

# Action Plan 2015–2018: Delivering Council Priorities

Representing \$22 billion in investment toward citizen services and capital projects, *Action Plan 2015-2018* is The City's strategic plan & budget for City staff and partners to deliver Council Priorities over the next four years. The City has proposed an *Action Plan* that:

- Ensures continued delivery of over 100 City lines of service to Calgarians with an annual incremental increase in the average residential property tax of \$6.65 per month.
- Includes \$4.7 billion in capital infrastructure investments to be considered for approval by Council as part of The City's 2015-2019 \$7.6 billion Capital Plan.
- Accommodates a projected growth of 100,000 citizens or 25,000/year.
- Includes nearly \$50 million in operating efficiencies over four years.
- Continues to focus on ensuring Calgary remains a top global city.

Of the 44 strategic actions defined within Council Priorities, The City will deliver 1047 actions, including capital investments, for 2015-2018, in order to achieve the outcomes identified within each Priority. The following are highlights from The City's *Action Plan 2015-2018*, which was approved by City Council on December 1, 2014.



## Action Plan Highlights

### Council Priority:

**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 – proposed actions & investments include:

- Consolidate business tax.
- Develop Affordable housing strategy.
- Advance the Calgary Poverty Reduction Initiative, 10-year Economic Strategy, and Arts Development Strategy.
- Improve planning approval process; implement stakeholder advisory groups.
- Promote development of Business Revitalization Zones.
- Enhance CITYonline & Open Data portal.
- City-wide Cultural Plan to enhance cultural facilities, creative industries, historic resources, recreational cultural programs, public art and festival and events in Calgary.
- Roadway improvements and Transit Oriented Development (TOD) plans.
- Implement new and improved technologies such as 3D visualization tools, electronic mapping of infrastructure repair and capital works, and tools to enhance citizen engagement.
- Develop industrial lands (on a self-funded basis) through projects such as Forest Lawn Creek and Point Trotter.

### Council Priority:

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

#### A city of inspiring neighbourhoods – proposed actions & investments include:

- Support transit-oriented development.
- Develop resilience and emergency response capacity (including new fire stations).
- Improve resilience of City infrastructure.
- Maintain fire response times & review standards.
- Enhance 9-1-1's services to citizens.
- Renew community public space & facilities, including upgrades to established parks, recreation athletic parks, established area pools.
- Revitalize community associations.
- Implement transit Peace Officer deployment model.
- Implement Complete Streets guidelines.
- Lifecycle investments in aging building infrastructure and associated risk management.

### Council Priority:

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

#### A city that moves – proposed actions & investments include:

- Implement rapid transit routes.
- Launch the Green Line Transitway.
- Introduce 4-car CTrain service.
- Implement the Calgary Transit Fare strategy.
- Expand snow and ice control operations to include sidewalks, walkways and bikeways.
- Advance traffic safety and monitoring initiatives.
- Plan and implement pedestrian strategy.
- Invest in active transportation infrastructure, including Centre City Cycle Track.
- Replace two City bridges as well as several major road reconstructions and construction of three interchanges.
- Maintenance for streetlights, traffic signals, pavement and bridges, as well as additional maintenance for activity centres and corridors.
- Connect roads to new communities and the integration with the ring road.
- Improve the safety and efficiency of the taxi system.

### Council Priority:

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

#### A healthy and green city – proposed actions & investments include:

- Promote wellness and active living, emphasizing children & youth.
- Construct new recreation facilities and enhance existing facilities.
- Promote brownfield redevelopment.
- Reduce greenhouse gas emissions from City infrastructure.
- Implement residential Green Cart program, multi-family recycling and industrial, commercial and institutional waste diversion strategy.
- Implement a biosolids and residuals management strategy.
- Retrofitting streetlights so they are more energy efficient.
- Integrate watershed planning with land use planning.
- Manage the interrelationships between flood protection, water quality and quantity, and land use.
- Sustain and expand Calgary's urban forest canopy.
- Ensure all communities can access quality open space.
- Work with communities to maintain and upgrade Parks' open space to address changing community needs.
- Continue investments in flood resilient infrastructure.
- Maintain a supply of serviced land.
- Plan and implement lifecycle and preventative maintenance services to provide recreation facilities that are energy efficient and sustainable.

### Council Priority:

**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.**

#### A well-run city – proposed actions & investments include:

- Engage government of Alberta on a new fiscal framework & legislative policies.
- Support employee growth and development at all career stages.
- Integrate citizens' voices in program and service improvements.
- Upgrades to enhance customer interactions (i.e. online engagement tools, 311 operations, calgary.ca).
- Advance a culture of effective leadership and public service.
- Protect public assets through loss prevention initiatives.
- Investment in lifecycle maintenance of aging assets.
- Implement the Corporate Safety Strategy.
- Investments in infrastructure to upgrade older communities towards modern service standards (i.e. Community Drainage program, Sewer upgrade program).
- Measure, benchmark and improve performance.
- Investments to increase efficiency and effectiveness of City services and mitigate risks through system upgrades and technologies that improve functionality and decision making.

THE CITY OF CALGARY

## Action Plan 2015 – 2018

Visit [calgary.ca/actionplan](http://calgary.ca/actionplan) for more info!



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