordable mobility choices and connects communities.
- Prioritizing transportation capital projects including lifecycle maintenance and leveraging funding sources as they become available.
- Reviewing and enhancing regulation to promote safe and convenient taxi service.

## Selected highlights of The City's performance as at 2016 December 31

Significant progress was made in 2016 to bring new rapid transit projects closer to reality, including bus rapid transit and the Green Line LRT.

- Detailed designs for the Southwest Transitway and the 17 Avenue SE Transitway are now underway.
- The preliminary design of the southeast segment of the Green Line is being finalized.
- A land acquisition strategy is now in place to facilitate negotiations with stakeholders. In 2016, The City finalized negotiations on 13 acquisitions for the southeast leg of the Green Line.
- Functional planning and public engagement continue on the north and centre city segment of the Green Line. **(M1)**

The City completed 12 projects to reduce traffic congestion, including operational and safety improvements at 6 intersections and 4 ramps. The City also continued testing new technologies to improve traffic flow and traveler information, including wireless communications on streetlights to link traffic signals to the Traffic Management Centre. **(M2)**

Construction is continuing on a number of major bridges and intersections in the city.

- After completing work on the bridge at 162 Avenue S, Macleod Trail is now fully open between Lake Fraser Gate and 194 Avenue.
- Flanders Avenue was reopened after the replacement interchange at Crowchild Trail was substantially completed in late fall. **(M3)**

After a successful pilot of the City Centre Cycle Track Network, Council voted in December to make the network permanent, meaning the cycle tracks will remain in place with existing infrastructure. Work will continue to improve the network and connections while making adjustments as necessary to ensure walking, driving, taking transit, parking and loading all function well along the network. **(M4)**

An amended bylaw came into effect in April allowing Transportation Network Companies (TNCs) to operate in Calgary. Following five months of issuing licenses and participating in discussions with the industry, recommendations for improvement were adopted by Council, including:

- A pilot program to initiate an alternate license fee option for TNCs;
- The implementation of an automated Transportation Network Driver Licenses registration system to allow drivers to submit documents online;
- The release of 222 Taxi Plate Licenses to allow the taxi industry more opportunity to compete with new market entrants and improve customer service during peak periods; and
- Fee relief to the livery industry to help mitigate economic conditions. **(M5)**

Status	Strategic Actions
●*	<b>M1</b> Implement and accelerate RouteAhead as transit funding becomes available.
●	<b>M2</b> Maximize the flow of traffic on the existing transportation network through the application of technology.
●*	<b>M3</b> Invest in strategic road improvements in priority growth areas as funding becomes available.
●*	<b>M4</b> Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.
●*	<b>M5</b> Improve the taxi system.

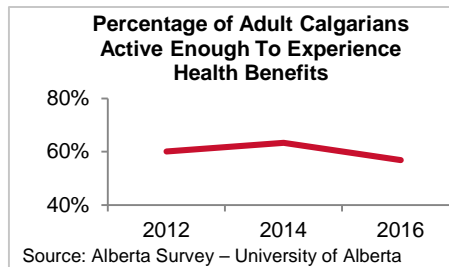
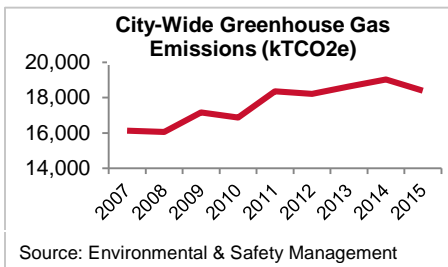
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# A healthy and green city

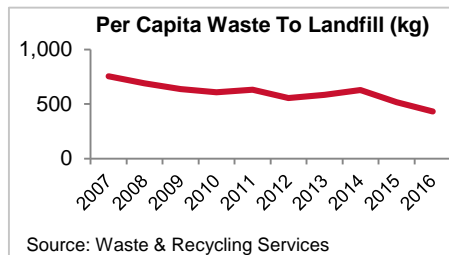
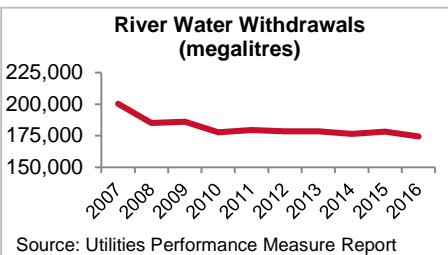


Environmental stewardship is a shared responsibility of government, business, communities, and individual citizens. Collectively they make decisions and take action to conserve energy and other resources, protect air and water quality, and minimize waste and pollution. A healthy and green city includes a well planned and maintained mix of urban forest, parks, pathways, recreation amenities, and natural areas. Healthy lifestyles are supported through access to facilities and programs to promote health and well-being, and through services that enable active modes of travel and community engagement.

## How Is The Community Doing? Selected Indicators:



**Some Partners Include:**  
 Government of Canada  
 Government of Alberta  
 Recycling Council of Alberta  
 YMCA



## Story Behind the Indicators:

Energy consumption and weather are the largest drivers for greenhouse gas (GHG) emissions. In 2015, city-wide GHG emissions decreased over the previous year; although 2016 data will not be available until June 2017, the downward trend is anticipated to continue. The percentage of adults physically active enough to receive health benefits declined 6.4 per cent between 2014 and 2016 due to a significant drop in the percentage of active adults aged 25-34 and 35-44. River water withdrawals continue to meet the overarching goal in the Water Efficiency Plan to accommodate Calgary's future population growth with the same amount of water withdrawn from the rivers in 2003 (212,500 ML). This is a result of system efficiencies as well as the wise use of water by citizens, businesses and partners. Per capita waste to landfill has trended downward from 2007, with a faster than anticipated decline in 2015 and 2016 due to lower tonnage from commercial customers, current economic conditions and increased diversion.

## The City has many contributions towards achieving a healthy and green city including:

- Reducing the environmental impact when delivering projects and services.
- Protecting and enhancing Calgary's natural environment and promoting active lifestyles.
- Working with the community and region to achieve air, land, and water goals to conserve, protect, and enhance the environment.
- Supporting energy reduction efforts by examining alternative sources, and communicating programs, information and successes to citizens and staff.
- Building public awareness and understanding of the shared responsibility to conserve and protect the environment.

## Selected highlights of The City's performance as at 2016 December 31

New bylaw requirements came into effect in 2016 requiring recycling for multi-family, industrial, commercial and institutional buildings. This will reduce the amount of waste landfilled from these sectors and supports The City's goal of 70% diversion from landfills by 2025. **(H1)**

After a successful Green Cart pilot, city-wide implementation is on track to begin in mid-2017. Residential food and yard waste collected through the Green Cart program, as well as biosolids produced at The City's wastewater treatment plants, will be composted at the Organics and Biosolids Composting Facility, which is currently under construction. **(H1)**

A number of clean energy projects were implemented in 2016, including an LED retrofit of 60,000 street lights and the installation of a solar power plant at the new Fire headquarters. The City also conducted a climate change risk assessment to better understand the impact on City infrastructure and services, human health and safety, communities, and natural systems. This will allow The City to prioritize adaptation actions going forward. **(H2)**

The Riparian Action Program was completed, which identifies actions focused on land use planning, riparian health restoration and citizen outreach and education. As part of the implementation of the program, four sites were restored in 2016. **(H3)**

Through a variety of public events and outreach programs, The City connected with thousands of Calgarians on environmental protection. This included 3200 attendees at the Mayor's Environment Expo, over 20,000 educated about water conservation, and over 27,500 educated about waste management, recycling and composting. **(H6)**

The City, together with its partners, continued to support healthy and active lifestyles by enhancing recreation programming and building great public spaces for Calgarians to recreate. Key initiatives in 2016 include:

- Advanced the Rx to Get Active program, which is now being launched nationally based on the success of the program in Alberta. **(H7)**
- Expanded the Canadian Tire Jumpstart programs to include "I Love Skateboarding" and "I Love Cricket" in order to increase participation rates for low-income children and youth. **(H7)**
- Opened new recreation amenities including the Quarry Park and Great Plains recreation facilities, New Brighton Athletic Park, the Acadia Tennis facility and three new skate parks. **(H8)**
- Introduced non-traditional playgrounds to more than 2000 children by piloting mobile adventure playgrounds at five city parks and 17 other community events. **(H9)**

Status	Strategic Actions
● *	<b>H1</b> Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.
●	<b>H2</b> Encourage a broader range of innovative and clean energy technologies.
● *	<b>H3</b> Manage the interrelationships between flood protection, water quality and quantity, and land use.
●	<b>H4</b> Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.
●	<b>H5</b> Protect and enhance our urban forest and natural landscape throughout Calgary.
● *	<b>H6</b> Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.
●	<b>H7</b> Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.
● *	<b>H8</b> Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.
●	<b>H9</b> Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.

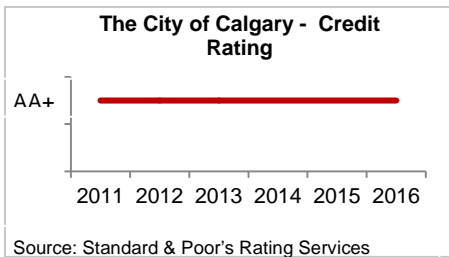
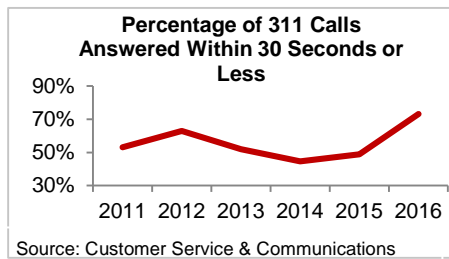
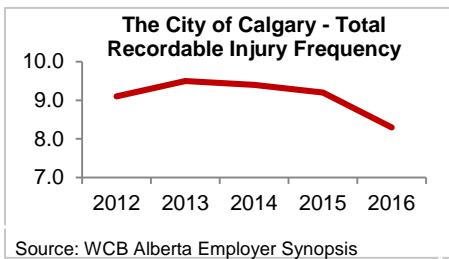
[Link to additional highlights and milestones available here](#)

# A well-run city



Calgary's government strives to be open, responsive, accountable, and transparent, delivering excellent services at a fair price. Public dollars are used wisely to provide quality public services that add value to citizens' lives. Citizens understand how and where tax dollars are spent and departments collaborate in new and effective ways. An enthusiastic and motivated workforce is attracted and retained, and employee safety is a priority. A well-run city is focused on the efficiency and effectiveness of its services and programs and plans for a sustainable financial future.

## Organization-Wide Performance Measures:



## Story Behind the Measures:

Total Recordable Injury Frequency shows a more complete picture of how employees are working safely compared to previous measures. It tracks all incidents that caused employees to seek medical attention, including those where the employee was able to return to work immediately after treatment. The City achieved its annual target of reducing recordable injuries, highlighting a positive shift in safety culture. The 311 telephone service factor has improved 19.6 per cent since 2015 through enhanced communication efforts, more coordinated campaigns, and improvements to The City's online presence. A total of eight agents are now working remotely, handling over 30,000 calls. The 2016 Citizen Satisfaction survey showed that 79 per cent of Calgarians are satisfied with the level and quality of City services and programs. Standard & Poor's reaffirmed Calgary's AA+ credit rating, reflecting the agency's view of good political and managerial strength. The rating is one of the best among Canadian municipalities.

## The City ensures a well-run organization by:

- Seeking opportunities to deliver programs and services more efficiently and effectively.
- Negotiating for a City Charter to enable greater flexibility in some areas of decision-making.
- Prudently managing public funds and assets to maintain a solid financial foundation.
- Providing customer-centric service delivery.
- Committing to strengthening and managing its workforce and safety culture.
- Using technology to support a commitment to safety through online reporting of corporate safety incidents, near misses and hazardous conditions.
- Establishing significant cross-corporate projects and programs like Build Calgary, Infrastructure Calgary and AnalyticsCalgary.
- Maintaining public assets and infrastructure to provide maximum benefit and value to Calgarians.

## Selected highlights of The City's performance as at 2016 December 31

In November 2016, Council unanimously adopted adjustments to The City's business plans and budgets. In response to changes in the local economy, the 2017 tax rate was reduced to 1.5% with a further rebate to effectively bring the rate to 0% for that year. **(W4)**

The approved adjustments also included \$228 million in benefits for citizens and businesses, including tax relief, fee relief and targeted investments for Calgarians who have been most affected by the economic downturn. \$183 million in benefits were first approved by Council in November with further tax relief approved in January 2017, bringing the total to \$228 million. **(W4)**

Administration worked hard to identify cost efficiencies in order to maintain service levels and quality despite the revenue shortfall. Some highlights of these efforts in 2016 include:

- Operating savings and process efficiencies enabled a reduction in utility and drainage rates for 2017 and 2018.
- Three Zero-Based Reviews were completed in 2016: Calgary Transit, Water Resources and Calgary Building Services. These reviews collectively identified \$31.8 million in financial gains, as well as improvements to customer service.
- Space planning initiatives contributed to the avoidance of 900 conventional work spaces, resulting in a lease cost avoidance of over \$8 million. **(W2)**

The City also undertook efforts to improve cross-departmental collaboration and streamline processes. For example, the Accelerating Capital for Economic Resilience program worked across departments to ensure capital investment projects are adequately supported so they can be delivered at an accelerated pace to stimulate the local economy. **(W6)**

To improve access to information about City services, The City launched City Talk, a digital magazine that organizes 35 different channels of information into one easy-to-navigate site. A "Newcomers Guide to Calgary" was created to enable new citizens to navigate the city, access City services and build a social network. This guide was also translated into Arabic to support the Syrian refugees that migrated to Calgary. **(W5)**

Strong results were achieved in both the Corporate Employee Survey and the COR Safety Audit, demonstrating The City's ongoing commitment to providing a safe and engaging work environment. **(W9)** The 2016 Citizen Satisfaction Survey also demonstrated strong results at 79 per cent satisfaction with the level and quality of City services. However, with 46 per cent of Calgarians supporting cutting services to maintain or reduce taxes, the tolerance for tax increases is noticeably down. **(W4)**

Status	Strategic Actions
●	<b>W1</b> Finalize a new City Charter with the province
●	<b>W2</b> Be as efficient and effective as possible, reducing costs and focusing on value-for-money.
●	<b>W3</b> Examine opportunities for alternative service delivery for competitiveness.
●	<b>W4</b> Balance demand for quality City services with affordable taxes.
●	<b>W5</b> Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.
●	<b>W6</b> Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.
●	<b>W7</b> Continue to transform the organization to be more citizen-focused in its approach and delivery of service.
●	<b>W8</b> Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.
●	<b>W9</b> Strive to be an employer of choice with a focus on addressing The City's aging workforce.

[Link to additional highlights and milestones available here](#)



## The story behind the plan

In 2014, Administration took the pulse of citizens and City Council to determine where our efforts as a local government should be focused.

City Council said they expect us to provide services in a coordinated and integrated way, to collaborate and work together as a team, deliver services with a citizen and customer-focused approach, provide a sustainable financial plan, and instill confidence and trust in all that we do.

Citizens told us they want us to be mindful of spending, show value in the services we offer, invest in infrastructure, be transparent and accountable, and ask for their opinions before making decisions that affect the future of our city.

The Leadership Strategic Plan was designed to help intentionally focus attention on creating a well run city by closing this gap in expectations. It guides us toward a modern municipal government through a change in our culture.

This section highlights progress towards implementing the five focus areas of the Leadership Strategic Plan and key accomplishments from 2016.



### 1) Establish a cooperative and meaningful relationship with Council

- Continued to distribute Council and Committee News in Brief, a communications tool used to provide a summary of highlights from Council and committee meetings.
- Improved processes to identify strategic topics and provide information for strategic Council meetings based on Council's feedback.
- Completed a review of the 2013 Council orientation and on-boarding program. A team has been assembled to begin work on a Council orientation program for 2017.

- Established the Corporate Calendar Pilot Project to help create cross-departmental awareness and identify opportunities for collaboration.

### 2) Cohesive leadership culture and collaborative workforce



- Presented mid-cycle adjustments by Council priority, focusing decisions on results achieved rather than on organizational structure.
- Continued to incorporate Results Based Accountability methodology to measure indicators of culture, performance, and leadership/employee satisfaction and engagement to drive business results.
- Developed, tested and measured a coaching approach to quality conversations to enhance collaboration.
- Delivered inclusion workshops to improve intercultural competencies, unconscious bias, bridging cultures, respectful workplace and human rights.

### 3) Better serve our citizens, communities, and customers

- Received Council's unanimous approval for mid-cycle adjustments, reduced the 2017 tax rate from 4.7% to 1.5% and reduced the planned increase in user fees and utility rates without a significant reduction in services.
- Used funding from the Fiscal Stability Reserve to invest in emerging needs and absorb lower corporate revenues while providing a one-time rebate in 2017, effectively bringing the tax rate to 0% for that year.
- Reported service performance through the external-facing citizen dashboard and through twice yearly accountability reports to Council.





- Completed three Zero-Based Reviews in 2016, which collectively identified \$31.8 million in financial gains as well as improvements to customer service.



#### **4) Focus immediate and collective attention on planning and building a great city**

- Created a new business plan for Planning & Development with a clear mission: to plan and facilitate building a great Calgary that advances the MDP/CTP vision, ensures development is realized, and ensures buildings are safe.
- Developing both the Established Areas and Centre City Guidebooks to provide more clarity on how MDP direction should be applied in these areas.
- Created a centralized business unit, Calgary Approvals Coordination, responsible for oversight and support of the approvals process. This has increased efficiency by reducing duplication and centralizing accountability.
- Initiated a shift from a process-centered approach to one of a customer and citizen-centered approach through comprehensive staff training.
- Worked collaboratively with major customer groups on a joint process improvement work plan that includes 13 specific areas of focus.
- Processed 87 per cent (down 1 per cent from 2015) of 46,186 trade permits online and 83 per cent (up 6 per cent from 2015) of 3,396 new home permits online in 2016, saving customers time and money.

#### **5) Strengthen the Corporation's financial position**

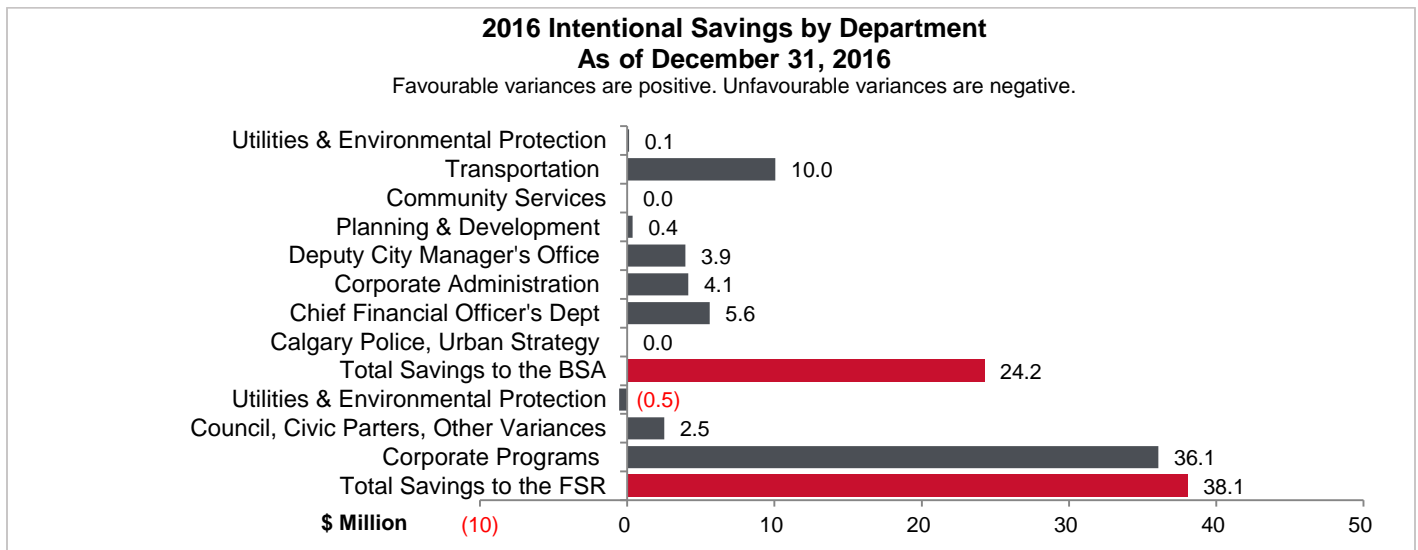
- Received unanimous Council approval on the 2015-2018 Action Plan mid-cycle adjustments, reducing the tax rate and providing targeted initiatives to respond to areas of greatest need.
- Continued negotiating a new City Charter fiscal framework with the Province.

- Recast the 2016 capital budget to better estimate capital investment cash flows and project delivery.
- Updated the budget reporting policy to allow for more efficient management of capital investments.
- Effectively managed the Fiscal Stability Reserve to help maintain service levels due to the current downturn in the economy.
- Identified funding for new or currently unfunded capital projects that aligns with the Council-approved Capital Investment Plan.
- Received the Government Financial Officers Association award for reporting excellence for our 2015 annual financial report.
- Enhanced capital project delivery capacity and increased the capital investment rate through Accelerating Capital for Economic Resiliency program initiatives.
- Maintained an AA+ credit rating.

For a full update on the five focus areas, including performance measures and planned actions, please refer to the 2016 Leadership Strategic Plan Progress Report (PFC2017-0234).



# Operating Budget Overview



*Figures may not add due to rounding.*

**The City of Calgary's year-end results are as follows:**

**Business units' operating savings of \$24.2 million transferred to the Budget Savings Account (BSA):**

- Lower fuel prices, delay in hiring, careful management of overtime partially offset by decrease in Transit ridership revenue (\$6.6 million favourable);
- Staff vacancies savings and lower business expenditures (\$6.3 million favourable);
- Lower costs in snow and ice control and higher revenues from road use permits and asphalt plant operations including Zero-Based Review efficiencies in Roads (\$3.2 million favourable);
- Law unbudgeted increase in revenue from insurance and legal billing settlements and reduction in insurance costs (\$2.6 million favourable); and
- LED lighting upgrades (\$1.7 million favourable), increase in recoveries (\$1.6 million favourable), lower Assessment Review Board hearing costs (\$1.0 million favourable), and sum of other smaller variances from various operating business units (\$1.2 million favourable).

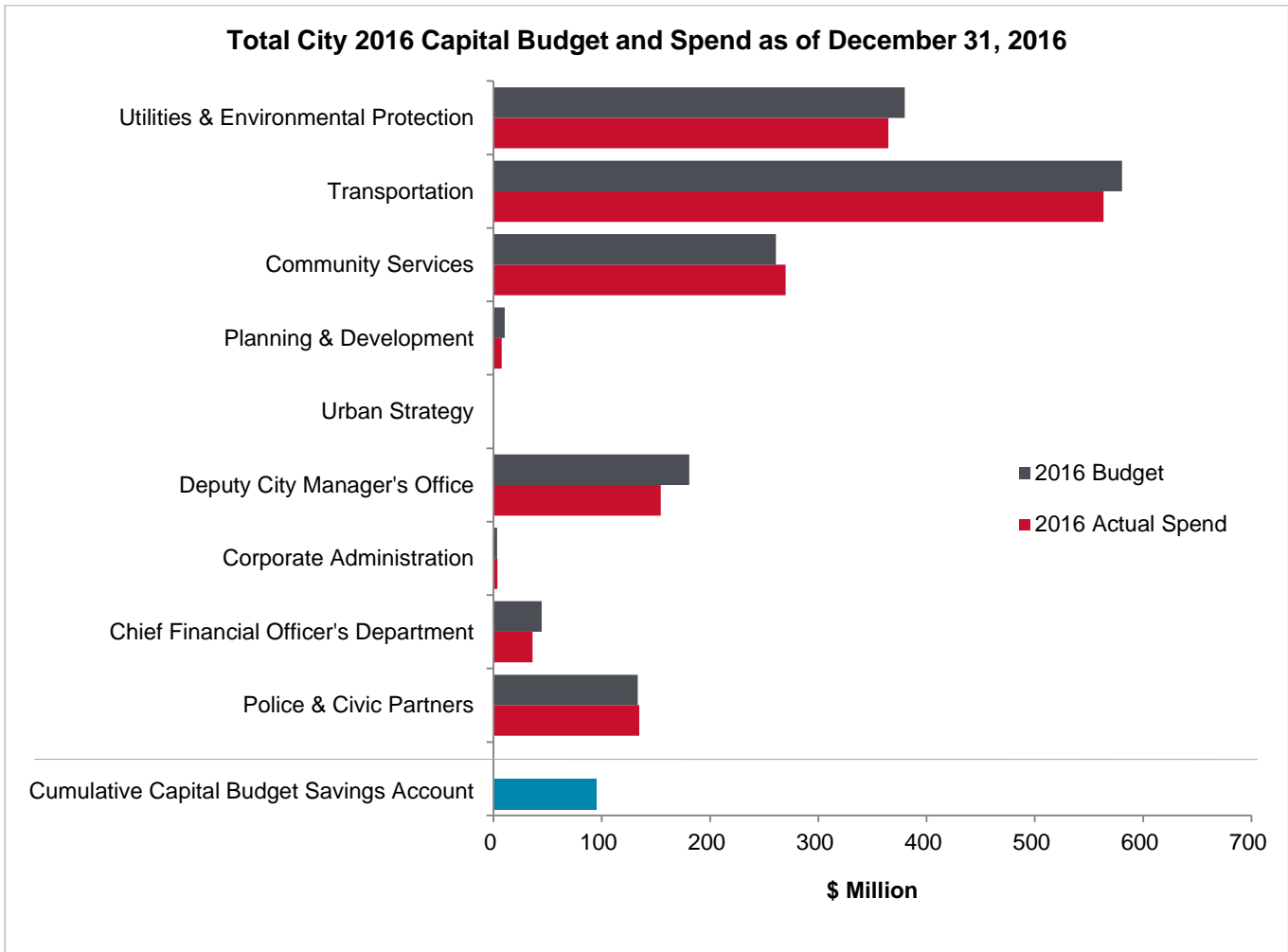
**Intentional savings of \$38.1 million transferred to the Fiscal Stability Reserve (FSR):**

- Savings in Councillors' ward offices (\$1.7 million favourable) and sum of other variances from Civic Partners, Council & Legislative, net of corporately absorbed unfavourable variances (\$0.3 million favourable);
- Lower employee benefits costs including higher benefit recoveries, \$8.8 million favourable, lower retirement benefits valuation, \$6.3 million favourable, lower spending on Corporate Workforce Strategy, \$2.5 million favourable, lower spending on other benefit costs, \$1.1 million (a total of \$18.7 million favourable);
- Reimbursement from Southern Alberta Flood Response Program relating to property tax relief net of expenditures, \$1.1 million favourable, and higher supplementary tax revenue, \$7.5 million favourable (a total of \$8.6 million favourable),
- Higher investment income on higher principal balances (\$6.9 million favourable); and
- Lower corporate contingency expenses, net of transfers to Resilience Fund for Non-Residential Phased Tax Program (\$45.0 million), User Fees freeze (\$8.8 million), and Calgary Neighbourhoods initiatives (\$5.0 million), and other small variances, \$41.5 million favourable, offset by lower franchise fees received from ATCO Gas and ENMAX due to lower natural gas and electricity prices, \$35.1 million unfavourable, and higher contribution to reserves from Capital Financing program, \$4.5 million unfavourable (net to \$1.9 million favourable).

The transfer to the FSR with the year-end close brings the uncommitted balance of the reserve to \$328.0 million which is 10.8 per cent of tax-supported gross expenditures net of recoveries. The minimum FSR balance is 5 per cent with a target of 15 per cent.

**Note:** Financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2017 February 16.

# Capital Budget Overview

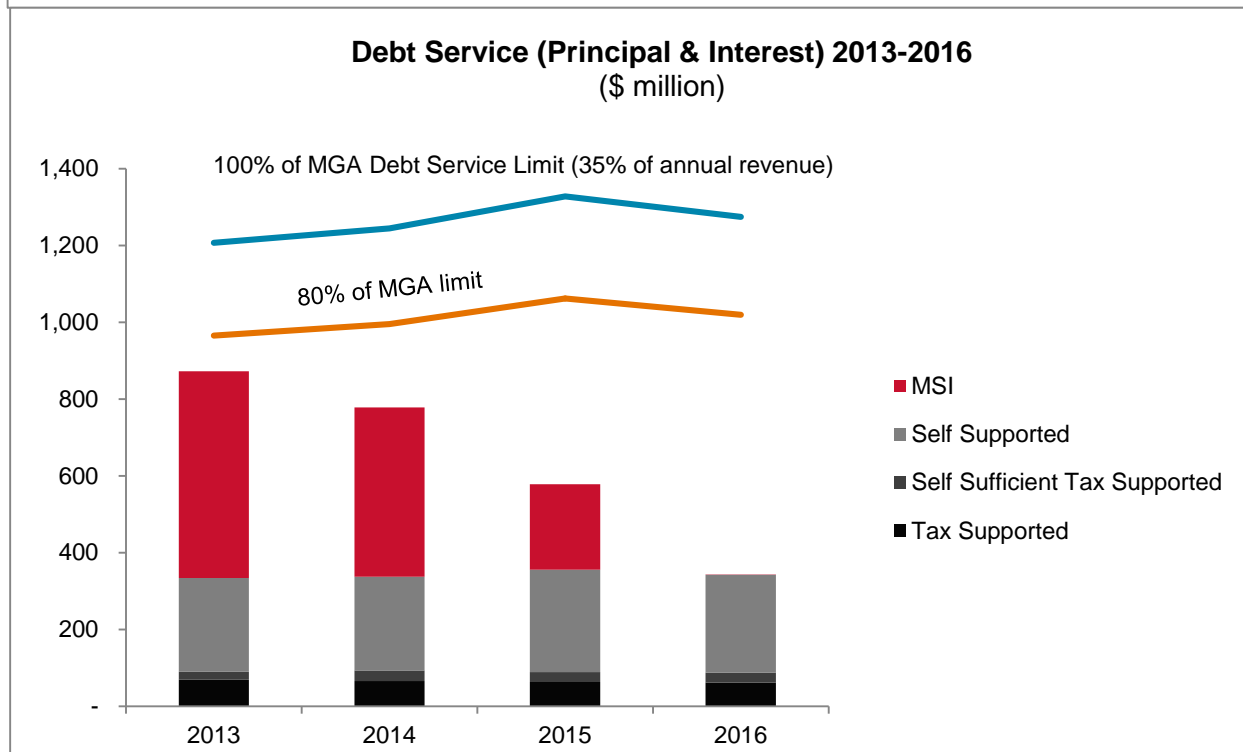
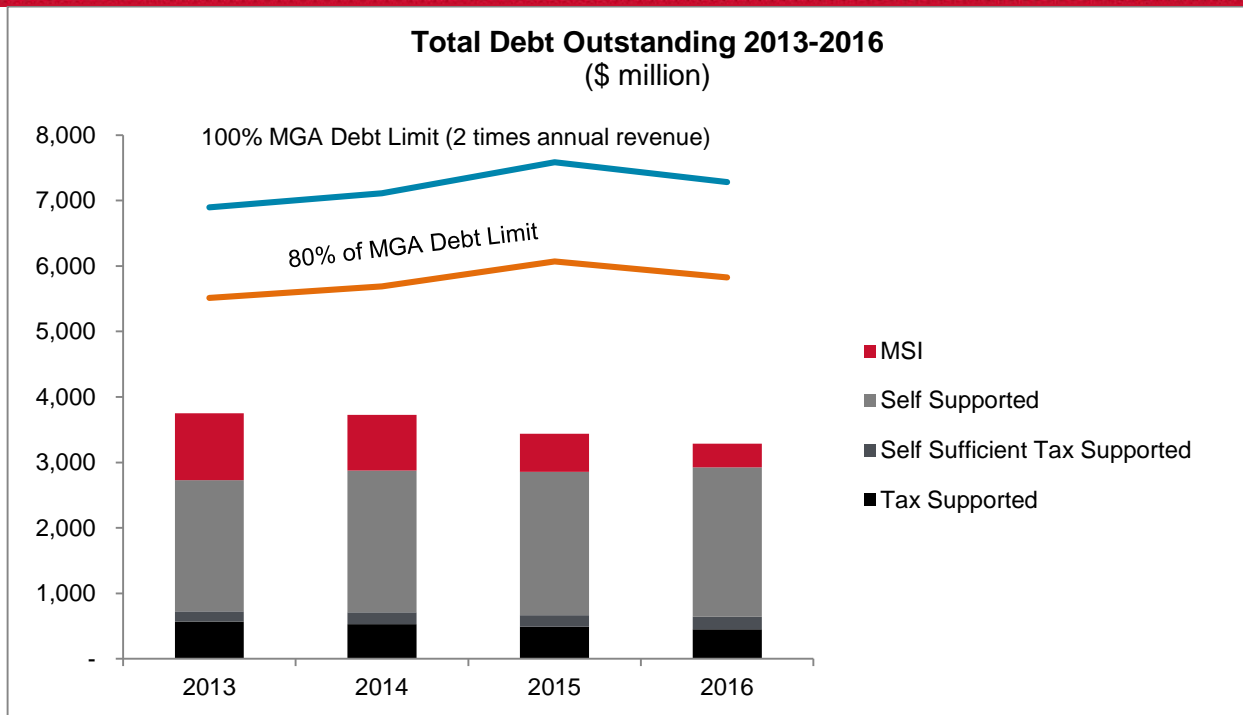


As a result of the creation of Infrastructure Calgary, which supported the capital budget cash flow recast and a focus on accelerating capital, The City had both a higher spend amount and percentage than the prior year. Capital programs spent 96.3 per cent of the budgeted amount, or \$1.5 billion of the \$1.6 billion 2016 total City capital budget. This is compared to 58.6 per cent or \$1.1 billion for the same period in 2015. For the tax-supported programs, 95.6 per cent or \$1.2 billion of the \$1.3 billion 2016 capital budget was spent.

As a result of changes made to the CFO006 policy, approved by Council, Administration can approve expenditures exceeding the current year budget as long as there is sufficient budget in future years for that project. As such, some areas have a year to date spend that exceeded the 2016 budget.

The total capital contributions made to the Budget Savings Account in 2016 were \$83.4 million, including contributions for future years. The cumulative capital contribution – including 2015 and 2016 contributions – was \$95.2 million (including \$0.9 million from Civic Partners).

# Debt Overview

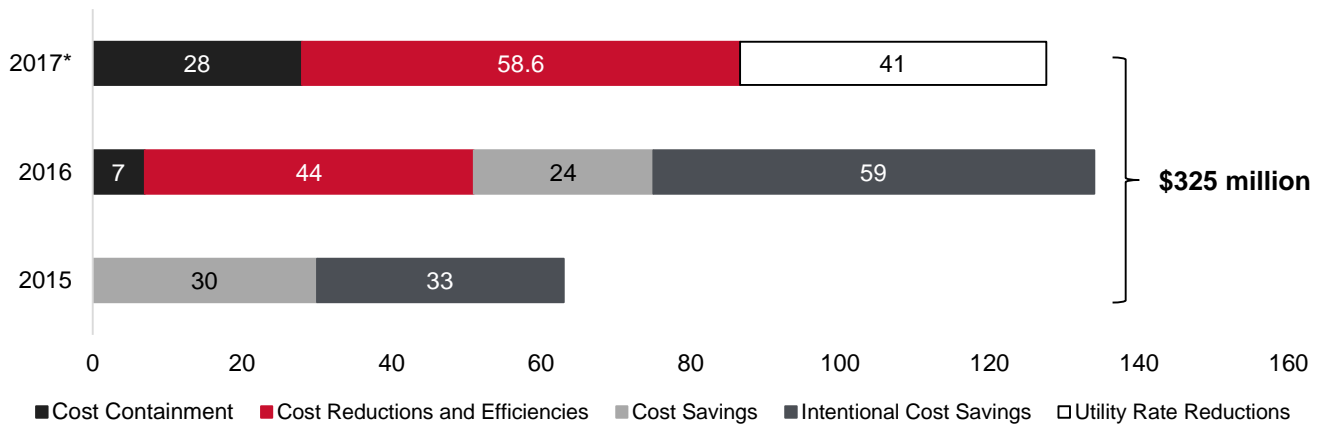


- Debt outstanding in 2016 was \$1.0 billion lower than estimated in Action Plan. The 2016 Action Plan estimated outstanding debt was \$4.3 billion.
- Annual debt service payments in 2016 were \$51 million lower than budgeted. The majority of these savings came from lower than budgeted borrowing, with lower than budgeted interest rates making a minor contribution as well.

# Savings & Efficiencies Overview



**Efficiencies, Savings & Reductions (Base and One-Time)**  
(\$ millions)



\*There may be intentional cost savings and cost savings in 2017; however, it is too early to know or forecast what those may be at this point in time.

Since Action Plan 2015-2018 was approved, The City of Calgary has achieved approximately **\$325 million** in savings and efficiencies.

Cost Containment in 2016 (**\$7 million**) was achieved by reducing the budgeted increase in pay for exempt employees.

The **\$44 million** in Cost Reductions and Efficiencies in 2016 was composed of corporate efficiencies (**\$20 million**), efficiencies arising from the 2016 Resilience Budget (**\$18 million**), and Action Plan budgeted business unit efficiencies (**\$6 million**).

Some of the Cost Reductions and Efficiencies in 2016 included but were not limited to:

- Over \$1.5 million in savings through implementation of a market-based approach for asphalt and crusher plant revenues and energy savings from LED streetlight retrofits;
- \$872 thousand in Information Technology by managing contracts with third-party providers as well as leveraging alternative service delivery options, technology advancements, and availability of online training; and
- \$757 thousand through alternative service delivery for park maintenance and establishing a performance measurement framework for seasonal employees, as per the Parks Zero-Based Review recommendations.

More details on Cost Savings contributed to the Budget Savings Account (**\$24 million**) and the Intentional Cost Savings used to fund certain Mid-Cycle Adjustment initiatives (**\$59 million**) can be found in the Operating Budget Overview on page 18.

The Zero-Based Review program completed three reviews in 2016 that collectively identified **\$31.8 million** in additional efficiencies, which will be realized in future years as the recommendations are implemented into operations.

# Utilities & Environmental Protection



## UEP Business Units

Environmental & Safety Management (ESM)

Waste & Recycling Services (WRS)

Utilities - Water Resources and Water Services (UTIL)

UEP aligns with the following Council Priorities:

*A city of inspiring neighbourhoods*

*A healthy and green city*

*A well-run city*

## OVERVIEW

Utilities & Environmental Protection (UEP) protects public health and the environment and helps all employees work safely. Services include: collection of residential waste; recycling services; composting and waste diversion programs; landfill management; contaminated site management; environmental and safety management; provision of safe, clean drinking water; treatment and disposal of wastewater; stormwater management, and protection of our rivers and watercourses.

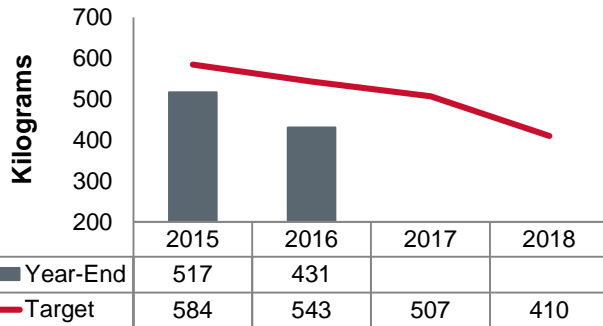
UEP leads The Corporation for workplace health and safety and environmental performance. Through corporate safety and environmental policies and the Corporate Safety Strategy, UEP supports all City departments to continually improve safety performance and manage environmental risk.

## YEAR-END HIGHLIGHTS

- Drinking water, wastewater and waste management facilities met provincial regulations at all times.
- The Water Services Zero-Based Review (ZBR) implementation plan and the Water Resources ZBR business cases and recommendations were both approved by Council.
- The UEP stage gating framework was implemented supporting oversight, accountability and delivery on the capital investment plan.
- Amendments to the Waste & Recycling Bylaw came into effect in 2016 requiring Multi-Family (MF) and Industrial, Commercial, Institutional (ICI) complexes to provide on-site recycling.
- Council approved changes to the Waste and Recycling Bylaw to support food and yard waste diversion in the Single-Family (SF), MF and ICI sectors effective 2017 November 1.
- An analysis of the provincial carbon levy was completed to understand the financial impact for The Corporation.
- The Certificate of Recognition (COR) audit was successfully completed, confirming The City's commitment to safety.



## H.PM2 Annual Waste Landfilled Per Capita

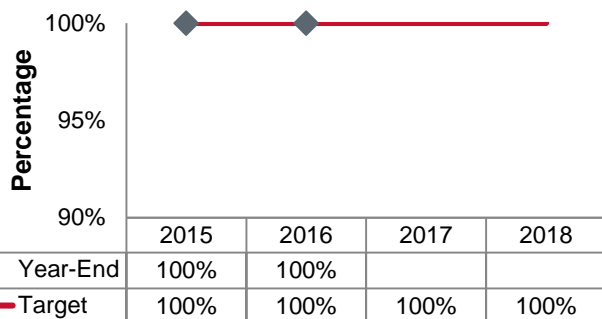


## H.PM2 Annual Waste Landfilled Per Capita

Waste landfilled per capita measures the total amount of waste disposed at The City of Calgary landfills by all customer sectors and attributes an average amount (kilograms) to each Calgarian. Waste landfilled per capita continues to trend downward.

**Year-End Update:** This measure has decreased 17 per cent over the same time last year, resulting in two years of faster than anticipated decline. The reduction in waste landfilled is attributed to lower tonnage from commercial customers, current economic conditions, and increased diversion. It is anticipated that this measure will continue to trend below target for the remainder of the business cycle.

## H.PM5 Provincial Regulations Met For Treated Drinking Water Quality



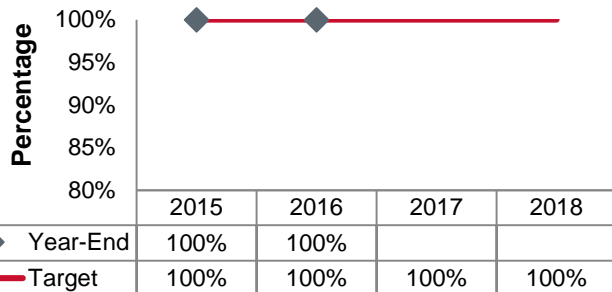
## H.PM5 Provincial Regulations Met For Treated Drinking Water Quality

The Utilities are committed to protecting public health and the environment, and treating drinking water in order to meet provincial regulations. This involves over 100,000 tests per year, on more than 150 accredited water quality parameters.

### Year-End Update:

Calgary's drinking water continues to meet provincial water quality regulations and Health Canada guidelines. The Utilities continue to work with regulators to understand and provide input into policy and regulatory changes.

## H.PM6 Provincial Regulations Met For Treated Wastewater



## H.PM6 Provincial Regulations Met For Treated Wastewater

The Utilities treated wastewater must meet standards set by the provincial operating approval and the Federal Regulations that came into effect in January 2015. Regular tests are conducted to measure the quality of the treated water returning to the river.

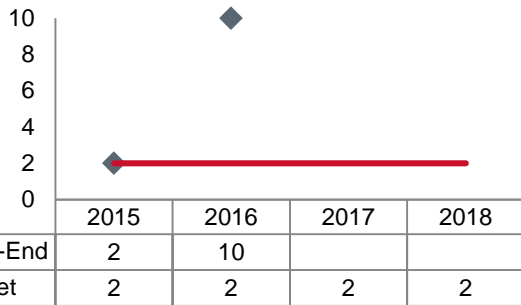
### Year-End Update:

In 2016, the three wastewater treatment plants produced a treated wastewater quality better than the quality specified by Alberta Environment and Parks 100% of the time.

# Utilities & Environmental Protection



## N.PM3 Number of City-Owned Brownfields Returned To Productive Community Use



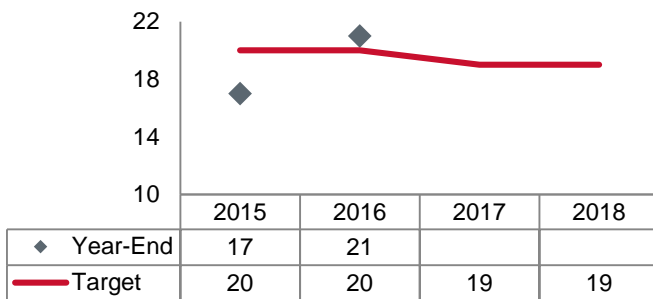
## N.PM3 Number of City-Owned Brownfields Returned To Productive Community Use

Redeveloping brownfields allows for the re-use of land, supports urban densification, stimulates community revitalization, increases property values and reduces health and environmental risks.

### Year-End Update:

A combined total of 10 brownfield sites were addressed in 2016, exceeding the annual target. The additional sites included 8 land dispositions and were a result of business unit collaboration to address and track brownfields sold for redevelopment.

## W.PM17 Annual Average Number of Days Lost Per Lost Time Claim Throughout the Corporation



## W.PM17 Annual Average Number of Days Lost Per Lost Time Claim Throughout The Corporation

Reducing the number of days lost per Lost Time Claim (LTC) supports employees and contributes to reducing Workers' Compensation Board (WCB) claims costs. Supporting employees in their recovery through gradual increases in their duties and work hours reduces the number of days away from work and reduces costs.

### Year-End Update:

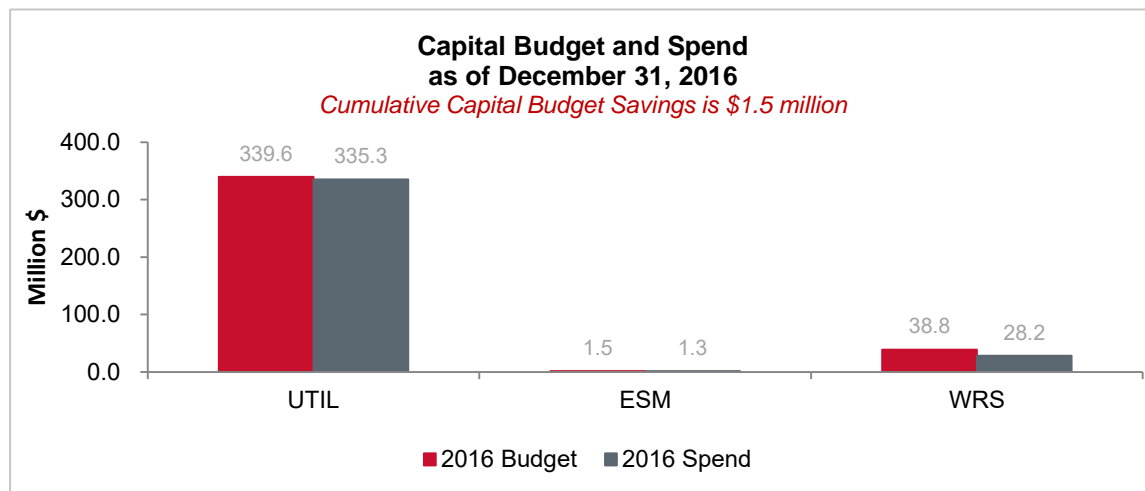
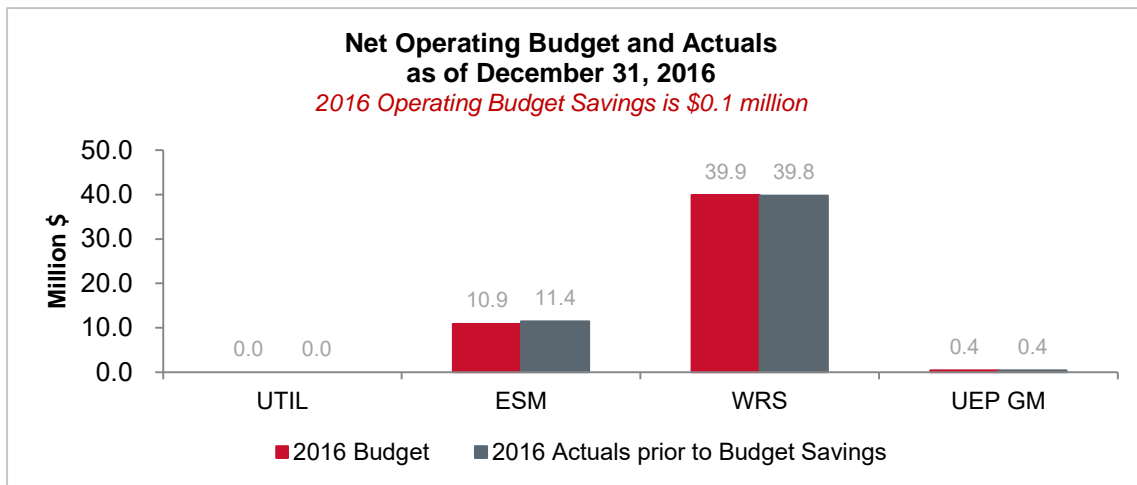
The City did not achieve the 2016 target for average number of days lost per lost time claim throughout the Corporation.



[Link to additional performance measures here](#)



# Utilities & Environmental Protection



## Operating Budget Summary

Tax-supported operations in WRS are \$129 thousand favourable prior to budget savings due to vacancies, which has been contributed to the Budget Savings Account. ESM is \$540 thousand unfavourable, primarily due to the corporate environmental liability provision – this unfavourable variance will be absorbed corporately. Self-supported – Utilities’ year end variance is \$0, because the operating surplus of \$177 million was transferred to reserve for funding capital expenditure and reducing the amount of borrowing required. This larger than budgeted operating surplus is primarily due to higher than anticipated growth in residential metered and large general service accounts. Self-supported operations in WRS (blue cart recycling and landfill operations) revenue is overall \$10.8 million unfavorable mainly due to lower tonnages received at waste management facilities. The unfavorable revenue variance has been addressed through reduced operating schedules and lower contribution to reserve. From self-supported programs, the total contribution from operations to reserve was \$8.4 million to fund future diversion and landfill capital projects.

## Capital Budget Summary

Utilities - Bears paw Electrical Distribution Centre will be completed in March 2017 and Bowness Sanitary Sewer Upgrades was commissioned in April 2016. The Bonnybrook Dewatering Building is targeted to be operational in October 2017. This project has a total budget of \$93.6 million with actual spent to-date of \$51.9 million. Overall, the Utilities’ capital spend in 2016 is \$335.3 million, at 99 per cent of a budget of \$339.6 million. ESM – 86 per cent capital spending mainly on Climate Change project and additional modules for the safety data management system which were completed and rolled out corporate-wide. WRS - The capital spend rate is 73 per cent of budget. Construction continues on the Organics and Biosolids Composting Facility. Federal Gas Tax funding of \$11.7million was used to fund a variety of environmental projects including: leachate treatment, landfill remediation, stormwater management projects and facilities projects.

# Transportation



## Transportation Business Units

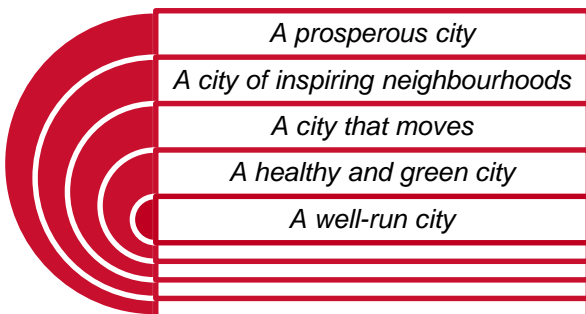
Calgary Transit (CT)

Roads (RDS)

Transportation Infrastructure (TI)

Transportation Planning (TP)

Transportation aligns with the following Council Priorities:



## OVERVIEW

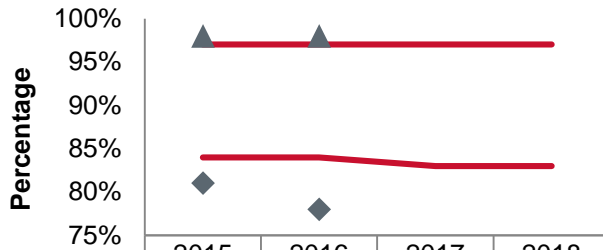
Transportation provides a comprehensive system of safe, efficient and customer-focused travel choices that keep Calgarians moving. The department works together and with partners to plan, design, build, operate and maintain a transportation network that supports walking, cycling, transit, goods movement and private motoring. Transportation revisits the network to provide constant improvement in efficiency and effectiveness and to enhance and support the growth of our city.

## YEAR-END HIGHLIGHTS

- Eleven missing pedestrian links, over 10 kilometers of cycling facilities and 380 curb cuts were built to improve access across the city.
- A garage expansion at Spring Gardens was completed adding 33 per cent more sheltered capacity and increasing the energy efficiency of the facility.
- Significant progress was made on Green Line LRT with heavily engaged planning work, active land acquisition and the development of a staging strategy.
- Ground was broken on the new Stoney Compressed Natural Gas Transit Maintenance Facility which will facilitate a new generation of low emission buses for Calgary Transit.
- Twelve congestion relief projects which include safety improvements at four intersections were constructed.
- Construction continued on major interchanges at:
  - Crowchild Trail/Flanders Avenue SW;
  - Glenmore Trail/Ogden Road SE;
  - Macleod Trail/162 Avenue S; and
  - Bowfort Road/Trans Canada Highway NW.
- 265 lane kilometers of roadway and 28 kilometers of sidewalk were replaced.
- The city centre cycle track network pilot project was completed and approved to remain in place, improving cycling access and safety in the highest density part of Calgary.



**M.PM6 & M.PM7 Per cent of pavement and sidewalks that are in good or very good condition**



	2015	2016	2017	2018
◆ Pavement	81%	78%		
— Pavement Target	84%	84%	83%	83%
▲ Sidewalks	98%	98%		
— Sidewalk Target	97%	97%	97%	97%

**M.PM6 Per cent of pavement that is in good or very good condition and M.PM7 Per cent of sidewalks that are in good or very good condition**

Pavement and sidewalks are surveyed annually and graded by condition as part of an asset management program, helping to inform annual construction programs. High quality pavement contributes to an efficient transportation system, and high quality sidewalks ensure all citizens can access the places they need to go to.

Pavement conditions fell slightly in 2016 as deterioration of roadways outpaced rehabilitation efforts. Sidewalk conditions remain high overall, with 98 per cent achieving a grade of good or very good. The recent Step Forward pedestrian strategy identified the increasing average age of sidewalks in the city which will become more challenging in the future. Although quality remains high, investment priorities will need to adjust to ensure that an infrastructure maintenance gap doesn't develop over time.

**N.PM5 Number of days to repair residential streetlights**



	2015	2016	2017	2018
◆ Year-End	28	22		
— Target	30	30	30	30

**N.PM5 Number of days to repair residential streetlights**

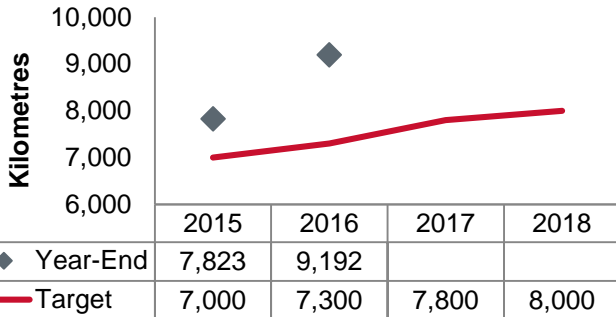
Streetlights make up one of the largest infrastructure systems in the city. A major multi-year initiative to refit Calgary's streetlight fixtures to LED from other technologies is nearing completion. This change not only uses more efficient lighting that saves energy and saves money, it has improved reliability, reducing the amount of time and effort needed to maintain a quality streetlight system.

Over the past two years, the average number of days to repair residential streetlights has fallen significantly. At 22 days in 2016, this figure is now nearly half of the 2012 level of 40 days.

# Transportation



**M.PM2 Average distance between bus breakdowns**

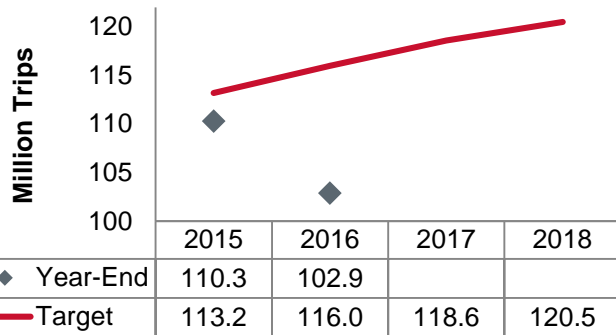


**M.PM2 Average distance between bus breakdowns**

The average distance between bus breakdowns measures the reliability of bus service. Calgary Transit has been active in addressing the components of on-time performance that it has the most control over (mainly vehicle reliability and infrastructure availability.)

The frequency of breakdowns improved considerably and is now far above target at nearly 9,200 kilometres. This was achieved by phasing out the oldest and most unreliable vehicles in the fleet and improving regular maintenance schedules. Unfavourable currency value has halted fleet replacement which increases the risk that this positive trend will reverse.

**M.PM5 Annual transit ridership (in millions)**

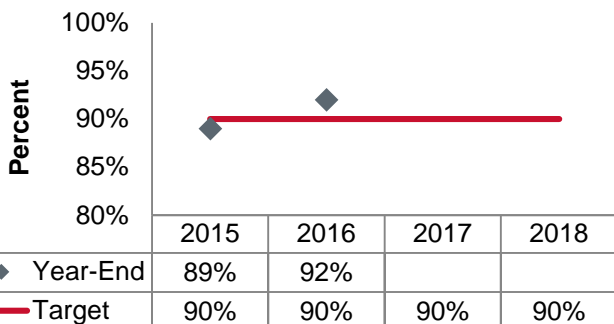


**M.PM5 Annual transit ridership (in millions)**

Transit ridership is an indicator of Calgarians choosing more sustainable travel options, and reflects the attractiveness of transit as a travel choice.

Weak employment numbers, particularly in the city centre where transit is most competitive, combined with slower than expected population growth has contributed to lower than expected transit ridership. Calgary Transit has responded by carefully controlling expenses and service expansion while ridership is low. There is an opportunity to increase riders from higher post secondary enrollment.

**W.PM1 Transportation's 311 service request on-time completion rate**



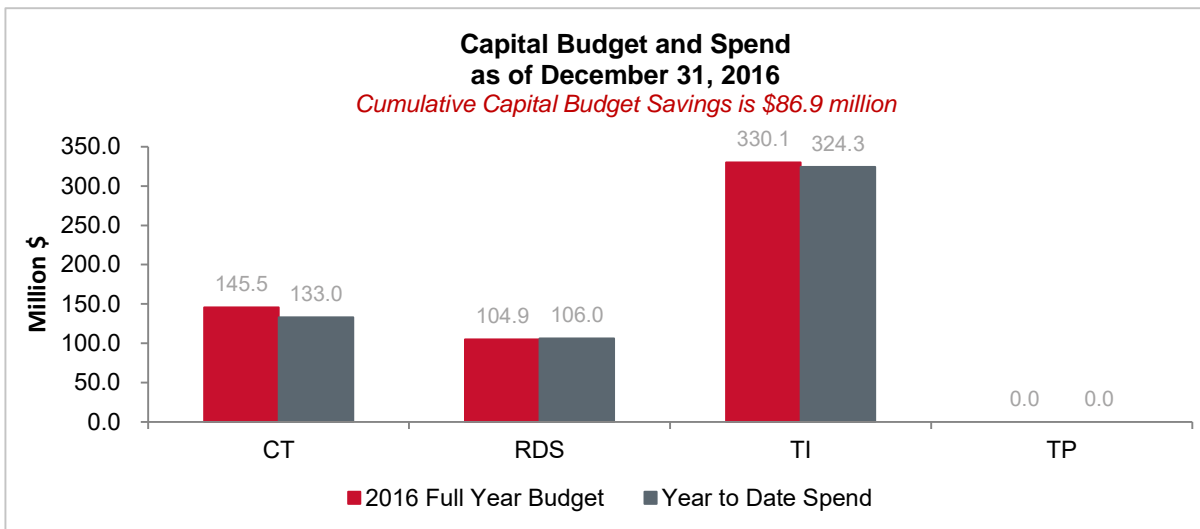
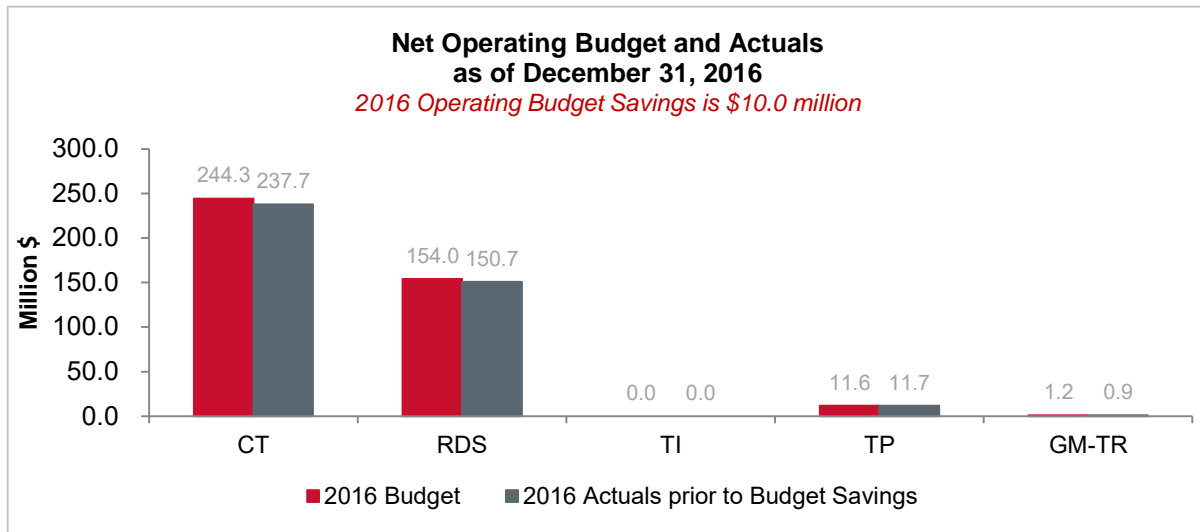
**W.PM1 Transportation's 311 service request on-time completion rate**

The timely response to service requests is a direct reflection of The City's commitment to customer service for citizens, businesses and visitors to Calgary.

A renewed focus on improving customer service combined with more aggressive targets has led to steady improvement over the past five years. On-time performance for all lines of service in the department is now above 92 per cent.

[Link to additional performance measures here](#)

# Transportation



## Operating Budget Summary

A mild spring resulted in lower than budgeted costs for snow and ice control in 2016. This combined with higher revenues from permits and other traffic work led to a favourable variance of \$3.2 million prior to budget savings for Roads. Calgary Transit also benefited from lower snow and ice costs, which combined with lower fuel costs and savings from managed vacancies led to a favourable variance of \$6.6 million prior to budget savings. Combined with other smaller variances from Transportation Planning and the GM Office, the department has a net favourable variance of \$10.0 million which was transferred to the Budget Savings Account Reserve at year end.

## Capital Budget Summary

2017 was a very successful year with capital projects with \$563.5 million in expenditures. This is 97.1 per cent of budget, and a substantial increase over recent years. Major projects that got underway include the 12 Street SE bridge replacement between St George’s Island and Inglewood and new interchanges at 162 Avenue at Macleod Trail S, Bowford Road at Trans-Canada Highway NW, and Glenmore Trail at Ogden Road SE. Additionally the new interchange at Flanders Avenue and Crowchild Trail SW was opened to traffic in late 2016 with final completion anticipated in 2017.

Numerous local capital projects were also completed including: 30 Rectangular Rapid Flashing Beacons (RRFBs), 35 walking and biking projects, 51,000 LED streetlight refits, public realm improvements in Kensington, 266 lane kilometers of paving, repairs to several +15 bridges, and various traffic congestion projects.

# Community Services



## CS Business Units

Calgary Community Standards (CCS)

Calgary Emergency Management Agency (CEMA)

Calgary Fire Department (FIRE)

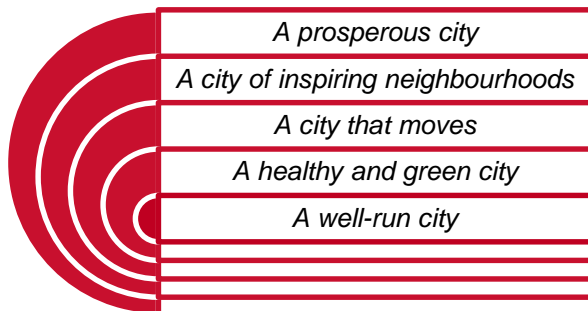
Calgary Housing (CH)

Calgary Neighbourhoods (CN)

Calgary Parks (PRK)

Calgary Recreation (REC)

CS aligns with the following Council Priorities:



## OVERVIEW

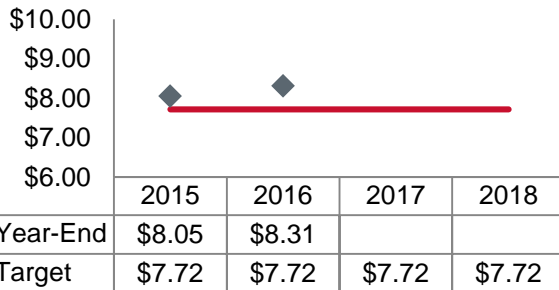
Community Services (CS) is The City's largest and most citizen-facing department. Collaboration is essential to the work CS does. CS works with The City's 14 official Civic Partners and hundreds of other partner organizations to deliver programs and services that contribute to the well-being and quality of life of Calgarians.

## YEAR-END HIGHLIGHTS

- By collaborating with both the Calgary Catholic Immigration Society and Immigrant Services Calgary, CS created meaningful opportunities for refugee children and youth. These children learned about play, Canadian customs, and were provided exposure to Calgary amenities like parks and recreation centres. Some programs offered included:
  - Welcome Fair - Artist instructors from North Mount Pleasant Arts Centre welcomed groups to City Hall School to sample unique visual art activities, including drawing, painting, paper collage, and printmaking;
  - Swim lessons - 30 individuals from Calgary Recreation assisted in teaching children to swim;
  - Jumpstart Fun Bus - 34 children registered for this five-week program that included activities such as swimming, basketball, soccer, and golf lessons. Participants were provided swimsuits and towels, along with dinner each night; and,
  - Various fire safety presentations, workshops and community events.
- The Fair Entry program administers the single entry application process for five subsidized City programs and services. In 2016, the program approved over 50,000 Calgarians to receive at least one subsidy.
- Eight million dollars in funding supported the acquisition of East Village Place which enables Calgary Housing Company to continue to provide 163 homes for low to moderate income Calgarians, responding to affordable housing needs in the city.
- CEMA worked closely to formalize and leverage stronger partnerships with two particular groups: the Emergency Wellness Response Team which ensures individuals displaced from their homes as a result of an emergency are provided with basic psychosocial support to assist in their effective recovery from an event; and the post-secondary institutions in Calgary to collectively share knowledge and preparedness information to ensure effective response and recovery.



## P.PM3 Number of dollars leveraged through partnerships for each \$1 invested in FCSS



## P.PM3 Number of dollars leveraged through partnerships for each \$1 invested in FCSS

Family & Community Support Services (FCSS) has been changing lives and communities across Alberta for 50 years, preventing people from experiencing crisis by building their skills and resiliency to overcome challenges like poverty, homelessness, violence, addictions and mental health issues.

Volunteer hours and community donations, along with municipal and provincial contributions, are used to determine the dollars leveraged through partnerships. Increases in provincial funding and in the dollar value of volunteer hours allowed for the target to be exceeded despite a decrease in community donations to nonprofit organizations.

Given the economic downturn, the timing is right to deliver and expand prevention services to Calgarians. The funding was invested to help agencies facing a growing population with increasingly complex social issues and enable programs that assist Calgarians to get the help they need before they reach a crisis point. FCSS agencies and programs across Calgary accessed provincial funding through a call for proposals. The funding allowed FCSS to increase the capacity of programs available to vulnerable populations in existing agencies and through funding for new agencies.

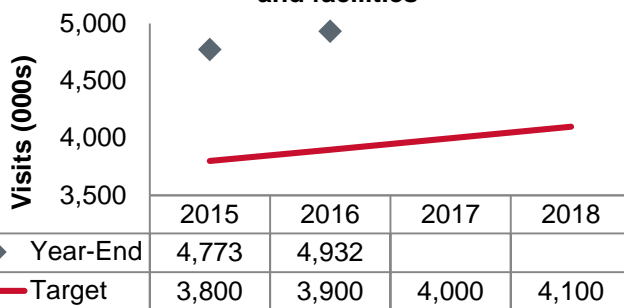
## H.PM2 Number of participant visits to City of Calgary recreation programs, services and facilities

The City continues to ensure Calgarians of all ages have access to quality recreation and cultural opportunities that inspire individuals, families and communities to lead healthy, active, and creative lives through a combination of City-operated and partner-operated facilities. In 2016, participant visits to recreational programs, services and facilities was 4.9 Million, a 3% increase over the previous year (over 12,000 people per day visit our facilities). Recreation continues to be top of mind - 93 per cent of Calgarians surveyed are satisfied with both Recreation programs and facilities. The increase in participation rates of Calgarians in sport and recreation activities can be attributed to programming, infrastructure and marketing initiatives that are ongoing.

- Multi-sector Collaboration
  - #GetMovingYYC
  - Jumpstart – I Love Soccer/Skating/Cricket & Jumpstart Games
  - Prescription to Get Active
- Addressing Evolving Customer and Community Needs
  - Growth Infrastructure
  - Revitalization Infrastructure in Established Communities
  - Skateboard and Playfield Strategy
  - Fee Assistance 27% increase in utilization compared to 2015

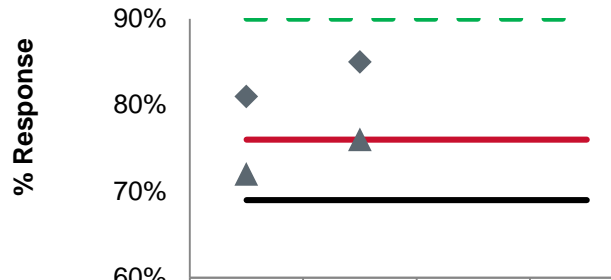


## H.PM2 Number of participant visits to City of Calgary recreation programs, services and facilities





## N.PM2 First-in unit emergency response at fire suppression incidents N.PM4 full first alarm response at high-risk fire suppression incidents



	2015	2016	2017	2018
◆ N.PM2 Year-End	81%	85%		
— N.PM2 Target	76%	76%	76%	76%
▲ N.PM4 Year-End	72%	76%		
— N.PM4 Target	69%	69%	69%	69%
— Long-Term Target	90%	90%	90%	90%

## N.PM2 First-in unit emergency response within seven minutes at fire suppression incidents and N.PM4 Achieve full first alarm assignment at high-risk fire suppression incidents within 11 minutes

First-in unit performance at fire suppression incidents, and full first alarm assignment performance to high-risk suppression incidents improved from 2015 due to:

- Performance awareness;
- Strategic apparatus placement including medical response units and dynamic deployment; and
- Technology enhancements.

Fire's first-in unit to fire incidents improved by 26 seconds to seven minutes and 39 seconds in 2016. This is 39 seconds slower than CFD's long term target to arrive within seven minutes, 90 percent of the time. Fire's performance also improved by 28 seconds in 2016, to assemble 12 firefighters at a high-risk fire incident (full first alarm assignment), to 13 minutes and 11 seconds. This is still more than two minutes slower than CFD's long term target of 11 minutes, 90 percent of the time.

## N.PM9 Percent of bylaw calls for service resolved through education and voluntary compliance



	2015	2016	2017	2018
◆ Year-End	96%	96%		
— Target	95%	95%	95%	95%

## N.PM9 Percent of bylaw calls for service resolved through education and voluntary compliance

Community Services believes in an education-first approach to bylaw enforcement. Through various campaigns and programs, we strive to teach citizens about our bylaws and how citizens can lead by example. In 2016, as part of our collaborative efforts with Business Revitalization Zone communities and other partner business units, The City:

- Implemented the 2016 "Clean to the Core initiative"; a joint-effort maintenance program focusing on litter control, graffiti removal, poster/sticker removal from poles and street furniture, and tidy garbage receptacles;
- Coordinated 109 community cleanups;
- Held 52 Pick Up Pooch's Poo Yourself (PUPPY) events, with over 3100 participants at various high-traffic off-leash sites city-wide. The program provides citizens with opportunities to actively learn about responsible pet ownership and the environmental importance of picking up and disposing of pet waste.



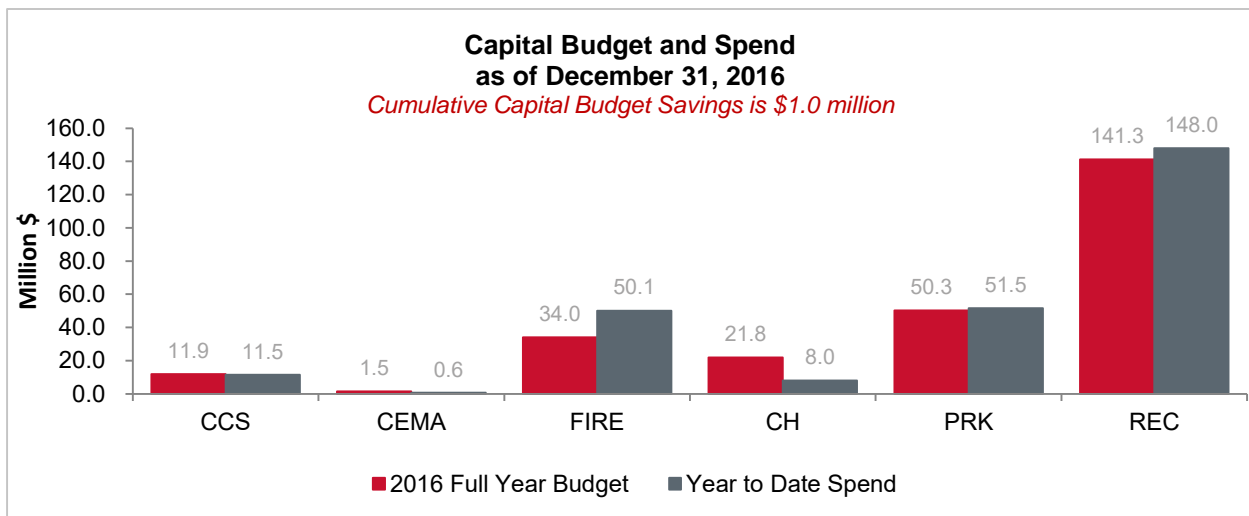
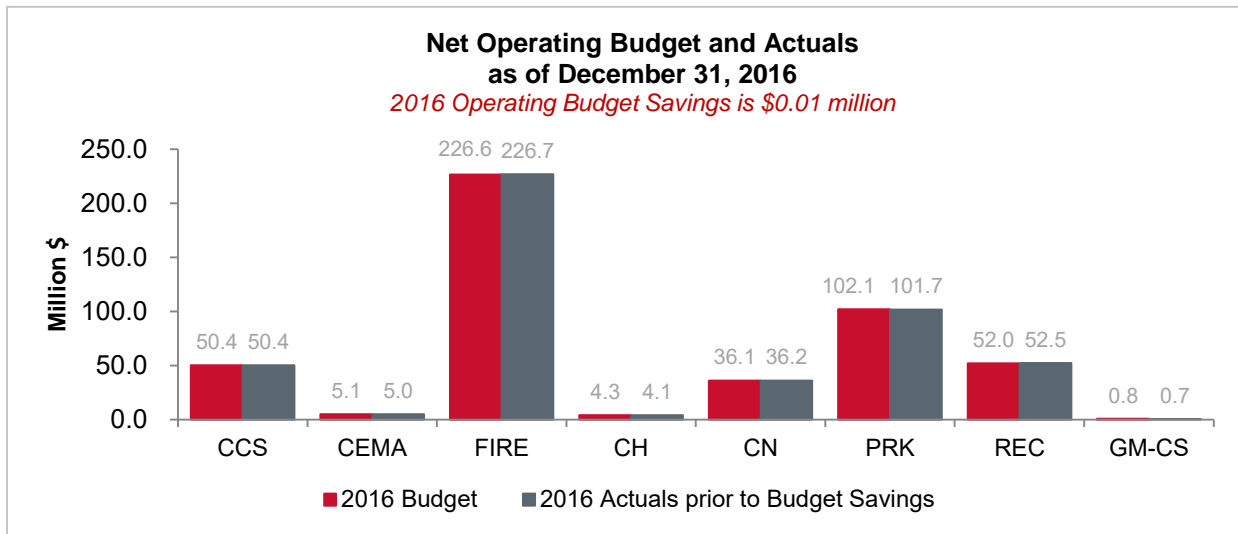
## OTHER YEAR-END HIGHLIGHTS

- Calgary Economic Development (CED) sought to diversify and grow the economy through the attraction of over 25 companies and film projects to Calgary, generating 905 direct and indirect jobs.
- The City supported 101 community associations (CAs) to develop business plans. These plans support the sustainability of CAs and are a requirement of community groups with licences of occupation (LOCs). Through the community sustainability reserve, five community groups were awarded funds totalling over \$135,000 to increase the effectiveness of community organizations with infrastructure on City-owned land.

[Link to additional performance measures here](#)



# Community Services



## Operating Budget Summary

Community Services (CS) was on budget with a net favourable variance of \$6 thousand prior to budget savings.

## Capital Budget Summary

CS has achieved a 103 per cent spend rate (\$269.7 million). Two of the Council-approved recreation facilities, Quarry Park and Great Plains, opened in 2016 and are operated by a third party. Royal Vista Emergency Response Station opened in September 2016. In partnership with the Bow Cliff Seniors, the Spruce Cliff Community Association and the Calgary Lawn Bowling Club, The City opened a joint-use facility in Spruce Cliff this spring. The Thomson Family Park opened in October. The Capital Conservation Grant spent \$6.9 million to focus mainly on urgent safety issues in our aging neighbourhood group infrastructure. The grant ensures facilities can stay open and provide for vital community programming.



## OVERVIEW

Planning & Development's (PD) mission is to plan and facilitate building a great Calgary. In 2016, PD defined three key result areas to ensure our services are prioritized, aligned and intentionally managed. PD is committed to fulfilling those results by building strong relationships and working with citizens, customers, communities, industry, cross-corporate partners and our 650 staff.

### PD Business Units

Calgary Growth Strategies (CGS)

Community Planning (CP)

Calgary Approvals Coordination (CAC)

Calgary Building Services (CBS)

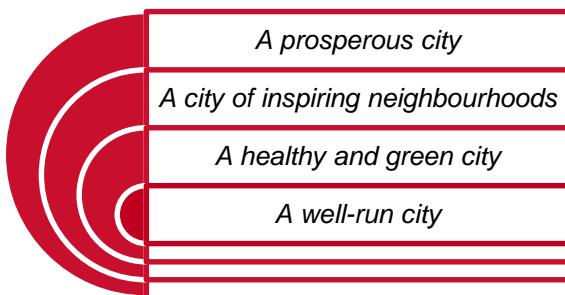
## YEAR-END HIGHLIGHTS

**Municipal Development Plan (MDP) Vision is Advanced:** PD finalized preparation of the Centre City and Developed Areas Guidebooks, intended to make planning more streamlined, executable and effective. The Guidebooks will be used as the foundation for new policy plans, including the East Village Area Redevelopment Plan (ARP). The Developed Areas Guidebook will be the basis for the Main Streets project policy work, as well as local area plans for future Green Line SE stations. PD led the cross-corporate alignment, coordination and preparation of these plans, as well as preparation of a Scoping Report for a new Chinatown ARP. Work on the East Stoney Area Structure Plan also began, based on the previously approved New Community Planning Guidebook. These policy plans further articulate development objectives for strategic MDP locations.

**Development is Realized:** A Zero-Based Review for Calgary Building Services was completed, with key recommendations focused on streamlining processes and costs for small businesses and homeowners. Focused improvements to the planning process continued under the Industry/City Workplan for timely, consistent and coordinated processing of applications. A new staff training program was launched to achieve better quality planning decisions. Decisions were made on 5,139 Development Permits in 2016 and over 15,000 building permit applications were submitted. This includes applications for 11,045 residential units, with nearly 60% being for apartments and townhouses.

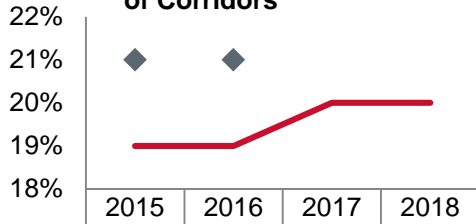
**Buildings are Safe:** PD worked with building owners and managers to prepare for the new Building Maintenance Bylaw coming into force on 2017 January 1. For the first time, energy efficiency requirements came into effect with changes to the National Energy and Alberta Building Codes, effective 2016 November 1, ensuring new buildings are not only safe, but healthy places to live and work. In 2016, PD completed 198,780 code inspections, including those for electrical, plumbing and gas.

PD aligns with the following Council Priorities:





### H.PM1 Per cent of total population within Activity Centres and within 600m of Corridors

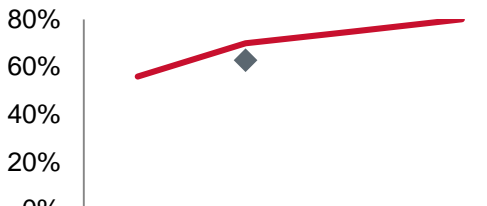


	2015	2016	2017	2018
◆ Year-End	21%	21%		
— Target	19%	19%	20%	20%

### H.PM1 Per cent of total population within Activity Centres and within 600 m of Corridors, as per the Municipal Development Plan (MDP):

This performance measure supports the MDP goal of locating portions of new housing and jobs in higher intensity, mixed-use areas. Progress remained modest with the long term MDP target being 30%. Work on the Main Streets program and Green Line Project station area plans continued to set the stage for increased population and employment in these areas in the future. The population numbers were obtained through the annual civic census.

### N.PM7 Per cent of development permit decisions made within 120 calendar days of application submission

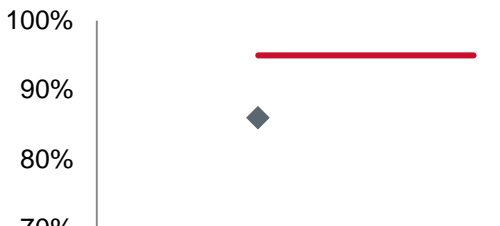


	2015	2016	2017	2018
◆ Year-End	N/A	63%		
— Target	56%	70%	75%	80%

### N.PM7 Per cent of development permit decisions made for multi-family, commercial, industrial and institutional applications within 120 calendar days of application submission:

A total of 758 decisions were made, with 481 (or 63%) being on target. This new performance measure incorporates both City and applicant times to reach a timely decision, and requires both parties to work collaboratively. Approval timelines improved since the beginning of the year (53% were on target in Q1 with 70% on target in Q4). PD continued to work with its partners to find process improvements, standardization and other efficiencies as part of the Processing Improvements Strategy of the Industry/City Work Plan. For example, Administration continued to improve established timelines for comments (Detailed Team Review) sent to applicants on their development permit applications (this improved from 25% in January to 88% on target in Q4).

### W.PM6 Per cent of building permits that received permission to commence within 21 calendar days of application



	2015	2016	2017	2018
◆ Year-End		86%		
— Target		95%	95%	95%

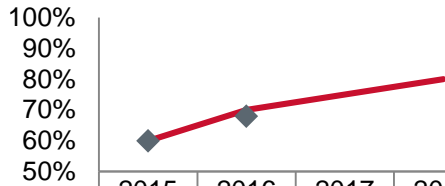
### W.PM6 Per cent of building permits for new commercial and multi-family projects that received permission to commence construction within 21 calendar days of application submission:

This measure aims to have the full building permit issued within 21 days of application for these types of projects. While the permit is under review, the applicant is given an instant partial permit, which enables them to begin work the next day (usually site excavation). This is important for successful project planning, as it provides applicants an instant start with certainty that the remainder of the permit will be released within three weeks. To help meet customer needs, four field staff were redeployed to assist in application reviews in the second half of 2016.

# Planning & Development



## W.PM5 Per cent of customers served within 20 minutes of arrival at the Planning Services Counter



	2015	2016	2017	2018
◆ Year-End	60%	68%		
— Target	60%	70%	75%	80%

## W.PM5 Per cent of customers served within 20 minutes of arrival at the Planning Services Counter:

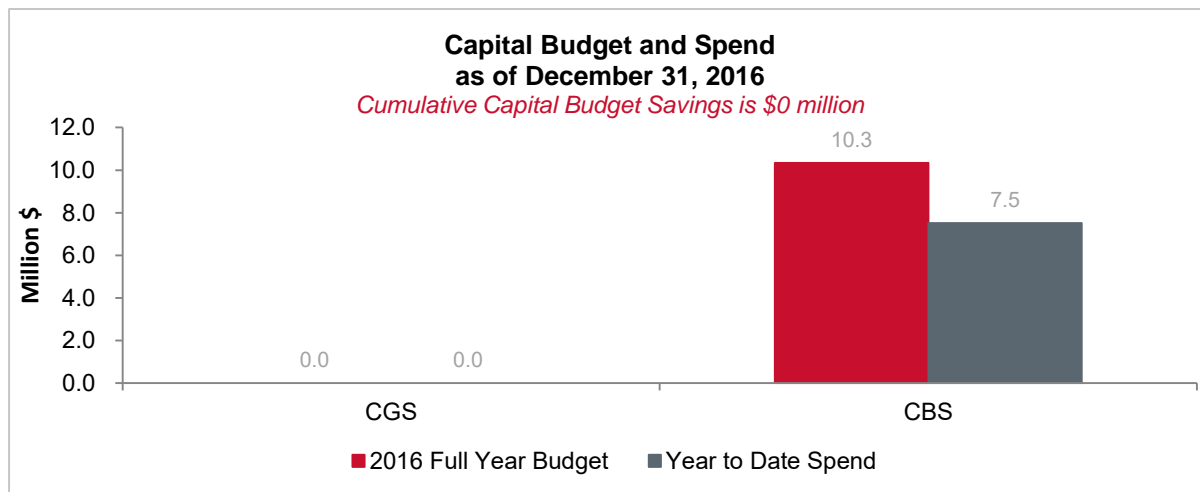
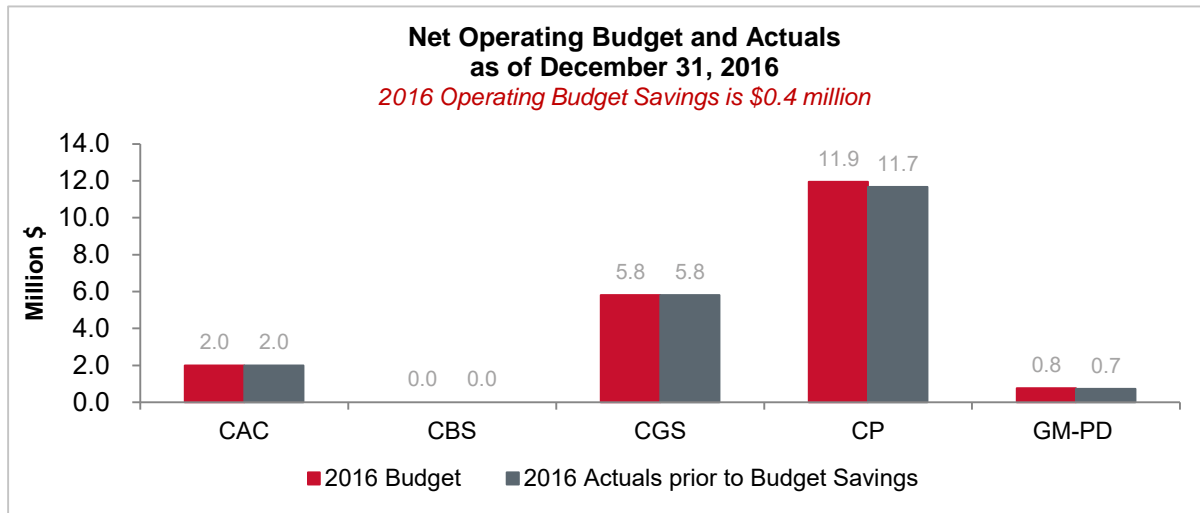
57,955 people were served at the 3<sup>rd</sup> Floor Planning Services Counter (down less than 2% from last year), equaling one customer assisted every two minutes and 12 seconds. Wait times have continued to improve and averaged 15 minutes, down from 26 minutes at the end of 2015. Streamlined processes, improved customer focus, and staff training have resulted in a performance increase of 8% over last year. Better pre-screening by the greeter has prepared customers once they arrive at the planning services counter. In October, the department saw a spike in Building Permit applications, in advance of changes to the energy requirements of the National Energy and Alberta Building Codes. If the month of October is removed from the 2016 total, the year-end measure would have been 69%.

## OTHER YEAR-END HIGHLIGHTS

- Work on the Industry/City Workplan continued with all six initiatives now underway. Notable achievements include the Growth Investment Strategy, a clear process for Growth Management Overlay removals, exploration of alternate funding mechanisms, publishing an inventory of charges in the redevelopment context, training programs and process improvements. These successes have increased transparency and strengthened relationships with Industry.
- A total of 414 planning reports (policy, outline plan, land use amendments, etc.) were presented at Calgary Planning Commission with 364 reports forwarded to Council for approval. Of the total, 349 were for Land Use Amendments, including 178 for Secondary Suites.
- An Evaluation Report for the Developer-Funded Area Structure Plan (ASP) program was presented to Council and included key learnings for future plans being prepared using this model.
- In 2016, Planning & Development:
  - made recommendations on 323 Land Use Amendments;
  - made decisions on 5,139 Development Permits;
  - released 14,941 Building Permits (with a value of \$4.7 billion);
  - issued 38,733 Business Licences, including 31,357 renewals (down from 38,179 in 2015) and 7376 new (up from only 525 in 2015) Licenses; and
  - answered 126,929 customer calls to the PD Call Centre, the highest number ever received by the department in one year. One call was answered every 60 seconds, with the average call lasting three minutes and 36 seconds.



[Link to additional performance measures here](#)



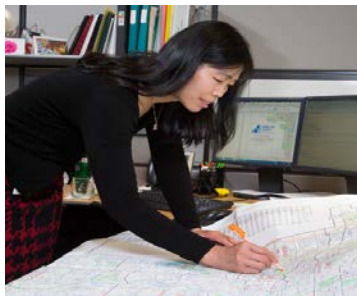
Planning & Development (PD) includes four business units plus the General Manager’s (GM) Office. Community Planning (CP) and the GM’s Office are both tax supported and Calgary Building Services (CBS) is fully self-supported. Calgary Approvals Coordination (CAC) and Calgary Growth Strategies (CGS) are a mix of tax and self-supported.

**Operating Budget Summary:**

PD’s net contribution to the Budget Savings Account of \$0.4 million is mainly due to savings in salaries and wages from vacancy management, business expenses and consulting expenditures. CBS is mandated to fund its operating and capital expenditures from its revenue and transfer all operating surplus or deficit to/from the CBS Sustainment Reserve to retain its self-supporting status. As at 2016 December 31, the CBS Sustainment Reserve had a balance of \$99.1 million (up \$5.4 million from the 2015 year-end balance) mainly due to higher than budgeted 2016 permit and fee revenue. In November, Council approved a planning & development application fee freeze of 2016 rates for 2017. The fee freeze is anticipated to have a \$1.3 million impact. In addition, PD is forecasting a \$6.7 million revenue reduction in permit applications for 2017, for a total impact of \$8.0 million.

**Capital Budget Summary:**

As at 2016 December 31, the PD capital expenditure was \$7.5 million or 73 per cent of the 2016 capital budget total of \$10.3 million. This includes projects for Work Space Initiatives (e.g. renovations to the 3<sup>rd</sup> Floor Planning Services Counter), Business Technology Sustainment (conversion of systems that support external services and enable on-line application and payment) and Capital Asset Acquisition (e.g. vehicles and lifecycle replacement of computer equipment).



## DCMO Business Units

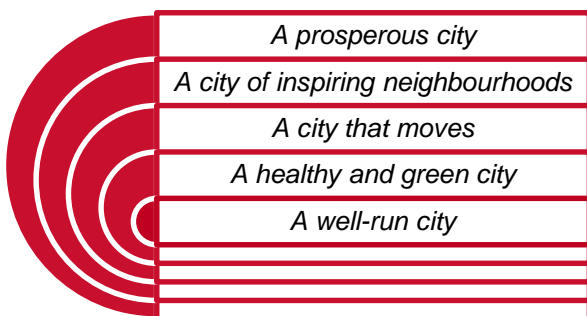
Corporate Analytics & Innovation (CAI)

Facility Management (FM)

Fleet Services (Fleet)

Real Estate & Development Services (RE&DS)

DCMO aligns with the following Council Priorities:



## OVERVIEW

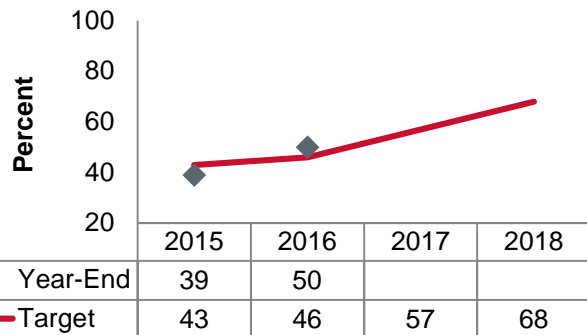
The Deputy City Manager's Office (DCMO) plays a major role in the management of The City's physical and information assets. It operates major City workplaces and workspaces, manages a large portion of The City's fleet vehicles, and implements organizational standards regarding asset and project management. The DCMO develops and sells City-owned land to encourage economic development. In addition to the identified business units, Resilience and Infrastructure Calgary, Supply Management and Intergovernmental & Corporate Strategy divisions are within the DCMO.

## YEAR-END HIGHLIGHTS

- In response to the temporary partial closure of the Municipal Complex Building, Facility Management has developed a temporary shoring solution for the truss assembly which will allow staff to safely re-occupy the impacted areas of the building in early Q2 2017. 530 staff were relocated by Facility Management to alternate work locations.
- Fleet's analysis on several types of previously outsourced maintenance work showed that, for some types of work, it was more efficient to complete the work in-house. The analysis considered multiple factors including overall cost as well as downtime impact to the client.
- The Civic Innovation Platform was launched internally in May and now boasts over 2,500 registered users. One new idea implemented allows City of Calgary administration to access Alberta Land Title information (through the Alberta Spin II website) on behalf of an applicant. This has decreased wait times and the need for return trips to the Planning Services Counter for applicants.
- Working with CITYonline, RE&DS finalized the process to have encroachment applications submitted online. Applications can now be made electronically while also providing customers with additional options for payment.
- Infrastructure Calgary completed a recast of capital budgets that resulted in revised cash flow forecasts, greater insight into the status of capital projects, and identification of funds that can be reallocated to other capital projects.



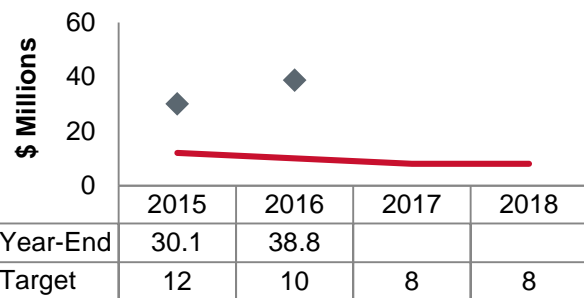
## P.PM10 Percentage of Business Units with data sets in the Open Data Catalogue



## P.PM10 Percentage of City of Calgary Business Units that have data sets in the Open Data Catalogue.

Increased awareness and education by CAI regarding the the Open Data Catalogue has resulted in The City of Calgary exceeding the targeted percentage of business units with data sets in the Open Data Catalogue. The Public Sector Digest, in their annual Open Cities Index Report, named The City of Calgary as one of the top “Open Cities” in Canada. The Open Cities Index ranks Canada’s largest municipalities on the readiness, implementation, and impact of their open data initiatives.

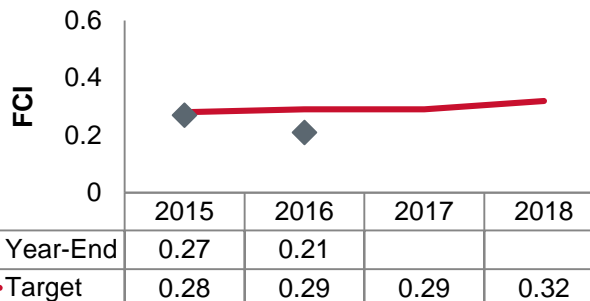
## W.PM14 - Revenue From General Surplus Parcels Sold



## W.PM14 Revenue (in millions) from general surplus parcels sold annually

The target was surpassed by \$28.8 million in 2016. Major sales included transactions with the Province to further advance the Ring Road and sales of large portions of road rights-of-way to Greenfield developers. Additionally, two long-standing transactions (Louise Station Exchange at 1st Ave SW and the Golden Age Club land in East Village), along with Lot 62 and properties along 16th Ave NW closed in 2016. RE&DS also worked closely with a non-profit organization in 2016 to close a sale for affordable housing in the downtown west end.

## W.PM12 Facility Condition Index of Corporate Accommodation Buildings Portfolio

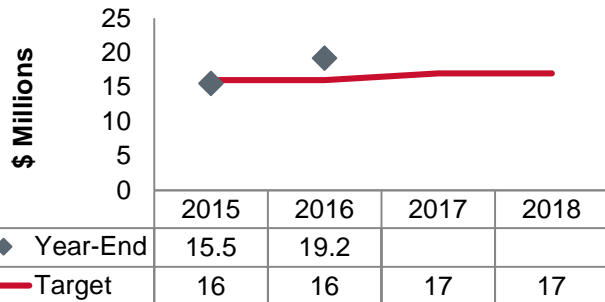


## W.PM12 Facility Condition Index of Corporate Accommodation Buildings Portfolio

The Facility Condition Index (FCI) represents the ratio of deferred maintenance over current replacement value. A reassessment of the portfolio in 2016 indicated a less significant deterioration and better overall conditions of facilities than predicted. The 8% improvement of the FCI in lifecycle project identification and prioritization within Facility Management and a recognition of the cost efficiencies which result from continued proactive investments in infrastructure.



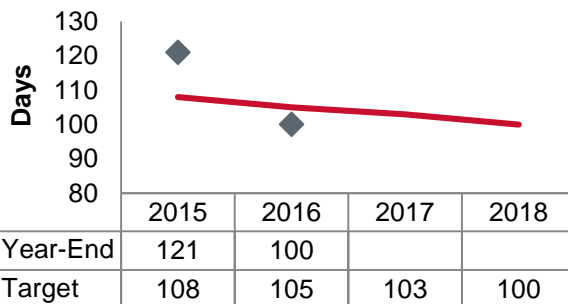
## W.PM10 Procurement Value per FTE Involved



## W.PM10 Procurement Value per FTE Involved

At year end 2016, the annual procurement value per FTE was \$19.2 million. There was a total value of \$1.2 billion awarded in contracts by The City of Calgary in 2016 and this represents an increase of 18% over the total value awarded in 2015. Supply staff levels were increased through the Accelerating Capital program in April, however procurement and support staff levels have not seen a significant increase since then. Data does not include Calgary Police Service.

## W.PM9 Request for Tender Cycle Time

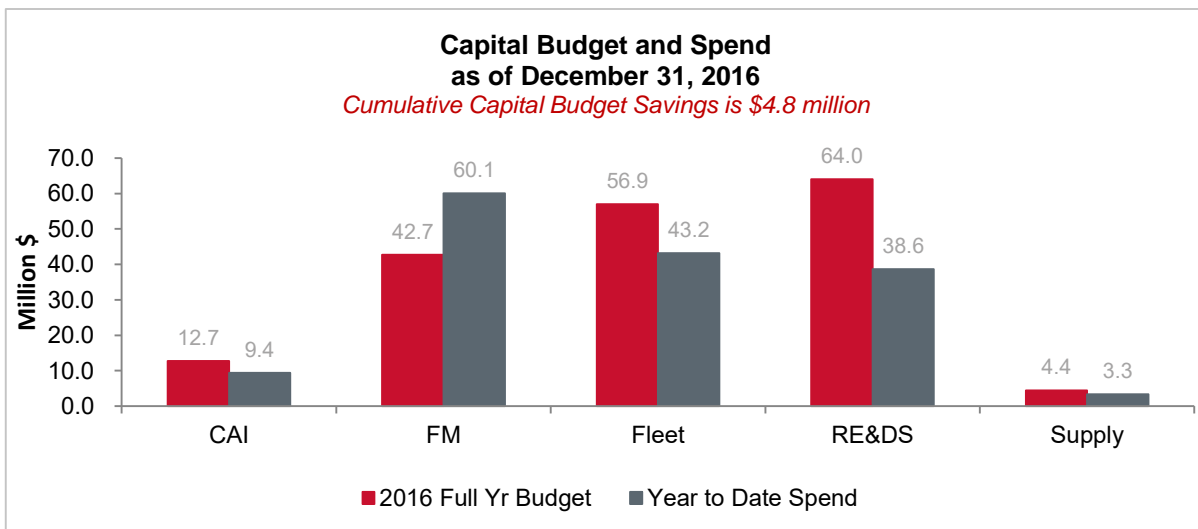
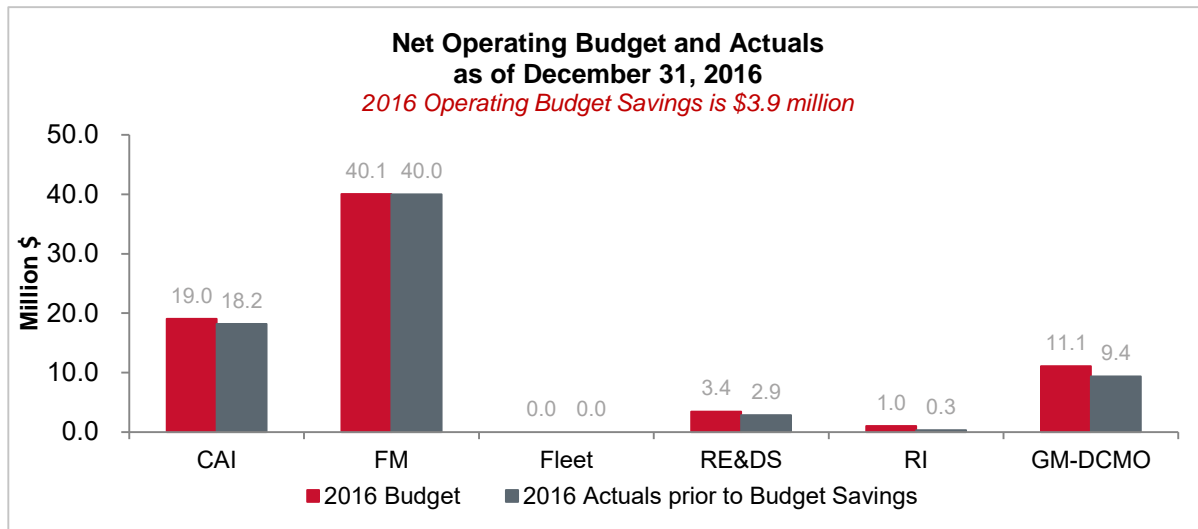


## W.PM9 Request For Tender Cycle Time

The implementation of a new File Tracker system has provided Supply with the ability to analyze the Tender Cycle Time. This is aligned directly with the Supply five point plan – Agility – to proactively manage every step of the process. When a file is flagged for intervention Supply will work with the client to understand the challenges with the intent to get them back on target or to identify them as being a special cause variation. Data does not include Calgary Police Service.

[Link to additional performance measures here](#)





## Operating Budget Summary

The Deputy City Manager's Office favourable variance of \$3.9 million prior to budget savings is mainly attributed to earnings as a result of unbudgeted sales of LED street lights, higher than budgeted inventory and scrap sales, higher than expected Utility Line Assignment revenue, lower utility costs due to lower prices and consumption, and lower spending on contractual services.

## Capital Budget Summary

The Deputy City Manager's Office capital budget is 86 per cent spent as of 2016 December 31. Facility Management (FM) made significant progress in the rehabilitation of Historic City Hall, which is a four to five year project and work remains on schedule. In 2016, FM completed site stabilization and obtained the required building permits. Along with the rehabilitation of Parliament Hill and its nearby buildings, Calgary's Historic City Hall is the most significant heritage project currently happening in Canada. Supply completed the Building U upgrade project at the end of 2016 to allow for increased functionality and space optimization in line with Tomorrow's Workplace objectives. The Sustainable Building Policy implementation plan in Corporate Analytics & Innovation completed a number of solar projects in 2016 which included panel installation for the North corporate warehouse, Calgary Fire headquarters, and the Whitehorn Multi-Services Centre. Work started and will continue into 2017 for solar panel installation at the Glenmore water treatment plant and tunnel lighting upgrades to the Bonnybrook wastewater treatment plant.

# Chief Financial Officer's Department



## CFOD Business Units

Assessment (ASMT)

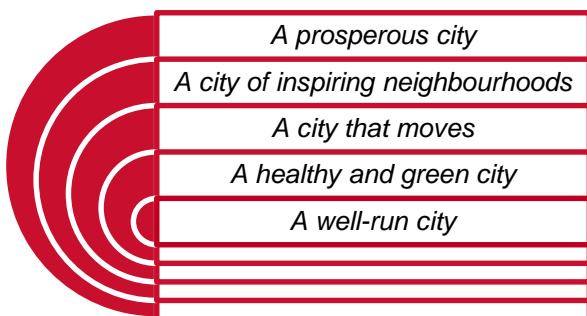
Customer Service & Communications (CSC)

Finance (FN) + Corporate Initiatives (CI)

Information Technology (IT)

Human Resources (HR)

CFOD aligns with the following Council Priorities:



## OVERVIEW

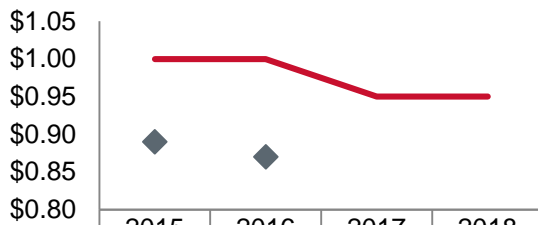
The Chief Financial Officer's Department (CFOD) collaborates with internal and external partners to provide financial leadership, annual market value assessments, technology solutions, human resources strategies, customer and communication services as well as strategic leadership and coordination of corporate-wide initiatives.

## YEAR-END HIGHLIGHTS

- Mid-Cycle Adjustments were approved by Council, reducing the 2017 tax rate to 1.5%, with a further rebate to effectively bring the rate to 0%. Details of a program to provide additional tax relief to non-residential properties were finalized in January 2017. In total, the approved adjustments included \$228 million in benefits that citizens and businesses will receive from relief in taxes and fees, and through targeted initiatives.
- There were over 180 City engagement projects conducted in 2016. The Engage portal has helped The City expand its reach to new audiences. Key projects include Mills Park Playground Upgrade, Crowchild Trail Corridor Study and Rosedale Affordable Housing.
- While the volume of assessment complaints increased by approximately 11% from last year, the overall tribunal results improved due to quality assessments and improved training. This led to an increase in confirmations and a decrease in assessment losses compared to 2015.
- Technology enhancements to the Snow and Ice Control Maps enabled citizens to access real-time location information for snow and ice control vehicles and view overall progress via Calgary.ca.
- Diversity and Inclusion events were held across multiple City locations with a wide variety of speakers focusing on areas such as unconscious bias, bridging cultures, and working with different generations in the workplace to reinforce a welcoming and inclusive culture at The City.



## W.PM44 Cost of providing Assessment services per 100 tax dollars

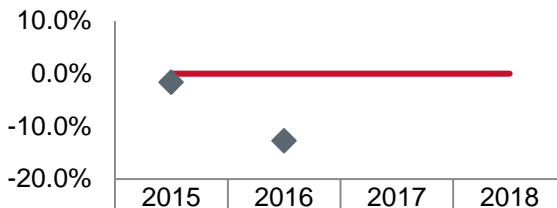


	2015	2016	2017	2018
◆ Year-End	\$0.89	\$0.87		
— YE Target	\$1.00	\$1.00	\$0.95	\$0.95

## W.PM44: Cost of providing Assessment services per 100 tax dollars

The number of assessment accounts has continuously increased by approximately 2-3 per cent each year over the past several years. To address this growing workload, Assessment is constantly pursuing efficiencies and effectiveness improvements such as implementing an internal reorganization and consolidating mass appraisal models.

## W.PM7: Information Technology cost per user compared to benchmarked organizations



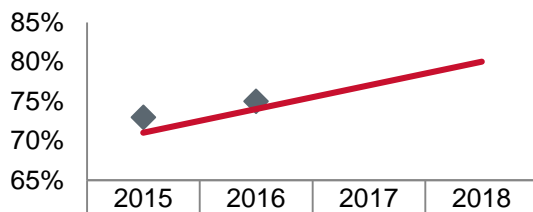
	2015	2016	2017	2018
◆ Year-End	-1.6%	-12.7%		
— Target	0.0%	0.0%	0.0%	0.0%

## W.PM7: Information technology cost per user compared to benchmarked organizations

Information technology (IT) cost per user shows the organizational per capita spend on technology compared to a sample group of other high performing organizations of similar size and complexity. The results for the 2015 study year (published in 2016) indicate The City's IT cost per user is 12.7% lower than the average cost of other benchmarked organizations. When compared to the peer sample, The City was recognized for having a market-leading mobility contract and lower software costs.

NOTE: The 2015 Year-End figure has been re-stated; see detailed performance measure information for explanation.

## P.PM9 Percentage of website visitors who are able to complete their task online via Calgary.ca



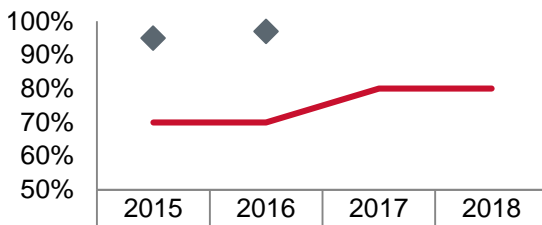
	2015	2016	2017	2018
◆ Year-End	73%	75%		
— Target	71%	74%	77%	80%

## P.PM9: Percentage of website visitors who are able to complete their task online via Calgary.ca

The City is committed to ensuring citizens are able to conduct transactions and find information about City services through the channel of their choice. At year-end, a 75 per cent completion rate was achieved on Calgary.ca, exceeding the 2016 annual target rate of 74 per cent. Utilizing tools such as CrazyEgg, Qualaroo and ForeSee have allowed The City to conduct a weekly web analysis and utilize data to drive decision making.



## W.PM17: Job applicant satisfaction with on-line experience

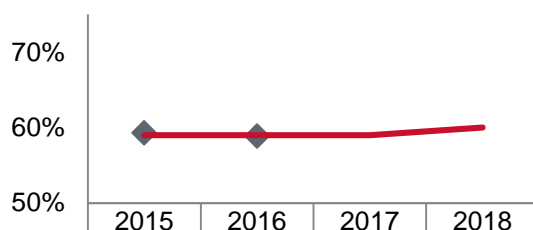


	2015	2016	2017	2018
◆ Year-End	95%	97%		
— Target	70%	70%	80%	80%

## W.PM17: Job applicant satisfaction with on-line experience

Since 2015, job applicants were asked to fill out a short survey at the end of their application process regarding their experience. In 2016, a total of 574 applicants took time to complete the survey. Applicants' feedback fed into the continuous improvement of the application process including more plain language instructions, automated posting status updates and improved job posting print functionality. These citizen-centric improvements resulted in above-target job applicant satisfaction score of 97%.

## W.PM6: Tax Installment Payment Plan Accounts (TIPP) participation



	2015	2016	2017	2018
◆ Year-End	59%	59%		
— Target	59%	59%	59%	60%

## W.PM6: Tax Installment Payment Plan Accounts (TIPP) participation

TIPP is a citizen-centric program that allows property owners to pay their property taxes on a monthly basis instead of one lump sum payment. Automatic monthly payments help citizens budget payments, reducing the risk of a 7% late payment penalty. In 2016, despite the slightly below target participation rate during challenging economic times, Calgary's TIPP participation rate continues to lead the country. TIPP provides a reliable income stream, reducing cash flow volatility and short term borrowing by The City.

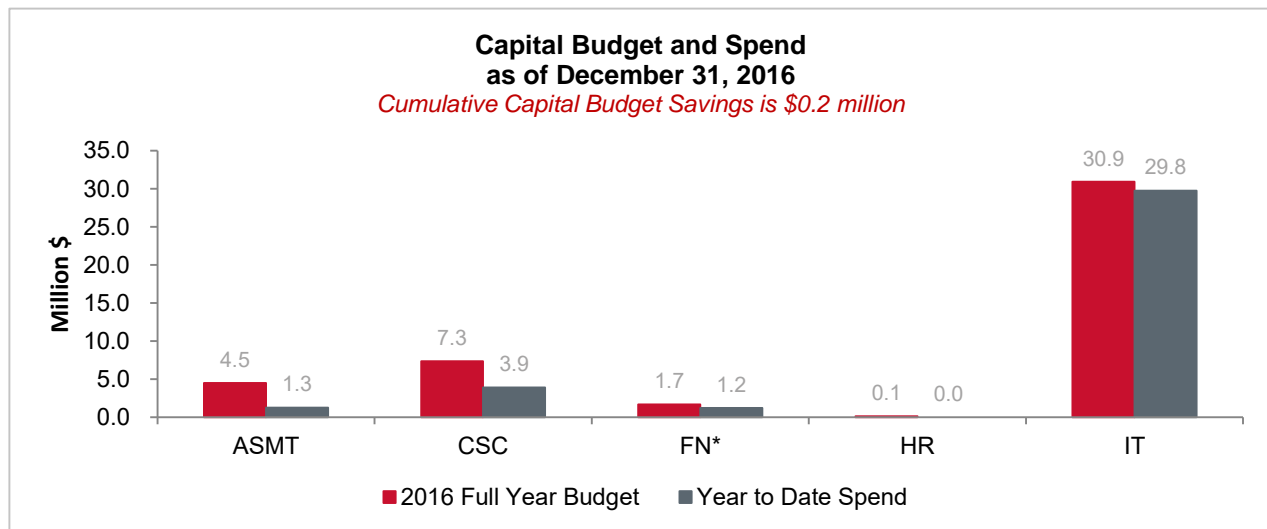
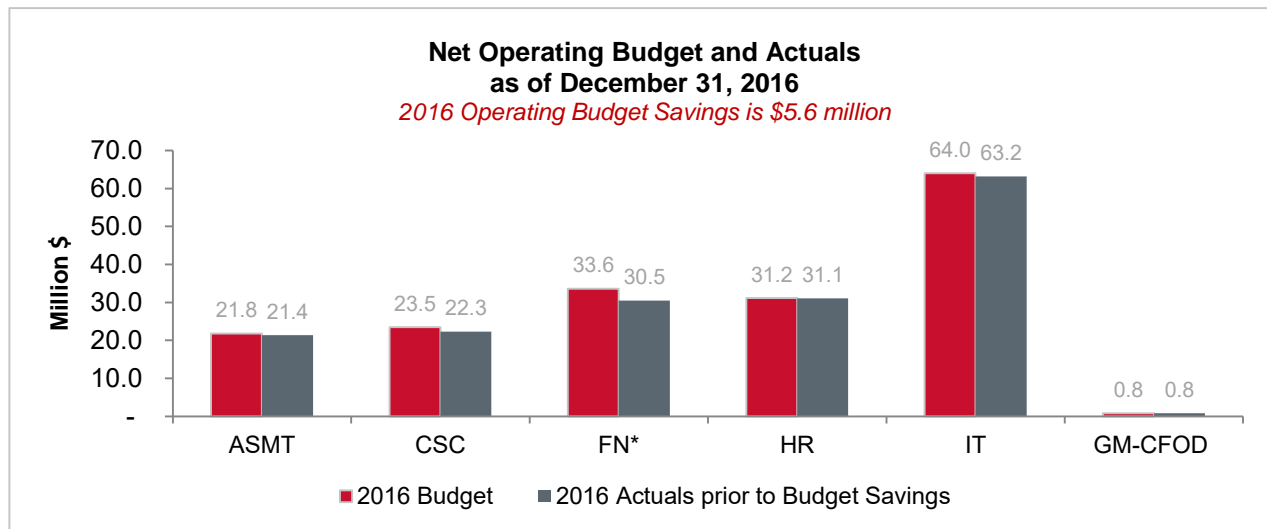
## OTHER YEAR-END HIGHLIGHTS

- Collaborative efforts to connect traffic intersections through Calgary City Net enables improved real-time data collection, remote monitoring of road conditions, maximized traffic flow, and timely communication to citizens. A total of 310 traffic intersections have been connected. Work remains on target to connect 492 traffic intersections by the end of 2018 to create smart intersection capabilities for the future.
- In December, the first implementation phase with the city-wide corporate cashiering solution was successfully completed. The new solution is highly portable and will provide citizens with a reliable way to make payments during an emergency event.
- The LinkedIn channel helps promote The City as a place to live and work. In 2016, job postings were viewed more than 4.4 million times through the website and LinkedIn, and over 305 hires were influenced by our LinkedIn page. The LinkedIn solution is outperforming the norm, with about 50% of all City hires having touched LinkedIn, surpassing the 30% industry average.
- Incorporating input from councillors, senior leadership and stakeholders, the Zero-Based Review Program secured a new mandate from Council in November, moving the program towards faster results through greater flexibility in delivery and streamlined reporting.



[Link to additional performance measures here](#)

# Chief Financial Officer's Department



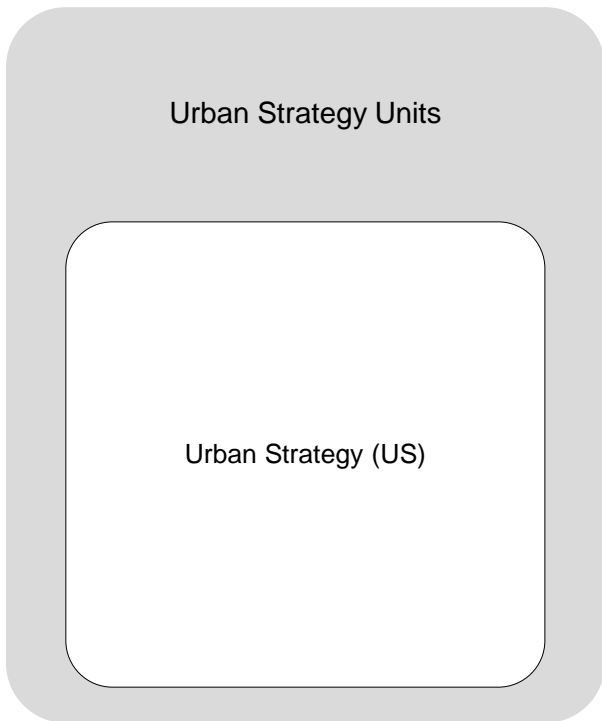
## Operating Budget Summary

The Chief Financial Officer's Department favourable variance of \$5.6 million prior to budget savings is mainly attributed to savings from temporary staff vacancies, lower spending in research costs as the program was delayed in the start up stage, and lower spending in contractual and training expenditures.

## Capital Budget Summary

The Chief Financial Officer's Department capital budget is 81 per cent spend as of 2016 December 31.

Assessment kicked off the Calgary Integrated Assessment Office (CIAO+) project in 2016 in order to help maintain the quality of market assessments which were the basis for property tax revenue. Activities underway so far included fit gap sessions, system demos, and data conversion. Customer Service & Communications has developed an online Research and Engagement library which now houses 162 reports available publicly for The City to share data. The Corporate Cashier system in Finance went live in December 2016 replacing various stand alone cashier systems with a robust system that now provides enhanced control, reporting, and Procurement Card Industry (PCI) compliance. The system now integrates with The City of Calgary general ledger and other subsidiary systems.



## OVERVIEW

Urban Strategy (US) was created as a new department effective March 1, 2016. In partnership with other City departments and the private and public sectors, US seeks to effectively realize and attract redevelopment potential and inform strategic city building initiatives to create jobs and ensure high value investments that lead to the implementation of portions of The City’s Municipal Development Plan by “connecting People and Places”.

US is focused on strategic projects in the Centre City, Main Streets, key priority areas such as the Inland Port and Logistics District, Cultural and Entertainment District and Innovation, Education and Wellness District, as well as other strategic City-owned sites.

## YEAR-END HIGHLIGHTS

### Centre City:

- Initiated the Chinatown Business Vitality study and Chinatown 3rd Avenue Streetscape improvements.
- Completed detailed design and began preparation of construction tender documents for the 4th Street SW Underpass enhancement project, 1st Street SW Corridor improvement project, and West Eau Claire Park & Public Realm Plan.
- 1st Street SW Underpass construction was completed and 8th Street Underpass construction is near complete as the first phase of these priority corridors.

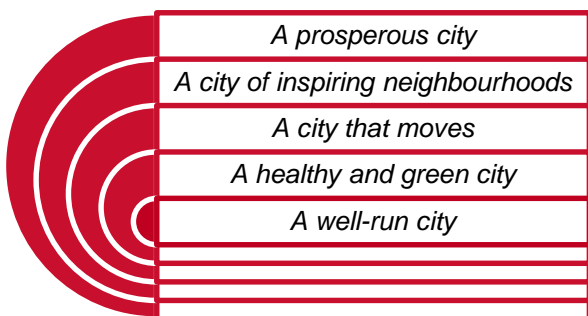
### Main Streets:

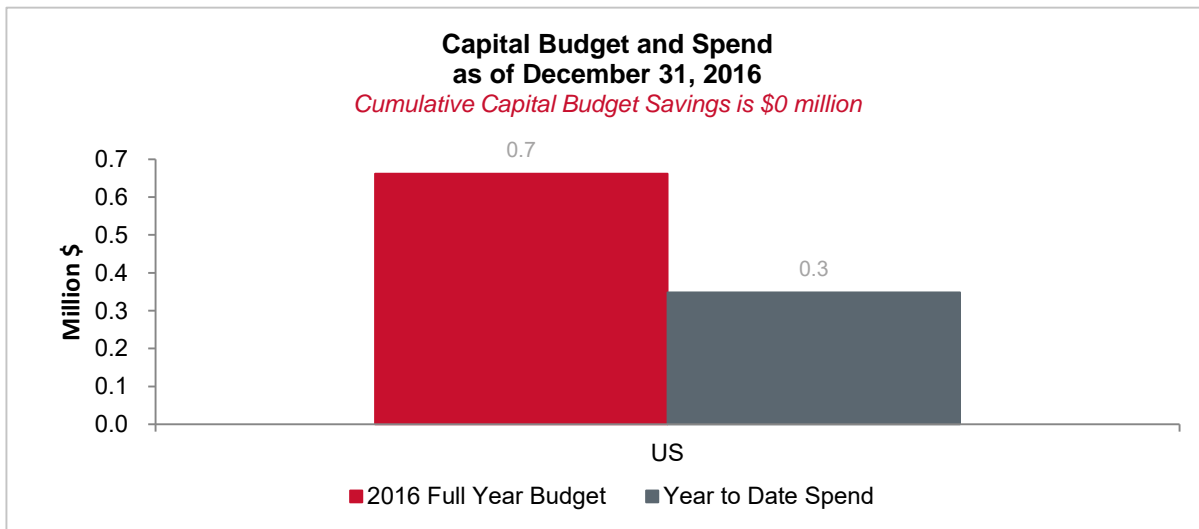
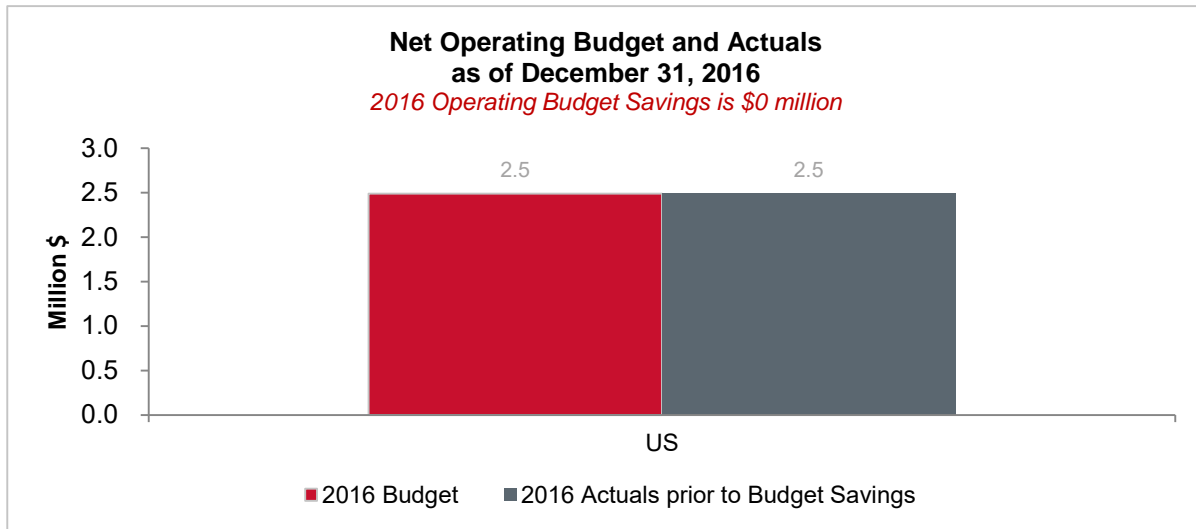
- Completed detailed analysis in 2016 to identify locations for public investment that best meet corporate goals for sustainable growth.
- Initiated Streetscape Master Plans for the 9th Avenue SE Corridor in Inglewood and the 33<sup>rd</sup>/34<sup>th</sup> Avenue Corridor in Marda Loop.

### Key Priority Areas:

- Coordinated the alignment between the design of the public realm and the redevelopment of the Eau Claire Market site.
- Identified and pursued partnership opportunities with stakeholders, including scoping a fire station in Inglewood.

US aligns with the following Council Priorities:





### Operating Budget Summary

Urban Strategy was created as a new Department effective March 01, 2016. The 2016 budget was prepared based on 12 full calendar months of operation and savings incurred due to 10 months of operation. This saving was offset by reduced recovery amount resulting in zero variance at yearend.

### Capital Budget Summary

Urban Strategy's 2016 capital budget is 53 per cent spent as of December 31, with expenditures focusing on lighting for the Volunteer Way project and signage, banner and sidewalk upgrade for Downtown Improvement project.



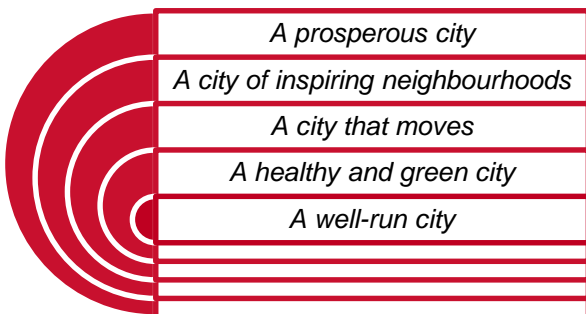
## CA Business Units

City Clerk's Office (CCO)

City Manager's Office (CMO)

Law (LAW)

CA aligns with the following Council Priorities:



## OVERVIEW

Corporate Administration (CA) provides the Corporation with sound leadership, prudent management, overall governance and direction, and facilitates and enables delivery of The City's services and programs. CA also provides legal, security, issues and risk management advice and ensures open and accessible government by overseeing the legislative process.

## YEAR-END HIGHLIGHTS

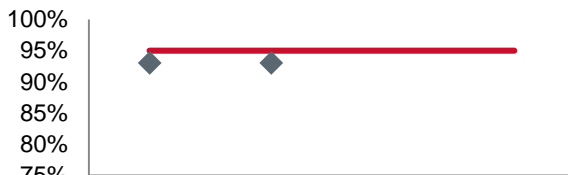
- Collaborative relationships with City partner organizations, public institutions, and business and industry leaders have been fostered and maintained through intentional management in the City Manager's Office.
- Law, following extensive discussions with Compliance Services in Calgary Community Standards, drafted amendments to the Livery Transport Bylaw to facilitate the entry of transportation network companies into the market to deliver service to Calgarians.
- The Risk Management & Claims Division of Law performed six loss control inspections with insurers and a loss control engineer.
- Working with Supply, Law completed new construction templates and commenced training with clients. Law and Supply continue to examine ways in which procurement processes can be made more efficient and effective.
- The City Clerk's Office advanced five policies for Council approval in 2016: Flag Policy, Swearing-In Ceremony Policy, Civic Recognition on the Death of a Current or Former Member of Council Policy, Governance and Appointments of Boards, Commissions and Committees Policy, and the Council Policy Program.
- The City Clerk's Office facilitated a smooth transition of the relocation of various Committee meetings to the Council Chamber, due to the closure of Historic City Hall in Q3 2016.
- Corporate Administration contributed to the Corporation's success in passing the COR Safety Audit in 2016. City Clerk's in particular received very positive feedback regarding the Business Unit's thorough documentation and implementation of OH&S standards, while Law's Job Hazard Assessments were singled out for praise.



# Corporate Administration



## W.PM1 Percentage of Corporate Administration's 311 service requests completed within the target timelines



	2015	2016	2017	2018
◆ Year-End	93%	93%		
— Target	95%	95%	95%	95%

## W.PM1 Percentage of Corporate Administration's 311 service requests completed within the target timelines.

In 2016, 93 per cent of Corporate Administration's 311 service requests were completed within their target timelines. 1,815 requests were received and 1,694 were completed on-time, falling below the departmental target of 95 per cent. To further improve on performance, the department will continue to work with employees to ensure timely response, completion, and closure of 311 service requests.

## W.PM28 Percentage of Freedom of Information and Protection of Privacy (FOIP) requests completed within legislated timelines



	2015	2016	2017	2018
◆ Year-End	95%	97%		
— Target	95%	95%	95%	95%

## W.PM28 Percentage of Freedom of Information and Protection of Privacy (FOIP) requests completed within legislated timelines.

In 2016, 373 out of 385 FOIP requests were completed within legislated timelines, exceeding the 95 per cent on-time target by 2 per cent. The target was achieved through the hiring of additional staff and the increased use of overtime. The increasing complexity and volume of work is becoming a concern. Mitigation strategies are being developed.

## W.PM36 Percentage increase in risk identification educational seminars



	2015	2016	2017	2018
◆ Year-End	Baseline	47%		
— Target		10%	10%	10%

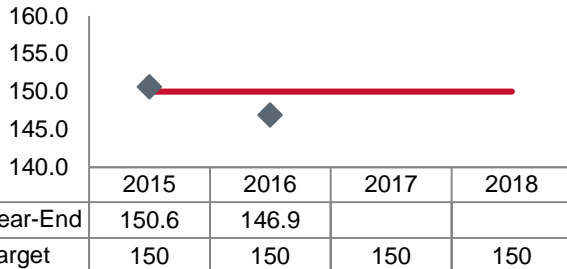
## W.PM36 Annual percentage increase in legal education seminars offered to clients to assist with earlier identification and mitigation of risk.

2016 saw 20 more risk identification sessions delivered than 2015, which was the first year that information was available. 43 seminars were delivered in 2015, whereas 63 were delivered in 2016. Session audiences included both Law staff and other business units.

# Corporate Administration



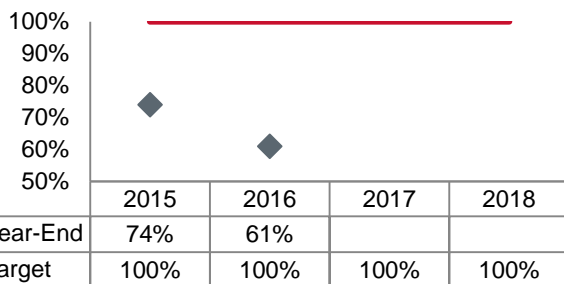
## W.PM20 Corporate Administration employee satisfaction survey index score



## W.PM20 Corporate Administration employee satisfaction survey index score.

Corporate Administration's 2016 employee satisfaction index score dropped to 146.9 in 2016, falling below the target level of 150. While Corporate Administration remains above the City-wide score of 134.9, three straight years of progressively lower scores for Corporate Administration suggest existing approaches to improving employee satisfaction are not having the intended positive effect. New strategies are being considered.

## W.PM33 Percentage of Council decisions and minutes posted online within three business days after the meeting



## W.PM33 Percentage of Council decisions and minutes posted online within three business days after the meeting.

The City Clerk's Office's on-time publication of Council meeting minutes decreased in 2016, with 19 out of 31 sets of minutes being published within 3 business days of the end of the meeting. The main drivers of this reduction were an unexpected staff shortage in Q2 and Q3, coupled with an increase in Council meeting duration of 19 per cent over 2015.

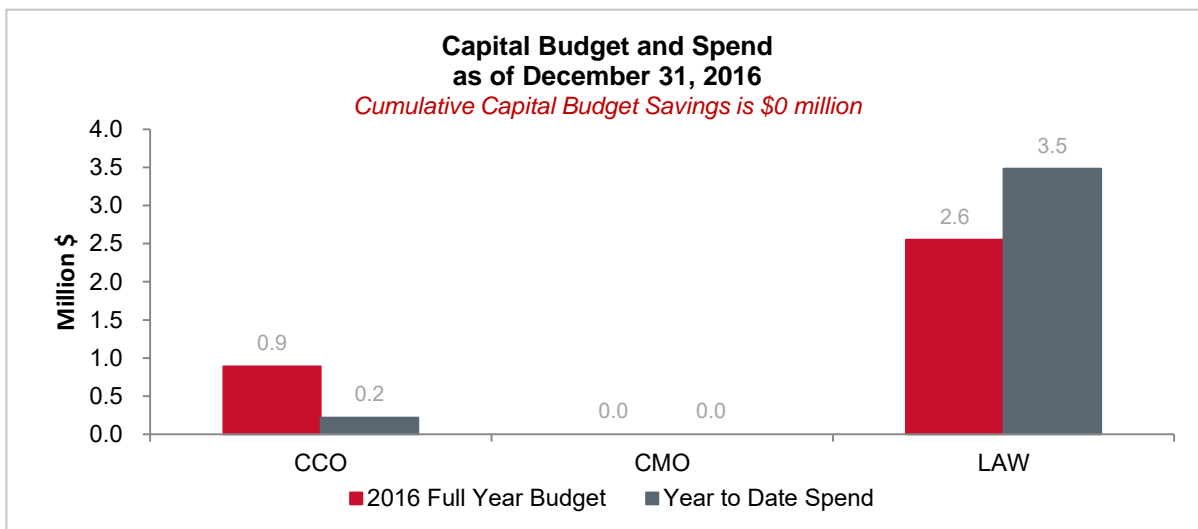
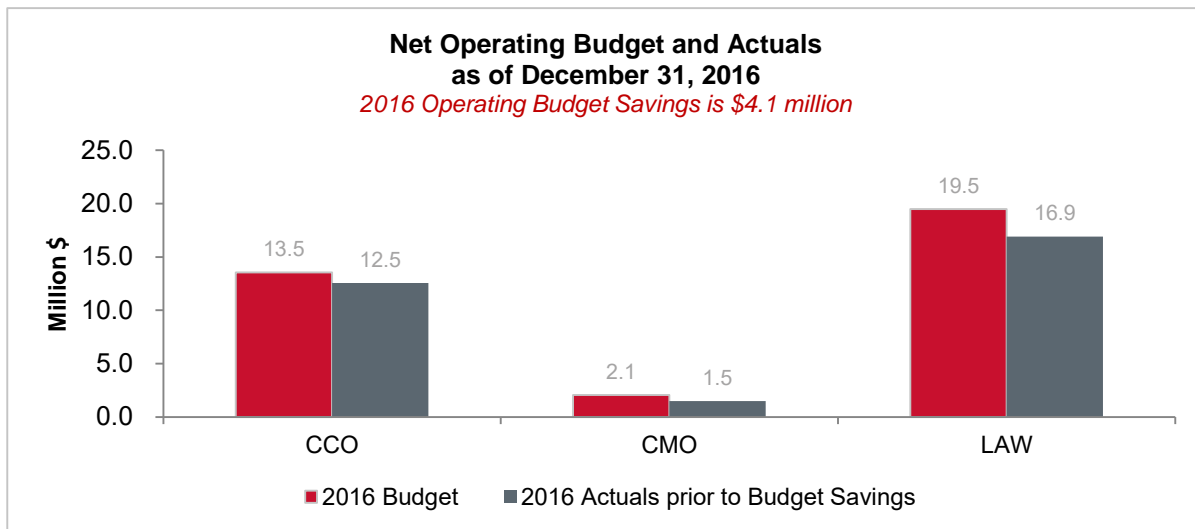


[Link to additional performance measures here](#)

## OTHER YEAR-END HIGHLIGHTS

- Law, Real Estate & Development Services and Transportation Infrastructure are reviewing internal processes and processes between them to expedite land transactions and the drafting, negotiation and finalization of land-related agreements.
- Law's Corporate Issues Management program provided 15 additional workshops for City staff in Q3, reaching 230 participants.
- Law worked with Corporate Initiatives to begin identifying opportunities for improvement, both within the business unit and at a corporate level, as part of their Zero-Based Review (ZBR). Law also collaborated with Corporate Initiatives to adapt and improve the ZBR approach to identifying efficiencies during ZBRs of enabling services.
- The City Clerk's Office's Electronic Legislative Management Solution (ELMS) replacement project is underway. Vendor selection and proof of concept are complete. Implementation of the new system is scheduled to coincide with the October 2017 election.
- Dedicated Managers were assigned to the FOIP Office and Census & Elections divisions in 2016, as they became separate divisions of The City Clerk's Office.
- The City Clerk's Office's Corporate Records section created new User Acceptance Testing manuals and delivered 17 training sessions to users of the new Physical Objects records management software.

# Corporate Administration



## Operating Budget Summary

Corporate Administration’s 2016 favourable variance of \$4.1 million prior to budget savings is mainly attributable to unbudgeted increases in revenue from insurance and legal settlements, and reduction in insurance premiums, and is partially offset by spending on information security maintenance in Law. Other favourable drivers include reduced Assessment Review Board costs stemming from lower than budgeted filing volumes, and temporary vacancies.

## Capital Budget Summary

Corporate Administration’s capital budget is 108 per cent spent as of December 31, 2016 due to capital spending in Law having been moved forward from 2017 to 2016.

**City Clerk’s Office** – 2016 capital investments include the continued upgrading of Council Chamber Audiovisual systems. The Assessment Review Board’s Online Service Enhancements were delayed and new milestones are being considered. Some progress was made with respect to planning, configuration and methodology on the Electronic Document & Record Management project (Content Suite). However, work on a large records migration project (Physical Objects) caused some delays.

**Law** – 2016 areas of capital investment by the Corporate Security Division of Law included upgrading the enterprise asset management system and IT security projects including advancing the implementation of the Incident and Event Management System, developing role-based access and implementing e-discovery and forensics.