



Action Plan 2015-2018

2017 Year-End Accountability Report

Council Priorities Supplementary Information
ONLINE ONLY



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Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and the best place in Canada to start and grow a business.

A prosperous city

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
●	P1 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.	CIVIC PARTNERS	TRANS CFOD DCMO CS	<p>Calgary led Canada with 4.6 per cent GDP growth in 2017 but Calgary still had 67,700 unemployed Calgarians.</p> <p>Calgary Economic Development (CED) continued to conduct investment attraction missions in key U.S., Europe and Asian markets.</p> <p>With support from The City, CED responded to an historic opportunity to be the location for Amazon HQ2, which would attract 50,000 jobs to Calgary. The marketing campaign for the bid generated more than 150 million media impressions across North America including CNN, New York Times and Washington Post.</p> <p>City support for the bid included RE&DS completing a request for Information on Real Estate Options for Amazon HQ2. RE&DS recommended City-owned properties that would meet Amazon's site selection criteria and support CED's promotion of Calgary to attract 50,000 jobs into the city.</p> <p>Calgary Economic Development also led an initiative that saw Council approve \$100 million for an Economic Development Investment Fund to respond to the prolonged economic challenges facing Calgary and capitalize on new opportunities that will create jobs, drive economic recovery and revitalize the downtown core.</p> <p>Infrastructure:</p> <p>Design enhancements were completed for Southwest Ring Road connections at 162 Avenue and Anderson Road, in coordination with the Province of Alberta.</p> <p>Implementation of new Rapid Transit routes identified in the RouteAhead Strategic Plan are ongoing for construction on 17 Ave SE phase 1. Construction has begun for 17 Ave SE phase 2, the SW BRT phase 1, and North and South Crosstown BRT.</p>

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				<p>Calgary Transit plans to integrate Park and Ride Policies into the development of Transit Orientated Development (TOD) programs. A Park and Ride update report was delivered to Council with recommendations received and approved.</p> <p>Working with the Calgary Regional Partnership on an accessible transportation strategy for people with disabilities across the region continues with On-It planning staff. Staff anticipate using an accessible fleet upon the completion of a successful pilot. No wheel chair access is available in the pilot projects and specialized transportation is yet to be discussed.</p>
●	<p>P2 Advance purposeful economic diversification and growth.</p>	<p>CIVIC PARTNERS</p>	<p>CS PD</p>	<p>Throughout 2017, Calgary Economic Development supported the attraction, retention or expansion of 67 companies and film projects resulting in 5,719 direct and indirect jobs. Notable successes included the attraction of an Amazon fulfillment centre to Balzac, generating 750 jobs, and successes related to Harmony Beef, Rocketspace, and a number of renewable energy and energy efficiency companies.</p> <p>Calgary Economic Development initiated an update to the 10 Year Economic Strategy for Calgary late in 2017 to reflect the changing nature of Calgary's economy and the need to address vacant downtown commercial space. The updated economic strategy will include a statistical analysis of our core industries and incorporate the changing nature of technology and the opportunities in emerging technologies.</p> <p>Infrastructure Calgary oversaw 2017 and 2018 recasts. Recasts provide an improved insight into the status of capital projects across The Corporation and allowed Administration to better inform Council about The City's planned investment. Business Units contributed over \$100M to the capital budget savings account during the recast process for reallocation to additional investments as recommended by Infrastructure Calgary.</p> <p>Facility Management contributed to Calgary's economic growth in Q3 and Q4 2017 by accelerating the planning and delivery of facility lifecycle projects. FM collaborated with Infrastructure Calgary and other Business Units to identify corporate capacity to enable the planning and delivery of these projects.</p>

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				<p>RE& DS completed \$35M brownfield development project in Lincoln Park allowing ATCO to relocate their head office on a site in proximity to their existing operations. This development provided opportunities for other intensive office developments adjacent to primary transit.</p> <p>RE&DS successfully negotiated the acquisition of 80 acres of the Walton lands which will increase serviced land available for sale to attract small and medium scale businesses.</p>
●	<p>P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.</p>	CS	TRANS CFOD	<p>As part of the mid-cycle adjustments process in 2016, Council approved \$45M for a non-residential phased tax program to help offset the impact of the redistribution of taxes resulting from market changes and the drop in value for some non-residential properties.</p> <p>The City processed Municipal Phased Tax Program credits of approximately \$20M to approximately 4,800 non-residential property accounts. It is anticipated that most of the original \$45M allocation will be distributed as appeals are resolved.</p> <p>The City provided support to Calgary's Business Improvement Areas (BIAs) to complete several key actions identified in their 2015-2018 Business Plan, including the development and launch of a community development fund. Over \$13,000 in funds were provided to six BIAs to assist with asset mapping, placemaking, graffiti removal and community activation initiatives.</p> <p>The 2016 Audited Financial Statements for Business Revitalization Zones were approved.</p> <p>The City worked with residents and stakeholders to increase the economic participation of socially and economically marginalized residents in 23 priority communities, initiating 92 community economic development (CED) activities/initiatives</p> <p>The parking revenue allocation policy was approved and implemented providing BIAs with ongoing additional funding to enhance and improve infrastructure in their neighbourhoods.</p> <p>In partnership with the BIAs and other partner business units, CCS implemented the 2017 "Clean to the Core initiative" through a joint-effort maintenance program.</p>

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				<p>CCS provided traffic management support for Canada Day, Stampede Parade and the Calgary Exhibition and Stampede. This included enhanced resources prioritization, information sharing with partners and a rapid response to addressing emerging issues.</p> <p>Canada 150 celebration drew together 14 community partners and 14 city business units to produce a 14-hour festival that reached from Fort Calgary to Prince's Island Park. Artists from ethno cultural communities across Calgary, Indigenous artists from Treaty 7 Nations, local Calgary talent, and Juno-nominated artists were engaged to animate the day. 650,000 people participated, with 146,000 live streaming the fireworks, and Tegan and Sara concert at the end of the day.</p>
●	<p>P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.</p>	PD	CA CFOD DCMO CS	<p>The business tax consolidation initiative continued with Council approval of the 2017 Business Tax Rate Bylaw, consolidating a further 20% of business tax into non-residential property tax (C2017-0079). A total of 60% of the business tax has now been consolidated into the non-residential property tax, with a further 20% to be consolidated in each of 2018 and 2019. Council also approved the 2017 Business Improvement Area Budgets and Enabling Bylaws (C2017-0078).</p> <p>A new myBusiness website was launched in February which is part of the Planning & Development calgary.ca online improvement initiative. The new website consists of approximately 40 pages, including a searchable new business guide, Business 101 and Business Licence glossary.</p> <p>In order to support growth and investment in Calgary, a new webpage was created. Invest in Calgary (www.calgary.ca/invest) lays out the relevant information for those looking to open a business, improve a property or invest in a new real estate project. It includes details on what services (approvals and permits) we provide, the value of those services, the cost and our timeline commitments. It also links to the upgraded myBusiness page to ensure investors and business owners are able to easily access all of the information they need.</p> <p>For the first time on calgary.ca, CCS has step-by-step instructions on how to acquire a first business licence, change an existing licence, change a land use or obtain additional permits.</p>

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				<p>Corporate Analytics & Innovation (CAI) identified opportunities to support the Smart Cities Federal bid by running a series of experiments to see how Calgary can become a “smart city, made human”. Civic Innovation YYC hosted six experiments to test ideas that were submitted on the online platform. These events brought together over 250 members of the public, City staff, and industry.</p> <p>Human Resources identified annual compensation audit items and completed review of identified situations, recommendations /action items; incorporate Pension & Benefit communications into the orientation materials to newly elected and departing elected officials; Revised Attending Physicians Statement introduced at Fire, in response to case law; Job Evaluation Summaries created and delivered to each business unit; created and delivered 2017 employee Total Rewards Statements; 3rd annual Compensation Disclosure List released on schedule</p> <p>Health System Review Project: Completed survey of employees and leaders, benchmarked 12 private and public-sector organizations, conducted focus groups with employees, leaders, internal service providers and vendors, reviewed over 300 research articles, and wrote Discovery Phase current state report of all key findings and conclusions, submitted to project sponsor.</p> <p>Assessment collaborated with Tax regarding the administration of Council's 2017 Municipal Non-Residential Phased Tax Program (PTP). Assessment's online services were optimized, improving online tools such as the tax calculator, and enhancing the overall customer experience and ease-of-use.</p> <p>Civic Innovation YYC represented Calgary as panelists at the 2017 Municipal Innovators Conference in Guelph, ON. We shared lessons learned about creating and maintaining an Innovation Lab, as well as defining the value of innovation.</p>
●	<p>P5 Seek out partnerships with: A) other governments and B) community partners to achieve community well-being.</p>	<p>(A) DCMO (B) CS</p>	<p>(A) CFOD (B) POLICE</p>	<p>A) Intergovernmental & Corporate Strategy (ICS) worked with its regional partners to advance a shared vision with respect to proposed regional social and economic development, environmental well-being, and water resources in advance of the establishment of the Calgary Metropolitan Growth Management Board in Q1 2018.</p>

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				<p>ICS also supported the Mayor, Council and executive leadership with respect to securing provincial and federal funding for major capital projects, including additional economic support for Calgary as a result of the collapse in oil and gas prices.</p> <p>Agreement was signed by CFD, AHS and CPS to create Criminal Mass Casualty Incident protocols.</p> <p>B) The City's Civic Partners leveraged over \$14M in lifecycle and maintenance funding (Civic Partner Infrastructure Grant, Infrastructure Calgary funding and the Library Lifecycle Grant) to enhance and maintain community libraries, attractions, facilities, and assets.</p> <p>Over 30 non-profit organizations received funding through the 2017 Emergency Resiliency Fund to help address increased demand for their programs and services as a result of the recent economic downturn and global events such as response to Syrian refugees.</p> <p>Acquisition of land for a future recreation and library facility and other potential co-location opportunities in the new Community of Belmont was approved. The City partnered with:</p> <ul style="list-style-type: none"> • YMCA Calgary to operate the Rocky Ridge Recreation Centre which is scheduled to open in February 2018. • The International Play Association Canada hosted 700 people from 30 countries for four days of sessions, play experiences, networking and Calgary hospitality. • Starbucks to host a specific hiring event; over 185 youth have secured employment at Starbucks since the partnership was established (YEC). • The United Way, and the Rotary Club, to begin the Community Hubs initiative, in support for the Enough for All Strategy. • RBC (Royal Bank of Canada) to provide young people with support and employment readiness training (YEC). • Community Associations and volunteers to complete 113 community cleanups with 1.5 million kilograms of garbage and organics collected and removed from the community.

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				<ul style="list-style-type: none"> • Rick Hansen Foundation to provide stakeholders an overview of the Accessibility Certification Program that includes an assessment tool to measure the accessibility of physical infrastructure. • Calgary Board of Education to secure indoor school space for all 2017 outdoor summer programs during inclement weather (heat warnings, poor air quality caused by wildfires etc.). • 15 leaders from nine northwest community associations to educate on emergency preparedness and how communities can become more resilient in the face of disasters. <p>The City also submitted the draft Preliminary Result Areas to RC 100 and Resilience Calgary chaired Team Canada and collaborated with the Team Canada Chief Resilience Officers and their teams.</p> <p>Fire Prevention Week open houses were held, attracting 2,000+ visitors. Firefighters raised \$300,000 for local charities.</p> <p>"Meet the Funders" workshops were organized to inform community groups of the various capital and operating grants available for community or sport projects in Calgary. In 2017, over 150 representatives from over 60 organizations attended.</p> <p>Internally, a working team was established to work on identifying issues of concern and potential impacts of legalization cannabis to The City of Calgary and Calgarians.</p>
● *	P6 Increase affordable and accessible housing options.	CS	CA PD	<p>Calgary Housing delivered an update to City Council on the Corporate Affordable Housing Strategy in May. Staff accomplished a lot of work that is tied to the Strategy in 2017. That includes supporting the development of almost 2,000 units through fee rebates and grants from the Housing Incentive Program, completing scoping and planning for the One Window project which lays the groundwork for a single point of entry into non-market housing, releasing seven parcels of land for sale to non-profits at book value, and establishing the Home Program to increase housing stability through Ready to Rent and</p>

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				<p>partnering with Calgary Neighbourhoods on community development initiatives in hub neighbourhoods.</p> <p>Three new affordable housing developments were opened in 2017, providing a total of 72 new units to the housing stock. The complexes are in the communities of Crescent Heights, Bridgeland and Kingsland and community support was seen at each of the formal openings. Community activists, politicians from all orders of government, administrators and tenants all came together for the three openings. In addition to the openings, Calgary Housing also celebrated a sod turning with various stakeholders at the Wildwood site.</p> <p>Calgary Housing Company has partnered with the Calgary Homeless Foundation and other supportive housing agencies to better serve the needs of people who have experienced homelessness and are ready to graduate from supportive housing programs but still require affordable housing that is safe and appropriate.</p>
●	<p>P7 Continue policies and programs to reduce the number of people living in poverty.</p>	CS	CA POLICE	<p>In 2017, Fair Entry approved 82,600 Calgarians for at least one subsidy program. This is 15% more than in 2016.</p> <p>With the support of a \$4.5M grant from the province a sliding scale fare structure was introduced for Calgary Transit's Low Income Monthly Pass. Over 245,000 low income monthly passes were sold between April and December 2017, representing a 64% increase over the same period in 2016. The new fare structure is providing economic and social opportunities for low-income Calgarians by enhancing their access to public transit.</p> <p>The Lincoln Park Food Bank Depot was launched in community space located in Calgary Housing, supported by community social workers.</p> <p>The communities of Manchester, Rosscarrock and Sunalta developed neighbourhood food plans, and residents from Highland Park, Thorncliffe and Greenview came together for a "Gather Community Dinner" event series to exchange information on food security and financial literacy.</p>

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				<p>A Joint Encampment Team (JET) is being piloted to implement a coordinated corporate program model to address removal and cleanup of illegal encampments on City-owned property.</p> <p>The Lincoln Park Food Bank Depot was launched in community space located in Calgary Housing, through the initiative and support of community social workers.</p> <p>The communities of Manchester, Rosscarrock and Sunalta developed neighbourhood food plans, and residents from Highland Park, Thorncliffe and Greenview came together for a “Gather Community Dinner” event series to exchange information on food security and financial literacy.</p> <p>A Joint Encampment Team (JET) is being piloted to implement a coordinated corporate program model to address removal and cleanup of illegal encampments on City-owned property.</p>
●	<p>P8 Respond to the needs of an aging population.</p>	CS	TRANS POLICE	<p>Calgary Transit Access Service provided 1,139,960 shared ride trips and 28,322 ACE trips in 2017. Other metrics include, 477,984 phone calls, 3,069 eligibility interviews, and 7471 applications processed between January and November 2017.</p> <p>Transit also increased accessibility to Transit stations, stops and services by conducting 1179 OTP checks and 1402 vehicle inspections, as well as participated in the International Day for Persons with Disabilities.</p> <p>The Active Aging Strategy as a key strategy to community and personal resilience was presented at the U of C Centre on Aging conference, in partnership with Age Friendly Calgary. Approximately 50 health care and aging professionals were in attendance.</p> <p>Active Aging and the Fitness Product Team offered a revised Dementia 101 training for fitness instructors who work with older adult populations.</p> <p>Calgary Fire teamed up with the Brenda Strafford Foundation to raise awareness of dementia amongst first responders and the community.</p>

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				<p>Calgary Fire engaged 3000 seniors to improve their safety and smoke detectors were inspected in 19 Meals-on-Wheels client' homes. Only two out of the 19 homes didn't require installations.</p> <p>The Seniors-For-Seniors pet adoption program is still active, providing a significant discount for persons 60 years of age and over to adopt mature pets aged seven years and up.</p> <p>Administration worked with community partners to identify community-wide indicators for each result of the Seniors Age-Friendly Strategy which will allow us to track our progress in advancing the outcomes of the strategy.</p> <p>The Age-Friendly Calgary Steering Committee became a signatory to Calgary's Play Charter at the International Play Association Triennial Conference, hosted by IPA and Calgary Recreation.</p>
●	<p>P9 Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.</p>	<p>CIVIC PARTNERS</p>	<p>CS</p>	<p>In June, CADA released an updated Arts & Culture Infrastructure and Capital Plan: Building on our Momentum including recommendations about space needs and preferences to help Calgarians live creative lives.</p> <p>Investment highlights in 2017 included:</p> <ul style="list-style-type: none"> Continued distribution of \$1 million Emergency Resiliency Funds to arts organizations negatively affected by the economic downturn. The Calgary Arts Emergency Resiliency Fund provided a total of \$980,000 to 31 organizations. During this period, 36 organizations applied for a total of \$2,602,015.64 in eligible requests. \$118,896 in Artist Opportunity Grants to 67 artists for professional development opportunities. \$150,000 Project Grants to 28 arts projects. Second year of the Small Experiments Program invested over \$69,000 in 26 experiments undertaken by artists and arts organizations. One-time allocation of \$2M by Council for investment in 10 Cornerstone Arts Companies and request for CADA to work with the Cornerstone Arts

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				<p>Organizations to develop a sustainability framework that will be reported back to Council in 2018. A Sustainability Framework Working Group comprising representatives from the Cornerstone Companies was struck and is currently working together on the framework.</p> <p>The City of Calgary was recognized with two national cultural awards in 2017: Creative Cities Network of Canada's Award of Excellence for Best Cultural Event in 2016 (Canada Day 2016 Celebrations) and one of the Top Ten Public Art projects in Canada 2016 (The Fold, Remington YMCA).</p> <p>For the 5th year, the City of Calgary hosted the Annual Kick-off Party for Culture Days. This years' partnership with cSpace showcased The City's \$6.5 million investment in this new infrastructure, offered a range of visual and performing arts organizations the opportunity to showcase their work, strengthened the relationship with CBC, and provided an update on implementing the Cultural Plan.</p> <p>In partnership with the Calgary Congress for Equity and Diversity in the Arts, CADA launched an initiative to stimulate discussion about the value of Equity, Diversity and Inclusion (EDI) in the arts. The arts community was engaged through EDI training sessions, community conversations, and on-line surveys to measure the state of EDI in the arts community.</p> <p>Eighty-one Indigenous and non-Indigenous people gathered for the Aisinna'kiiks dinner and dialogue series co-hosted by Calgary Arts Development and Calgary Board of Education. This series of three dinners focused on building relations and exploring the role of the arts in reconciliation. Guests included elders, artists, educators, students and other community influencers.</p>
●	P10 (A) Expand our library system and (B) enhance access to technology and information.	(A) CIVIC PARTNERS (B) CFOD	(A)CA (A)CFOD (A)CS (B) CA (B) DCMO (B) CS	<p>(A) In 2017, Library membership continued to grow, with 628,000 active members, a 9% increase over 2016. Members had 1.62M internet sessions, a 5% increase over 2016. Total visits were also up with 6.84M people accessing 19 library locations in 2017.</p> <p>Community libraries saw a flurry of activity, with facility improvements and new programs, including a new Nature Playground at Forest Lawn, and four new Early Learning Centres at Crowfoot, Village Square, Saddletowne, and Signal Hill. The Library also addressed</p>

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			(B) TRANS (B) PD	<p>growing populations with new service points at Sage Hill and Rocky Ridge (opening January 2018).</p> <p>The biggest project for the Library remains the new Central Library, which is on time and on budget to open on November 1, 2018.</p> <p>(B) The City of Calgary has developed a number of online tools to connect and serve Calgarians including a new Garbage Day Collection application being used by approximately 100,000 Calgarians, online applications for home improvement projects with myHome, and sharing traffic accident locations and detours with over 30,000 Twitter followers using information from 911 events. Free wi-fi is now available in 80 City of Calgary facilities and there have been over 11 million connections to the public wi-fi network since it went live.</p> <p>The payment system for the Calgary Transit Senior Citizen Bus Pass program has been improved so that each senior renews their bus pass in their month of birth, instead of all renewals happening on June 30.</p>
●	<p>P11 Facilitate programs and services for children and youth, including, in some cases, providing, a variety of affordable after school programs.</p>	CS		<p>Representatives from Community Associations presented to 16 City Hall School groups on changing nature of neighbourhoods and how we can make a difference in our community.</p> <p>The City supported Calgary's youth through implementation of a Summer Employment Program for justice-involved youth to gain valuable work experience, build on their resumes and learn effective life skills.</p> <p>The City offered 177 summer programs in 74 communities with over 22, 000 visits. Parents indicated that free summer programming helps their children to participate in activities they would not otherwise be able to participate in due to cost and/or location.</p> <p>The City helped bridge a partnership between Cornerstone Youth Group and the Albert Park/Radisson Heights Community Association that will allow Cornerstone to use the CA facility for educational programming and basic needs support.</p> <p>Administration, in partnership with the Calgary Police Service, Alberta Health Services, Calgary Board of Education and the Calgary Catholic School District received \$1.2 Million</p>

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				<p>from the Community Resiliency Fund of Public Safety Canada to further enhance the Redirect program. The Redirect program is 1 of 3 early intervention and crime prevention programs delivered by The City and its partners.</p>
●	<p>P12 CS Establish approaches and practices that welcome and support full participation of vulnerable populations in City activities.</p>	CS		<p>Youth Services staff and clients participated in an Indigenous teaching series that included sessions on justice systems, elder relations, intergenerational trauma, Indigenous awareness, sharing circles, and round dance. Through the process, staff increased their understanding of Indigenous culture while Indigenous youth gained more self-awareness and in some cases, healing.</p> <p>The Calgary Local Immigration Partnership (CLIP) completed a 3-year Local Settlement Strategy to foster a more welcoming and inclusive Calgary and improve settlement and integration outcomes at the community level.</p> <p>Fifteen micro-grants were provided to neighbourhoods to support small grassroots initiatives.</p> <p>Two Neighbourhood Leadership sessions were held for residents to identify tangible actions that contribute to building inclusive and strong communities. Both sessions resulted in increased capacity and confidence for participants.</p>

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Every Calgarian lives in a safe, mixed and just neighbourhood, and has the opportunity to participate in civic life.

A city of inspiring neighbourhoods

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▽	N1 Keep community's safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.	CS	CA TRANS POLICE	<p>The number of emergency calls to the Fire Department increased 10% over 2016. Of these calls, fires increased 5.2%, medical incidents 13.0% and public service assistance 33.2%. Due to the increased call volume, first-in unit response to fire suppression incidents decreased by almost 3 per cent. Calgary Fire continues to achieve its benchmark of arriving within 7-minutes, 90 percent of the time, at Critical Medical Intervention incidents.</p> <p>To meet public safety targets and increase safety in the community, fire crews visited 22,000 businesses ensuring fire and life safety systems are in accordance with the Alberta Fire Code. Fire safety codes officers provided 10,700 fire inspections and responded to 2,280 business complaints or inquiries, and 16 peace officers were hired for the implementation of the Peace Officer deployment strategy. Non-compliance fines levied by the CFD in court in 2017 were \$162,980. Law is supporting the work to address the legalization of cannabis, including drafting bylaw amendments.</p> <p>Traffic safety actions include the construction of more than 70 new rapid flashing beacons, the implementation of traffic calming curbs to reduce speeds and pedestrian crossing distance, and Community Traffic Safety Meetings with Calgary Police Services. Traffic collision data collection was migrated to a new database. Corporate Security's Technical Operations and Physical Security team updated the wireless network to improve video quality for the Public Service Network and two new cameras were added to Olympic Plaza. Alberta Health Services and The City reached an agreement for the provision of patient-centred EMS dispatch services. This agreement brings many benefits including the response by the closest available ambulance, real-time ambulance status, common technology and training, allowing centres to operate under one system.</p>

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				<p>In partnership with agencies (i.e. Alpha House) and City partners, the Partner Agency Liaison (PAL) Team responded to approximately 1,000 calls reporting illegal encampments in 2017. The collaborative operation helps link vulnerable people with social service agencies and clear away the debris on site. Ten Emergency Communication Officers completed a cross training course to make them better able to adapt to call volume surges.</p> <p>The implementation of a coordinated dispatch system is well underway. Both citizens and officers will benefit from improved safety as information sharing increases between peace officers and police.</p> <p>Implementation of the Next Generation 9-1-1 system is well underway. This new system will enable citizens to communicate with 9-1-1 through new channels and will link 9-1-1 to vast sources of data to support emergency response.</p>
●	N2 Build resiliency to flooding.	DCMO (ROC)	ALL	<p>The work to repair and replace where necessary infrastructure damaged in the flood event of June 2013 continued under the Municipal Infrastructure Flood Recovery Program through 2017. As of November 30, 2017, a total of 196 projects of a total of 221 have been completed (89%). A total of 180 projects (82%) have been submitted for reimbursement of costs through insurance, the provincial Disaster Recovery Program (DRP) and other provincial grants. Flood resiliency work at The Calgary Zoo was completed in 2017 and the Flood Mitigation Measures Assessment (FMMA) implementation plan approved by Council June 26, 2017.</p>
●	N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	CS	CA CFOD DCMO PD TRANS UEP	<p>Event monitoring and management</p> <p>The Emergency Operations Centre was opened to monitor special events and arising issues across the City, including the Red Mile, Canada Day, the Stampede Parade, high-wind activity, and a safety issue impacting Calgary Housing residents. Tactical Operations Centres across the City were also opened to monitor other events, including New Year's Eve festivities, protests, and regional wildfires.</p>

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				<p>City staff also participated in two large-scale emergency exercises – a flood and snowstorm - to test response, recovery and business continuity processes and plans.</p> <p>The drought Advisory Phase was activated between August and October due to dry watershed conditions and increased fire risk in the source watershed.</p> <p>Emergency planning and preparedness</p> <p>The Calgary's Municipal Emergency Plan was updated to reflect new processes, roles and responsibilities, including alignment with business continuity and recovery planning. The City's Infectious Disease Management Plan was updated and pandemic supplies were bolstered to reflect emerging practices and research in public health emergencies and protect the health and safety of City staff during an outbreak.</p> <p>Recovery</p> <p>A Non-Profit Organization Liaison position for the Emergency Operations Centre was finalized to serve as central point for two-way communication and coordination of services between The City and non-profit agencies during and following an emergency.</p> <p>Business continuity</p> <p>A survey was completed in conjunction with the Calgary Chamber of Commerce to assess small business awareness of continuity principles and preparedness for recovery from future disasters. The City's Business Continuity Planning Policy was also updated to reflect current practices and ensure business units are prepared to continue to deliver essential services following a major emergency.</p>
● *	<p>N4 Revitalize the role and ability of community associations, and use of community facilities.</p>	CS	PD	<p>The City continued to support community associations (CAs) providing assistance with business planning, financial forecasting, and resident engagement to identify appropriate programming.</p> <p>As a result, approximately 22 business plans were completed by CAs across the city in 2017. The business plans serve as guiding documents that assist in</p>

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				<p>fostering long term sustainability of the partner organizations' boards and financial standing.</p> <p>An Organizational Health Self-Assessment Tool has also been created to support CAs and is now available electronically.</p> <p>Throughout 2017, the City worked with community associations to improve community infrastructure, enabling the CAs to impact their communities by increasing memberships and neighbourhood engagement. Adding to the supply of sustainable recreation infrastructure within communities will also help to encourage more people to be active year-round.</p>
●	<p>N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.</p>	PD	CS TRANS UEP	<p>A major milestone was achieved in 2017 in relation to land use policy amendments, using the newly approved Developed Areas Guidebook (DAG), and land use resignations for five Main Street areas.</p> <p>Supported Transit Orientated Development (TOD) sites on Calgary Transit land that align with park and ride policies by receiving approval from Council for Anderson Station Area Redevelopment Plan. Capital improvements will be added to the next capital budget cycle. Land use has been submitted to the City for review.</p> <p>The downtown long-stay parking report was delivered to Council in support of their efforts to support business and development during the economic downturn.</p> <p>The Mills Park rejuvenation in Inglewood is complete and received great reviews from community members. This park improvement project features innovative public play elements such as a slackline course, fort building area with loose sticks and bark, seated theatrical play venue, and rain garden.</p> <p>The Bowness Park wading pool re-opened at the end of July with 3,700 visitors the first four days of its opening. To ease some parking issues at this popular regional park, a new overflow parking lot and free shuttle service was created on the other side of the river, west of Baker Park.</p>

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				<p>Work continues with the Province and the Safety Codes Council to improve fire safety related building codes for different occupancy types including care facilities such as nursing homes and hospitals.</p> <p>Twelve aquatic wheelchairs were purchased for aquatic centers, with expected delivery the first week of January 2018. Having an aquatic wheelchair designed for a pool environment benefits both the site and the user.</p> <p>This Is My Neighbourhood, prototyping a new way of working within communities, implemented 25 resident-led and 125 City-led projects in 14 neighbourhoods. These projects include senior and youth programming, small infrastructure projects and public art installations.</p> <p>Community engagement sessions were held in collaboration with Planning & Development for Dalhousie and North Hill mall to create a vision for each area to inform development applications.</p>
●	<p>N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.</p>	PD	CFOD TRANS UEP DCMO	<p>Through the Municipal Complex Structural Upgrade Project, the Municipal Building's usable office space capacity on floors 8 through 12 has be significantly increased by increasing the weight load the building can handle.</p> <p>This approach has increased space capacity in the Municipal Building and rationalizing other Corporate space will allow for enhanced space utilization and an estimated \$6.6 million in future capital cost avoidance. Administration continues to collaborate with Alberta Energy to address implications to The City of provincial Climate Change policies and Carbon Tax/Levies. The City Charter provides new authorities for The City in the area of environmental stewardship. Intergovernmental and Corporate Strategy is working with internal partners to refine The City's strategic direction on environment under these new authorities. This strategic direction will inform changes to The City of Calgary's Environmental Policy, which will be amended in 2018.</p> <p>The 10-year rapid transit priorities were presented at Council in Q1, 2017 in conjunction with RouteAhead. Initiated the airport rail connection study and the</p>

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				<p>Blue Line Northeast pre-design. Introduced transit service to community of Legacy in July 2017 in addition to introduction of service in the community of Nolan Hill.</p> <p>Environmental Construction Operations (ECO) plans were received and reviewed for 69 new city capital construction projects this year. This process reduces risk of regulatory non-compliance and minimizes environmental impacts associated with construction. The South Saskatchewan Regional Plan (SSRP) establishes vision, policy direction and regulation for regional land-use planning. The SSRP guides local governments to consider the cumulative effects of development on air, water, land and biodiversity. The City's cross-departmental working group is reviewing regulatory instruments, such as bylaws, plans and policies, to confirm that they align with the SSRP, prior to the 2019 September deadline.</p> <p>The updated Calgary Parking Policies was completed and approved by Council in 2017.</p>
●	<p>N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.</p>	PD	<p>CA CFOD CS TRANS UEP</p>	<p>The funding model that was applied to the Centre City development is being used for city wide public realm improvements, leveraging various funds to achieve a better outcome.</p> <p>Law supports the execution of the City/development industry work plan, which includes initiatives to address the funding and financing of growth related infrastructure.</p> <p>Law is represented on the Director's Integrated Growth Committee and on the General Managers Strategic Growth Committee. Law also participates on the Developers Advisory Committee and has input on legislative change initiatives regarding offsite levies. Law is also working with Growth Strategies on finding new ways to fund and finance infrastructure. The CFOD is partnering with Growth Strategies to evaluate and model both capital and operating budget impacts of numerous growth options for The City.</p>

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●	<p>N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.</p>	PD	CA DCMO TRANS UEP	<p>In collaboration with stakeholders from Federation of Calgary Communities (FCC) along with BILD Calgary Region, we created a new resource to encourage greater engagement with citizens for land use re-designations and smaller residential infill projects. The one-page document summarizes the benefits of engagement for all parties and provides tips on different types of outreach and how to get started.</p> <p>The following reports were approved by Council:</p> <ul style="list-style-type: none"> • Urban Design Review Panel Terms of Reference approved by Council (July) • South Macleod Centre Area Structure Plan (September) • Amendments to the Symons Valley Community Plan (September) • Rundle Station Area Master Plan (December) to guide future redevelopment in the area • Downtown Parking Strategy Policy (December) to update the Land Use Bylaw to implement the new downtown parking strategy <p>The following reports were presented to Calgary Planning Commission:</p> <ul style="list-style-type: none"> • West Springs Area Structure Plan (December) amendments to accommodate approximately 3400 people and 3500 jobs in a mixed-use neighborhood <p>A lawyer is seconded to the Green line team, the City Solicitor and General Council serves on the Green Line Executive Steering Committee and Law's Manager of Planning and Environment serves on the Green Line Program Advisory Committee. Law is supporting Green Line with procurements and agreements.</p> <p>Law continues to work on the Transit Orientated Design Plan as well as Mainstreet Initiatives.</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
●	<p>N9 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.</p>	PD	CA DCMO CS TRANS UEP	<p>As part of The City's pedestrian strategy and in collaboration with the University of Calgary, Bridgeland/Riverside Community Association and students from Langevin School, the 4th Avenue Flyover project was delivered. This effort revitalized an underutilized community space through tactical urbanism while gaining international recognition.</p> <p>Streetscape improvements for 3rd Avenue in Chinatown were completed.</p> <p>The 1st Street SW corridor improvement project construction has been completed including upgraded sidewalks, lighting and street furniture.</p> <p>Urban Strategy has capital funding to improve the public realm along the street and sidewalks within individual priority Main Streets areas.</p> <p>Work has begun on the streetscape master plans for the first eight Main Streets.</p> <p>Waste removal, recycling and organics recovery has been completed for 113 Community Cleanups and 113 festivals in 2017 supporting the waste diversion target of 70 per cent across all sectors by 2025. Construction of the West Eau Claire Park has begun and will continue into 2018.</p> <p>Corporate Security is implementing the recommendations that stemmed from the completed Crime Prevention through Environmental Design reviews on all seven inner-city parks.</p> <p>Law is participating in a review of possible regulations for short-term rentals for Council's consideration.</p> <p>Work is ongoing on Mainstreets Project and an Investment Strategy for Established Areas.</p> <p>Facility Management through the Integrated Civic Facility Planning Program has developed a Public Access Strategy and guiding principles to support public access in City-owned buildings.</p>

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				<p>Facility Management has pilot projects in a number of locations including the Shaganappi Civic Building and Royal Vista Fire Hall.</p> <p>The City was able to open new fire stations and facilities in 2017 including: a new replacement Mount Pleasant Station 7; Northeast Industrial/Stonegate Station 27; and opened the new Fire Headquarters/Station 16 including a Wellness Centre for firefighters. Calgary Fire also supported the public safety component of the Greenline project, and early phases of the City Shaping and Transit Oriented Developments planned for 2025.</p>
●	<p>N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.</p>	PD	CA DCMO CS	<p>Heritage Planning created Intervention Request Guidelines in 2017, for when a property owner is applying to The City to alter the Regulated Portions of a Municipal Historic Resource. This document helps to clarify the process for heritage property owners, and standardize the requirements for submission between different applicants. Heritage Planning also updated the guidelines for photographic documentation of historic resources to improve the quality and consistency of contracted photo-work (including evaluations and pre-demolition documentation), and to provide the larger heritage community with standards and resources for performing independent documentation.</p> <p>Heritage Planning worked with the Calgary Heritage Authority in 2017 in further reviewing the holdings of architectural/urban fragments and artifact held by The City, and began the discussion about de-accessioning these items. It's expected that the process will be carried out by the Calgary Heritage Authority in 2018. The conclusion of this work will result in accomplishing an outstanding item in the 2008 Calgary Heritage Strategy regarding the ongoing management of these artifacts.</p> <p>In the period from June-December 2017, three additional privately-owned sites were designated as Municipal Historic Resources, bringing the year-end total to 86 sites (24 City-owned, 62 privately-owned):</p> <ul style="list-style-type: none"> ● King Edward School (South Calgary) ● Smith (Arnell) Block (Hillhurst)

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				<ul style="list-style-type: none"> Glenwood Manor (Sunnyside) <p>A detailed condition assessment and needs analysis have been completed for both the Rouleau House and Historic Holy Angels School, paving the way for rehabilitation at those sites. The design process is well underway for the Rouleau House with the development permit currently pending approval while the Historic Holy Angels School is entering the planning phase for masonry repair work.</p> <p>Stabilization of the Public Building has been completed successfully. Safety systems that were installed are now in a monitoring and sustainment phase. Further, in depth study and analysis of this heritage building has been completed, allowing for robust planning for future work. Facility Management - Significant progress was made in the rehabilitation of Historic City Hall including site stabilization and the creation of a detailed treatment plan for repairing or replacing each of the building's stones. The project continues to be on schedule and on budget.</p>
●	<p>N11 CS Promotion of public safety through education, prevention, and partnerships.</p>	CS		<p>To reduce risk to citizens, The City reached its goal in 2017 to engage one in nine Calgarians in fire prevention and life safety education. The Home Safety program targeted 27,468 higher risk homes resulting in 11,089 face-to-face interactions. The accompanying Home Safety brochure was updated to include information on 2-1-1 services, the Fair Entry program, wildfires and enhancing personal preparedness with 72-hour kits. Fire Safety Officers engaged 39,371 people considered higher risk due to their circumstances, delivered fire safety presentations to 23,700 elementary school (K-5) students, attended nine Calgary Housing events, and 29 community events. Crews reached another 3,200 Calgarians (mostly newcomers) through Doors Open YYC and Station Open Houses.</p> <p>To raise awareness of dementia amongst first responders, Calgary Fire teamed up with the Brenda Strafford Foundation to develop a new program for first responders.</p>

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				<p>Ready Calgary Kids was delivered to over 12,000 grade five students in over 230 schools to encourage individual and family preparedness to self-sustain in the hours and days following an emergency or disaster.</p> <p>Community outreach programming targeted at youth, family, and individual emergency preparedness expanded this year with a focus on high-risk communities. Twenty distinct community events were attended with more than 12,000 contacts. CEMA partnered with Calgary Neighbourhoods to expand the reach of this programming by utilizing trusted community networks accessed through embedded Neighbourhood Partnership Coordinators.</p> <p>The Disaster Risk Assessment was refined to analyze, manage & utilize disaster risk data. The method was developed to align with broader risk management & accepted standards of practice. 20 subject matter experts from the field of disaster management were engaged to assess 70+ individual hazards that could impact Calgary. The results will be utilized to support the prioritization of disaster risk treatment (mitigation) activities and identify priority risks that require further study.</p> <p>The City hosted the 14th annual Safety Expo event at the Municipal Building with thirteen City business units as well as twenty-seven external partners participating. Thirty-two interactive exhibits taught grade 5 and 6 students about safety at home and play. Attendance surpassed previous records for a total of 4,277 participants due to increased space with new workshop area and outside demonstration area for safety presentations and demonstrations.</p> <p>Nature Canada recognizes the City for the progressive work to keep cats safe and save bird lives. This award is in relation to Nature Canada's signature program called Keep Cats Safe and Save Bird Lives that encourages cat owners to always keep their cats supervised. Animal Services was awarded their inaugural, municipal leadership award recognizing the City's leadership in keeping cats safe. The Mayor provided a video commending Animal Services on being leaders in animal management as well as thanking Nature Canada for the award.</p>

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●	N12 CS Promote and strengthen community standards through facilitated compliance.	CS		<p>Enabling Fire Inspectors to write tickets for lesser code violations was not included in the 2015 amendment to the Safety Codes Act. Fire Safety Codes Officers continue to address minor infractions through written reports from inspections and re-inspections.</p> <p>The Corporate Coordinated Graffiti Abatement Program has been successful. In 2017, Calgary Housing Company (CHC) signed the Service Level Agreement with Calgary Community Standards to officially join the program. The expanded partnership will allow for the leveraging of City resources and cost savings through economies of scale.</p> <p>The Community Standards Bylaw (CSB) bylaw amendments implemented in 2017 includes: training provided to officers; updates to citizens via Calgary.ca; and, an update to the online Good Neighbour Practices Reference Guide.</p>

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A city that moves

People and goods can move well and safely throughout the city, using a variety of convenient, affordable, accessible and efficient transportation choices.

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
● *	M1 Implement and accelerate RouteAhead as transit funding becomes available.	TRANS	CA CFOD DCMO CS	<p>Green Line passed several milestones in 2018 including a final approved alignment and station locations, as well as funding from the Province of Alberta. Green Line support continues on a number of fronts including modeling and forecasting, pre-design work, TOD support and network integration. Citizens were engaged in 2018, providing valuable input into the project. Active support from across the organization has helped to secure additional financing through various programs such as Provincial Green Trip and Carbon Levy funding and Federal PTIF & ICIP Transit programs.</p> <p>A new Park and Ride template was developed and approved by Council for Anderson Station. Priority missing links were identified as shovel-ready enhancements and quick wins related to implementing Calgary Transit's BRT network.</p> <p>Calgary Transit expanded community partnership programs that result in use of station areas for community activities. This includes model train shows, Mother's Day run, Run for the cure, Kensington BIA activities and a food truck pilot at stations.</p> <p>The required improvements to stations, infrastructure and transit operations to effectively run four-car CTrains was completed. This includes track adjustments on three platforms, five mainline track switch replacements, repairing three crossings, replacing ballast and repairing track surface.</p> <p>Pavement and concrete repairs were also undertaken at five bus loops and two bus-only gates. This is also used to develop condition and maintenance standards for bus stops and stations that can be audited in accordance to industry best practices.</p> <p>The Roads snow and ice control (SNIC) priority list was expanded to include 685 accessible and Calgary Transit locations.</p> <p>Construction began on Calgary's BRT network comprised of the 17 Avenue SE transitway phases 1 and 2, north crosstown, south crosstown and southwest BRT</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				phase 1. These priority RouteAhead projects will introduce permanent high-quality, high-frequency service to dozens of communities across the city.
●	M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	TRANS	CA CFOD DCMO CS	<p>Transit Priority measures were installed in five locations to decrease travel time and improve trip time reliability.</p> <p>Roads completed improvements at five major intersections to improve public safety and reduce congestion.</p> <p>Planning has been completed to upgrade the Traffic Management Centre (TMC), with implementation in 2018, to improve the provision of traffic monitoring, incident management, and traffic operation efficiency and traveler information. Corporate Security and Roads' Technology Working Group are working towards a standardized video management system.</p>
●	M3 Invest in strategic road improvements in priority growth areas as funding becomes available.	TRANS	CA CS	<p>The City resurfaced 241 lane kms of the 16,300 lane km pavement network and replaced 20 linear km of the 5,700km sidewalk network.</p> <p>A new interchange at Deerfoot Trail and 212 Avenue SE was funded through an innovative process advancing the project in a priority growth area.</p> <p>Preliminary design for Symons Valley Parkway was completed. Southwest Ring Road collaboration and preparation continues on several fronts. Law has supported the sale of various parcels of land to the Province required for the South West Ring Road. They also continue to assist with wetland issues on Provincial ring roads and City lands at the Environmental Appeal Board. Transportation has provided design input on transit connections through Southwest Ring Road and identified possible routes to new communities and neighbouring municipalities.</p> <p>Three interchange projects were completed at Bowfort Road/Trans-Canada Highway, Glenmore Trail/Ogden Road and Macleod Trail/162 Avenue. Together these improve safety and access at strategic development locations in Calgary. Macleod Trail/162 Avenue is Canada's first diverging diamond Interchange.</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
● *	M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.	TRANS	CS	<p>Roads programs completed 37 projects (thirteen pedestrian, four safety and four capacity improvements, nine bike-related, and seven traffic calming) that included 102 new tactile pads at curb cuts, and 5.7 km of new pedestrian links.</p> <p>East central Complete Streets projects were completed on 8 Avenue SE, Marlborough Way NE and 40 Street SE. These includes the first dedicated on-street bicycle infrastructure east of Deerfoot Trail.</p> <p>The first slate of deliverables related to the Step Forward pedestrian strategy were completed. These include supporting the ActivateYYC Canada 150 community improvement microgrant program, launching a tactical urbanism program, hosting the international Walk21 conference in collaboration with the U of C, and supporting the 2017 CIP national conference.</p>
●	M5 Improve the taxi system.	CS	CA TRANS	<p>A review of the governance model for the Livery Transport Advisory Committee (LTAC) was conducted throughout 2017. Council endorsed Administration's recommendation, where no standing advisory committee exists and stakeholder perspectives continue to be incorporated into recommendations to Council. CCS would be responsible for industry and public consultation on a case-by-case basis, in alignment with The City's Engage Policy and would tailor engagement depending on the scope and subject of the project. This recommendation would improve efficiency, eliminate the duplication of engagement efforts and result in cost saving.</p> <p>Elimination of annual Accessible Taxi Plate Licence (ATPL) fee was approved by Council on March 20th through the Accessible Taxi Review report. This reduces the financial burden for ATPL holders. In addition, the work to explore opportunities to collaborate on service delivery for the Accessible Taxi Community is underway. CCS plans to return to Council no later than 2018 Q1 with an option analysis and assessment that will seek to conclude the Calgary Transit Access and Livery Transport Services scoping review which will provide recommendations for collaboration on service delivery and accountability with the accessible taxi industry.</p>

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A healthy and green city

We steward our air, land, and water while encouraging healthy lifestyles for all Calgarians.

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
● *	H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	UEP	CA CFOD DCMO	<p>The City implemented the residential Green Cart Program to over 320,000 single-family homes and is servicing all Calgary communities. Food and yard waste collected through the program is processed at The City of Calgary's Organics and Biosolids Composting Facility. The facility was completed as a Public Private Partnership (P3) and was delivered on time and on budget for the start of collection. From the start of service in July (southwest quadrant) to Dec 31, approximately 38,000 tonnes of food and yard waste has been composted that would have otherwise been buried in the landfills. Higher than projected volumes of food and yard waste have been collected with initial results showing 50% less waste to landfill when compared to the same period in 2016. In addition to food and yard waste, approximately 6,500 tonnes of biosolids have been processed in the facility.</p> <p>Residents received program information packages with their green carts, and additional support was available through Green Cart Program updates on Calgary.ca, the What Goes Where? online waste diversion tool, and a cart collection reminder tool (ReCollect App) which has almost 100,000 active subscriptions.</p> <p>The City is focused on supporting Calgarians to comply with the Council approved changes to the Waste and Recycling Bylaw which requires food and yard waste diversion in the Single-Family (SF), Multi-family (MF) and the Industrial, Commercial and Institutional (ICI) sectors. The bylaw outlines amendments for SF homeowners to use their green carts effectively and owners and occupants of MF residences and ICI establishments to implement food and yard waste diversion. The ICI and MF sectors have shown growing participation and compliance with recycling and food and yard waste bylaw requirements. These initiatives are an important part of</p>

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				<p>The City's plan to achieve the target of 70 percent waste diversion in all sectors by 2025 and provide additional benefits of reducing greenhouse gas emissions, extending the life of existing landfill assets, and recognizing waste as a resource.</p>
<p>● *</p>	<p>H2 Encourage a broader range of innovative and clean energy technologies.</p>	<p>UEP</p>	<p>TRANS DCMO CFOD</p>	<p>The City encourages the use of innovative and clean energy technologies in City facilities, operations, programs and projects. Highlights for 2017 include:</p> <ul style="list-style-type: none"> • Roads completed the retrofit of 80,000 streetlights with LED bulbs more than a year ahead of schedule, providing improved visibility and ongoing utility cost savings of approximately \$5 million per year. Savings will be reinvested in lifecycle maintenance on other streetlight infrastructure such as light poles and underground wires. • The City, in collaboration with SW municipalities, have completed an Expression of Interest, to identify interested private sector partners to own and operate a network of electric vehicle fast charging stations across southern Alberta. • Engagement workshops have been conducted across the Corporation to develop climate change adaptation actions, themes and priority programs for the Corporate Climate Adaptation Plan. • Calgary Fire continues to utilize clean energy in new fire stations, with a portion from solar energy sources. Fire also considered emissions with the procurement of 11 new fire apparatus in 2017, which are more fuel efficient and provide the driver with better maneuverability on congested streets. • In partnership with Corporate Analytics and Innovation, UEP completed two solar power plants at water treatment plants totaling 917 kW of installed capacity. These two plants are anticipated to reduce GHG emissions by 650 tonnes per year and produce enough energy to power almost 145 average Calgary homes while avoiding

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				<p>over \$125,000 in electricity costs annually. A 1,080 kW solar power plant was also initiated at Shepard Landfill. The energy produced will be used in the operation of the composting facility. The project reached 20% completion by year end 2017.</p> <p>The City, as a member of the Calgary Region Airshed Zone (CRAZ), supported regional air quality improvement activities including:</p> <ul style="list-style-type: none"> • Management of regional monitoring programs; • Engagement and air quality awareness sessions with schools, industry, agriculture, and municipal workshops; and • The introduction of idle free zones with schools and businesses. <p>In addition, the City is participating on the Clean Air Strategic Alliance (CASA) provincial Non-Point Source Project with other government, industry and non- government organization (NGO) members. This project has identified priority actions to reduce the cumulative effects of air pollutants from diffuse sources such as vehicles, residential wood burning, prescribed burning, urban planning, and construction and road dust. The City is well-positioned to address relevant recommendations through current direction, strategies, initiatives, and partnerships.</p>
●	<p>H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.</p>	UEP	CA CS TRANS PD	<p>Work continues to progress on managing the interrelationships between flood protection, water quality and quantity, and land use. Significant highlights for 2017 include:</p> <ul style="list-style-type: none"> • Council approved the Flood Mitigation Measures Assessment, Implementation Plan and budget for specific projects. The approach includes a combination of local, upstream, and non-structural mitigation measures to continue improving flood resiliency for Calgary. The City applied for \$81M for flood mitigation projects through the Alberta Community Resiliency Program. The Community Drainage Improvement Program delivered \$9.5M in planning, design

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				<p>and construction activities. As of 2017, all the Flood Expert Panel recommendations are either complete or in progress. Flood mitigation projects have reduced exposure to river flood damage by approximately 30%.</p> <ul style="list-style-type: none"> • The Water Utility initiated an Integrated Water Supply Management Strategy to build greater synergies among water efficiency, source watershed protection, drought management, climate change, infrastructure planning, and regional servicing. This work will be foundational as The City prepares for the Calgary Metropolitan Regional Board. • A draft of the Source Water Protection Plan (SWPP) has been completed with a focus on mitigating risks to Calgary's source watershed. To complete this report, significant internal and external stakeholder workshops were completed. • The City executed a new 20-year Master Servicing Agreement (MSA) for wastewater servicing with the Town of Cochrane in January. The City has been providing wastewater servicing to the Town of Cochrane since 1998 and the new agreement replaces the expired one. Work is ongoing on amendments to the MSAs with Airdrie, Chestermere, Cochrane, Strathmore and Tsuut'ina. New MSA negotiations are also underway with Rockyview County and the MD of Foothills. • Work continues on the Riparian Action program with seventeen bioengineering and riparian planting projects underway or completed in 2017. Riparian health monitoring indicates city-wide improvement. • The 23rd Avenue Community Riparian Restoration Project has been completed in partnership with Cows and Fish Organization and the Alberta Low Impact Development Partnership. • Roads completed spring clean-up, removing over 40,000 cubic metres of material from the road surface and avoiding cleanup costs associated with catch basins and storm ponds.

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●	H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.	DCMO	CS UEP	Administration continues to work with the Mayor's office to address issues with respect to regional water servicing. Discussions continue with the Province to work on a Water Act licencing solution for this long-standing issue.
●	H5 Protect and enhance our urban forest and natural landscape throughout Calgary.	CS		<p>In September 2014, Calgary experienced a late-summer snow storm causing extensive and severe damage to more than a million trees. ReTree YYC launched in 2015 to respond and recover from this disaster and provide public education and outreach. The three-year ReTree YYC program successfully concluded in 2017. Program results for 2015-17 include:</p> <ul style="list-style-type: none"> ● 357,000 trees assessed and pruned ● 24,560 trees planted ● 79 ReTree Communities (citizen tree planting program) ● Interactive tree map had over 23,000 web views <p>A Calgary River Access Strategy was presented to Council in Q1 with strong support from stakeholder groups. The strategy balances public safety and environmental protection of riparian areas while improving recreation, education and business opportunities for citizens on and around Calgary's rivers.</p> <p>The 50th Annual River and Pathway Clean-up, sponsored by Conoco Phillips Canada, attracted 2,900 volunteers who removed litter in every city quadrant from parks and along nearly 200 kilometres of pathways and river banks. Volunteers included groups from non-profit organizations, community associations, local businesses and City staff.</p> <p>Coyote Standard Operating Procedures to help manage future coyote-human conflicts in our municipal parks were established. Wildlife management work is ongoing with the province, and internal and external partners.</p>

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				<p>Calgary Parks expanded delivery of naturalization to 19 projects (covering more than 32 hectares) in support of The City's 2025 biodiversity target to restore 20% of open space. For example, the Bowmont Park rehabilitation project seeks to naturalize approximately 7.5 hectares of an area recently re-designated as park.</p> <p>Land Use Bylaw amendments were approved by Council to allow target grazing (i.e.: goats) on City-owned land. This was done in collaboration with multiple business units across the Corporation with the intention to further The City's commitment to practice alternative land management and reduce reliance on pesticides.</p> <p>Following a successful Calgary Parks pilot project, goats helped with The City's battle against invasive weeds. Goats grazed through the summer again at Confluence Park and at a new location at Ralph Klein Park, which included hard-to-get-at areas near water and high rocky berms.</p> <p>The City of Calgary's biological control program was implemented in 2006 to target noxious weeds in Calgary. Since then, Calgary Parks has expanded the program to now include 96 release sites. Certain invasive weeds have been successfully targeted using weevils (a type of beetle).</p> <p>Major improvements were made to the Douglas Fir Trail in Edworthy Park in partnership with The Calgary Mountain Bike Alliance and community volunteers.</p> <p>In Q4, <i>Winterfest</i> was hosted in conjunction with <i>National Child Day</i> and 300 citizens visited Ralph Klein Park. This was a collaborative initiative with representatives from across Community Services who came together to promote child safety. Additionally, this event incorporated nature-based games and activities; guided walks; and a Mobile Adventure Playground.</p>

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●	<p>H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.</p>	UEP	CFOD CS	<p>The City continues to build public awareness and understanding of the shared responsibility to conserve and protect the environment through education, public engagement, seasonal events and programs to support the achievement of long-term goals.</p> <p>Highlights of programs and events in 2017 include:</p> <ul style="list-style-type: none"> • The City established three climate change mitigation working groups (Buildings and Energy Systems, Land-use and Transportation, and Waste and Consumption) to provide guidance and feedback for the development of the Low Carbon Plan for Calgary. • The City published briefings on climate change resiliency to build capacity and inform stakeholders and citizens about climate changes and its impacts on our city. • The City participated in the City Charter collaboration table on PACE (Property Assessed Clean Energy) Loans. PACE loans allow businesses and homeowners to access capital to support energy efficiency upgrades or renewable energy options for their properties. The Province and The City will be looking to advance this opportunity through 2018. • GHG and adaptation progress is continuously provided through publicly accessible CDP (Carbon Disclosure Project) reporting framework. • The annual Mayor's Environment Expo is a collaborative effort with Calgary and area school boards to enhance environmental education amongst Calgary's school aged population. There were 4,200 participants and 71 workshops. • Through the Eco-Leaders Program, 32 schools across Calgary were educated, engaged and supported in creating projects that addressed one of the following 4 areas: Eco-Leaders conference, student team projects in collaboration with teachers, skill building workshops, and presentation at Mayor's Environment Expo. The

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				<p>Eco-Leaders Program was a 2017 finalist for the Alberta Emerald Award.</p> <ul style="list-style-type: none"> The City's Environmental Education program won the Rick Curtis HIGH FIVE award from the Alberta Recreation and Parks Association. The award recognizes the provision of fun and educational Calgary Parks programs for children that encourage environmental responsibility and stewardship. The Water Efficiency Plan has been completed including industry and residential research to inform program development. Programs aim to continue reducing overall water consumption to achieve The City's 2033 water demand target. Waste & Recycling Services reached over 19,000 citizens to share information about waste management, recycling and composting through public events and presentations, facility tours, and Multi-family and Industrial, Commercial and Institutional program outreach. Waste & Recycling Services in partnership with Calgary Fire Department, collected and disposed of 3,058 Tonnes of household hazardous waste from citizens at HHW program sites which included designated fire halls. In 2017, The City disposed of 24,587 litres of hazardous fluids from leaks and motor vehicle accidents in 3,353 incidents.
●	<p>H7 Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.</p>	CS		<p>The City continues to foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living. Over 900 children participated in Jumpstart activities in Q3 and Q4, including the Jumpstart Games and I Love Skating lessons. Children in skating lessons also received a pair of skates and a helmet so they can continue to participate. #GetMovingYYC week saw nine recreation organizations working together to deliver one week of free programming to highlight ways Calgarians can be active year-round. This included consistent messaging, idea sharing and experimentation of new program opportunities and partnerships. Over 950 people participated through activity and</p>

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				conversation. Optimist Athletic Park was the staging area for the city's school athletics cross country meet, with over 50 schools and 4000 participants.
●	H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.	CS	CA	The City continues to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians, with several major initiatives underway and completed. The Calgary Bid Exploration Committee (CBEC) is investigating feasibility of an Olympic Bid for 2026. Capital Development working with community partners for development of recreation facilities, with Rocky Ridge YMCA completed ahead of schedule and under budget, and Seton construction continues according to plan. Law is completing agreements for the leasing and operation of new recreation facilities. New skateparks were opened in 2017, with two more skateparks being tendered for 2018. Corporate Security's Information Security team worked with Recreation on the implementation of the new booking software system. Technical Operations and Physical Security enhanced access control and upgraded and/or implemented Closed Circuit Television cameras at all recreation facilities.
●	H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.	CS	TRANS	On Canada Day, 10,000 park visitors celebrated Canada 150 at Confederation Park. The event was sponsored by Tim Hortons and supported by the Rick Hansen Foundation. Park visitors also celebrated Confederation Park's 50 th Anniversary and the recently completed park improvements including new barbeque stands, adventure playground, seating areas, public art murals and accessible interpretive signs (made possible through the Rick Hansen Foundation Barrier Buster grant). Throughout 2018, Calgarians had a variety of opportunities to learn about and care for our parks. For example, as part of Canada's 150 citizens learned about the historical, cultural and natural features of 12 City parks through free guided walks and learning activities at a different location each month.

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				<p>Central Memorial Park (along with the Central Memorial Library) were designated by the federal government as national historic sites.</p> <p>The major rejuvenation of Prairie Winds Park was completed this year. The popular northeast regional park features new and improved play areas for children, basketball courts, picnic areas, a public tandoori oven, tennis courts, fitness stations and a wading pool. A grand reopening event was held on 2017 May 26 and attracted 2,500 citizens.</p> <p>The City is implementing a new Sport Field Strategy. Improvements include the upgrading of 20 D-quality fields to C-class fields in 2017 (with another 20 fields planned for upgrade in 2018).</p> <p>A 10-year comprehensive update to The City's pathway and bikeway master plan began.</p> <p>Calgary Parks launched a Vendors in Parks pilot project in 2017 with a goal to improve experiences for both parks visitors and vendors. The successful pilot project resulted in a range of commercial ventures, including kayak rentals, Segway tours, food and ice cream, and dog treats and poop bags in off-leash areas.</p> <p>The City designed several natural playgrounds and signed an International Play Charter supporting public opportunities for, and acknowledging the developmental benefits of, unstructured play for children. Sites include: Confederation Park, Mills Park (in Inglewood) and Village Square Leisure Centre (supported by Alberta Blue Cross).</p> <p>The Mobile Adventure Playground program hosted 800 children during the International Play Conference. A winter version of the Mobile Adventure Playground (MAP) was run at six locations (in weather from -19 to 7°C). The summer 2017 MAP was held at seven parks and seven special events, and brought the 2017 total number of participating children to 7,500, a 330% increase from 2016.</p>

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				<p>Calgary Parks acquired four aquatic wheelchairs for wading pools and spray parks. The chairs were located at Rotary Park, Canmore Park, and Variety Park in Q3, inviting visitors requiring the aid of a chair to enjoy the water features.</p> <p>As per Council direction, The City's Enhanced Maintenance program was reviewed in order to be more responsive to participating communities. The City worked with community and resident associations to improve program clarity, consistency and communications.</p> <p>The Off-Leash Ambassador Program is a volunteer-led approach to educate citizens about responsible pet ownership and ensure safety in off-leash areas, providing citizens with opportunities to actively learn about responsible pet ownership and the environmental importance of picking up and disposing of pet waste. In 2017, the Off-Leash Ambassador program host various events including a Free Dog Recall Training and eight Pick Up Pooch's Poo Yourself (PUPPY) events held at various high-traffic off-leash sites citywide.</p>
●	<p>H10 UEP Lead by example and manage regulatory risks to protect public health and the environment.</p>	UEP		<p>Provincial regulations for treated drinking water quality and treated wastewater were met 100 per cent of the time at The City's water and wastewater treatment plants. Waste management facilities also maintained compliance with legislative requirements and approvals to operate.</p> <p>The Wastewater Renewal to Operate package was submitted to Alberta Environment and Parks (AEP) for approval in October. The submission of the approval allows the City to continue to operate its wastewater treatment facilities and partner with the province to establish river water quality parameters specific to local conditions.</p> <p>The City has developed a corporate strategy to manage submissions to Alberta Environment & Parks (AEP) Regulatory Approvals in efforts to reduce timelines and meet project deliverables.</p>

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				<p>The Corporation continues to identify, assess, manage and remediate risk of City-owned contaminated sites to meet regulatory requirements and protect public health and safety. In 2017, 158 city owned properties were assessed, and 30 contaminated sites were managed on behalf of the Corporation.</p>

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A well-run city

Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need.

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●	W1 Finalize a new City Charter with the province	DCMO	CA CS CFOD COUNCIL	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 and to ensure broader changes to the Municipal Government Act (MGA) and associated regulatory development.
●	W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	CFOD	ALL	<p>To increase value-for-money, The City strives to be efficient and effective in its operations. Year-end highlights include:</p> <ul style="list-style-type: none"> • The City of Calgary was awarded the International Association for Public Participation (IAP2) Canada Core Values Awards for Extending the Practice – Creativity, Contribution and Innovation in the Field, as well as for Project of the Year for the Crowchild Trail Study. • Several airflow devices in the municipal building were upgraded, resulting in efficiency savings along with a significant energy reduction by lowering the load on the chiller system and water pipes. • Innovation Data and External Access created a beta version of an energy dashboard using data from the Energy Management Office, allowing City staff to view energy information without having to access multiple sources. • Zero-Based Reviews have been completed on 67 per cent of City Services (measured by the 2016 gross operating budget). The City is on track to meet the goal of reviewing City services that account for 80 per cent of gross operating budget by 2020. Approximately \$27 million in annual financial gains have been realized through the ZBR program as of December 2017. In addition to financial gains, The City realized benefits from the ZBR program in

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				<p>the form of service effectiveness, including better customer service, reduced environmental impact and improved public safety.</p> <ul style="list-style-type: none"> • The 2016 MBNCanada Performance Measurement Report was released on 6 November 2017. In 2017, the network initiated a strategic value review project to identify value proposition statements, value characteristics, and the corresponding performance measures for all 36 service areas. The project outcome is to enhance nation-wide data focusing on results and services that matter most to citizens. • The City implemented Phase 2 of Accounts Payable Work Flow to provide automated electronic invoice approval, supporting timely invoice approvals and reducing payment cycle time. • Administration identified a projected 2018 tax supported operating budget gap of \$170 million, which was later reduced to \$146 million. Administration worked collaboratively to provide Council reduction scenarios to close the budget gap. Through this process, Administration identified \$154 million in 2018 tax supported operating solutions including \$8 million for Council to allocate to additional needs if they choose to. • Council reduced the 2018 property tax increase from the previously approved 4.7% to 0.9% for property owners and directed Administration to fund tax relief to businesses. Council also adjusted 2018 landfill tipping fees and planning and development permit fees. In total, including investments in the Low-Income Transit Pass and funding targeted to safe communities, youth and low-income programs and crime prevention, \$126 million in benefits were approved by Council. • The implementation of In Call Location Update technology reduced the time it takes Emergency Communication Officers (ECO) to dispatch help. The technology provides real-time updates on the mobile phone user's location, enabling ECO to better locate callers. • Vacancies greater than six months went from 597 projected vacancies in September 2016 to zero by November 2017. Total headcount has decreased by 420 from 15,476 in October 2016 to 15,056 in October 2017. • In 2017, The City avoided paying nearly \$500,000 to external executive search agencies by sourcing candidates internally.

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				<ul style="list-style-type: none"> • Through the workforce planning initiative, savings of \$20.2M to the base budget were realized by consolidating growth and budget use only positions. One-time contributions to the Budget Savings Account of \$18.9M were realized as a result of reductions in summer student programs and vacancy management initiatives. • The City implemented a common vacation base date, resulting in improved compliance with legislation, reduction in unauthorized vacation bank costs and liabilities, more efficient and simplified business processes, and a reduction in reporting frequency and time commitment from management. • Council adjusted the 2018 Green Cart Fee to allow for staggered implementation by using the unspent Fiscal Sustainability Reserve funding previously approved in 2017. Council approved reducing the 2018 basic sanitary tipping fee from \$119 per tonne, as approved in Action Plan, to \$113 per tonne. This is the same rate as 2016 and 2017 and will continue to reduce the burden on businesses in Calgary. • Utilizing a cloud hosted option to connect to The City's myID system resulted in \$100K in initial development cost avoidance. An additional \$2.78M in cost avoidance was found by delivering service offerings via the cloud. • The City's new legislative agenda and minutes system, eScribe, provided improved report workflow, enhanced user interfaces, and video playback of recorded meetings across multiple platforms, significantly improving performance over the decommissioned ELMS system. • At 2017 year-end, 59% of 311 service requests are now available via self-serve channels such as the web and mobile app, driving cost down and making it easier and more convenient for citizens to access service in the channel of their choice.
●	W3 Examine opportunities for alternative service delivery for competitiveness.	CFOD	ALL	<p>The City continues to explore alternative service delivery options to stay competitive.</p> <ul style="list-style-type: none"> • Contracts for advertising services were evaluated and renegotiated with providers to increase revenue and take advantage of system opportunities through ongoing review of contracts. New forms of digital advertising were reviewed for future contracts request for proposals.

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				<ul style="list-style-type: none"> Calgary Community Standards collaborated with community partners on sponsorship and promotion of CCS public awareness efforts, including the Off-Leash Ambassador Program, Community Cleanup Program, and Safety Expo event. The organics and biosolids facility was awarded the Silver Award for Infrastructure from the Canadian Council for Public Private Partnerships in 2017. This is the first composting facility to be delivered under a P3 model in Canada, demonstrating a solution that is relevant to many Canadian municipalities seeking treatment options for food and yard waste to reduce waste to landfill. Supply completed implementation of Notice of Proposed Procurement process to increase market competitiveness to gain greater value for citizens by advance communication of The City's potential procurement spend with the vendor community.
●	W4 Balance demand for quality City services with affordable taxes.	CFOD	DCMO CS TRANS PD COUNCIL	<p>The City carefully explores opportunities to maintain service levels and quality service delivery while keeping taxes affordable for citizens.</p> <ul style="list-style-type: none"> The approved 2018 business plan and budget adjustments followed a least-harm approach balancing the financial impact to citizens with service solutions that provided a combination of cost savings and service reductions. The City processed Municipal Phased Tax Program credits of approximately \$20 million to approximately 4,900 non-residential property accounts. It is anticipated that the total cost of the 2017 PTP program will be \$30 million when all complaints and appeals have concluded. A Business Customer Research Panel was developed with over 700 business leaders. This group is available to provide insights on issues that are important to Calgary businesses and their ongoing relationship with The City. Supply developed an inventory disposition plan to reduce inventory asset values by working with the business units in their budget planning and sharing inventory investment goals.

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				<ul style="list-style-type: none"> The Fuel Hedging Committee has established rolling, monthly fuel hedging at no greater than 2 million litres per month. Current pricing is in place until May 2018.
●	W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.	CFOD	ALL	<p>Working collaboratively across service lines, The City actively engaged citizens to help inform City decisions.</p> <ul style="list-style-type: none"> The Calgary Transit Customer Advisory Group met 6 times and had in-depth discussions about service changes. The consultation led to a stronger focus on generating revenue to minimize service reductions. The "Reasons to Ride Transit" ad promotion continued in first half of 2017 to engage and inform citizens. In consultation with community residents, replacement Fire Station 7 in Mount Pleasant was designed to include an area that can be used to shelter citizens as they wait for transit. In spring 2017, the Government of Canada introduced Bill C-45I-The Cannabis Act. The Act will legalize and regulate recreational cannabis in Canada by 2018 July. The City has developed a program of extensive public engagement including a public opinion survey and focus groups to establish a baseline on Calgarians' views to inform Council decision-making. Non-residential property and business owners were extensively engaged in 2017 regarding ways to improve Assessment's Advance Consultation Period (ACP). Additionally, non-residential property and business owners were sent preliminary assessed values at the beginning of the ACP to maximize their customer experience. Since launching the Engage portal in March 2016, over 212,000 citizens and stakeholders have visited the site, providing almost 50,000 inputs, ideas, comments and feedback on a wide variety of City initiatives. The City has made over 90 different projects available on the portal for public input. CSC conducted over 75 research projects in 2017 gathering information and insights from citizens and customers to develop and enhance City programs and services.

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				<ul style="list-style-type: none"> • To ensure citizens are informed and engaged regarding City programs and services, CSC responded to approximately 3800 requests for citizen-focused communications services in 2017. This included supporting various initiatives such as Green Cart and Financial Value & Investment. • Media coverage of the 2017 Municipal Election included 1,916 news articles with a circulation of 263,685,093 and an estimated ad value of \$4.4 million in a two-week period. • The City convened three working group meetings with three different external working groups. There were approximately 40 external stakeholders and 21 interviews conducted with stakeholders to identify barriers to implementation of climate mitigation projects and actions. There was also an internal workshop to launch the development of the strategies and actions in the Low Carbon Plan that engaged over 40 internal staff across several business units. • Improvements were made to the redesignation (rezoning) land use process making it easier for citizens to be informed and involved in the process. Improvements to notices or signs that appear on a property where an application has been received by The City of Calgary now includes a map, description of the proposed application and clear direction on how to learn more. • Development information on calgary.ca has been expanded to enable Calgarians to learn more about all types of development applications in progress, determine its status and leave comments 24/7. • A new reference guide was launched to help applicants understand how to discuss their proposal with those impacted by their project. Working to understand the perspectives of neighbours and others help contribute to a successful project. • The Subdivision and Development Appeal Board and Assessment Review Board were made more open and accessible through website updates, use of Open Calgary's data catalogue, better public access to statistics, and the introduction of meeting video online. • The 2017 Election Turnout was 58.1%, the highest turnout for the City in 80 years. The Advance Vote saw the highest number of advance votes cast in

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				<p>Calgary and Alberta civic history. 177,700 households completed census online, an increase from the 98,849 households in 2016. The 2017 Election website had over 850,000 visits, resulting in traffic that was 4.5x times higher than during the 2013 election. Candidate Profiles were the most viewed content type on the elections website.</p> <ul style="list-style-type: none"> With greater voter participation and Calgary outgrowing the election processes currently used, The City has initiated a process review and audit to highlight gaps in both Election Calgary's planning and process.
●	<p>W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.</p>	DCMO	ALL	<p>Assessment internally developed new replacement solutions to existing technology systems that saved approximately \$70,000 for the ArcMap system; and \$6,000/yearly for the Rightfax. Additional one-time savings of \$100,000 every three years are also anticipated.</p> <p>Calgary Fire Department purchased 26 new heavy and light units, including 11 compact, more maneuverable and fuel-efficient engines. These new engines included upgraded technology to help monitor apparatus systems, and connect to mapping technology.</p> <p>Corporate Analytics and Innovation(CAI) / The Corporate Project Management Centre (CPMC) developed two new service offerings in the Program Management area and implemented new CPMF standards. Corporate Project & Asset Management (CPAM) produced the Corporate Asset Management Plan which outlines the infrastructure needs of the corporation over the next business planning cycle (2019-2022). This is in alignment with Infrastructure Calgary's efforts to improve decision making through the recently approved Investment Optimization Program. Additionally, CPAM delivered an Infrastructure Status Report (ISR) to ALT in October 2017.</p> <p>Corporate Level Infrastructure Investment Planning (CLIIP) tool is in production and is being used by the corporation to input business cases and manage workflow for all capital projects. Corporate Engineering & Energy piloted the new Qualification Based Selection (QBS) procurement process on several projects to date. Rollout across the corporation and training sessions are scheduled for January and February 2018.</p>

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				<p>Corporate Security's Information Security group implemented the unstructured data monitoring tool in June 2017.</p> <p>Environmental Safety Management(ESM) led the development of resources to support leaders and employees on the opioid response, in particular with fentanyl. Due to the additional risks involved with City employees approved to carry and administer Naloxone, the counteragent for opioid effects, risk assessments, management processes and training were defined and provided to specific employees. In addition, extensive messaging was provided to employees for awareness and reporting measures. In 2017, Environmental Safety Management completed 150 City-owned property assessments and manages 30 contaminated sites on behalf of the Corporation.</p> <p>Fleet sold one in-house designed multi-purpose truck with a Stainless-Steel Sander and Asphalt Carrier to The City of Airdrie reflecting the marketability of the design created by Fleet. Fleet also completed a prototype and received provisional patent for Biosolid Trailer to support the new City Calgary Compost Facility.</p> <p>Infrastructure Calgary led a comprehensive review to identify capital capacity across the organization that could be repurposed for new, or previously unfunded capital investments. The subsequent program/project recommendations supported The City's continued efforts to address the state of the local economy, maintain and preserve existing infrastructure and to enhance and maximize The City's capital position.</p> <p>Real Estate & Development Services (RE&DS) signed the \$1.5M cost sharing agreement with Saddleridge GP (Triovest). This was a Council directed agreement for the City (through RE&DS) to share costs on an off-site storm water management facility and storm trunk that would enable a fragmented, country residential quarter section to be developed. City costs will be recovered from the small landowners as they develop.</p> <p>Roads completed repairs at five Plus 15's in 2017, developed a plan to complete repairs on six additional Plus 15's in 2018, as well as rehabilitation designs on eight</p>

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				<p>others in preparation for construction in 2019. The Roads Asset Management Plan was updated to include lifecycle management plans for sound walls, the crusher and asphalt plants, signs, and traffic count stations. A full update will be completed in 2018 to support the development of the next 4-year business plan.</p> <p>Supply launched an online auction and leveraged direct sales to optimize the residual value of City assets.</p> <p>An Asset Management Plan for Calgary Transit Vehicles has been finalized. The plan will increase reliability of the vehicles by applying best practices in the management of the fleet.</p>
●	<p>W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.</p>	CFOD	ALL	<p>The City is committed to a culture of transparency and accountability. Examples of citizen-focused corporate efforts include:</p> <ul style="list-style-type: none"> • "Community Aspirations - Quality of Life Results and Indicators in Calgary" Report was approved by the Administrative Leadership Team (ALT) in December and subsequently provided to Council members. The report informs and supports many city-wide initiatives, including the development of public policies, master plans, completion of service reviews and the development of four-year service plans and budgets. • The One Calgary program was established in May to implement the change to service based plans for the 2019-2022 Business Plan and Budget cycle. A comprehensive list of services for inclusion in the next business plan and budget cycle has been completed and Council has been oriented to the service based approach. • A Tax Instalment Payment Plan (TIPP) recalculation was performed to include a forecast of the anticipated municipal tax rate increase in order to reduce volatility in monthly tax instalments for taxpayers. • Innovation Data and External Access developed a draft strategy and implementation timeline for increasing awareness and change management of Intellectual Property and External Data Access. The strategy focused on increasing transparency, open government, and accountability. • In response to customer feedback, Water Resources completed revisions to the Utility Billing and Adjustment Process. The revisions included a Standard of Practice; a calculator to determine adjustments; enhanced training for

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				<p>ENMAX staff; templates and new internal tracking protocols to ensure consistent communication with customers. Reviews have been completed for 470 on-hold customers and 1,100 previous bill adjustment decisions in 2017.</p> <ul style="list-style-type: none"> • Calgary Fire is implementing innovative approaches to better serve citizens and to support personnel with injuries. Through FIRE's Disability and Management section, fire personnel with injuries are reassigned to assist crews in busier districts to complete their hazard and life safety inspections or other lighter roles. • The Customer Service & Communications Citizen Research Program supports The City in moving forward as a data driven organization. Data has been used from the Economic Perspectives and State of the Economy report as input to the 100 Resilient Cities initiative and as a foundational part of the planning for The City's next business plan and budget cycle. • Verint software is being used to enhance call recording options for all 311 calls. The enhancements include: agent report cards, quality monitoring assurance tools, speech recognition as well as automated surveying of citizen satisfaction. By implementing the new Service Requests and tracking analytics for information calls, The City has successfully managed an increase of over 40,000 Service Requests and inquiries in the last two quarters of 2017. • The earned media campaign for the Youth Hiring Fair attracted media from all over Alberta with an estimated ad value of \$75,148 and circulation of 1,433,672. The Youth Employment Centre noted a more than 100 per cent daily jump in new client registrations. This could be partially due to media pitching efforts over an 18-day period. • The City's social media platforms saw increased growth in its followers with 68,407 new twitter followers, 12,028 new Facebook followers, 14,531 new Instagram followers and over 74,496 incoming social media messages. • A new application process was introduced in October, as part of the implementation of ZBR recommendations, to consolidate 51 home improvement application types into a single form. The new approach reduces red tape as homeowners are no longer required to determine when a building, development or homeowner permit is required. The City coordinates the

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				<p>applications and homeowners can apply for the most popular home improvement permits online, including basement and interior renovations, garages, decks and plumbing & electrical permits. Homeowners can also learn about safety requirements, apply for permits and pay for their services on calgary.ca/myhome.</p> <ul style="list-style-type: none"> • In March, as part of the Continuous Process Improvement Project, The City launched customized timelines for complex planning applications. The timeline is developed collaboratively with the applicant and provides the process milestones. The customized timelines also help The City to report application metrics. • The new myBusiness website was launched to help business owners start a new business or make changes to an existing business. The site includes resources and tips to make a successful business, including registration and licensing, location selection, safety requirements, changing ownership, and how to work from home successfully. • The Council Orientation program provided newly elected officials with relevant information and onboarding materials relating to Administration, Records Management, the Freedom of Information and Protection of Privacy (FOIP) program, and Legislative Services. • The City Clerk's Office conducted election outreach at summer events (Calgary Folk Music Festival, Canada Day, Stephen Avenue Stampede festivities) and at City Hall School student visits. Outreach materials encouraged social media participation with a focus on the "Future Voter", "I will vote" and "I voted" messaging.
●	<p>W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.</p>	CFOD	ALL	<p>Collaborative projects span across the corporation, streamlining service delivery, and aligning corporate resources on projects, such as:</p> <ul style="list-style-type: none"> • A department-wide risk workshop was held in November to increase understanding of risks across the organization. To facilitate risk understanding and assessment, a new Results based accountability format is being piloted to present risk information. All Principal Corporate Risks were updated and confirmed by ALT on 12 December 2017.

● Progressing as planned. * Significant milestone(s). ▼ Possible challenges identified; mitigation measures being developed.

◇ One or more challenges materialized; mitigation measures underway



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				<ul style="list-style-type: none"> • The introduction of a capital budget recast process focused the organization on critically examining cash flows to better align capital budgets with the years the funds were expected to be spent. • Customer Service & Communications continues to work with business units to gain greater customer insights through customer segmentation, profiles, journey maps and training. Customer experience tools, templates and training materials were standardized and promoted across the organization. • CSC implemented an integrated marketing and communications plan with consistent messaging throughout the year concerning budget, assessment and taxes (Financial Value & Investment) to help both citizens and employees understand how The City is responding to the economic downturn. • Waste and Recycling Services is collaborating with the Green Line LRT to clear right of way through two industrial waste sites (Highfield and Ogden) by excavating materials and re-landfilling them at East Calgary and Shepard Waste Management Facilities. Excavation is required prior to utility relocation, environmental remediation, land preparation and transit improvements. • The Waste in Public Space project supported business units to improve the availability and use of recycling bins in public spaces across The City (e.g., LRT stations, sidewalks, parks, recreation centers). This supports the Industrial, Commercial and Institutional (ICI)bylaw requirements that went into effect 2017, November 1st, requiring businesses and organizations to provide recycling for their staff and customers. • Through internal and external collaboration, the development and implementation of Construction templates were completed. Training on the use of Construction templates was provided to procurement staff and customers of Supply Management. • Infrastructure Calgary initiated the alignment of capital investments to services as part of One Calgary. Infrastructure Calgary continues to intentionally manage capital investment across all departments and lead the integration of capital while identifying opportunities for process efficiencies and collaboration across the organization. • A multi-disciplinary team met regularly during the tax billing mail-out timeframe to ensure the resolution of potential issues across business units.

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				<ul style="list-style-type: none"> • Supply supported Facility Management with analyses to explore bundling of corporate maintenance contracts (e.g., snow removal, janitorial services) and how to procure these services accordingly. • The Comprehensive Economic and Trade Agreement and the Canada Free Trade Agreement came into effective in 2017; Supply Management undertook a comprehensive analysis of the impacts which resulted in implementing changes to The City's procurement processes, systems, reporting, and policies. • The One Window program successfully rolled out the myServices page, consolidating all internal intake systems in one place for ease of use and access by City staff. The project team worked with four groups within DCMO and City Administration providing streamlined and automated processes for intake, monitoring and reporting.
●	W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.	CFOD	ALL	<p>As an employer of choice, The City initiated many employee-focused wellness programs to facilitate succession planning and enhance overall job satisfaction.</p> <ul style="list-style-type: none"> • To support diversity and inclusion in the workplace, Calgary Fire implemented a Mentors for Recruits program, incorporating aspects of diversity and inclusion awareness into the recruitment process, and developing non-technical training drills for uniformed and non-uniformed staff. Guest speaker Chief Jona Olsson presented a Men of Conscience session, helping Fire members better understand the role of diversity and inclusion in their work. • Calgary Fire used an employee-focused approach to replace approximately 1,200 pieces of aging self-contained breathing apparatus (SCBA) equipment. Firefighter field trainers will instruct crews on the functionality of the new SCBA in 2018. Initiatives to support the health and wellness of its members included a new wellness centre, updated frontline training programs and a new mental wellbeing course for non-uniformed members. • Corporate Engineering and Energy created a resource pool of professional engineers to address resourcing gaps across the organization. The resource pool successfully supported business cases for short term positions.

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				<ul style="list-style-type: none"> • In 2017, mental health and resiliency training sessions were delivered and a Healthy Workplace Strategy is currently undergoing peer review. The first year of two-year Trauma Care Program pilot was completed, and health and wellness business unit profiles to targeted client groups were rolled out. • Human Resources continues to promote awareness of diversity and inclusion by offering organization wide education sessions on unconscious bias, human rights, bridging cultures, and working with generations. • A refreshed Code of Conduct and awareness campaign was successfully launched on calgary.ca. The fully accessible micro-site contains downloadable resources. • A new common Succession Management Framework was developed, approved, and rolled out to assist all business units in having a common approach to succession management. The Leader Onboarding pilot was approved and developed in Q4 2017 with the goal to help new leaders transition into their roles. The Emerging Leader pilot program was also introduced to help prepare employees of potential in future leadership roles. • The City analyzed safety incident data to provide a better understanding of the relationship between incidents and City demographics to target actions for injury prevention. • To promote a positive safety culture, health and safety workplace information sessions were held during the North American Occupational Safety and Health week. The WHMIS online module was updated and rolled out to city staff, safety learnings templates were developed to discuss preventative actions from incidents at departmental safety meetings, and safety performance reports were used to determine root cause and corrective actions. • The City supported an informed, equipped and engaged employee community through internal corporate channels that carried messages to all staff. This included over 300 articles on myCity's homepage, over 150 newsletter messages and 252 unique daily polls that shared information and captured employee opinions. • With support of Corporate Analytics & Innovation (CAI), Environmental and Safety Management has developed a detailed safety dashboard using

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				<p>analytics from the on-line safety reporting system and data from the Workers' Compensation Board to produce a real-time information. This information is accessible to all leaders and employees via the My City portal. Communications and awareness sessions were provided to support implementation throughout the fall.</p>

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 ◇ One or more challenges materialized; mitigation measures underway