

# CALGARY 2020

THE CITY OF CALGARY'S 10-YEAR PLAN TOWARDS imagineCALGARY



the Office of  
Sustainability

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THE CITY OF  
CALGARY



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# CITY ORGANIZATIONAL STRUCTURE

THE CITIZENS OF CALGARY

MAYOR AND COUNCIL

CALGARY POLICE COMMISSION  
CALGARY POLICE SERVICE

CITY MANAGER

CITY AUDITOR'S OFFICE

CITY CLERK'S OFFICE  
CITY MANAGER'S OFFICE  
LAW



Owen Tobert

City Manager

## MEMBERS OF ADMINISTRATIVE LEADERSHIP TEAM

COMMUNITY SERVICES & PROTECTIVE SERVICES

UTILITIES & ENVIRONMENTAL PROTECTION

PLANNING, DEVELOPMENT & ASSESSMENT

TRANSPORTATION

CORPORATE SERVICES

CHIEF FINANCIAL OFFICER



Erika Hargesheimer

General Manager

Animal & Bylaw Services

Community & Neighbourhood Services

Calgary Fire Department

Parks

Recreation



Rob Pritchard

General Manager

Environmental & Safety Management

Waste & Recycling Services

Water Resources

Water Services



David Watson

General Manager

Assessment

Development & Building Approvals

Land Use Planning & Policy



Malcolm Logan

General Manager

Calgary Transit

Roads

Transportation Infrastructure

Transportation Planning



Brad Stevens

General Manager

Corporate Properties & Buildings

Customer Service & Communications

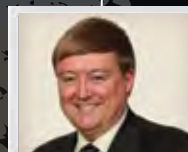
Fleet Services

Human Resources

Infrastructure & Information Services

Information Technology

Office of Land Servicing & Housing



Eric Sawyer

Chief Financial Officer

Finance & Supply

## MESSAGE FROM THE ADMINISTRATIVE LEADERSHIP TEAM (ALT):

To build a sustainable city, we need to recognize that everything is connected. The fresh air we breathe depends on easing traffic congestion, which is aided by efficient public transit. Safety in our inner city needs not only the good work of our police officers, but a vibrant culture, which in turn relies on a diverse and resilient economy.

Just imagine how the ideas we follow and decisions that we make today will affect the lives of our grand-children's children. They will have a lasting impact in terms of outcomes for citizens including: improved lifestyles, easier transportation, cleaner air and financial sustainability to name a few.

The City of Calgary has created a bridge between the long-term vision for our community and existing policies and actions that reflect the connected nature of all aspects of a sustainable city. This is an integrative and comprehensive strategy that includes the economic, social, environmental and smart growth and mobility elements that define our city, as well as our financial capacity and corporate culture to support our city.

In March of 2010, we directed the Office of Sustainability to develop a 10-year strategic direction toward sustainability that would form the core direction for developing the 2012-2014 business plans and budget. The 2020 Sustainability Direction identifies where the organization intends to be in 10 years and how it is going to get there, just as the business planning process identifies where our organization intends to be in three years and how it is going to get there.

This strategic direction includes thoughtful input from all areas in The City that will move us forward.

By building a shared commitment amongst City departments in achieving these results, Administration will be able to provide Council with the best information to make the best decisions. The Direction will help to ensure:

- That we consider the whole, connected picture of how our city works together – buses and cars with commerce and people; water and rivers with recreation and industry.
- That short-term decisions are linked with long-term outcomes.
- Resiliency over time in maintaining our line of sight through boom and bust cycles.

The City of Calgary is committed to sustainability through its own operations and planning and through its policymaking and regulatory functions. In order for The City to continue to address both global and local challenges, sustainability must build on The City's existing efforts and continued innovation.

We want to take this time to thank all departments, teams and individuals from across The Corporation who have worked tirelessly with the Office of Sustainability to develop this strategic direction.

*Owen Toben*

*Dani*

*M.A.C. Gye*

*Erica Hargreaves*

*Bill*

*[Signature]*

*Eric Sawyer*



## INTRODUCTION:

The 2020 Sustainability Direction is a strategic guide for transformation that identifies what must happen at The City over the next 10 years to contribute towards the imagineCALGARY 100-year vision.

The 2020 Sustainability Direction links imagineCALGARY's Long Range Urban Sustainability Plan to The City's three-year business plans and budgets. The three-year business plans and budgets act as reference points in moving to the 10-year horizon. This provides a logical place in time to meet community needs and expectations, and establish the capacity to deliver on these results.

The 2020 Sustainability Direction is an integrated, innovative and long-term approach for achieving a more sustainable city. The process in developing this strategy involved people in every single department across the organization. Sustainability is not new to The City. From the Triple Bottom Line Policy to the Municipal Development Plan, The Corporation has the knowledge and expertise to deliver on the goals, objectives and targets. There is an acknowledgement that decisions made have multiple outcomes. The 2020 Sustainability Direction was built as a tool to support decisions that will deliver the best possible outcomes. The City understands where we are going, and how to get there. **Think connected.**



## DEFINING SUSTAINABILITY:

Sustainability is about making our community a better place for current and future generations. In 2004, City Council approved the Brundtland definition of sustainable development: “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

This translates into striving for community well-being, a sustainable environment, a prosperous economy and smart growth and mobility choices. It is achieved by having a balanced financial capacity and creating a sustainable corporation that will drive toward this vision and provide the services Calgarians need today and in the future. In plain language, it is about building a great city for everyone, forever.



Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.





FREIBURG, GERMANY



VANCOUVER, CANADA



NEW YORK CITY, US



SYDNEY, AUSTRALIA



PORTLAND, US



LONDON, UK



MONTREAL, CANADA



CURITIBA, BRAZIL



STOCKHOLM, SWEDEN

Cities from around the world have shown strengths in many areas of sustainability. These global leaders are at the forefront of innovation. From North and South America to Europe, cities are setting benchmarks for the rest of the world. Cities network and learn from each other through best practices. In recent studies by the Economist Intelligence Unit, Calgary is considered one of the top cities for livability and received high marks in the US and Canada Green City Index.





## CITIES AND SUSTAINABILITY:

Cities around the world are in transition with a majority of people now living in urban centres. In Canada and much of the developed world, more than 80 per cent of the population live in urban centres. The years ahead will bring significant global challenges for cities to address. Millions of people worldwide are living in poverty; the effects of climate change are being seen through water scarcity, decreasing food security and significant environmental degradation. Energy security and financial instability will continue to impact the global economy.

These global trends have a direct impact on the ability of municipal governments to deliver services to citizens. Municipalities around the world are taking a leading role in addressing these complex challenges. They are finding ways to build better cities by putting them on a path toward more resilient and sustainable futures. These municipal governments consider if their current infrastructure is able to endure extreme climatic events; whether their economies are resilient enough to withstand a global economic crisis and whether their communities are healthy, inclusive and safe enough to make people want to live, work and play in their city. Sustainability provides a pragmatic response to these challenges facing municipalities in the 21st century.

Municipal governments acknowledge the need to take action and want to shift sustainability from the abstract to something concrete that can be planned for. They are looking for different approaches to challenges that are more holistic, produce multiple benefits, are innovative and more efficient. These municipalities are finding ways to do more with less, and The City of Calgary is no exception.

By signing on as a partner to achieving imagineCALGARY's Long Range Urban Sustainability Plan, The City has committed to finding ways of building a great city for everyone, forever. By making decisions based on the long-term vision, by working in partnerships both inside and outside The City, by maximizing the environmental, social and economic well-being of Calgary and by engaging the community, The City is moving Calgary toward a more resilient and sustainable future.



### GLOBAL TRENDS:

- Increased resource consumption
- Climate change
- Energy conservation
- Demographic changes
- Global economic turmoil
- Increased knowledge economy
- Increased social isolation

### LOCAL TRENDS:

- Increased aging population
- Increased immigration
- Increased population diversity
- Increased environmental impact
- Changes in public health and wellness
- Increased cost of living
- Increased fiscal constraints
- Increased demand for energy efficiency
- Boom/bust cycles

## CALGARY AND SUSTAINABILITY:



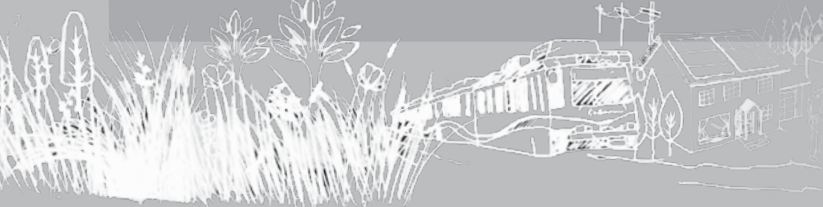
### The imagineCALGARY Vision:

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together, we have built a city of energy, born of a powerful convergence of people, ideas, and place. Together, we continue to imagine Calgary, making a community in which:

- We are each connected to one another. Our diverse skills and heritage interweave to create a resilient communal fabric, while our collective spirit generates opportunity, prosperity and choice for all.
- We are each connected to our places. We treasure and protect our natural environment. Magnificent mountain vistas and boundless prairie skies inspire each of us to build spaces worthy of our surroundings.
- We are each connected to our communities. Whether social, cultural or physical, these communities are mixed, safe and just. They welcome meaningful participation from everyone, and people move freely between them.
- We are each connected beyond our boundaries. We understand our impact upon and responsibility to others. Our talent and caring, combined with a truly Canadian sense of citizenship, make positive change across Alberta, through out Canada and around the world.

### We can make it happen!

With purpose, drive and passion, Calgary will be a model city, one that looks after the needs of today's citizens and those to come. We make imagination real; it's the Calgary way. It's what we've always done and will always do. **Calgary: a great place to make a living, a great place to make a life.**



Calgarians responded to the challenge of sustainability and created the imagineCALGARY Long Range Urban Sustainability Plan. With input from more than 18,000 citizens, the Plan was the end result of the imagineCALGARY initiative, at the time the largest community visioning and consultation process of its kind anywhere in the world. imagineCALGARY is the community's 100-year vision for sustainability.

The Plan contains a 100-year vision that articulates the city in which Calgarians would like to live, and how to get there. In it the city is viewed as a whole system, of which all the parts are inter-related: people, buildings, roads, businesses, government, income, plants and animals, history and countless other elements that combine to make up the community in which we live. The Plan includes 114 targets within 32 goal areas and was developed based on five systems: Built Environment System; Economic System; Governance System; Natural Environment System; Social System.

The five systems, goals, and all their components were developed and analyzed for how they were connected to each other system. The result was a comprehensive blueprint that all citizens, businesses, institutions and organizations, including The City, could play a role in achieving.



» For more information on these policies please visit: [calgary.ca](http://calgary.ca)



## THE CITY IN ACTION:

imagineCALGARY was not the first City-led sustainability initiative. The City of Calgary has responded to sustainability in numerous ways, the effects of which have been widespread. Over the last 30 years many independent policies, plans and programs have been launched that have contributed to The City's sustainability story including: ISO14001 Environmental Management System, the Open Space Plan, Ride the Wind and more.

With increased growth pressures and a realization that the financial bottom line is not the only factor to consider, The City launched the Triple Bottom Line Policy in 2005 which focused on the social, environmental and economic elements of sustainability. This was shortly followed by major public engagement initiatives such as imagineCALGARY, a first step in the inclusion of the public in setting the community vision for long-range urban sustainability.

imagineCALGARY provided the basis for systems thinking; seeing the city as a whole with all its moving parts. This process also acted as a precursor to PlanIt Calgary, the first integrated land use and mobility plan for Calgary. It resulted in two policy documents, the Municipal Development Plan and the Calgary Transportation Plan. Several other sustainability initiatives followed including the development of the Community Greenhouse Gas Plan, the Strong Neighbourhoods Program and the Growth Management Program among others.

The intent of the 2020 Sustainability Direction is to connect the dots amongst all of the existing policies, plans and programs and bridge the long-range urban sustainability vision with decisions made today. **Think connected.**



» For more information on these policies please visit: [calgary.ca](http://calgary.ca)



# 2020 Sustainability Direction

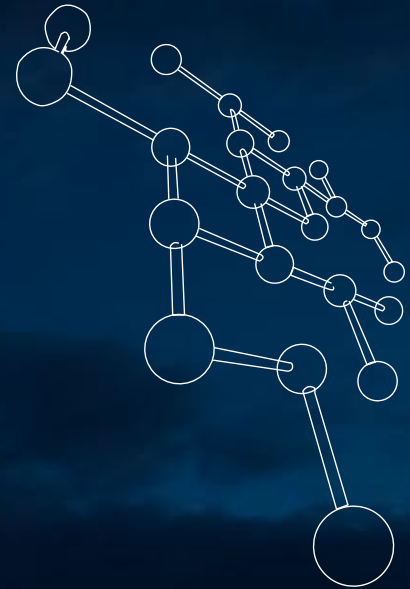


## CONNECTING THE DOTS:

### What is the 2020 Sustainability Direction?

As well as setting the 10-year strategic direction, the 2020 Sustainability Direction is intended to:

- facilitate cross-departmental discussion and collaboration by establishing goals, objectives and targets that are achieved with the contribution of many;
- be used as a guide for decision-makers to consider if their decisions link to the long-term and move The City toward the shared vision;
- identify the multiple outcomes of the decision and recognize efficiencies as a result;
- identify the impact, either beneficial or detrimental on other areas of work within The City; and
- identify the long-term consequences of the shorter term decisions.



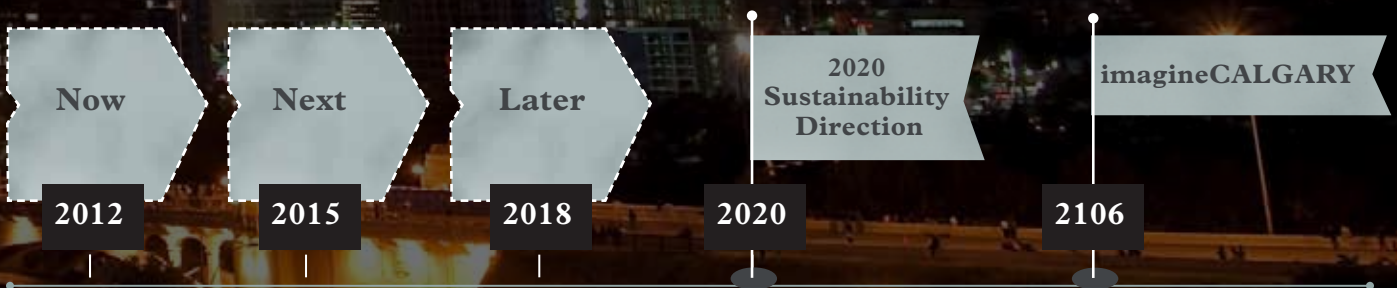
### A Systems Thinking Approach

The City is a complex organization where people, business units and departments don't exist by themselves but are part of a larger system. Within this system, there is an organized collection of parts that function independently and interdependently.

Many large organizations are beginning to tackle complex tasks through what is called a Systems Thinking Approach. A system is an organized collection of components that are linked together to accomplish an overall goal. Systems thinking focuses on how different components of a system interact with the other parts of the same system. Systems Thinking is an integrated, innovative and long-term approach for achieving our goals of a sustainable city.

### Considering the Long Range View

The 2020 Sustainability Direction serves as a 10 year milestone for The City to bridge the imagineCALGARY long-term vision, goals and targets with the three year business plans and budgets. The three year business plans and budgets identify what needs to happen now (2012-2014) and consider what needs to happen next (2015-2017) and later (2018-2020) to achieve the goals, objectives and targets in the 2020 Sustainability Direction.



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## USING THE 2020 SUSTAINABILITY DIRECTION :

### Guiding Principles for Sustainability

The Guiding Principles for Sustainability steer the implementation of sustainability at The City and have been used to develop the 2020 Sustainability Direction as well as sustainability tools and processes. This set of principles should be considered in keeping a line of sight with our longer-term vision.

#### • Collaborate

Ensure cross-departmental responsibility - Foster early and ongoing collaboration to find synergies and leverage resources and expertise across business units to achieve multiple outcomes, counter complexity, drive shared interests and strive for alignment to the Vision and Goals. Build trust by facilitating internal and external relationships, partnerships, networks, integration and systems thinking. Explore and employ diverse methods of engagement.

#### • Set the direction, be visionary and innovative

Begin with the end in mind - Envision a sustainable future by imagining exciting and enabling possibilities and set a clear direction for this future. Demonstrate leadership for this direction and place a call to action, enlisting all staff as leaders in the delivery of the shared vision. Develop a culture of progression and creativity and support innovation; managing risk without being risk averse.

#### • Make decisions and implement

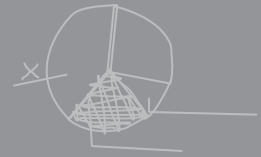
Make timely, bold decisions that contribute to the city as a whole - Use decision-making models that objectively identify and assess the total cost and value (social, environmental and economic) of our decisions with consideration of the whole lifecycle. Benchmark against global, regional and local best practices. Evaluate alternative options to maximize opportunities and minimize impacts prior to decision-making. Use the 2020 Sustainability Direction as a common decision making framework that enables us to prioritize and align our actions and resources with the Vision and Goals, establishing clear collaborative roles and responsibilities while remaining flexible and adaptable to respond to new ideas and pressures.

#### • Grow and reward

Foster, nurture and empower leaders at all levels to commit to the Vision - Communicate this commitment to the whole Corporation and the wider community of Calgary. Develop understanding and competencies at all levels within the organization to ensure delivery of the Vision. Recognize contributions and appreciate individual and shared excellence and innovation by celebrating victories and cross-departmental collaborations that move us towards the Vision.

#### • Evaluate progress and learn from experience

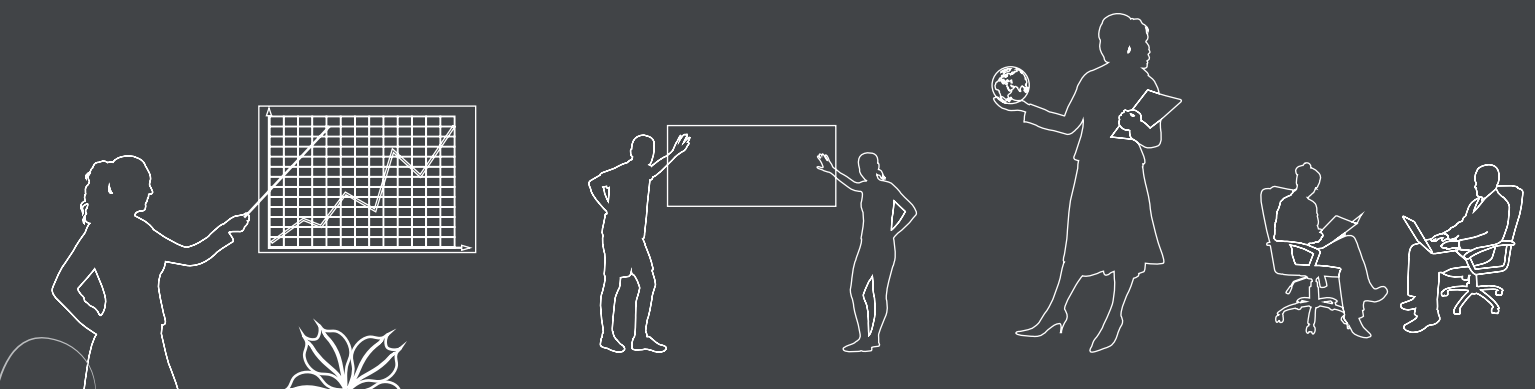
Evaluate our decisions, draw evidence-based conclusions and reflect on the results - Allowing for mistakes and incorporating the findings and learnings in future decision-making. Set goals, targets and measures that are ambitious and act as clear indicators for measuring success in achieving the Vision. Track, report and share our progress towards these goals, targets and measures, ensuring clear accountability and transparency.



# 2020 Sustainability Direction

The 2020 Sustainability Direction contains goals, objectives, targets and indicators as well as strategies for accomplishing them.

GOALS	OBJECTIVES	TARGETS AND INDICATORS	STRATEGIES
Broad areas where we need to focus our efforts and resources over the next 10 years. The goal areas are based upon existing definitions within imagineCALGARY and current City policies and plans.	Specific areas of municipal responsibility within each of the goals.	Measures of success to monitor progress toward the 10-year milestone.	Examples of policies, tools, plans or strategic documents existing within The City, to provide action toward the 2020 Sustainability Direction targets.



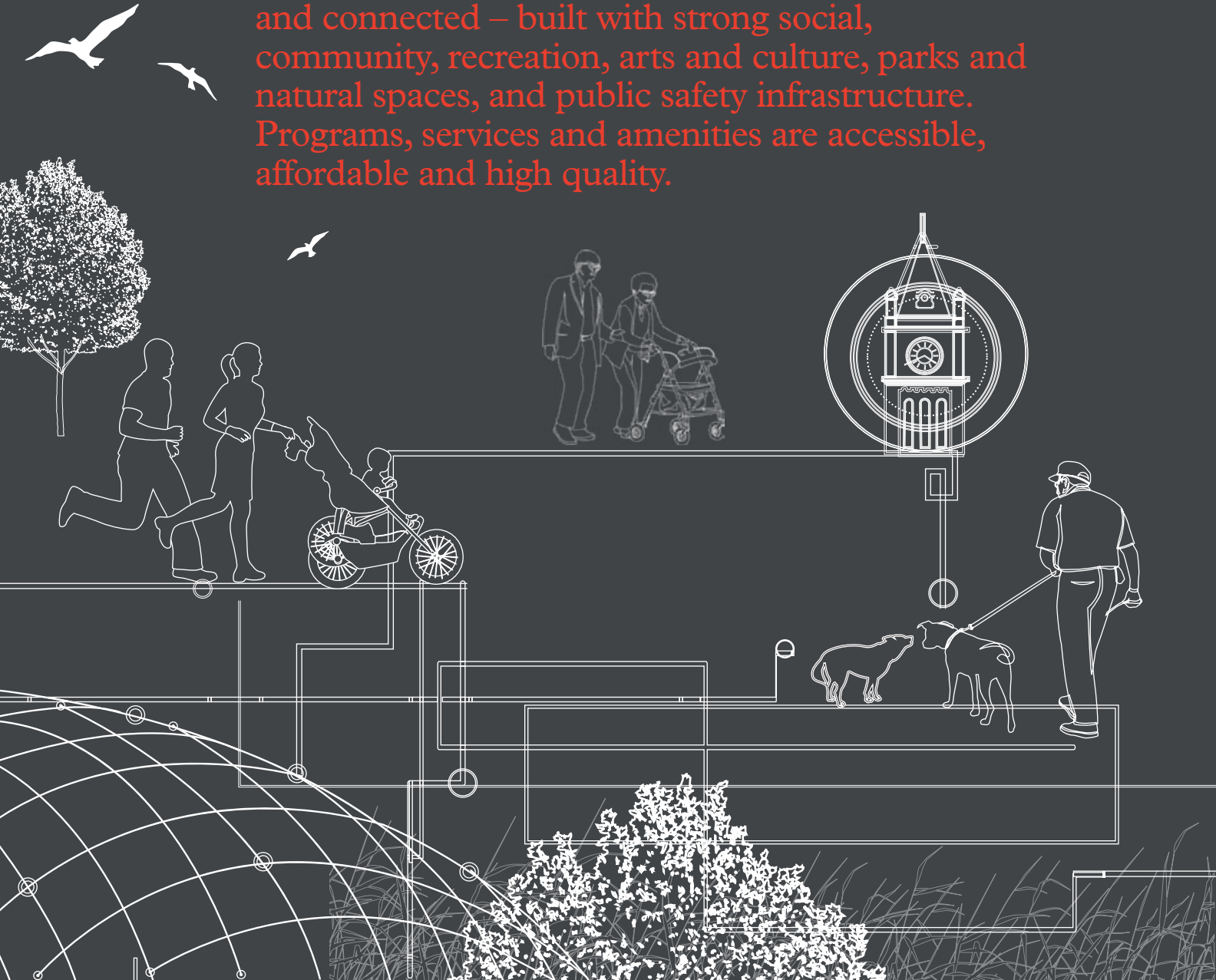


GOAL:

# Community Well-being

EQUITY | DIVERSITY | INCLUSIVENESS & CREATIVITY | HEALTHY & ACTIVE CITY | ENGAGEMENT & EMPOWERMENT | SAFETY & RESILIENCY

Calgary is a vibrant, safe, healthy and socially inclusive city. Communities are resilient, complete and connected – built with strong social, community, recreation, arts and culture, parks and natural spaces, and public safety infrastructure. Programs, services and amenities are accessible, affordable and high quality.





**OBJECTIVE:**

**STRATEGIES:**

**EQUITY**

Calgarians have fair access to public programs, services, facilities and spaces.

**TARGETS:**

1	By 2020, 100% of eligible low-income Calgarians have improved access to low-income programs and services.
2	By 2020, City facilities and spaces incorporate Corporate Access Design Standards for physical, sensory and cognitive disabilities.
3	By 2020, a continuum of built and natural park spaces is available to citizens on a 'community cluster/ regional' approach.
4	By 2020, no adoptable animal is euthanized.

**2020 EXISTING STRATEGIES**

- Assess low-income subsidy programs for their accessibility and compliance with the Fair Calgary Policy.
- Redevelop City facilities to comply with the Corporate Access Design Standards for physical, sensory and cognitive disabilities, and implement barrier-free designs for new facilities/spaces to move Calgary closer to being a barrier-free city.
- Implement Natural Areas Acquisition Strategy.
- Ensure neighbourhoods have increased accessibility to quality services, amenities and infrastructure.

»» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Fair Calgary Policy; No-cost pet spay/neuter program; Natural Areas Acquisition Strategy; eGovernment Strategy; Corporate Access Design Standards.

**OBJECTIVE:**

**STRATEGIES:**

**DIVERSITY, INCLUSIVENESS & CREATIVITY**

Calgary is a diverse and socially inclusive city that respects its heritage and the arts.

**TARGETS:**

1	By 2020, Calgary will be an age-friendly city.
2	By 2020, City programs and services will demonstrate inclusiveness.
3	By 2020, cultural landscapes are conserved and enjoyed as a valued piece of Calgary's heritage.
4	By 2020, 600 festival and event days per year will be supported by The City.
5	By 2020, 100% of Calgarians will have access to arts and culture programs and facilities within their area of the city.

**2020 EXISTING STRATEGIES**

- Develop and implement a city-wide Seniors Strategy.
- Implement and monitor compliance with the Welcoming Communities and CCMARD policies.
- Implement Parks Cultural Landscapes Strategic Plan.
- Provide access to arts and cultural programs throughout the city.
- Embrace, practice and promote the Diversity Policy.
- Support the preservation of Calgary's historic resources.

»» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Welcoming Communities Policy; CCMARD policies; Parks' Cultural Landscapes Strategic Plan; Seniors Strategy; Urban Design Framework; Calgary Heritage Policy and Strategy.



**OBJECTIVE:**

**HEALTHY & ACTIVE CITY**

Calgary has a natural and built system that contributes to physical, social and mental well-being and personal development.

**TARGETS:**

<b>1</b>	By 2020, 100% of Calgarians report that they have convenient access to indoor recreation facilities within their area of the city.
<b>2</b>	By 2020, the availability of recreational opportunities and the percentage of Calgarians satisfied with these opportunities to participate in active lifestyles are increased or maintained.

**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Implement the Recreation for Life Framework and Recreation Master Plan.
- Implement Natural Areas Acquisition Strategy.

**»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Master Planning; Parks service levels; Open Space Plan; 10-year Sports Strategy; Recreation for Life Framework; Recreation Master Plan; Natural Areas Acquisition Strategy.

**OBJECTIVE:**

**ENGAGEMENT & EMPOWERMENT**

The City’s programs and services are reflective of the voice of citizens, and citizens can play active roles in their communities and The City’s processes.

**TARGETS:**

<b>1</b>	By 2020, The City demonstrates that a broad representation of our citizens’ voice has been considered in setting priorities and delivering services.
<b>2</b>	By 2020, The City communication and engagement opportunities are available in multiple formats, channels and languages.

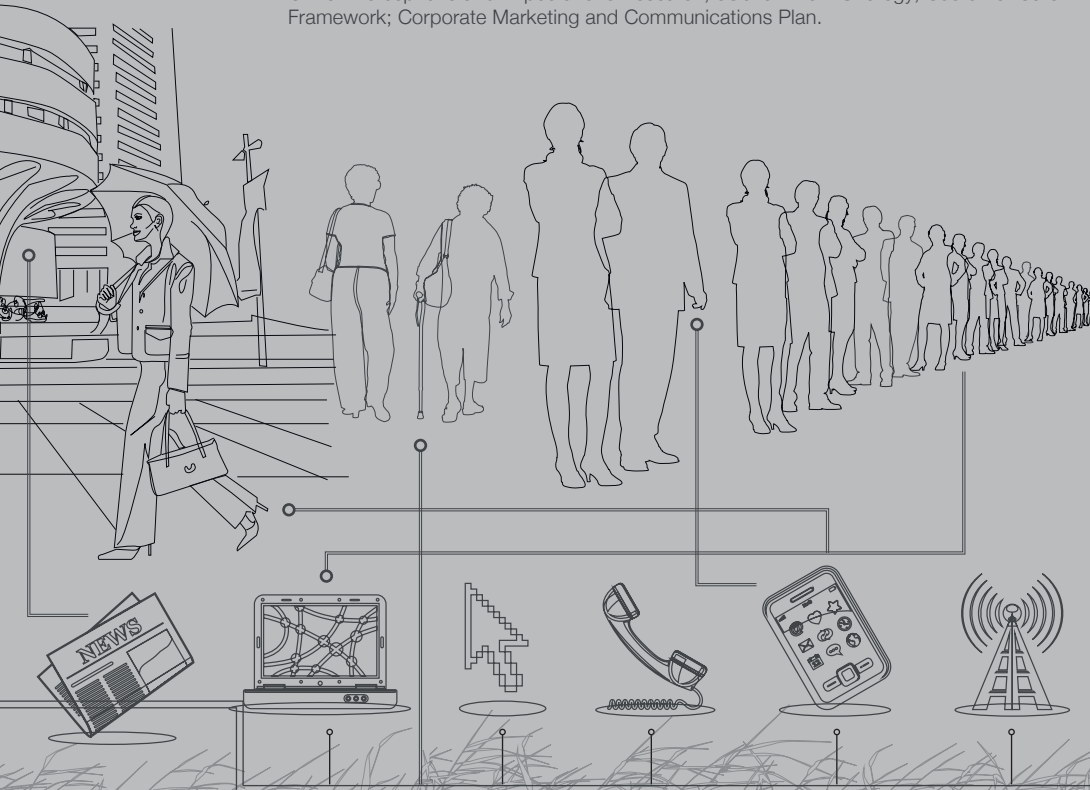
**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Develop, implement and analyze in-depth and ongoing citizen perception consultations.
- Increase the diversity of accessibility to engagement opportunities, presented in a variety of ways to enable citizens of all capabilities to respond (e.g. language, sight, ethnic, physical).
- Increase online services for citizens and businesses, including access to data.
- Transparent Measurements Program to capture citizens’ input for all engagement opportunities.
- Complete Corporate Customer Service standards and training program.
- Complete a citizen repository of feedback for engage projects that span departments and time.
- Communicate proactively to increase greater understanding of how tax dollars are used.
- Incorporate content in all City communications linking current achievements with Council approved future goals and targets; create understanding of decision making related to future targets (“Onward” branding).

**»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Citizen Perceptions and Expectations Research; eGovernment Strategy; Customer Care Framework; Corporate Marketing and Communications Plan.



**OBJECTIVE:**

**STRATEGIES:**

**SAFETY & RESILIENCY**

Calgary, its communities and neighbourhoods are safe, resilient and supportive.

**TARGETS:**

1	By 2020, Calgary communities are increasingly able to resolve community-based problems.
2	By 2020, emergency response performance is maintained or improved.
3	By 2020, more than 86% of citizens report Calgary is a safe city to live in (current baseline 86%).
4	By 2020, communities will have demonstrated the resiliency to self-activate in response to natural disasters.
5	By 2020, all citizens will have access to 911 using a variety of technologies, and 911 will have the capacity to manage all calls.

**2020 EXISTING STRATEGIES**

- Support local community-based initiatives to address issues that impact safety, resiliency and community well-being.
- Foster community capacity and development through Social Sustainability Framework and the Strong Neighbourhoods Framework.
- Comprehensive emergency preparedness program to respond to disasters.
- Create community safety strategies, initiatives and actions that address the whole continuum of crime prevention, education, intervention and enforcement.
- Ensure that capital requirements for Fire and Emergency Response are embedded in the land planning process.
- Develop long-term sustainability plans that link improved emergency response times to capital and operating investment.

**»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

FCSS Social Sustainability Framework; CPRIP/ERIP plans; Strong Neighbourhoods; Graffiti abatement; CEMA emergency preparedness; Calgary Emergency Preparedness Plan.



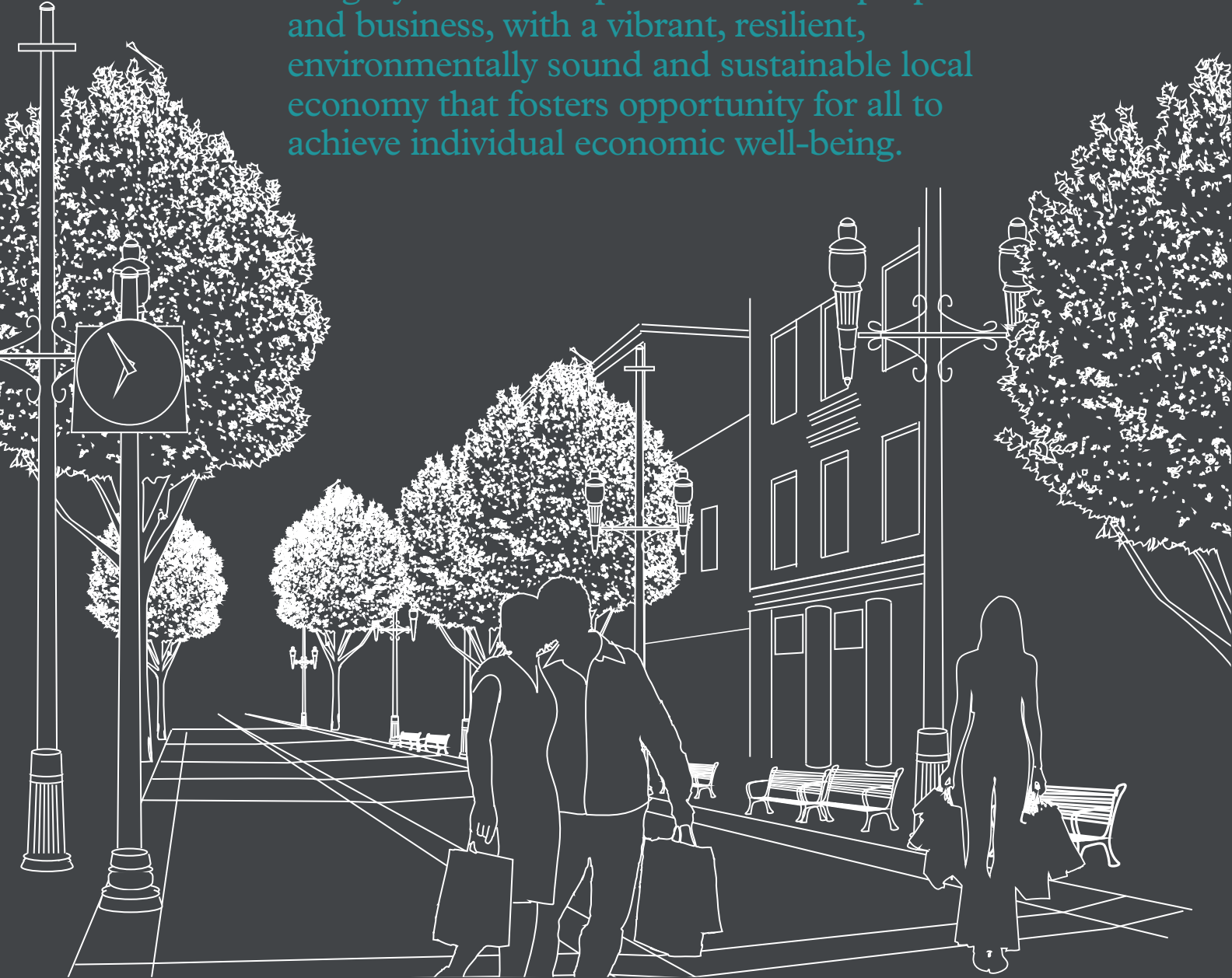


GOAL:

# Prosperous Economy

A FOCUS ON BUSINESS AND ENTERPRISE | A FOCUS ON PEOPLE AND COMMUNITY | A CITY THAT ATTRACTS, DEVELOPS AND RETAINS.

Calgary is the undisputed choice for people and business, with a vibrant, resilient, environmentally sound and sustainable local economy that fosters opportunity for all to achieve individual economic well-being.



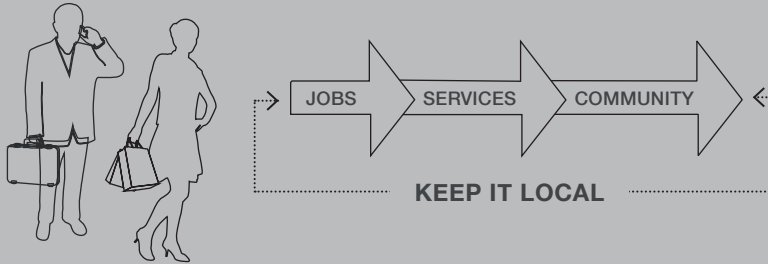
**OBJECTIVE:**

**A FOCUS ON BUSINESS AND ENTERPRISE**

Calgary's economy is diverse and supports locally owned and operated businesses that re-invest back within the city.

**TARGETS:**

- 1 By 2020, there is an increase in the diversity of business sectors in Calgary.



**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Ensure that City activities support the Calgary Economic Development Strategy.
- Strengthening neighbourhoods through community development and community economic development.
- The City of Calgary has attracted new businesses by providing fully serviced readily available industrial land for sale.

**»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Calgary Economic Development Strategy; FCSS Social Sustainability Framework.

**OBJECTIVE:**

**A FOCUS ON PEOPLE AND COMMUNITY**

All Calgarians have access to meaningful employment and the ability to achieve individual economic well-being.

**TARGETS:**

- 1 By 2020, there is an increase in the percentage of people living in Calgary at or above Statistics Canada's Low-income Cut-off (LICO) rate.
- 2 By 2020, there is a sustained labour force in Calgary.

**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Ensure that City activities support the Calgary Economic Development Strategy.
- Strengthening neighbourhoods through community development and community economic development.

**»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Calgary Economic Development Strategy; FCSS Social Sustainability Framework.

**OBJECTIVE:**

**A CITY THAT ATTRACTS, DEVELOPS AND RETAINS**

Calgary attracts business, new citizens and visitors through its reputation as a vibrant city with a strong sense of place where we put learning, creativity and livability first.

**TARGETS:**

- 1 By 2020, there is an increase in the number of businesses that support sustainable practices.
- 2 By 2020, a higher percentage of Calgary's gross domestic product is invested in research and development.

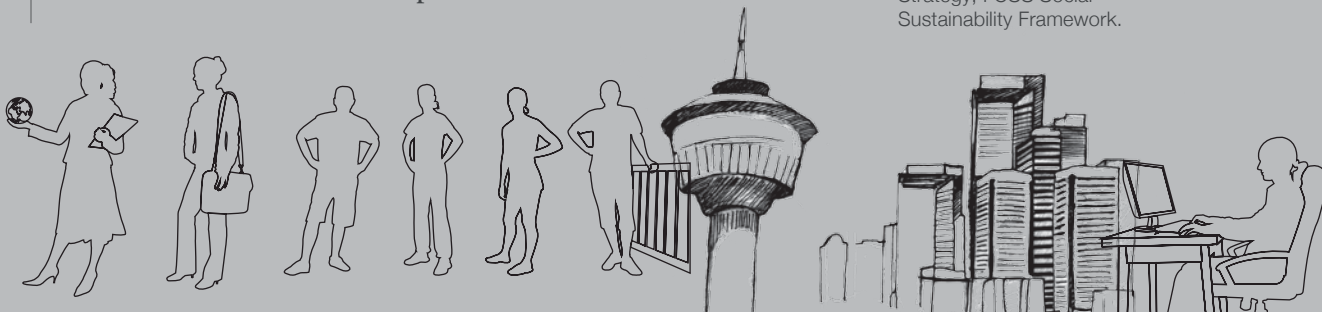
**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Ensure that City activities support the Calgary Economic Development Strategy.
- Strengthening neighbourhoods through community development and community economic development.

**»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Calgary Economic Development Strategy; FCSS Social Sustainability Framework.





GOAL:

# Sustainable Environment

GHG EMISSION REDUCTION | BROWNFIELDS | AIR QUALITY | WASTE MANAGEMENT | BIODIVERSITY | WATER QUALITY | WATER QUANTITY.

The protection of air, land and water is recognized as critical for achieving healthy ecosystems within Calgary and this understanding is applied to the way we grow and operate as a city.



OBJECTIVE:

STRATEGIES:

## GHG EMISSION REDUCTION

GHG emissions in Calgary are reduced by decreasing energy use, doing more with less energy and developing and using energy from sources that are renewable or low-carbon.

### 2020 EXISTING STRATEGIES

- Conservation: Reduce the amount of energy used.
- Efficiency: Do more with less energy.
- Low carbon sources: Develop and use energy from sources that are renewable or low-carbon.
- Education and awareness for behaviour change.
- Development and implementation of a Climate Change Risk Assessment and Action Plan.

TARGETS:

- |   |  |
|---|--|
| 1 | By 2020, greenhouse gas emissions will be reduced by 20% from 2005 baseline. |
|---|--|

»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS

Community Greenhouse Gas Reduction Plan; Corporate Climate Change Action Plan; Corporate Energy Demand management Strategy; Landfill Gas Capture and Use Program; 80/20 by 2020 Diversion Strategy; Municipal Development Plan; Calgary Transportation Plan; Sustainable Development Task Force; Sustainable Buildings Policy; Corporate Workplace Framework, Calgary Transit Natural Gas Bus Fleet Strategy.

OBJECTIVE:

STRATEGIES:

## BROWNFIELDS

Brownfield remediation and redevelopment support efficient land use and environmental protection in Calgary.

### 2020 EXISTING STRATEGIES

- Encourage brownfield redevelopment through City-led incentives.
- Engage stakeholders.

TARGETS:

- |   |   |
|---|---|
| 1 | By 2020, 25% of the current vacant former gas station sites (within an Area Redevelopment Plan) will be returned to productive community use.       |
| 2 | By 2020, fuel storage sites located within residential communities will be redeveloped within three years of the termination of their original use. |
| 3 | By 2020, The City has completed plans for land development and disposition of two City-owned surplus properties.                                    |

»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS

Brownfield Strategy; Municipal Development Plan; Calgary Transportation Plan; Sustainable Building Policy; Enterprise Housing program; Attainable Home Ownership program; Sustainable Development Task Force.



OBJECTIVE:

STRATEGIES:

## AIR QUALITY

Calgarians recognize the importance of air quality to their health and well being and are working collaboratively to protect the airshed.

### 2020 EXISTING STRATEGIES

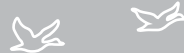
- Ensure that federal and provincial air quality standards, guidelines and objectives are achieved.

TARGETS:

- |   |   |
|---|---|
| 1 | By 2020, Calgary's ambient air quality meets or surpasses national and provincial air quality standards, objectives and guidelines. |
|---|---|

»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS

Calgary Region Airshed Zone (ORAZ) Particulate Matter and Ozone (PMO3) Management Plan; Corporate Climate Change Action Plan.



**OBJECTIVE:**

**WASTE MANAGEMENT**

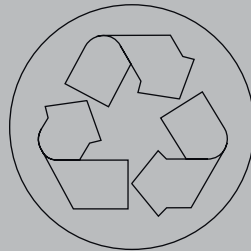
Calgarians recognize waste is a resource and that effective waste management protects public health and the environment.

**TARGETS:**

- 1 By 2020, achieve 80% diversion of waste from City-run landfills.

» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

80/20 by 2020 Diversion Strategy; Municipal Development Plan; Calgary Transportation Plan; Sustainable Building Policy.



**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Continually promote residential Blue Cart Recycling Program for the collection and processing of recyclables.
- Develop opportunities for construction and demolition recycling programs.
- Implement residential food and yard waste collection and processing.
- Support development of multi-family recycling and food waste collection and processing.
- Facilitate opportunities for industrial, commercial and institutional sector diversion through access to recycling, food and yard waste programs and infrastructure.
- Educational programs that support diversion programs and encourage behaviour change.

**OBJECTIVE:**

**BIODIVERSITY**

Calgary’s ecosystems are healthy, connected and diverse and represent the breadth of our natural heritage.

**TARGETS:**

- 1 By 2020, no net loss of unique and environmentally significant habitats.
- 2 By 2020, species at risk are protected and have sustainable populations.
- 3 By 2020, significant landscapes and habitats in Calgary will be restored and/or reconnected.
- 4 By 2020, there will be an increase in the use of native plant xeriscaping in Calgary parks.

**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Protection of biological diversity will be an element of governance, policy and development planning.
- Species at risk are protected and have sustainable populations.
- Significant and important habitat is protected and managed for long term ecological health.
- Disturbed or degraded habitats are restored and reconnected to the landscape.
- Design green infrastructure to minimize the impact of the built form on nature.
- Develop measures to demonstrate the greening of infrastructure.
- Reduce the relative proportion of manicured greenspace in Calgary’s parks.

» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Natural Areas Management Plan; Calgary Wetland Conservation Plan; Environmental Reserve Setback Guidelines; Open Space Plan; Calgary River Valleys Plan and Urban Parks Master Plan; Biophysical Inventory and Assessment; Urban Forestry Strategy; Sustainable Development Task Force; Sustainable Building Policy.





**OBJECTIVE:**

**WATER QUALITY**

Calgary’s public health and the health of its watersheds are protected by delivering safe and reliable drinking water, collecting and treating wastewater, and minimizing the impact of Calgary’s urban form.

**TARGETS:**

- |          |   |
|----------|---|
| <b>1</b> | <b>By 2020, drinking water and treated wastewater effluent will continue to meet provincial regulations for quality 100% of the time.</b> |
| <b>2</b> | <b>By 2020, total loading targets continue to be met in The City’s License to Operate.</b>  |

**»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Stormwater Management Strategy; Wetland Policy; Municipal Development Plan; Calgary Transportation Plan; Sustainable Development Task force; Forestry Strategy; Sustainable Development Task Force; Sustainable Building Policy.

**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Integrate watershed management in land use planning.
- Lead by example, including research and design of innovative sustainable stormwater management practices.
- Develop technical tools that promote smart growth to achieve watershed protection.
- Implement education and outreach programs that foster behaviours to protect the watershed.

**OBJECTIVE:**

**WATER QUANTITY**

The long term sustainability and resiliency of Calgary’s water supply meets the current and future needs of a growing city and region.

**TARGETS:**

- |          |  |
|----------|--|
| <b>1</b> | <b>By 2020, accommodate Calgary’s population with the same amount of water withdrawn from the river as 2003.</b> |
| <b>2</b> | <b>By 2020, diversify Calgary’s future water supply to align with water demand.</b>                              |
| <b>3</b> | <b>By 2020, the per capita daily residential demand will be 210 litres per person per day.</b>                   |

**»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Water Efficiency Plan; Parks Water Management Strategic Plan; Sustainable Building Policy; Sustainable Development Task Force; Water conservation best practices in landscaping (xeriscaping and reuse of water for irrigation); Capture and reuse of water in fire training.

**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Align policy with conservation objectives.
- Match water quality with type of use.
- Provide technology assistance and programs to reduce water consumption.
- Meet objectives in the Elbow and Bow River watershed management plans.
- Foster conservation behaviours with education and outreach programs.





## GOAL:

# Smart Growth and Mobility Choice

COMPLETE COMMUNITIES | STRATEGIC INTENSIFICATION |  
INITIATE PRIMARY TRANSIT NETWORK | INCREASE TRANSPORTATION  
CHOICE | IMPROVE GOODS MOVEMENT | OPTIMIZE EXISTING  
TRANSPORTATION SYSTEM | PROVIDE SAFE, RELIABLE AND  
AFFORDABLE PUBLIC INFRASTRUCTURE | INITIATE PRIMARY TRANSIT  
NETWORK | INCREASE TRANSPORTATION CHOICE | DELIVERING  
TRANSPORTATION SERVICES.

New population and job growth will be accommodated through strategic intensification of developed areas and by completing existing greenfield communities. This will be done in ways that support existing infrastructure investments and promote an integrated transportation system that provides safe, reliable and convenient travel choices.



**OBJECTIVE:**

**STRATEGIES:**

**COMPLETE COMMUNITIES**

Calgary fosters distinctive, complete communities with a strong sense of place. A greenfield community will be complete when it is fully built out and the suite of City-provided facilities and services is delivered. Developed area communities, while they often have services and amenities already, have capitalized on opportunities to provide a wider range of housing choices, intensification of population and jobs and greater mobility choices.

**TARGETS:**

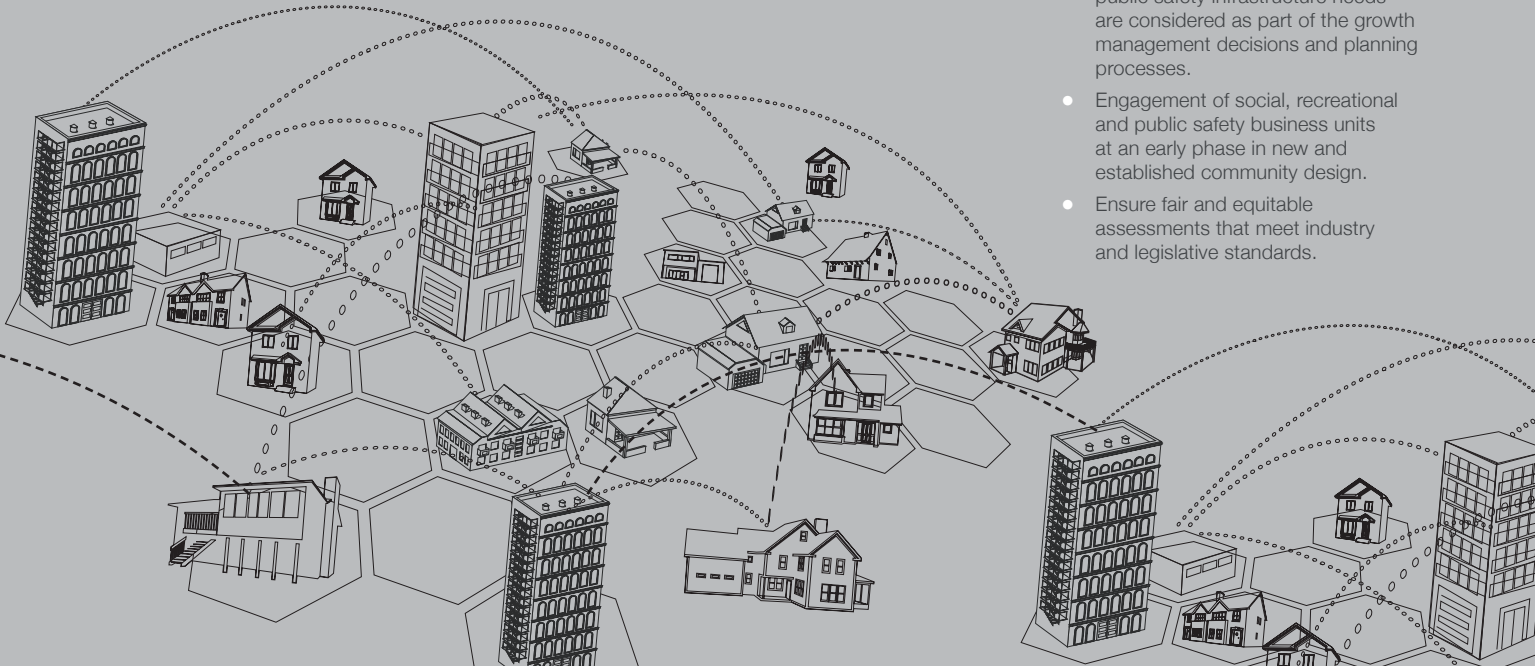
1	By 2020, 100% of eligible low-income Calgarians have improved access to low-income programs and services.
2	By 2020, increase land use diversity index to 0.56 (Mix Land Use).
3	By 2020, increase the residential diversity index in communities to 0.23 (Residential Mix).
4	By 2020, increase per cent of intermodal and warehousing facilities within 1600m (actual) of the Primary Goods Movement Network to 77% (Goods access).
5	By 2020, The City of Calgary will enable affordable housing choices targeting 600 – 800 new units in new and established communities.
6	By 2020, plans for all new and redeveloped communities will include community services infrastructure that accommodates the diverse social, recreational and public safety needs of residents.

»» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Municipal Development Plan; Calgary Transportation Plan; Social Sustainability Framework; Strong Neighbourhoods; Land Use Bylaw; Growth Management Framework; Industrial Land Strategy; Affordable Housing Strategy.

**2020 EXISTING STRATEGIES**

- Align land use policy and decisions with the MDP/CTP.
- Coordinate capital budget with land approvals that align with the MDP/CTP through a corporate growth management framework.
- The City will only facilitate interim servicing solutions when these solutions create strategic benefits to a sector or larger area, and are consistent with the objectives of The City's growth management framework.
- The City utilizes its industrial land base in close proximity to the Primary Goods Movement Network to encourage targeted sector growth and diversification.
- Create a monitoring and reporting program to track progress toward achieving the Complete Communities policies within the MDP.
- Support changes to land use regulation to provide broader ranges of uses and forms within communities.
- Develop tools to encourage innovative design of new communities.
- Develop a citywide Urban Design Framework.
- Ensure implementation of the Enterprise Housing Program to create new affordable housing through building, buying, partnering and incentivising.
- Align growth management decisions and planning processes to ensure future communities are complete and achieve intensification in strategic locations through policy and regulatory changes.
- Ensure community, social and public safety infrastructure needs are considered as part of the growth management decisions and planning processes.
- Engagement of social, recreational and public safety business units at an early phase in new and established community design.
- Ensure fair and equitable assessments that meet industry and legislative standards.



**OBJECTIVE:**

## STRATEGIC INTENSIFICATION

Calgary directs the future growth of the city in a way that fosters a more compact efficient use of land, creates complete communities, allows for greater mobility choices and enhances vitality and character in local neighbourhoods

**TARGETS:**

1	By 2020, 15% of population and 43% of jobs are within 400m of the Primary Transit Network (Accessibility to Primary Transit Network).
2	By 2020, 20% of population lives within Activity Centres or within 600m of Urban and Neighbourhood Corridors, with access to daily needs (Accessibility to Daily Needs).
3	By 2020, 10% of population growth is accommodated within 2005 Built Up Urban Area (Urban Expansion).
4	By 2020, 30% of net new residential units are accommodated within 2005 Built Up Urban Area (Percentage of net residential unit growth).

»» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Municipal Development Plan; Calgary Transportation Plan; Calgary Metropolitan Plan; Land Use Bylaw; Growth Management Framework; CS&PS Integrated Land Management Strategy; Corporate Partnership strategy; Real Estate Bylaw.

**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Align land use policy and decisions with the MDP/CTP.
- Coordinate capital budget with land approvals that align with the MDP/CTP through a corporate growth management framework
- Creating a monitoring and reporting program to track progress toward achieving the Complete Communities policies within the MDP.
- Endorsement of Calgary Metropolitan Plan.
- Development of an Intensification Strategy for established communities.
- Ensure community, social and public safety infrastructure needs are considered as part of the growth management decisions and planning processes.
- Development of a citywide Transit Oriented Development Strategy.
- Achieve municipal objectives and optimize public value through strategic land improvement and disposition of surplus City-owned land.
- No net gain of land area for City of Calgary corporate accommodation.

**OBJECTIVE:**

## INITIATE PRIMARY TRANSIT NETWORK

Calgary operates a portion of the Primary Transit Network at or near Primary Transit service levels, to provide faster, more frequent, reliable transit service to more Calgarians.

**TARGETS:**

1	By 2020, 27% of the total Primary Transit Network is implemented.
2	By 2020, 2.60 hours per capita of transit service is provided annually (Transit Service).

»» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Calgary Transportation Plan; Transit 10 year Strategic Plan; Selected Corridor Plans; Transportation Infrastructure Plan; 2012-2014 Transportation Business Plan.

**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Align transportation operating budgets to support Primary Transit quality of service, which will have buses or CTrains arriving every 10 minutes, 15 hours a day, every day on the Primary Transit Network. This could include service on a variety of routes operating between major destinations.
- Identify appropriate land uses along the Primary Transit Network to support higher levels of service on corridors that connect activity centres – areas of the city where there are, or will be, higher concentrations of housing and businesses.
- Investigate new sources of capital and operating funding for transit.
- Improve the reliability and schedule adherence of Calgary Transit services.



**OBJECTIVE:**

**STRATEGIES:**

**INCREASE TRANSPORTATION CHOICE**

Calgary provides more travel choices in strategic locations aligned with land use direction.

**TARGETS:**

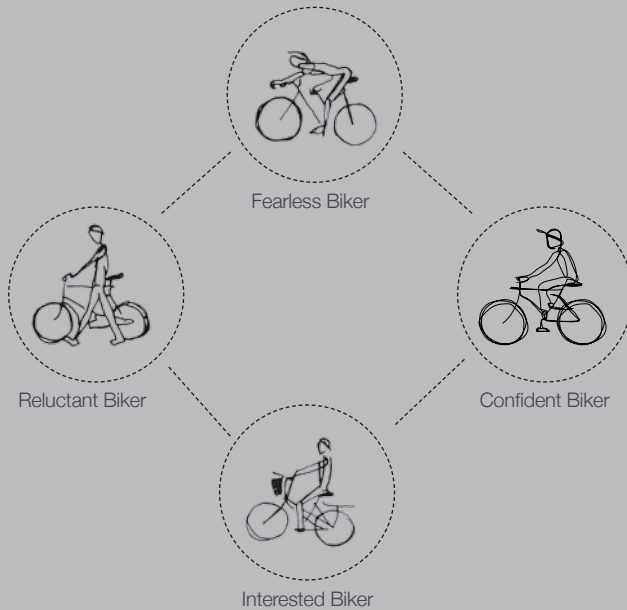
- 1 By 2020, mode split is 15% walking/cycling, 10% transit, 75% auto (Mode Split [All Purpose / 24hrs / Citywide]).
- 2 By 2020, 100% of the transit fleet is accessible to all Calgarians (Accessibility to transit).

**2020 EXISTING STRATEGIES**

- Place a higher priority on infrastructure investments that enable efficient and cost-effective use of transit, cycling and walking.
- Plan Primary Transit Network improvements linked to corridor and activity centre development.
- Align growth management decisions and planning processes to ensure future communities are complete and achieve intensification in strategic areas through policy and regulatory changes.
- Research factors affecting mode split decisions (economic, social and environmental), and identify actions that The City can take to facilitate more sustainable choices.
- Align transportation capital and operating budgets to mode split targets.
- Incorporate accessibility guidelines into the design of transit stations, stops and infrastructure, and pedestrian and bicycle access to transit stops and stations.
- Continue implementing Transportation Demand Management (TDM) programs to reduce congestion and improve travel efficiency.
- Improve the reliability and schedule adherence of Calgary Transit services.
- Apply green infrastructure whenever transportation corridors are planned, constructed, repaired or maintained.
- Require multidisciplinary teams in the planning and design of mobility corridors, including corporate experts on trees and other green infrastructure.

» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Calgary Transportation Plan; Calgary Transit 10 Year Strategic Plan; Cycling Strategy; Centre City and city wide parking strategy and implementation; TOD and Complete Streets Design Guidelines; the Calgary Transportation Plan Connectivity Handbook; Transportation Infrastructure Plan; Trip Reduction Programs; 2012-2014 Transportation Business Plan; CPAG; Transit Friendly Design Guidelines, Transportation Infrastructure Investment Plan.



**OBJECTIVE:**

**STRATEGIES:**

**IMPROVE GOODS MOVEMENT**

Calgary has improved goods movement reliability along the Goods Movement Network.

**TARGETS:**

- 1 By 2020, decrease the buffer index - extra time needed to ensure on-time arrival: (Travel time reliability on selected goods movement corridors).
- 2 By 2020, maintain or improve the average travel time on selected Goods Movement Network corridors, reducing traffic delays (Average speed on selected goods movement corridors).

**2020 EXISTING STRATEGIES**

- Identify and prioritize capital and operational improvements to the goods movement network.
- Plan and implement ongoing improvements to reduce travel time and improve reliability on the major goods movement network.

» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Calgary Transportation Plan; Transportation Infrastructure Investment Plan.

**OBJECTIVE:**

**STRATEGIES:**

## OPTIMIZE EXISTING TRANSPORTATION SYSTEM

Calgary has increased the overall quality of service for all modes of transportation, using effective and cost efficient transportation management tools and techniques.

**TARGETS:**

- |          |   |
|----------|---|
| <b>1</b> | By 2020, 100% of the implemented Primary Transit Network will have transit priority measures, to provide faster, more convenient transit service. |
| <b>2</b> | By 2020, 100% of traffic signals in the city will be optimized, to improve traffic flow and reduce congestion.                                    |

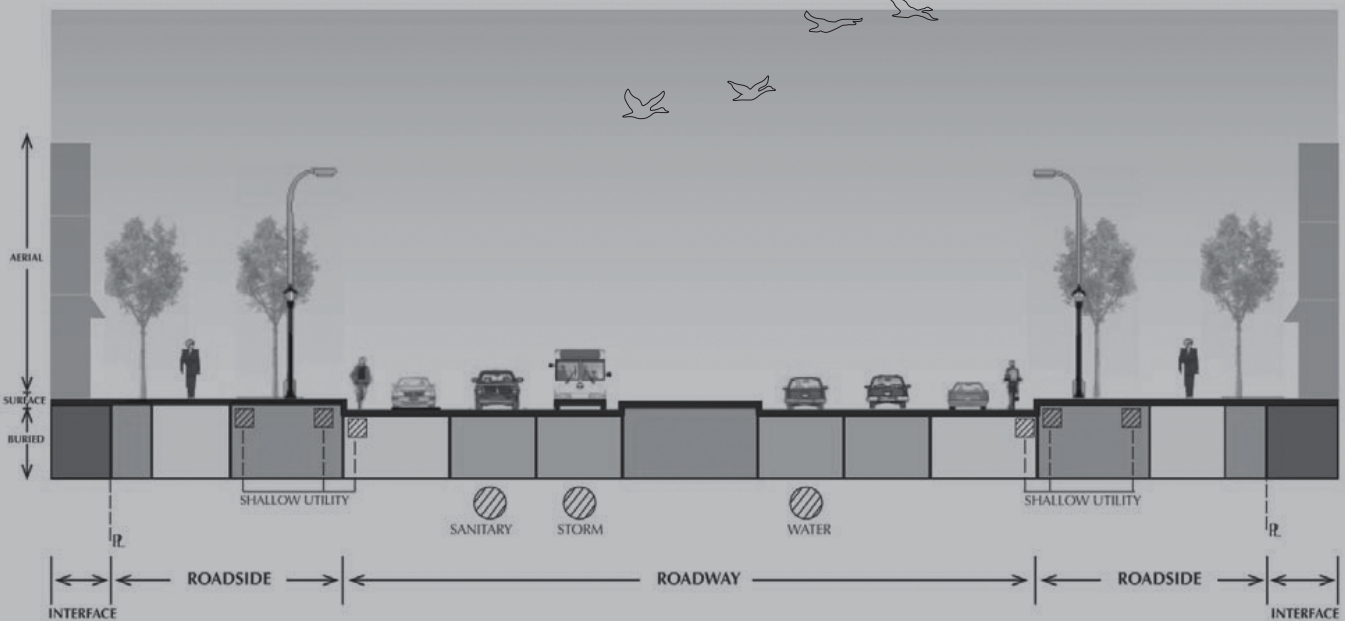
### 2020 EXISTING STRATEGIES

- Implement key technology initiatives to enhance the operational efficiency of Transportation Department services.
- Implement cost-effective operational improvements to the overall transportation system.
- Improve corridor travel times and reduce the impacts of incidents on the transportation system.
- Determine priority locations for transit priority signals.
- Improve the reliability and schedule adherence of Calgary Transit services.
- Frequently adjust traffic control system for efficiency.

### »» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS

Calgary Transit Plan; 2012-2014 Transportation Business Plan.

### COMPLETE STREET VERTICAL AND HORIZONTAL ZONES:



**OBJECTIVE:**

**PROVIDE SAFE, RELIABLE AND AFFORDABLE PUBLIC INFRASTRUCTURE**

Complete communities have the required safe, reliable public infrastructure which enables available, accessible and affordable municipal services to its residents, businesses and visitors.

**TARGETS:**

<b>1</b>	By 2020, 80% of roadway pavement meets good or very good condition ratings - Pavement Quality Index Standards (Asset management – Roads).
<b>2</b>	By 2020, the average transit vehicle age is maintained at the 2009 levels - LRV 16 years, Bus 14 years (Asset management – Calgary Transit).
<b>3</b>	By 2020, 80% of City recreation facilities are maintained at a level B standard or higher.

» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Calgary Transportation Plan; Roads 10 year Asset Management Plan; City of Calgary Infrastructure Investment Plans; Growth Management Framework (DBA/LUPP); CPAG.

**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Develop and undertake lifecycle maintenance plans and replacement strategies to optimize Transportation Department assets.
- Improve asset lifecycle management to achieve long-term sustainability of the transportation system.
- Integrate planning for lifecycle and operating costs consistent with corporate policies.
- Develop a lifecycle costing and management program to optimize recommendations for infrastructure investment.
- Increase bridge inspections and proactive maintenance work.
- Maintain and replace City assets to ensure they are safe, reliable and able to fulfill their intended duration and level of service to Calgarians.
- Develop measures to demonstrate the greening of grey infrastructure (reducing the effective impervious area, increasing vegetative cover, increasing the tree canopy).



**OBJECTIVE:**

**DELIVERING TRANSPORTATION SERVICES**

Safe, clean, well-maintained, effective and efficient transportation services are delivered to Calgarians.

**TARGETS:**

<b>1</b>	By 2020, there is a 10% decrease in the rate of reportable traffic collisions resulting in injuries and fatalities.
----------	---

» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Calgary Transportation Plan; Transportation Infrastructure Investment Plan; Multi-modal Safety Review; Safety Strategy.

**STRATEGIES:**

**2020 EXISTING STRATEGIES**

- Ensure continuous improvement to design of transportation systems.
- Allocate operating budget to improve safety (e.g., snow removal, maintenance of lighting, road marking, road surface, safety audits and staff training).
- Continue enforcement of traffic rules and regulations.
- Continue to implement Transportation communication and education programs to provide information about safety plans and programs for drivers, pedestrians and cyclists.





**GOAL:**

# Financial Capacity

FLEXIBILITY | COST EFFICIENCY | FUNDING SUFFICIENCY |  
RISK MANAGEMENT | CREDIBILITY.

The City serves the needs of citizens by achieving a sustainable financial position.





**OBJECTIVE:**

**STRATEGIES:**

**FLEXIBILITY**

The City is able to respond to changing circumstances, which may relate to economic, social, environmental or political conditions.

**2020 EXISTING STRATEGIES**

- Continually monitor the level of debt in order to manage and use it strategically to make available, in a timely manner, essential assets with long lifespans.
- Time capital investments in relation to economic cycles.
- Continue to assess and act on longer-term impacts of current financial decisions.

**TARGETS:**

<b>1</b>	By 2020, total debt and debt servicing returns to 50% or lower of Municipal Government Act (MGA) debt limit by 2020.
<b>2</b>	By 2020, tax supported debt per capita does not exceed \$1000 and debt servicing for tax supported debt does not exceed 10% of gross expenditures net of recoveries.

»» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Long Range Financial Plan.

**OBJECTIVE:**

**STRATEGIES:**

**COST EFFICIENCY**

The City uses public funds in ways that provide the highest level of needed services possible within the amount of funding available.

**2020 EXISTING STRATEGIES**

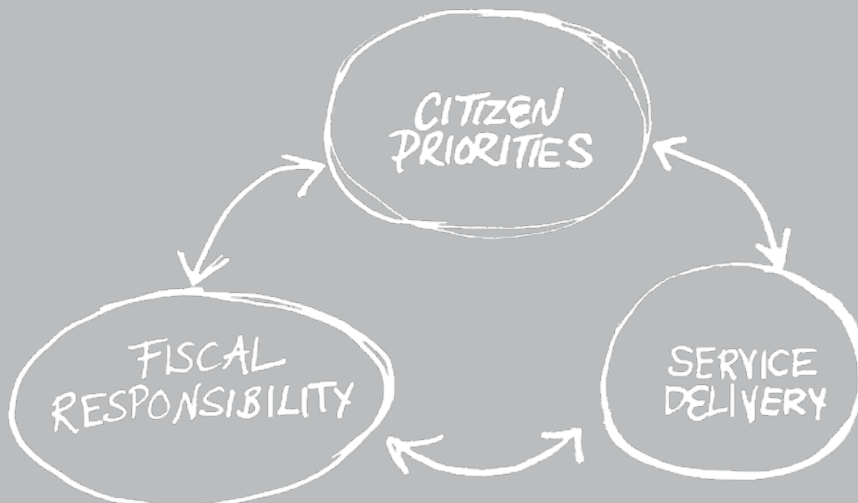
- Increase efficiencies in service delivery through an emphasis on improved productivity, including:
  - Align priorities among business units and stakeholders by linking needs and actions to resources, responsibilities and timelines;
  - Increase co-ordination to promote greater efficiency by reducing duplication of effort and working at cross purposes among Business Units and stakeholders;
  - Ensure that The City's approach to asset management is holistic, systematic, sustainable, integrated and aligned.

**TARGETS:**

<b>1</b>	By 2020, total City operating expenditures per capita (inflation adjusted for the Municipal Price Index) are maintained or reduced.
<b>2</b>	By 2020, fully loaded expenditures per capita for a given level of service are measured/tracked for each service periodically.

»» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Long Range Financial Plan; Asset Management Policy; Operational Workplace Centres Master Planning; Corporate Accommodation Plan; Corporate Land Plan.



**OBJECTIVE:**

**STRATEGIES:**

**FUNDING SUFFICIENCY**

The City has sufficient resources to support the delivery of services as per Councils direction.

**TARGETS:**

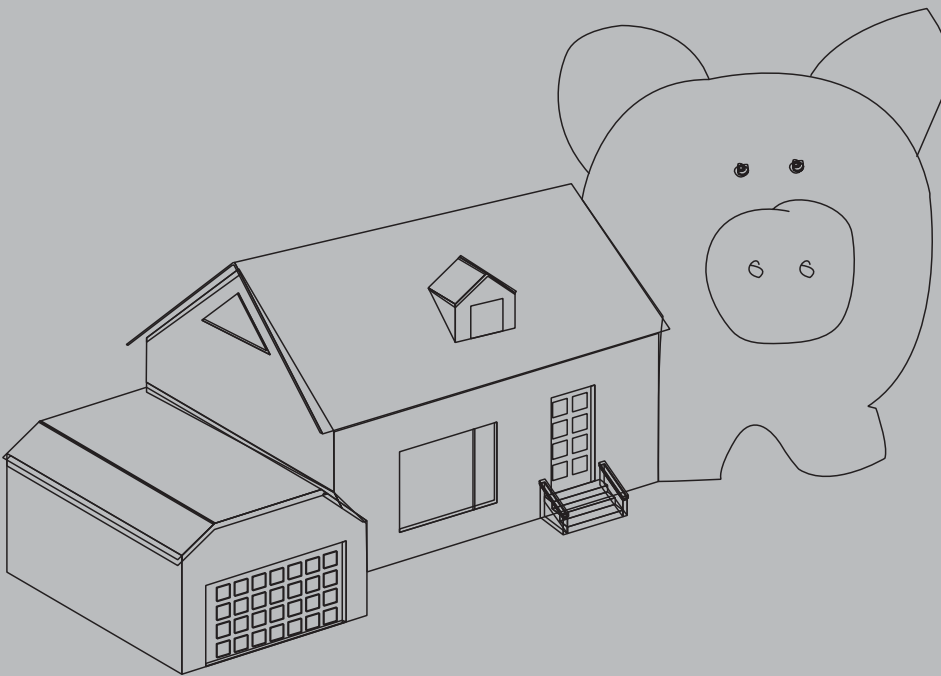
<b>1</b>	<b>By 2020, property and business taxes as a percentage of total revenue are maintained or reduced.</b>
<b>2</b>	<b>By 2020, The City does not have a planned surplus and actual surpluses are less than 1% of budgeted operating expenditures.</b>
<b>3</b>	<b>By 2020, The City does not use debt or one-time funding from reserves to fund any base operating budget expenditures.</b>

**»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Long Range Financial Plan; Asset Management Policy.

**2020 EXISTING STRATEGIES**

- Seek alternative sources of revenue to reduce reliance on existing sources, including:
  - Work with the Provincial and Federal governments to reduce the municipal fiscal imbalance by:
    - Identifying and negotiating for municipalities’ access to growth sensitive revenue sources and other compensation opportunities;
    - Continuing to work to achieve certainty and longevity in inter-governmental funding agreements.
- Continue to develop a thorough understanding of a service’s cost profile over time to ensure that funding available to support delivery will be sufficient and timely, including:
  - Identify the full costs of service provision to ensure that estimates of future service and infrastructure expenditures are complete and sustainable;
  - Ensure the services The City provides are well defined and are linked to dedicated financial resources required to provide them;
  - Ensure development agreements provide sufficient resources to fund growth-related infrastructure;
  - Continue to develop a funding mechanism to support the lifecycle maintenance costs for City assets.
- Incorporate considerations of financial capacity into decision-making on growth and land-use planning.
- Recognize lifecycle costs as part of the completion of asset management plans.
- Set spending priorities to ensure the most important areas are funded.





**OBJECTIVE:**

**STRATEGIES:**

**RISK MANAGEMENT**

The City reduces risks to financial sustainability which, in turn, reduces risks to The City’s ability to provide needed infrastructure and services (consistent with The City’s Integrated Risk Management approach).

**2020 EXISTING STRATEGIES**

- Ensure The City has ready access to sufficient funds, through contingencies and unallocated reserves, to meet unforeseen urgent needs and manage risk appropriately.
- Continually monitor adequacy of reserve and contingency funding and potential reserve funding sources.
- Manage components of operating budget volatility through hedging programs.

**TARGETS:**

- |          |  |
|----------|--|
| <b>1</b> | By 2020, level of Unallocated Reserves: Fiscal Stability Reserve equals 10 - 15% of Gross City Expenditures. |
|----------|--|

» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Long Range Financial Plan.

**OBJECTIVE:**

**STRATEGIES:**

**CREDIBILITY**

The City achieves financial performance in a way that achieves and maintains public confidence in the municipal corporation

**2020 EXISTING STRATEGIES**

- Continually monitor economic and operational factors that affect corporate performance, developing actions to correspond to identified risk levels.
- Promote a deeper understanding of The City’s financial situation by engaging stakeholders in the budget process (citizens, employees, community organizations) to support the identification and confirmation of immediate priorities consistent with the future that Calgarians envision.
- Provide a more functional identification of services and infrastructure to enhance visibility and promote understanding of services to citizens.

**TARGETS:**

- |          |  |
|----------|--|
| <b>1</b> | By 2020, Credit Rating is maintained at AA+. |
|----------|--|

» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Long Range Financial Plan.

AA+



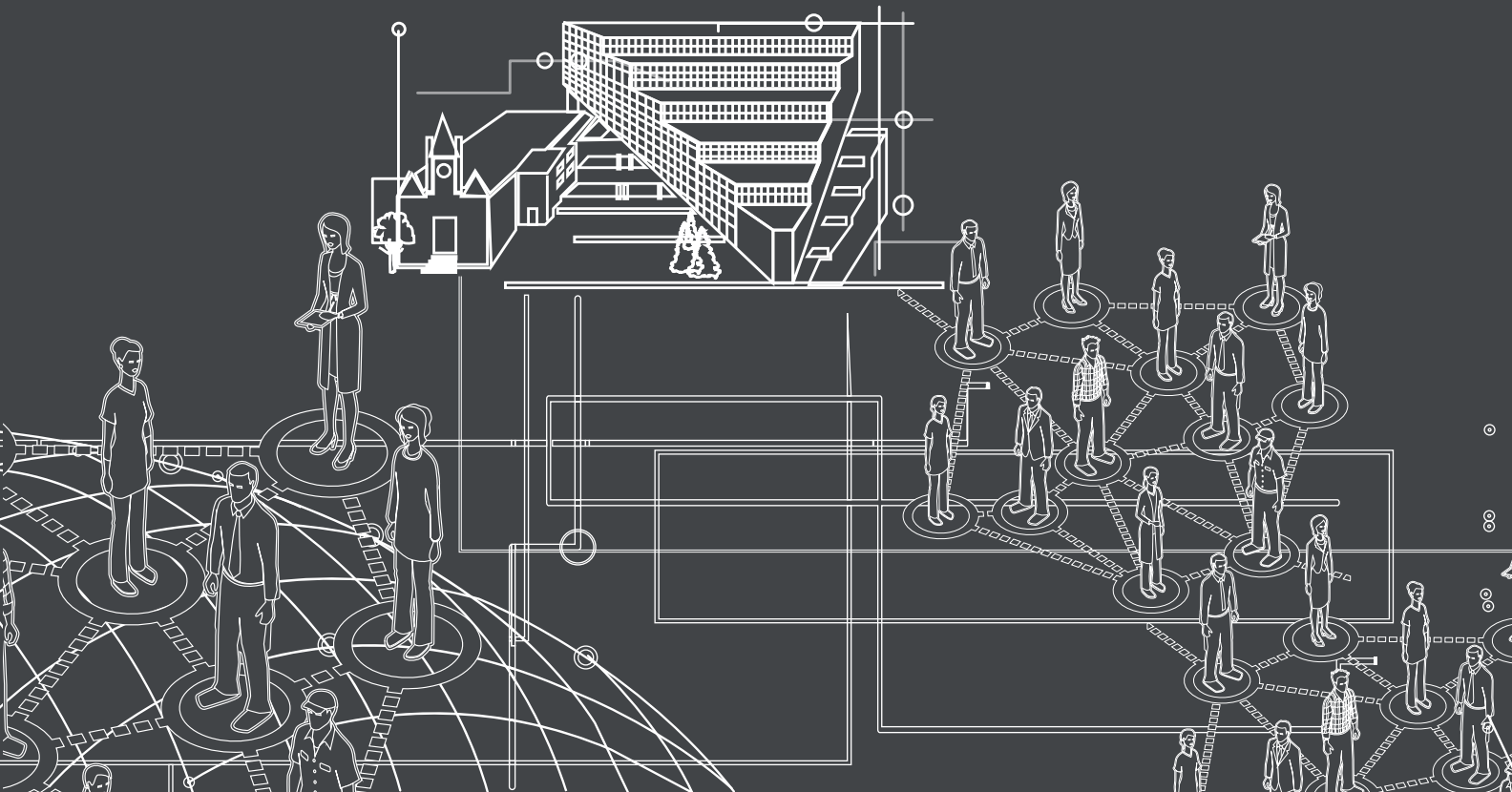


GOAL:

# Sustainable Corporation

WORKFORCE | INFRASTRUCTURE MANAGEMENT |  
EFFECTIVE SERVICE DELIVERY | EFFICIENCY.

The City of Calgary serves citizens through engagement, transparency, resiliency and innovation.



OBJECTIVE:

STRATEGIES:

**WORKFORCE**

The City of Calgary’s competitive offering and employee experience enables the attraction and hire of qualified candidates from all segments of the community. This workforce is skilled, engaged and productive in the delivery and continuity of quality and efficient public services.

**2020 EXISTING STRATEGIES**

- Provide recruitment and outreach to access a broad range of skilled talent that exists in the market.
- Increase sophistication of the corporate workforce strategy to address gaps that emerge in our workforce.
- Foster an environment which provides a combination of competitive compensation and benefits, effective leadership, learning and development opportunities, and an innovative, inclusive culture that retains and attracts high performance employees interested in public service.
- Enable regular and comprehensive employee health and safety performance reporting that includes full costs, risk and related liabilities
- Upgrade existing and/or develop new work environments to provide employees with quality, safe workplaces that are universally accessible and support a productive and engaged workforce.

**TARGETS:**

1	By 2020, The City of Calgary employees represent the diversity of Calgary’s available workforce.
2	By 2020 the annual non-retirement turnover for The City of Calgary is less than 5%.
3	By 2020, The City of Calgary’s recordable injury rate is best in class for Canadian Municipalities.

»» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Long Range Financial Plan.

OBJECTIVE:

STRATEGIES:

**EFFECTIVE SERVICE DELIVERY**

Services and service levels, and business plans and budgets for external and internal programs are aligned to long-term goals, policies and citizen priorities through regular review and citizen engagement.

**2020 EXISTING STRATEGIES**

- Use citizen engagement and long-term policy goals to guide efficiency and effectiveness targets.
- Increase use of benchmarking, performance measures and best practice information to identify opportunities for service improvement.
- Use corporate and individual performance goals to embed within the organization a culture of efficiency, effectiveness, innovation and continuous improvement.
- Implement a program of zero-based reviews that examines service scope and standards, alignment to priorities and policy, and the efficiency and effectiveness of business units.
- Integrate efficiency and effectiveness strategies with the business plan and budget process.
- Provide convenient access to civic information and services, specifically increasing online services for citizens and employees.
- Provide effective, efficient and convenient access to civic information and services, including implementing eGovernment strategies for citizens and employees.
- Provide strategic services that will support Council and enable Administration to optimize decision-making, business processes, deliver cost efficiencies, and maximize corporate investments.

**TARGETS:**

1	By 2020, more than 90% of Calgarians are satisfied with the overall quality of City Services.
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»» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

New Approach to Business Plans and Budgets; Corporate Strategy on Efficiency and Effectiveness; eGovernment Strategy; City Technology Plan.

OBJECTIVE:

**EFFICIENCY**

The City delivers services and programs efficiently through a culture of progression and creativity that supports innovation and is adaptable to changing needs and pressures.

**TARGETS:**

1	By 2020, total City operating expenditures per capita (inflation adjusted for the Municipal Price Index) are maintained or reduced.
2	By 2020, Calgary’s 10 largest services will meet or exceed the average performance of comparable Canadian municipalities for both efficiency and effectiveness (Target 75%).
3	By 2020, City services will have undergone a zero-based review to identify service effectiveness and efficiency opportunities (Target 80%).

»» **EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

New Approach to Business Plans and Budgets; Corporate Strategy on Efficiency and Effectiveness; eGovernment Strategy; City Technology Plan.

**OBJECTIVE:**

**STRATEGIES:**

**INFRASTRUCTURE MANAGEMENT**

The City of Calgary utilizes quality, cost effective, safe and innovative corporate assets that enable and support the provision of desired public and corporate services. The management of public and corporate assets (both physical and information) are optimized and based upon continuous improvement.

**2020 EXISTING STRATEGIES**

- The Corporation will align its asset management program to a Plan-Do-Check-Act business model,
- Ensure city workforce have quality, safe workplaces (i.e. facilities in good condition and complete) that are universally accessible and support a productive and engaged workforce.
- Enable the growing City's mobile and remote workforce through alternative workplace facilities, workspace assets, and appropriate communications and technology tools.
- City-owned buildings, facilities, heritage buildings, and affordable housing assets will be sustained and maintained based upon an asset management strategy. This is mandated for heritage buildings in accordance with the Heritage Resource Implementation Plan.
- Provide a robust, secure, state-of-the-art technical infrastructure that underpins the delivery of current and future business technology solutions for The City.
- Sustain and enhance our existing IT business continuity investment
- Engage Municipal, Regional, Provincial and Federal jurisdictions to ensure alignment of data standards and interchange to support of service delivery.
- Continue to leverage ENMAX alliance agreements to reduce energy costs, optimize City electricity and natural gas demand / consumption and reduce City GHG emissions.

**TARGETS:**

<b>1</b>	<p>By 2020, The City of Calgary has achieved appropriate levels of service within acceptable levels of infrastructure condition, performance, investment and risk and is effectively managing the Infrastructure Gap as indicated by:</p> <ul style="list-style-type: none"> <li>• The City of Calgary has implemented, is delivering upon, and is continuously improving integrated asset and growth management plans.</li> <li>• Level of service assessments, including “Star-rating” where appropriate, for all asset managing Businesses and reported within the Infrastructure Status Report.</li> <li>• Demonstrated affordability and sustainability of asset management and infrastructure investment plans, based upon lifecycle and whole life cost analysis.</li> <li>• Appropriate infrastructure risk analysis and reporting for all asset managing Business Units.</li> </ul>
<b>2</b>	<p>By 2020, the practice of Asset Management at The City of Calgary will achieve a minimum level four out of five compliance with respect to the Asset Management Policy. There will be demonstrated alignment to its Growth Management Strategy and MDP/CTP, as well as to other corporate financial and business planning processes.</p>
<b>3</b>	<p>By 2020, The City of Calgary efficiently and effectively disposes of surplus City-owned land to provide optimum value for Calgarians as indicated by:</p> <ul style="list-style-type: none"> <li>• Practice and process is reported in the State of Asset Management Report.</li> <li>• Tangible Capital Asset reporting in corporate financial reports.</li> </ul>
<b>4</b>	<p>By 2020, 90% of City buildings and 100% of the workplaces provided to City of Calgary employees are in good condition (15% Facility Condition Index/ 75% Workplace Condition Index ) and 100% of administrative workspace will have a completed workspace condition index rating.</p>
<b>5</b>	<p>By 2020, 100% of City leaders responsible for asset management plan activities and/or project management of capital infrastructure initiatives will have corporate asset management and/or project management competencies (i.e. skills, knowledge and experience).</p>
<b>6</b>	<p>By 2020, 100% of The City's assets (i.e. building and facilities) will adhere to the Municipal Naming Policy.</p>
<b>7</b>	<p>By 2020, The City's web mapping framework and associated spatial information is compliant with all relevant ISO standards.</p>

**»» EXAMPLES OF SUPPORTIVE PLANS AND TOOLS**

Asset Management Policy; Strategy and Plans; Infrastructure Status Report; State of Assessment Management Report; Asset Management Guidelines; Long Range Financial Plan; Growth Management Strategy; and Plan(s); Municipal Development Plan; Calgary Transportation Plan; Tangible Capital Asset Policy; City Technology Plan; Heritage Resource Implementation Plan; Enterprise Housing Program, Attainable Homeownership Program; Sustainable Building Policy; Community Greenhouse Gas Reduction Plan; Corporate Climate Change Action Plan; Corporate Energy Demand Management Strategy; Sustainable Development Task Force; Corporate Workplace Framework.

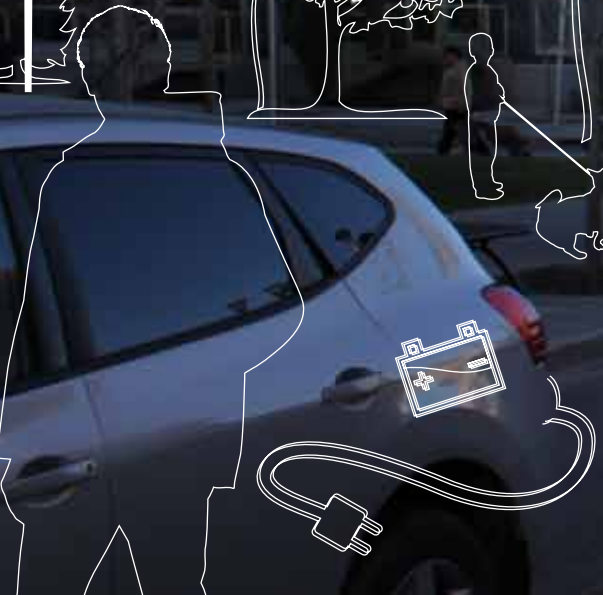
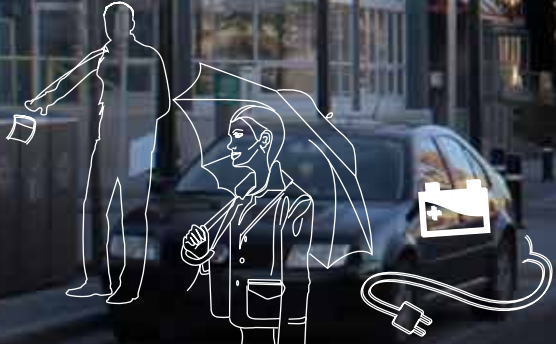
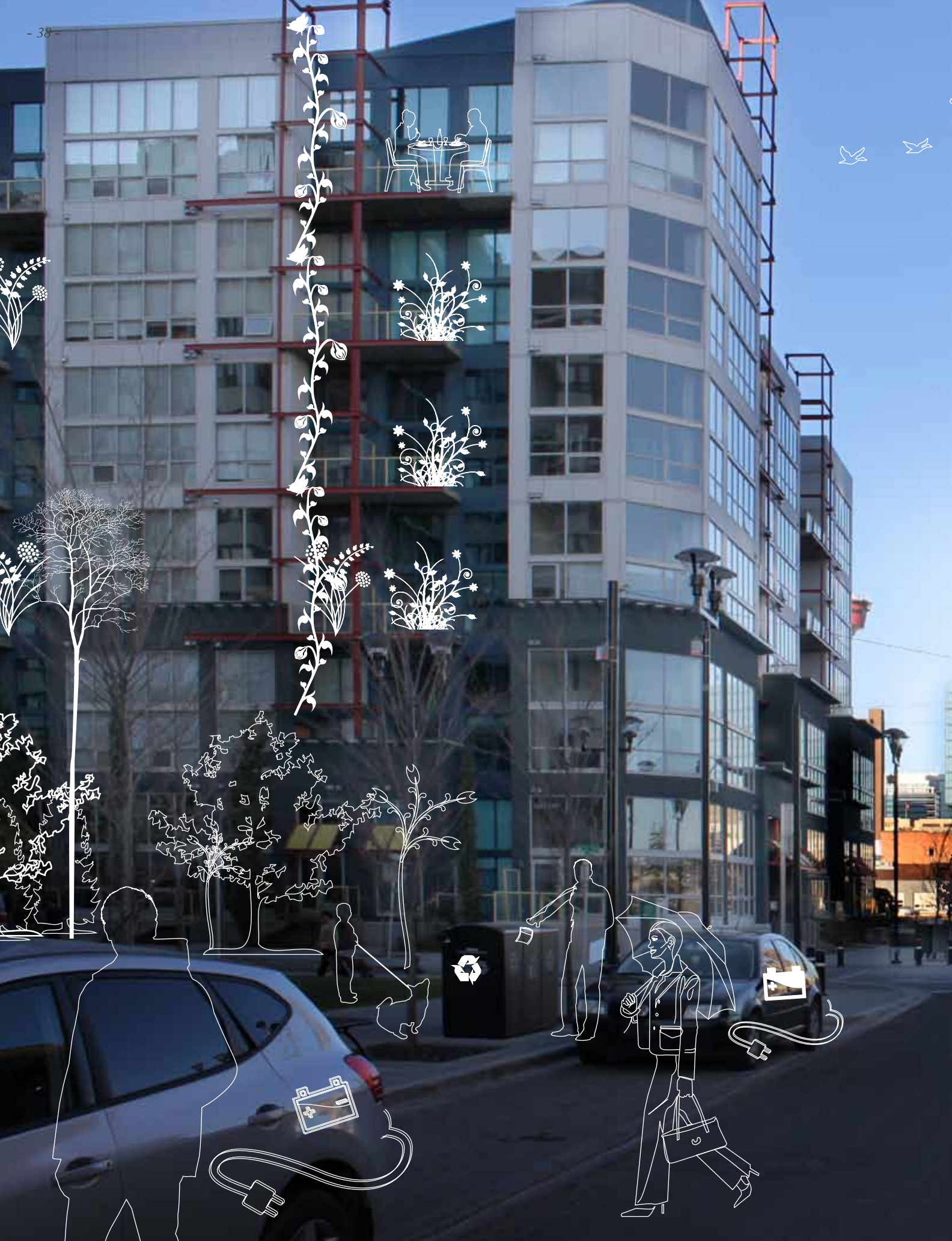
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## 2020 SUSTAINABILITY DIRECTION LOOKING AHEAD:

The 2020 Sustainability Direction provides corporate direction for The City of Calgary over the next 10 years and will demonstrate our commitment towards the imagineCALGARY 100-year vision. Accountability to citizens and stakeholders will be demonstrated through annual monitoring and measuring which will ensure The City remains on track to meet the 10-year targets. To support departments and business units, the Office of Sustainability has developed several tools to assist in implementing the 2020 Sustainability Direction.

The 2020 Sustainability Direction can only be achieved through collaboration between business units and in partnership with citizens, communities, businesses and other levels of government. The Office of Sustainability has a mandate to build and support these relationships over the next 10 years. Taking action will demonstrate commitment to building a great city for everyone, forever.





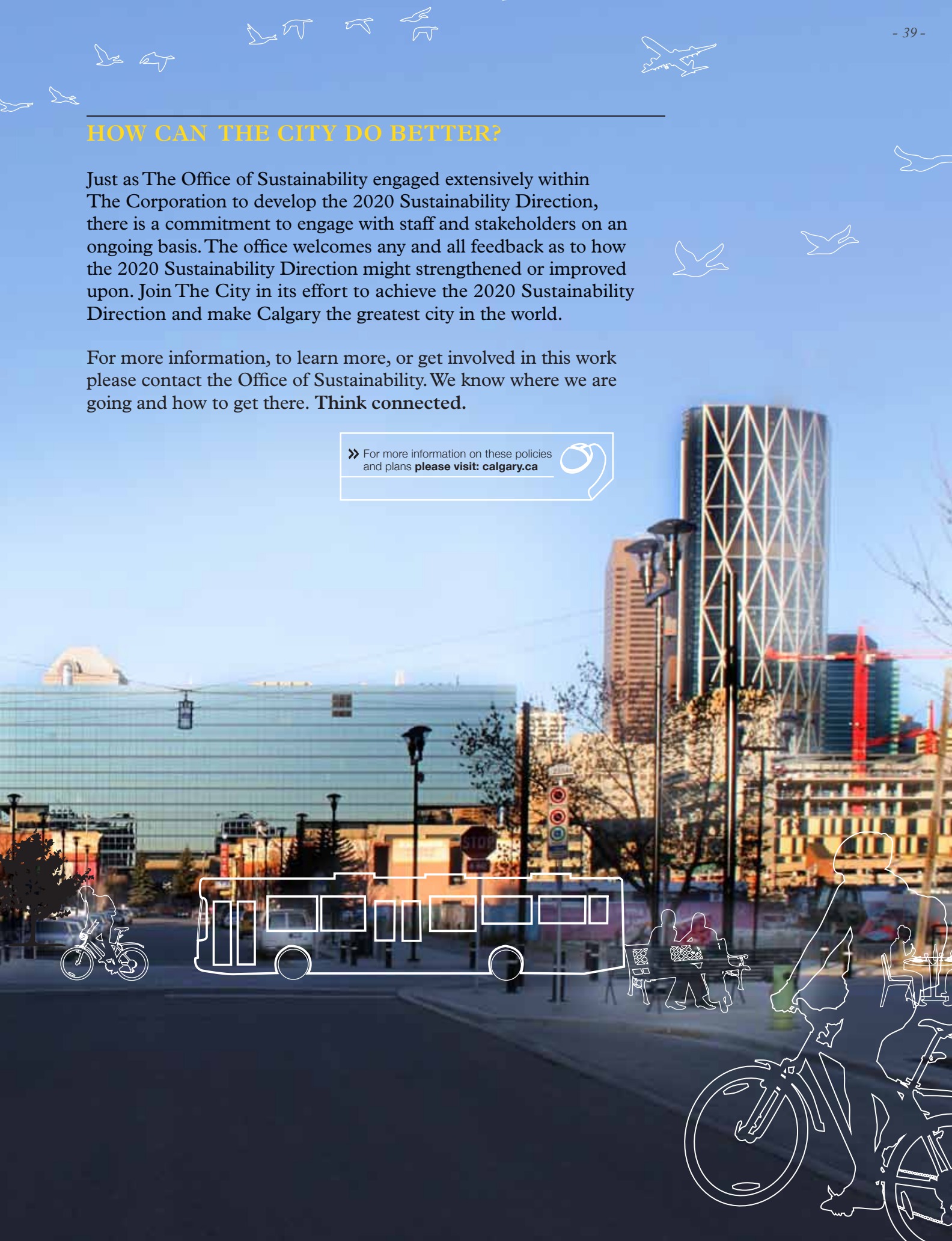


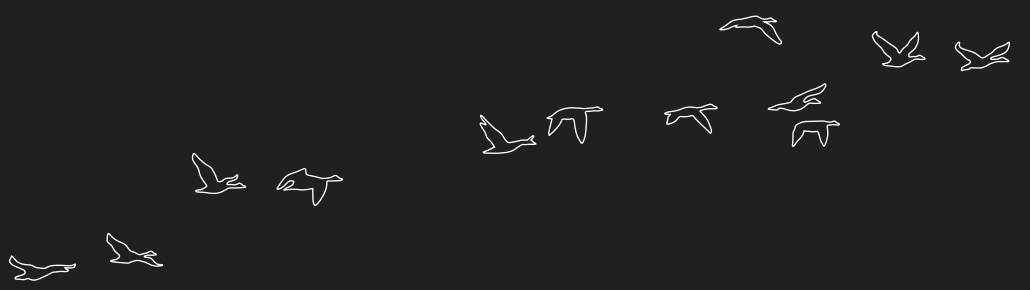
## HOW CAN THE CITY DO BETTER?

Just as The Office of Sustainability engaged extensively within The Corporation to develop the 2020 Sustainability Direction, there is a commitment to engage with staff and stakeholders on an ongoing basis. The office welcomes any and all feedback as to how the 2020 Sustainability Direction might be strengthened or improved upon. Join The City in its effort to achieve the 2020 Sustainability Direction and make Calgary the greatest city in the world.

For more information, to learn more, or get involved in this work please contact the Office of Sustainability. We know where we are going and how to get there. **Think connected.**

» For more information on these policies and plans please visit: [calgary.ca](http://calgary.ca)





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