



Action Plan 2015-2018

Final Accountability Report for Action Plan

Council Priorities Supplementary Information

ONLINE ONLY

Council Priorities Supplementary Information



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A prosperous city

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.

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
<p>● *</p>	<p>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.</p>	<p>CIVIC PARTNERS</p>	<p>TRANS CFOD DCMO CS</p>	<p>Calgary Economic Development's (CED) updated Economic Strategy for Calgary, Calgary in the New Economy, was approved by Council.</p> <p>CED released the 'Canada we need to talk' campaign.</p> <p>CED completed two trade missions to China meeting with 75 potential investors.</p> <p>CED supported the provincial government in allocating additional funds for developing tech talent, launched a technology talent gap analysis with ICTC and is currently creating a full stack developer program with Rainforest Alberta.</p> <p>To date in 2018, CED has attracted 35 companies and created/retained 2400 jobs in Calgary.</p> <p>The Calgary.ca/SmartCity website was created to support The City's submission for the Smart Cities Challenge and potential \$50M prize.</p> <p>Infrastructure related: The City partnered with the Alberta Road Builders Association for the 18th annual Partnering with Industry Symposium, to benefit long-term city growth and development.</p> <p>Construction on 17 Avenue SE Transitway, Southwest BRT Phase 1, North Crosstown BRT and South Crosstown BRT is underway, with the network on schedule to open in late 2018.</p>

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●	P2 Advance purposeful economic diversification and growth.	CIVIC PARTNERS	CS PD	<p>Economic Diversification</p> <p>CED established strategic partnerships with Clean Resource Innovation Network, Olds College and The City to support clean technologies, agriculture technology and smart city initiatives.</p> <p>The City, along with nine surrounding municipalities that make up Calgary Metropolitan Region Board, continue to work on a Regional Interim Growth Plan and Evaluation Framework.</p> <p>New Community Growth Strategy (Industry/City Work Plan) is working to develop funding recommendations for new communities for integration into One Calgary. This will drive growth for the next 4 years.</p> <p>The Fire Service Provision in Growth Strategy report was approved by Council in March, allowing The City to incrementally achieve the long term city wide fire/emergency response targets set out in policy, when analyzing the greenfield business cases for budget consideration.</p> <p>The City's Industrial Initiative continues to enable industrial development through increased awareness, integration with the work of CED, and input on One Calgary infrastructure funding.</p> <p>Following Council's approval of the Land Use Bylaw amendment to allow food production in the Industrial and Commercial districts in the fall of 2017, The City is now working with entrepreneurs to successfully start and manage urban food production businesses.</p> <p>The City is also involved in an urban agriculture pilot project, as well as developing an inventory of vacant land suitable for interim leases to Calgary agri-food</p>

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				<p>businesses. Work continues on improving a Land Leasing Initiative, strengthening an adopt-a-lot program.</p> <p>Economic Growth - Support for Businesses</p> <p>An oversight committee for licensing services was created by Planning Development and Calgary Community Standards to monitor business applications and focus on the delivery of quality service, resulting in open businesses.</p> <p>The Centre City Enterprise Area initiative, which has included temporary changes to The City's Land Use Bylaw is assisting to remove barriers, shorten timelines and reduce the costs of doing business in the Centre City area.</p> <p>Cannabis-related uses in the Land Use Bylaw (LUB) were added, enabling new business opportunities for Calgarians.</p> <p>Infrastructure Related:</p> <p>Detailed design and engineering work has started for the Glenmore Trail and 68th ST SE intersection with construction planned for next year.</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>The 'Invest in Calgary' webpage, that offers information on timelines, permitting and licensing costs was launched to serve the planning and development needs of small businesses.</p> <p>In collaboration with Calgary's 12 Business Improvement Areas (BIAs), The City produced a reference guide that will serve as an important resource for those looking for more information about Calgary BIAs or those considering starting a BIA.</p> <p>The Strategic Policy Framework for the Cultural Plan received approval from Council and will be embedded in the Area Redevelopment Plan guidelines. Service Owners</p>

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				<p>were also directed to include key initiative from the Cultural Plan in their One Calgary strategic planning.</p> <p>The Sport for Life Policy was adopted to define the municipality's role in the Sport System and commitment to Calgarians including direct delivery, infrastructure and our work to support the broader Sport System which includes partners, private sector and local sport organizations.</p> <p>The City Shaping team held Green Line workshops and worked to identify specific site impacts and opportunities, including the Former Imperial Oil Refinery (FIOR) / Pop Davies Arena, and Inglewood Ramsay.</p> <p>Council approved the A Park and Ride update report which will continue to guide Calgary Transit's work with other City business units on future TOD areas.</p> <p>The City consulted with 17 Avenue business leaders to launch a new 17 Avenue construction project website which provides detailed information on accessing 17 Ave and advanced notice of construction activities to minimize the impact of construction on local residents and businesses.</p>
●	<p>P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.</p>	PD	<p>CA CFOD DCMO CS</p>	<p>Civic Innovation conducted a series of rapid experiments in partnership with organizations including Mount Royal University, BOMA, SAIT Drone Lab and hundreds of citizens, students and government staff. Those experiments resulted in a "Smart Cities Playbook" that made recommendations on how Smart City technology could be made more human as well as a blockchain-based project that put the Mayor's "Three Things for Calgary" on the blockchain.</p> <p>CAI Civic Innovation YYC supported the Smart Cities Federal Bid by facilitating workshops for roundtable discussions with stakeholders including not-for-profits, industry and entrepreneurs to shape the City's Smart City Bid.</p>

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				<p>Created an online development permit application form for Cannabis stores on Calgary.ca. Once the process was made public the City processed 319 online and 32 paper applications in the first two hours. Potential store owners</p> <p>The City has processed 2018 Municipal Phased Tax Program credits of approximately \$11.2 million to approximately 6,100 accounts.</p> <p>Council approved PFC2018-0012 2018 Business Tax Rate Bylaw, consolidating a further 20 per cent of business tax into non-residential property tax. A total of 80 per cent of the business tax has been consolidated into the non-residential property tax, with a further 20 per cent to be consolidated in 2019.</p> <p>Helped streamline a number of applications from Homeowners and Small Businesses through Council approved (March 2018) land use bylaw amendments.</p> <p>Reduced requirements for outdoor patios/cafes associated with restaurants to make it easier to set up and receive approval through a Council approved (March 2018) land use bylaw amendment.</p> <p>Supported Cannabis retail and production facilities in advance of Cannabis legalization through a land use amendment (Council approved April 2018) thereby ensuring these businesses had the opportunity to be open when Cannabis is legalized.</p> <p>Added parameters to include buildings on the Heritage Inventory to be part of the Centre City Enterprise Area, exempting uses going into those buildings from a number of permit processes (Approved PUD June 2018, scheduled for Council in July).</p> <p>Commercial/Multi-family partial permits - Prioritization of partial permits to allow</p>

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				<p>commercial building projects to commence prior to the final building permit approval being obtained. Although this is an existing program, enhancements have been made to make the partial permit review process more streamlined. In addition, a greater focus has been placed on issuing partial permits ahead of DP release. The Building Safety and Development Approvals services work together to achieve developers' desired outcomes while still maintaining safety and adhering to accepted planning principles and bylaws.</p> <p>Quick release program for Commercial/Multifamily interior alteration permits - Six types of non-complex interior alteration permits can be quick released, within 3 calendar days instead of the usual 21 calendar days.</p> <p>Alberta Health Services plans review – Some interior alteration Building Permit applications have to be reviewed by AHS – for example restaurants and tattoo parlors. In the past, the AHS review was conducted at the beginning of the plans examination process – this created delay because AHS only one plans reviewer to review all the BP applications. The decision was made to move the AHS plans review process to happen after the BP is issued. This speeds up the process significantly and has taken away a layer of approvals the customer must negotiate before receiving their building permit.</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) Seek out partnerships with other governments</p> <p>Council approved the Community Aggregate Payment (CAP) Levy fee adjustment with Alberta Sand and Gravel Association (ASGA) Industry and associated bylaw amendments. This improves the City's ability to mitigate adverse conditions associated with construction vehicles</p> <p>(B) Seek out partnerships with community partners to achieve community well-being.</p>

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				<p>The Rocky Ridge Recreation Centre opened to the public in February, ahead of schedule. The City successfully partnered with YMCA Calgary to operate this new facility in Calgary's NW.</p> <p>An FCSS call for one-time capacity building funds was held for existing recipients to help them increase their organizational capacity and address emerging issues.</p> <p>In support of recommendations from the White Goose Flying Report – Calgary's response to 94 Calls to Action identified in the Indian Residential School Truth and Reconciliation Summary report - community social workers offered residents opportunities to learn about the long and vital role of indigenous people in Canada's history, including the impact of colonialism, as part of their planned community activities.</p>
● *	<p>P6 Increase affordable and accessible housing options.</p>	CS	CA PD	<p>Calgary Housing delivered an update to City Council on the Corporate Affordable Housing Strategy in 2018 June. Significant progress continues on the Strategy. Approximately 2,000 units have been supported through fee rebates and grants from the fully committed Housing Incentive Program, six parcels were granted corporate approval for sale to 3 non-profit affordable housing providers, over 200 City-owned units have undergone critical maintenance repairs and 28 Building Condition Assessments have been performed on City-owned properties. In support of improving the housing system, The City continues to work closely with housing providers and other stakeholders to complete the design of a One Window coordinated intake process for non-market housing, and since establishing the Home Program in 2017, 591 affordable housing residents have been helped, 92 volunteers engaged, over 298 volunteer hours worked and 30 community partners involved.</p> <p>Two new affordable housing developments are underway. Wildwood (48 units) is scheduled for completion end of 2018, and Rosedale (16 units) scheduled for completion in 2019. In 2018 May, the City's Affordable Housing 10 Year Capital Plan was adopted in principle by Council, with funding for the next 4 years to be finalized in November. The 10 year plan, which covers 2016 – 2026, establishes a long-term,</p>

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				<p>predictable capital development plan for investing in affordable housing and it positions Calgary to leverage provincial and federal funds to make affordable housing more readily available for all.</p> <p>In March 2018, Administration brought the Secondary Suite reform project to Council, adding Secondary and Backyard Suites to the R-C1, R-C1L and R-1 Land Use Districts. While the addition of Backyard Suites will not be effective until Administration returns to Council with standards for the urban design of these suites (December 2018), Secondary Suites were effective immediately as discretionary uses.</p> <p>41 households progressed out of Calgary Housing Company in 2018 for homeownership. A collaborative campaign with Habitat for Humanity was also launched in October 2017 and to date over 150 families from CHC connected with Habitat with 24 completed applications received.</p>
●	<p>P7 Continue policies and programs to reduce the number of people living in poverty.</p>	CS	CA POLICE	<p>Between Jan 1 and May 31, 2018, 36,352 Calgarians were approved for Fair Entry.</p> <p>Demand for the Transit Low Income Pass under the sliding scale price structure continues to grow, with 97,000 monthly passes sold in Q1, which is over 90 per cent higher than Q1 2016 (pre sliding scale). The sliding scale pay structure was introduced in April 2017.</p> <p>Community social workers partnered with Momentum to bring financial literacy programs to neighbourhood residents. They also worked with the United Way and Calgary Housing's Homes program to offer more neighbourhood-based matched savings programs.</p>
●	<p>P8 Respond to the needs of an aging population.</p>	CS	TRANS POLICE	<p>The Age-Friendly Calgary team in Calgary Neighbourhoods coordinated and/or promoted events during Seniors' Week from June 3-9, 2018 that celebrated the contributions of older adults to the community and provided opportunities for social participation. This included over 75 free activities offered by Calgary Recreation, a new film festival about aging and older adults, admission discounts at select Civic</p>

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				<p>Partner facilities, a kick-off event at an outdoor fitpark, and the release of the annual Seniors Age-Friendly Strategy Report to the Community.</p> <p>The Coordinated Community Response to Elder Abuse Action Team (coordinated by Calgary Neighbourhoods and includes membership from Calgary Police Service) produced a literature and program review of support services for elder abuse offenders, which was presented at the “Face It: Elder Abuse Happens” provincial conference.</p> <p>In developing processes to engage the community in locating missing older people who have cognitive decline, the Coordinated Community Response to Missing Seniors Action Team conducted a mock exercise of a communication tool that is being developed at the University of Alberta, and shared information with the public about what to do when a vulnerable senior goes missing.</p> <p>Implementation of the Active Aging Strategy continues to increase accessibility for older adults through community-based pilot projects and the introduction of new activities.</p> <p>A partnership with Kerby Centre to provide education on planning for lifelong activity is helping to support the needs of an aging population.</p> <p>From January to April, Calgary Transit Access provided accessible transit service to Calgarians:</p> <ul style="list-style-type: none"> • 395,714 Shared Ride trips • 8,819 ACE trips • On-Time Performance 91.18 per cent • Handled 183,022 phone calls (Total Calls) • Completed 1,072 Eligibility Interviews • Processed 2,992 applications • Responded to 871 Concerns and received 471 recommendations

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●	P9 Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.	CIVIC PARTNERS	CS	<p>Calgary Arts Development Association (CADA) worked on a Creative Economy Strategy with Calgary Economic Development to support and increase economic diversity for our City.</p> <p>CADA also developed a new Original Peoples Investment Program with an Indigenous Artist Advisory that will provide \$200,000 in new investment dollars to Indigenous artists and arts organizations in fall 2018.</p> <p>CADA launched an Individual Artist Program that provides investments to support individual artists in pursuing their creative practice and career. Demand was off the charts with 288 applications requesting \$2.445 million in funding. Grant decisions will be made in August 2018.</p> <p>Through a partnership with the MRU Trico Changemakers Studio, CADA sponsored 10 artists taking a Social Innovation course to explore the concept of artists as changemakers.</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 (B) TRANS (B) PD	<p>(A) Expand our library system:</p> <p>Calgary Public Library and The City worked to create a master plan for 64th Avenue Greenline stop including a library and a master plan for Symons Valley Civic Centre including a library.</p> <p>Work on the New Central Library and Seton library continued with both projects on time and on budget.</p> <p>(B) Enhance access to technology and information:</p> <ul style="list-style-type: none"> The City provided real-time information about Water Outages based on community, priority, number of homes/business impacted, and where citizens and business owners can find the water wagons. In the first 6 months of 2018, nearly 9,000 citizens/businesses checked the web page for updates.

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				<ul style="list-style-type: none"> The online tax calculator was simplified to allow citizens to quickly get an estimate for their property taxes, using plain language, which means citizens no longer need to find last year's assessment value to get their tax estimate. The calculator also includes a Phased Tax Program rebate estimate for non-residential property owners. After conducting user testing with the public, the One City, One ID project team has developed an overall roadmap for enabling access to authenticated and personalized information across City services. Initial launch is scheduled for Q3 2018. The City developed a new software solution to enable the Calgary Emergency Management Agency and external agencies to effectively manage incidents during an emergency event. Real-time information on fire event management is now available to first responders using a new mobile application called Mobile Responder. The City has developed a new application called myBusiness – Cannabis Business License, enabling citizens to apply for cannabis store licenses online. Citizens are now able to apply for all home improvement permits and related development permits, building permits, and trade permits online. Business Owners are able to apply for residential, multi-family, commercial, and industrial certificates of compliance online. Functionality of the Field Service Delivery platform has been extended to enable mobile access to electrical safety codes officers, process new electrical inspections, and enhance workload optimization.
●	P11 Facilitate programs and services for children and youth, including, in some cases, providing, a variety of affordable after school programs.	CS		<p>The Youth Employment Centre external website was successfully migrated into Calgary.ca, allowing The City to gain sustainment efficiencies prior to the annual Youth Hiring Fair. The result was over 10,000 youth and employers visiting the site the week leading up to the Fair.</p> <p>The 20th annual Calgary Youth Hiring Fair was held on April 3rd attracting 4,600 youth and 90 employers.</p>

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				<p>The City and 11 partnering agencies, organized the Calgary AfterSchool LifeHacks Youth Conference, which was attended by 122 youth to learn new skills through a variety of workshops.</p> <p>One hundred and fifteen Calgary AfterSchool (CAS) frontline staff from 18 difference CAS organizations learned best and promising practices in the field of children and youth programming through the 2nd “Choose Your Own Adventure” conference.</p> <p>Calgary AfterSchool is also integrating SEL (social emotional learning) into their program curriculum. Training opportunities for Recreation Program Specialists is now taking place.</p> <p>Recreation partnered with Calgary Police Service to roll out Positive Ticketing, recognizing positive behaviours in youth.</p> <p>Aimed at low-income children and youth, I Love Cricket and Fun Buses, two programs offered through Recreation’s Jumpstart, provided more than 180 children with new sport and activity opportunities.</p>
●	<p>P12 CS Establish approaches and practices that welcome and support full participation of vulnerable populations in City activities.</p>	CS		<p>Calgary Fire conducted a women's only information session in March in its efforts to attract more women and aboriginal people to its workforce. Recruitment officers also presented firefighting as a career at four high schools and operated a booth at the Aboriginal Futures Spring Job Fair. A human rights in the workplace training drill was delivered to the crews in March, and during a Lunch and Learn session for non-uniform employees.</p> <p>A Memorandum of Understanding was signed with the Government of Alberta to partner on the Ethno-Cultural strategy. The agreement allows limited access provincial translation and interpretation services on a no fee basis.</p> <p>Council approved the Gender Equity and Diversity Scoping Report in May, leading the way to the development of a strategy to advance gender equity and diversity.</p>

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A city of inspiring neighbourhoods

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

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
●	N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.	CS	CA TRANS POLICE	<p>Recruitment & Training</p> <p>A new class of Peace Officers were recruited, trained and deployed by Calgary Transit.</p> <p>Calgary Fire expanded on recommendations from its 2015 ZBR to initiate a pilot to use firefights to support recruit training.</p> <p>Response Times</p> <p>Calgary Community Standards answered 99 per cent of 9-1-1 calls within the targeted 15 seconds through ongoing improvements such as the optimization of PSAP (public safety access point) and upgrades to technology to support next generation 9-1-1 (NG 911).</p> <p>Faster travel times to emergencies were achieved through mapping enhancements made to the mobile data terminals on fire apparatus.</p> <p>Calgary Fire improved first-in emergency response within seven minutes at fire suppression incidents to 84 per cent, surpassing the 2018 target of 76 per cent. Calgary Fire continued work on internal efficiencies to improve response time including technological improvements, developments in call evaluation and dispatching (EFD), dynamic deployment moves and enhancements, and other human behaviour enhancements.</p>

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●	N2 Build resiliency to flooding.	DCMO (ROC)	ALL	<p>Customer Service and Communications (CSC) launched an updated Flood Resilience and Mitigation Program subsite (Calgary.ca/FloodInfo) to support the work The City has done regarding flood mitigation since 2013. Parallel to this is an online section for #ResilientYYC work to assess The City resiliency and build Calgary's resiliency strategy.</p> <p>This spring, The City took proactive measures to manage the potential impact of the heavy spring melt through coordinated mitigation activities, including clearing storm drains. This collaborative effort with City business units and external partners ensured the continuity of operations and our resilience as a City.</p> <p>Resilience and Infrastructure Calgary's focus for 2018 is to complete as many projects as possible and submit costs for reimbursement as the Alberta Disaster Recovery Program will come to an end in June 2019. As of April 30, 2018, 202 of 222 total recovery projects have been completed (91 per cent) and 87.8 per cent of financial submissions for cost reimbursement have been completed.</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 City's Emergency Operations Centre (EOC) was opened three times since January 2018. The EOC was opened to coordinate the safety of Calgarians as a result of a significant February snow storm. Roadways and pathways were cleared in advance of the early morning commute. February also saw the opening of a warming centre in NW Calgary, as a result of a power outage affecting approximately 1,600 customers. These collective efforts could not have been achieved without leveraging city business units and members of CEMA, striving for what is possible while ensuring our city's resiliency. Various City business units and partners came together to support the needs of 200 Inglewood residents and their property management company impacted by an apartment fire. The EOC was opened to support coordination of efforts. 36 of the 200 displaced residents required emergency housing.</p>

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				<p>The City exercised city staff and external partners in several emergency/disaster exercises, including a large-scale rail emergency, two mass casualty scenarios and table top exercises for Canada Day and Stampede. The City also developed and tested an emergency response website for public notifications, map and update during an emergency/disaster.</p> <p>Emergency planning and preparedness</p> <p>The Calgary Emergency Management Agency (CEMA) in partnership with City IT have developed and implemented a new Incident Management System to track and record emergency/disaster response information and decisions. This system will be used by city business units and external organizations during Emergency Operations Centre (EOC) openings.</p> <p>More than two dozen city business units and external organizations participated in CEMA's annual Disaster Alley to help educate thousands of citizens on how to be ready for any emergency. This also involved the development of a media plan to educate Calgarians about ways to prepare their homes and families for emergencies.</p> <p>The City brought forward Calgary's Preliminary Resilience Assessment, including discovery areas: economic, environmental, infrastructure, and inclusive leadership and decision making.</p> <p>The City and Imperial Oil Limited have collaborated to address the contamination at the former Imperial Oil Refinery site, including installation of groundwater wells, water treatment system, soil-capping and area beautification.</p> <p>The City coordinated an advertising campaign to educate Calgarians on Alert Ready, the new mobile emergency alerting system. This system launched on May 6th and sends public safety messages directly to compatible cell phones in an area that could</p>

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				be experiencing an emergency/disaster.
●	N4 Revitalize the role and ability of community associations, and use of community facilities.	CS	PD	<p>The City's Established Area initiative continues to build understanding both community and developer needs regarding redevelopment.</p> <p>CN and Recreation are working together to utilize community recreation facilities as neighbourhood hubs for community food markets, food skill programs, collective kitchens and other food focused programs.</p> <p>In partnership with the Federation of Calgary Communities (FCC), The City offered four Partners-in-Planning training sessions in early 2018 to help educate communities and citizens on planning matters, including Transit Oriented Development (TOD).</p> <p>A program committee, operated by The City continued its work in supporting community groups in offering relevant programs and services to their residents. This year's programs include a variety of sports programs, a science program, adult dance and fitness classes, garden events, and a kite day.</p> <p>The City, through neighbourhood partnership coordinators, continued to support community associations towards sustainability. Key highlights for Q1 and Q2 include support to:</p> <ul style="list-style-type: none"> • Britannia Community Association in its merger with Elboya Community Association, allowing residents of Britannia to enjoy the benefits of being a part of a larger community association, and Elboya heights to gain a whole new group of experienced and skilled volunteers. • Pineridge to bring back in operation their outdoor rink which had not been flooded since 1993. • Westgate Community Association in developing an art program and offering a READYKids program for 6-12-year olds by connecting the CA with the Wildflower Arts Centre to build out and facilitate the art program.

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				<ul style="list-style-type: none"> Abbeydale/Applewood in offering Home Alone and babysitting courses to youth. Bow Cliff Seniors and Calgary Law Bowling Club to sign a Tri-Party License of Occupation. Meadowlark Park to undertake a community litter-pick. 46 residents turned out, with Parks picking up the litter. Evergreen Community Association in accessing the Fire Hall to hold community programs. <p>Residents in East Village Commons by exploring partnership opportunities for a community hub on the vacant space left behind as a result of the Golden Age Club closure.</p>
●	<p>N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.</p>	PD	CS TRANS UEP	<p>With guidance from the Community Representation Framework (CRF) Task Force, the CRF project received Council approval to continue work to establish a new approach to community representation based on three program focus areas, community involvement, supports and resources, and representation structure.</p> <p>Two phases of public engagement on community representation have been completed to date.</p> <p>With prioritization by neighbourhood residents complete This Is My Neighbourhoods action team are now working in partnership with community associations and resident advisory groups to implement, initiatives, which include gathering spaces, special events, community beautification and more.</p> <p>Infrastructure Related: The City continues to advance the Community Drainage Improvement Program and storm water quality retrofit projects in existing communities.</p> <p>The Anderson Station TOD land use and outline plan was approved by Council in April. Capital improvements will be added to the next capital budget cycle.</p>

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				<p>Blue Line NE extension pre-design is ongoing. Airport Transit Connection functional plan, alignment and technology study ongoing.</p> <p>BRT network construction is ongoing and on time, with opening scheduled for late 2018.</p> <p>Council approved recommendations for angled parking in cul-de-sacs.</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>RE&DS received unanimous approval from Council on March 12, 2018, for the revised Anderson Station Outline Plan with approval to proceed with the next stage of development. Detailed design and engineering for preliminary site grading is now underway.</p> <p>The City continues to satisfy its responsibilities under the South Saskatchewan Regional Plan (SSRP) through the implementation of various water resource and watershed initiatives. The City maintains data sharing agreements with Alberta Environment and Parks on its water quality monitoring data, which aligns to the intent of the SSRP. In addition, detailed reviews of the Municipal Development Plan, Calgary Transportation Plan and other regulatory instruments demonstrate that The City is well-aligned and complies with the SSRP. City of Calgary representatives participated in a cross-departmental working group review to ensure regulatory alignment and the management of risks related to SSRP.</p> <p>PD has led significant work on the New Community Growth Strategy, which will bring forward recommendations on June 28 to increase the funding allocation for new community growth. This work will provide Council with recommendations to enable strategic growth that delivers on social, environmental and economic outcomes within The City's financial capacities. In addition, Administration is working closely with established area developers on a scoping report for the Established Areas Growth Strategy, which will go to Council in September. Finally, the team continues to work with industrial area developers on key deliverables identified through the Industrial Areas initiative. All three strategies – New Community, Established, and Industrial –</p>

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- ◇ One or more challenges materialized; mitigation measures underway



Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				are part of the Industry/City Work Plan.
●	N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.	PD	CA CFOD CS TRANS UEP	<p>The CFOD partnered with Growth Strategies to evaluate developer business cases and model both capital and operating budget impacts of numerous growth options for The City.</p> <p>Growth Strategy is working closely with established area developers and internal stakeholders on a scoping report for the Established Areas Growth Strategy, which will go to Council in September. This is in addition to other targeted work aimed at improving development conditions in the established area, as coordinated through the Industry/City Work Plan.</p>
● *	N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.	PD	CA DCMO TRANS UEP	<p>The MDP/CTP 2018 Monitoring Progress Report was presented to Council offering a regular an analysis on how these policy documents are seeing successes and challenges in achieving the city that Calgarians want.</p> <p>Updates to the Calgary Parking Policy, including reviewing car share parking and multi-family residential parking were completed. The updates improve options for development in Transit Oriented Development areas.</p> <p>Designed and implemented an online tool to deliver Planning & Development's development timelines and development costs and commitments. This gives customers a quick and easy way to gain insight about potential costs and timelines for their development projects</p> <p>Council approved (March 12) land use bylaw amendments allow for the majority of low density parcels to have secondary suites without going through a land use redesignation and council approval.</p> <p>Repurposing properties from commercial to residential living that enable growth in the Enterprise district where Development Permits may not be required. There are significant measures necessary to make this change of Occupancy. A recent submission for a building permit was expedited with early engagement and</p>

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				<p>communication with the customer and stakeholders.</p> <p>Work is underway on revisions to the Developed Areas Guidebook to help enable growth and change in established communities and implement the MDP/CTP objectives. The assigned team is also working with Community Planning and Urban Strategies on linkages to other initiatives including Main Streets and Local Area Planning.</p> <p>The Secondary Suites Reform was approved in March of this year, which allows additional low residential density (a secondary suite in the basement) in more Land use districts.</p> <p>Community Planning has made several changes to terminology and process to increase clarity and consistency regarding Concurrent Applications for land use amendments and development permits. Concurrent applications are those applications that are ready for decision simultaneously. Applications may be submitted separately or at the same time, they become concurrent at the time of decision. All land use CPC reports will now clearly identify if a development permit has been submitted, and if the development permit is past its first Detailed Team Review, an attachment with high-level permit information will also be included in the report (i.e. rendering, streetscape).</p>
●	<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>Recreation reduced a barrier for people who use a hearing aid with the installation of a portable counter induction hearing loop system. This system transmits the spoken word and blocks out background noise, making it easier to understand speech in open spaces where the noise level is louder than verbal communication.</p> <p>The target was exceeded in 2018. Calgary Community Standards is continuing commitments in public awareness programming to foster citizen's compliance with city bylaws.</p>

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				<p>Waste removal, recycling and organics recovery has been scheduled for 99 community cleanups and 72 festivals in 2018 supporting the waste diversion target of 70 per cent across all sectors by 2025.</p> <p>Responding to MDP goals for improvement of planning and urban design outcomes. The objectives include the creation and implementation of design quality performance criteria and communication/clarification of design expectations to staff and industry. Report back to Council Q1, 2019.</p> <p>Completed to date:</p> <p>Research related to design quality; the creation and testing of a pilot design perception survey; creation of targeted questionnaires for stakeholder engagement. Collecting and analyzing CWUD/UDRP/CPC performance data ongoing; Quality Criteria performance measure description provided to CAC for One Calgary report.</p> <p>To date in 2018 there have been 82 events hosted in the Municipal Complex, Atrium and Plaza where Calgarians and visitors can participate in community events. Facility Management (FM) continues to work with registered, not-for-profit and community groups to promote the public space and is committed to providing space that is safe, clean and vibrant, ensuring the Municipal Complex, Atrium and Plaza are welcoming for those of all ages, backgrounds, abilities and interests.</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 has worked with Urban Strategies to update the Centre City Enterprise Area incentive to exempt Heritage Inventory sites for the requirement of a development permit when changing the use or an interior. Heritage Planning is also working with Assessment to develop a potential property tax incentive for designated heritage resources that forgives the rise in property taxes resulting from rehabilitation work.</p>

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				<p>PD has significantly improved the reporting on heritage designation bylaws to provide Council with more comprehensive information about the designation site, the current status of grant programs and overall progress towards heritage objectives.</p>
●	<p>N11 CS Promotion of public safety through education, prevention, and partnerships.</p>	CS		<p>Calgary Fire was recognized for its contribution to Alberta's "Provincial Dementia Strategy & Action Plan." The provincial strategy is designed to support families from the onset of dementia through to the end of life. Calgary Fire supported this by delivering its online dementia awareness training module to all CFD staff in February/March 2018. Additionally, dementia simulation training was provided to Fire Station 29 crews in January 2018 and Strategic Services staff in February 2018.</p> <p>As part of 911's educational campaign, citizens self-reported they found the information they were looking for on Calgary.ca/911 83 per cent of the time. This is an improvement from the previous 'information found' score of 59 per cent prior to the campaign.</p> <p>Supporting the <i>Alberta Dementia Strategy & Action Plan</i></p> <p>Calgary Fire contributed to the Province's <i>Alberta Dementia Strategy & Action Plan</i> to support families from the onset of dementia through to end of life. Calgary Fire delivered the online dementia awareness training module to all Calgary Fire staff and dementia simulation training was also provided to Fire Station 29 crews and Strategic Services staff.</p> <p>9-1-1 Educational Campaign</p> <p>9-1-1's educational campaign helped improve citizens' ability to find the information they were looking for on Calgary.ca/911. The self-reported 'information found' score improved to 83 per cent from the previous 59 per cent prior to the campaign.</p> <p>The partnered agencies of the CBS led Coordinated Safety Response Team (CSRT)</p>

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				<p>continue to address the issues created by vacant unsafe properties and marihuana grow operations. To date 12 Municipal Government Act Orders have been served directing owners to either remediate or demolish the identified properties.</p> <p>CBS leads on partnering with other Departments when investigating issues arising from infill construction. CBS leads Infill Construction Collaboration Program (ICCP) are active in conducting joint inspections and information sharing. As well the CBS-Safety Response Unit is conducting approximately ten proactive educational infill site inspections per week in randomly selected areas of the community.</p> <p>Electrical inspection is dedicated to public safety through education by working with our customers and industry partners such as ENMAX, ECAA and BILD. Policy and regulation changes that affect our customers and partners are communicated through a number of mediums such as association meetings, our inspections webpage, by emailing our customer database and our corporate communications. Through certain initiatives we will have the ability to collect data from our inspections database which will allow us to educate contractors on an individual basis, these initiatives can also be applied to a broader scope such as an industry segment or the entire industry.</p>
● *	<p>N12 CS Promote and strengthen community standards through facilitated compliance.</p>	CS		<p>Good Neighborhood Practices</p> <p>Calgary Community Standards collaborated with business units across the Corporation to develop a Good Neighbour Practices Reference Guide that provides an overview of municipal bylaws governing neighbourhood issues to advise residents, business owners and service providers of their rights and responsibilities as members of their community. The Guide is one of the education tools Community Peace Officers use as they work with citizens to achieve voluntary compliance with bylaws pertaining to properties. Not only is this Guide available in English, it is available in French, Simple Chinese, Traditional Chinese, Punjabi and Tagalog.</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>The annual RouteAhead update report was presented to Council in June 2018. This included fare and revenue framework that links to the upcoming One Calgary service plan and budget. Meanwhile, The City continues to make progress towards many of the capital projects outlined in RouteAhead.</p> <p>The Green Line LRT project continues with a constructability review that will lead to further project phases like execution, construction and ultimately in-service operation. A new Managing Director for the Green Line project was hired and presented a project update to Council in May. The City continues to negotiate land transactions for the project and funding with Provincial and Federal Governments. We continue to secure additional financing through various grant programs and the federal Treasury Board finalized its review of Green Line approving the funding in Q2. A full funding agreement with the Province is expected later in the year.</p> <p>Calgary Transit's MAX Bus Rapid Transit system passed several construction milestones in the first half of 2018 with most stations installed, dedicated transit lanes expanding daily and bridges on track to open in the fall.</p>
●	M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	TRANS	CA CFOD DCMO CS	<p>Several traffic initiatives began in 2018. Five transit priority measures in five separate locations were completed with one additional project designed for implementation in later in 2018. 6 Avenue west of 11 Street SW was widened, extending the north lane past the intersection to improve safety and utilization of that lane. The permanent conversion of a lane reversal system at Memorial Drive and Edmonton Trail NE was also completed. Metis Trail twinning between 80 Avenue and 104 Avenue NE has started with completion anticipated in fall 2018. Lightgrid projects in Copperfield and Valley Ridge were completed to improve street light monitoring and maintenance</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>responsiveness in these areas.</p> <p>The Calgary.ca traffic congestion map is currently being redesigned based on feedback from existing users and citizens regarding what they expect of The City in providing real-time traffic information online. Geographic information is improving in several ways, incorporating the pathway and walkway network into City's geographic database. Data used for Snow & Ice Control (SNIC) and Street Sweeping maps was restructured to improve citizen information in near real-time. Online Snow and Ice Control information provided updates on parking ban status, real-time information on snow plow locations and road conditions, as well as operational updates twice a day while the seven-day snow plan was in effect. The content on calgary.ca had a 34 per cent increase in performance over last year. Information was published on Southwest BRT (SWBRT) project construction, providing citizens the ability to sign up for project updates as well as clear instructions to help them get around the various construction zones.</p> <p>A cross-departmental e-tow pilot project was started to reduce the amount of time emergency services spend on-scene at motor vehicle collisions waiting for vehicles to be towed. This reduces delays and improves the safety of first responders.</p>
●	M3 Invest in strategic road improvements in priority growth areas as funding becomes available.	TRANS	CA CS	Functional planning studies were completed for future interchanges at 25 Avenue/Macleod Trail and Richmond Road/Sarcee Trail. Construction was completed on 12 new traffic signals, 4 rectangular rapid flashing beacons (RRFB's) for ramps along Deerfoot Trail SE. An additional 12 traffic signals were either modified or reconstructed to support the Bus Rapid Transit (BRT) network. A Conversion of the ramp on the south side of Memorial Drive between the Baines Bridge and St. George's Drive to support 2-way traffic, improving access from the north to the south side of the Bow River.
● *	M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as	TRANS	CS	The Glenmore Reservoir regional pathway extension completed major milestones with bridge erection and pathway paving completed in Q2 2018. Community engagement and planning has begun on several Main Streets projects. These will enhance the environment for walking and cycling. Bike parking is being integrated

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	funding becomes available.			<p>into BRT stations as they are completed throughout the year.</p> <p>Video based conflict analysis was used to proactively review the safety status of four locations. Six additional reviews are scheduled for this year.</p> <p>In June Council approved funding enhanced Snow and Ice Control for people walking and biking starting in the winter of 2018/2019.</p>
●	M5 Improve the taxi system.	CS	CA TRANS	<p>Technology advancements have resulted in an accelerated evolution of the livery industry in the last several years. Calgary Community Standards reported back to Council in April 2018 following a successful one year pilot initiative accommodating new market entrants such as Transportation Network Companies (TNC). In the pilot year, citizens benefited from the addition of almost 3,500 TNC drivers. One in six Calgarians used TNC services taking 2.3 million trips. The results of the pilot project also showed the fees charged to TNCs were sufficient to cover administration costs in order to maintain public safety, consumer protection and service quality. A full review of livery fees to determine an equitable fee structure that reflects an evolved livery landscape is planned in the upcoming year. This review will be conducted holistically so that livery participants pay fees that are fair and equitable to the costs of regulating them.</p>

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

A healthy and green city

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	<ul style="list-style-type: none"> The City held its first Compost Giveaway Events every Saturday in May at the Calgary Compost Facility. 13,000 vehicles picked up 1.5 million kg of finished compost produced from the Green Cart Composting Program. Approximately 91,228 tonnes of food and yard waste have been composted since the start of the residential Green Cart Program that would have otherwise been buried in the landfills. Higher than projected volumes of food and yard waste continue to be collected with initial results showing 24 per cent less waste to landfill when compared to the same period in 2017. In addition to food and yard waste, the Wastewater Treatment Plants have worked to maximise the production and delivery of biosolids to the Calgary Composting Facility resulting in 2,600 total dry tonnes transported in the first half of 2018. Updated The City's WhatGoesWhere website. The updated version fully incorporates the Green Cart program for residents and commercial recycling/disposal options for business customers. After citizen engagement, the site layout was also redesigned to improve customer user. In Q1 2018 citizens and businesses had searched and found over 130,000 items for recycling/composting/disposal. <p>The City received support from other Alberta municipalities to request the Alberta Urban Municipalities Association to advocate the Government of Alberta for legislation to establish an Extended Producer Responsibility program. The program would shift the responsibility and costs of recycling from local governments to producers of recyclable products.</p>
●	H2 Encourage a broader range of innovative and clean	UEP	TRANS DCMO	<ul style="list-style-type: none"> The City's largest solar power plant project to date was completed at the Shepard Waste Management Facility. The project supplies approximately 20

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	energy technologies.		CFOD	<p>per cent of the energy required for operations at the newly constructed Calgary Composting Facility. The project is anticipated to avoid an average of over \$80,000 a year in energy costs throughout the project's lifecycle while displacing over 800 tons of greenhouse gas emissions annually. In addition, The City is on track to achieve LEED Gold certification for the new Education and Administration Building located adjacent to the composting facility.</p> <ul style="list-style-type: none"> • With the installation of solar power plants at Bearspaw and Glenmore Water Treatment Plants, the two plants will have saved between \$70,000 to \$80,000 in energy costs in the first half of 2018. • Several City business units submitted funding applications for over \$10M in federal/provincial grants and incentives to match and extend investments made from the Sustainable Infrastructure Capital Program. Applications include funding for electric vehicle demonstration projects with Transit and incremental deployment of renewable power generation projects at City landfills, wastewater treatment plants and water treatment facilities. • The City and Building Industry & Land Development Association Calgary co-hosted an event titled, "The Building and Climate Change-Lessons Learned" in 2018 May to continue the discussion on climate change. The goal was to bring City and industry together to discuss climate change projects. • The City collaborated with the University of Leeds and University of Calgary on a report called "The Economics of Low Carbon Development: Calgary, Canada". This report provides potential scenarios for Calgary to reduce GHG emissions and energy costs within four major sectors: Transportation, Residential, Commercial and Industrial. • The City of Calgary won the Emerald Award for outstanding environmental achievement by a government institution, for the LED street light retrofit project. • The City completed Energy Audits at Heritage Park and Village Square Leisure Centre. The audits identified opportunities to improve energy consumption at both facilities.

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				<p>Fleet Services assessed an electric refuse truck to determine potential cost savings for the organization as well as reduced greenhouse gas (GHG) emissions. The vehicle was in alignment with GHG and Corporate Energy Plan objectives, however the initial cost of the vehicle was high in comparison to conventional internal combustion trucks. At this time, the unit was unable to meet the necessary requirements for Waste & Recycling in the areas of capacity and available drive time on the electric battery. The City will continue to monitor alternative fuel options and assess feasibility through an alternative fuel strategy for Waste & Recycling vehicles.</p>
●	<p>H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.</p>	UEP	CA CS TRANS PD	<ul style="list-style-type: none"> The City received \$13.5 million from the Alberta Community Resilience Program (ACRP) for flood mitigation projects including improved stormwater drainage for the communities of Hillhurst and Sunnyside and the construction of a Bow River flood barrier from Eau Claire to the Reconciliation bridge. Work is also underway for the design of flood barrier projects in the communities of Sunnyside, Bowness and Pearce Estates. Council approved continued advocacy for provincial approval of the Springbank Off-Stream Reservoir (SR1) on the Elbow River; provincial approval of The City's ACRP application, as-submitted; reconvening the Bow River Working Group with a new governance framework; and developing a scope of work for a bi-lateral task force to address The City's flood mitigation, policy and watershed management issues. The Water Utility appointed a senior emergency manager to support flood readiness and work with City business units in advance of and during runoff season. In partnership with Alberta Environment and Parks (AEP), construction began on the Bioengineering Demonstration and Education Project. This project is designed to demonstrate the effectiveness of bioengineering solutions to provide long-term, sustainable flood protection. Additionally, AEP provided funding to support a Public Program Coordinator to work on environmental education and engagement.

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				<ul style="list-style-type: none"> To ensure The City has the tools to manage drought in the immediate term and is strategically positioned in the longer term, a request for proposal has been issued for the Drought Vulnerabilities, Risks and Mitigation Strategies Assessment. The assessment will focus on minimizing the social, economic and environmental impacts of drought on Calgary and maintaining public confidence. <p>The City's Source Water Protection Plan was finalized with significant input from internal and external stakeholders. The plan outlines recommendations and investments needed in source watershed protection to provide safe, clean drinking water for Calgary and Region. The plan is expected to go to Council in Q4 2018.</p>
●	H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.	DCMO	CS UEP	Discussions continue with the Province to work on a Water Act licensing solution for this long-standing issue. Council approved the regional water, wastewater and stormwater servicing policy. Water Resources submitted to Council a new MSA for Elbow Valley West
▽	H5 Protect and enhance our urban forest and natural landscape throughout Calgary.	CS		<p>ReTree final update to Council</p> <p>ReTree YYC Program key learnings were presented to Council in Q1. Key strategies include balancing tree pruning, planting and watering to strengthen the resilience of our urban forest and the need to submit capital business cases for tree planting and watering. ReTree success was built through citizen outreach and education (leveraging Calgarians' passion for trees), value-added technology and cross-corporate resiliency initiatives. ReTree achievements included pruning more than 356,000 trees, planting 24,000 trees in 79 communities and creating three online learning modules (viewed by citizens 23,000 times).</p> <p>Calgary Captured</p> <p>A new online citizen science project is giving us all a clearer picture of the wild species we share our urban environment with. More than 2,100 volunteers helped The City make 600,000 wildlife identifications within 51 days as part of Calgary Captured. This</p>

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				<p>project uses wildlife trail camera data from 13 local parks. To support the <i>Our BiodiverCity</i> plan for Calgary, project data informs us about urban wildlife habitat connectivity priorities. Interesting identifications so far include a potentially sensitive species (long-tailed weasels) and the presence of a species with potential pest status (raccoons).</p> <p>River and Pathway Cleanup</p> <p>The 51st Annual Pathway and River Cleanup took place in May with 2,000 dedicated volunteers collecting garbage along our pathways, in parks, various green spaces and along the river. ConocoPhillips Canada was a presenting sponsor for the event.</p>
<p>● *</p>	<p>H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.</p>	<p>UEP</p>	<p>CFOD CS</p>	<ul style="list-style-type: none"> • The Climate Resilience Strategy and Action Plan was approved by Council on 2018 June 13 and will guide The City's plans to achieve immediate to long-term climate resilience objectives. • The City hosted the first Calgary Climate Symposium in March. The Symposium was attended by 1,200 participants, and brought community leaders, entrepreneurs, prominent climate experts and City staff together to focus on improving energy management and reducing greenhouse gas emissions (mitigation), as well as implementing risk management measures in preparation for current and future climate impacts (adaptation). • The Waste & Recycling Services Outlook report for 2018-2025 went to Council 2018 May 28. The report provides an overview of the plan to achieve 70 per cent diversion from landfills by 2025 as well as key trends such as increasing customer expectations; changing market standards for recycled materials; increasing contamination of recyclables; decreasing tonnage of waste for disposal; and advancing technologies. • The City reached 5,000 citizens to share information on waste management, recycling and composting through public events and presentations, facility tours and multi-family and industrial, commercial and institutional outreach programs.

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				<ul style="list-style-type: none"> The City raised awareness on household water leaks and actions customers can take to avoid a high water bill. Information was shared on calgary.ca, Report to Calgarians, social media, community associations and trade show booths. Surveys were also conducted with one thousand customers to help The City continue to improve communication on leaks and how wastewater charges are reflected on the water bill. The City hosted the 8th annual Eco-Leaders Conference on 24/25 January 2018. As part of the Eco-Leaders Program, 261 students and teachers, from 32 participating schools, participated in environmentally focused skill-building workshops including food waste, climate change and transportation solutions. The City has applied biosolids, a nutrient-rich by-product of the wastewater treatment process, to marginal agricultural land to create one of the largest willow tree plantations in North America. The City continues to supply the Calgary Zoo with willow trees to support all of the zoo's dietary and operational needs. <p>The Calgary.ca/ClimateProgram subsite was launched, providing information on The City of Calgary's Climate Program as well as content from the Calgary Climate Symposium.</p>
●	H7 Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.	CS		<p>A renewed Sport for Life Policy was approved by Council. The Sport for Life Policy defines the municipality's role in the Sport System and commitment to Calgarians, including direct delivery, infrastructure and our work to support the broader Sport System, which includes partners, private sector and local sport organizations.</p> <p>Citizens now have a more convenient and streamlined way to register for City of Calgary programs. In response to citizen feedback, Calgary Recreation and CSC worked together to redesign the Calgary.ca/Register to help navigate the new online registration process for recreation programs. After launch, 70 per cent of registrations were completed online, up from 50 per cent in the past.</p>
● *	H8 Continue to invest in indoor and outdoor recreation	CS	CA	Rocky Ridge YMCA had its Grand Opening to the public in January 2018, and, to date, over 16,000 memberships have been sold. The facility has already been recognized

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	facilities that address the changing needs of Calgarians.			<p>with numerous awards for its design and construction.</p> <p>Seton YMCA Recreation Facility construction is on schedule and will provide access to citizens in the southeast quadrant of the city for 2019.</p> <p>In addition to The City's investment in new facilities, we have been upgrading our City-owned facilities. Accessibility enhancements at Village Square Leisure Centre, Southland Leisure Centre, Foothills Aquatic Centre and Calgary Soccer Centre include Assistive Listening Device Hearing Loops for customers who are hard of hearing, tactile caution strips for customers with visual impairments, barrier-free washroom improvements, and arena upgrades for inclusive sport participation.</p> <p>The first steps of securing a new outdoor event space has also been undertaken, and aligns with the Green Line City Shaping Framework. This future outdoor site will accommodate events of over 30,000 people, creating the opportunity for large, vibrant festivals and events.</p>
●	H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.	CS	TRANS	<p>Accessible Playgrounds report</p> <p>Work is underway to improve playground access for children (and parents) with disabilities as well as adults with disabilities or seniors wanting to use outdoor fitness equipment. The City identified 13 playgrounds that can be made more inclusive in neighbourhoods currently lacking quick proximity to an accessible playground. As well, a mobile adult fitness park pilot project is set to launch this summer.</p> <p>Reader Rock Garden</p> <p>A unique garden situated on a hillside park is one of Canada's newest National Historic sites. Reader Rock Garden is a 1.65-hectare garden park named after William Roland Reader, who lived at the site from 1913-42 as Calgary Parks' superintendent. Reader created a showcase garden of the horticultural possibilities in Calgary's harsh growing</p>

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				<p>climate. The national historic designation earned this year should attract more interest in (and visitors to) to Reader Rock Garden.</p> <p>Vendors in Parks</p> <p>A 2017 pilot program to enhance the experience of park users <i>and</i> park vendors is even better in 2018. New vendors in Q1/2 included another off-leash dog park vendor (selling dog treats, disposable bags, etc.) and a community recreation vendor (providing park-based yoga classes, seniors walking groups, etc.). And, a new online payment system further streamlines The City's administrative processes for the park vendors.</p> <p>Riley Park Entertainment Shell</p> <p>A new "Entertainment Shell" hit all the right notes at Riley Park in June. The large, acoustically designed timber structure is based on a historic bandstand feature once found in this popular regional park. In June, the band shell hosted a local wind symphony and two concert bands as part of this summer's first <i>Music in the Park</i> event. This free, summer-long concert series features a variety of local musical acts, food trucks and more in beautiful park settings.</p>
●	<p>H10 UEP Lead by example and manage regulatory risks to protect public health and the environment.</p>	UEP		<ul style="list-style-type: none"> • The City Charter and updated Municipal Governance Act provide new legislative authorities to The City to strengthen its role in environmental stewardship. Strategic direction will inform changes to The City of Calgary's Environmental Policy. • Expedited reviews with Alberta Environment & Parks Regulatory Approvals have allowed major upgrades at Bonnybrook wastewater treatment plant to proceed on schedule. • The City of Calgary and Imperial Oil Limited addressed the contamination at the former Imperial Oil Refinery site. Work has been completed to install groundwater wells, a water treatment system, soil capping and installation of

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				<p>chain link fence to restrict access for public safety. Trees and shrubs have been planted to compensate for trees removed. A bike path through the area opened in May while the park itself is scheduled to re-open in October.</p> <ul style="list-style-type: none"> • 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. • The City takes a proactive approach to pollutant loadings to the Bow River called Total Loading Management. This allows The City to model, forecast, and assess the potential impacts of wastewater effluent and stormwater discharge on the river's environmental health. Initiatives: <ul style="list-style-type: none"> ○ Completed a Total Loading Objective Assessment, including new loading targets, to re-assess loading objectives with Regulatory Affairs and Compliance. ○ Negotiated The City's total loading impact with Alberta Environment and Parks. The assessment is to ensure loadings do not exceed regulatory limits and maintain river health for Calgarians and the aquatic ecosystem. Recommendations from the assessment are part of the renewal of The City's Wastewater Approval in 2018. ○ Collaborated with the University of Alberta to conduct water quality modelling and assessment of discharges from The City's wastewater treatment plants. The research on sediment transportation and settlement was funded by the Natural Sciences and Engineering Research Council. • The City continues to participate and contribute to the Environmental and Climate Change Canada Expert Panel on Climate Adaptation and Resiliency. As a result, advance preparation strategies for changes to water availability and extreme weather events will help minimize potential future disruption to customers. • The City received an update to its approval from Alberta Environment and Parks with new stormwater discharge criteria for Shepard and East Calgary

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				<p>Waste Management Facilities. The new criteria allow for improved on-site stormwater management.</p> <p>The City continues to identify, assess, manage and remediate risk of City-owned contaminated sites to meet regulatory requirements and protect public health and safety. To date, 331 City- owned properties have been assessed.</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	Following extensive discussions with The City, the Government of Alberta enacted The City of Calgary Charter, 2018 Regulation in April. The City is now engaged in discussions of revenue sharing and long-term transit-funding plans to deliver on the province's budgetary commitment to a new fiscal framework for the big cities by fall of 2018. Assessment is incorporating tools provided to municipalities through the Modernized Municipal Government Act.
●	W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	CFOD	ALL	<p>City services strive to be efficient, effective and economical. Noteworthy efforts across the organization include:</p> <ul style="list-style-type: none"> Residential Green Cart Program customers were transitioned to monthly billing based on Council's direction for staggered implementation of the green cart fee. Council also approved reducing the 2018 disposal rate for basic sanitary waste from \$119 per tonne, as approved in Action Plan, to \$113 per tonne. This is intended to reduce the burden on businesses in Calgary. To reduce inefficiencies and costs for after-hours coverage, all Public Relations as well as Media and Channel Management team members were cross-trained on existing key platforms. Cross training allows team members to cover multiple channels for community events during after-hours. With the development of reusable parts or 'patterns' for web resources, The City is able to create and update web pages more efficiently. The latest release includes new application and form patterns, in-page navigation and new layout options, increasing the overall amount of reusable patterns available for use across all web properties.

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				<ul style="list-style-type: none"> As a result of suspending the summer student program, budget applied on hire, hiring delays and vacancy management, \$18.9 million in 2017 and a further \$9.5 million as of the end of June 2018 was generated and transferred to the budget savings account. The online census received nearly 250,000 unique site visitors, reducing the number of household's census takers need to visit. Over 97 per cent of citizens were able to complete the census online, driving up Calgary.ca's overall 'task completion' score to above 80 per cent per cent for the first time. The safety dashboard, launched in fall 2017, continues to provide City employees real-time safety performance data. Departments are utilizing the statistics to determine root cause analysis and emphasis is put on reducing operational impacts of hazards and incidents. Calgary Fire and Community Standards developed a new "behind the scene" process using the 311 and 911 technology to allow first responders to ask and receive feedback on issues related to emergency incidents. Calgary Analytics and Innovation released to selected CEE staff an operations-level energy dashboard which will allow City staff to view and analyze energy use without having to access multiple sources. The Corporate Redeployment project was completed. Of 62 redeployments, 42 were matched with positions, and the remainder took severance or the process is on hold. No permanent employees were displaced, and 57 per cent of individuals were placed into permanent positions. UEP realized \$500,000 in efficiencies by mid-year through further refinement of fleet optimization and adjustments to hiring practices. Seven new Calgary Building Services inspection service requests were deployed to 311 Calgary App in February 2018. An additional three were deployed in June bringing the total to 68 configured for the 311 Calgary App. 252 public facing service requests are now available on the web. A feasibility study to reduce additional energy costs to pump treated water has been initiated. Estimated savings resulting from this program are expected to be \$400,000 to \$500,000 per year.

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				<ul style="list-style-type: none"> Efficiencies in water clarification and waste stream processes resulted in \$30,000 in savings by mid-year. Preliminary results indicate savings of over 200MWh of electricity and a reduction 150 tonnes of CO2 emissions to date. This continued practice is expected to result in a savings of \$80,000 by year end. <p>Zero-Based Reviews have been completed on 70 per cent of City Services. 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 the form of service effectiveness, including better customer service, reduced environmental impact and improved public safety.</p>
●	W3 Examine opportunities for alternative service delivery for competitiveness.	CFOD	ALL	<p>The City continues to explore innovative and competitive alternative service delivery options.</p> <ul style="list-style-type: none"> A contract on media planning and buying services was awarded to one vendor. The award allows The City to significantly expand the third-party digital expertise and strategic media planning and buying capacity, with minimal impact to media buying budgets. The contract is expected to provide the organization with three dedicated resources and access to a team of nineteen additional media professionals. Corporate Learning and Development revised the leadership training strategy in alignment with service demand. Alternative delivery methods were incorporated, providers and venues revised, frequency and structures of learning modules updated, resulting in efficiencies of \$268,000. The City has adopted an alternative approach to manage The City's social channels and social listening capabilities. The new "Salesforce" tool, allows The City to provide more effective social listening capabilities, measure outcomes and deliver actionable insights by monitoring online conversations from media sites, forums and social media networks. This will also enable us

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				<p>to listen and respond to online conversations beyond The City's own corporate channels and get ahead of trends and issues. Efficiencies realized by utilizing this technology include increased efficiency in 311 social media monitoring, and faster turnaround for citizen inquiries due to collaboration functions that require less staff time per issue.</p> <p>A Notice of Motion has resulted in an independent review of non-residential assessment and complaint processes. Staff have been actively responding to data requests arising from this review since March 2018.</p>
●	<p>W4 Balance demand for quality City services with affordable taxes.</p>	CFOD	DCMO CS TRANS PD COUNCIL	<p>Administration is committed to balancing service value with affordable taxes.</p> <ul style="list-style-type: none"> Calgary Fire consolidated its high angle and heavy rescue teams into one technical rescue team. The new approach reduces operating costs while ensuring quality service for citizens. Work progressed on the One Calgary program, which is all about improving service value for citizens through a service-based approach to planning and budgeting and embedding a service-oriented culture. <p>Work completed to date in 2018 includes:</p> <ul style="list-style-type: none"> Administration worked with Council to establish their Council Priorities and Directives for 2019-2022. Public engagement and research was conducted with Calgarians (including targeted research with the business community) to better understand what they value about City services. Council approved indicative property tax rates and indicative rates for water, wastewater, stormwater and waste & recycling services, which sets the financial envelope for our plans and budgets. Council also approved long-term tax support rates for user fee related services. The City's service lines were finalized and service owners identified

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				<p>for each service. Operating and capital budgets were aligned to services to enable a service-based approach to planning and budgeting for 2019-2022.</p> <ul style="list-style-type: none"> The City continues to exceed all required quality standards for the 2018 property and business assessment rolls despite a 2 per cent increase in accounts. These rolls consisted of over 549,000 accounts and total approximately \$314 billion in assessed value. Through the Fuel Hedging Committee, The City has established rolling and monthly fuel hedging no greater than 2 million litres per month and current pricing is in place until June 2018.
●	<p>W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.</p>	CFOD	ALL	<p>To encourage open communication, the City engages regularly with citizens and stakeholders to help inform program and business planning decisions. Key highlights include:</p> <ul style="list-style-type: none"> The City Manager spoke at many events to promote The City as a place to do business, a place of employment, and an innovative organization in Calgary. These events included the Partnering with Industry Symposium, Building Industry and Land Development Association (BILD) Calgary Region membership event, National Association for Industrial and Office Parks (NAIOP) Board and Government Affairs Committee, Urban Land Alberta Institute's (ULI) Canadian City Catalyst Council, Calgary Economic Development's Calgary CEO Roundtable, and an ENMAX Leaders Forum. The City Manager was named the Administrative lead for the 2026 Olympic and Paralympic Winter Games (OPWG) bid exploration. Since May, the executive team and the OPWG project team have worked with Council to implement a revised governance structure for the project, establish a Terms of Reference and work plan for the 2026 OPWG Assessment Committee, refine and streamline project information on Calgary.ca for increased transparency, and update Council and the public as information becomes available on the file. An information package aimed to support business development in Calgary was developed to outline The City's business friendly actions and initiatives.

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				<p>This information is designed to support the Mayor and Council, our colleagues at Calgary Economic Development, and other economic/business development stakeholders to better be able to speak to the specific actions The City is taking to work with members of the business community.</p> <ul style="list-style-type: none"> • The Green Line Stage 1 underwent a series of in-person engagement events as well as an opportunity to provide feedback online. The input collected from these events is intended to be reflective in the technical documents that will guide the construction of the Green Line-Stage 1. • The 2018 Transit Service Review underwent a series of in-person and online engagement. The online portion garnered 4,339 individual contributions which would in turn helped Calgary Transit plan efficient bus routes that link to the new BRT routes. • The extensive engagement with non-residential property and business owners during Assessment's last Advance Consultation Period (ACP) has resulted in a 17 per cent decrease in the volume of 2018 assessment complaints from last year. • The Legalization of Cannabis engagement was comprised of both online and in-person techniques and garnered 13,440 individual contributions. Through this project, The City of Calgary has been in communication with other municipalities to better understand and utilize our process and approach on this project. • 'This is my Neighborhood' online engagement and information websites gathered community feedback from fourteen Calgary neighborhoods. The project is intended to help residents identify how their community could become an even better place to live, work and play. While the majority of the engagement was done in person, the project also garnered 986 online contributions. • In March 2018, The City collaborated with the University of Leeds and University of Calgary in the release of "The Economics of Low Carbon Development: Calgary, Canada" Report. A targeted stakeholder advisory panel guided the development of this report, documenting several potential

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				<p>scenarios for Calgary to reduce GHG emissions and energy costs within four major sectors: Transportation, Residential, Commercial and Industrial Climate Resilience:</p> <ul style="list-style-type: none"> The City held media availabilities as a proactive strategy to manage anticipated media requests related to the International Olympic Committee (IOC) visiting Calgary. The first availability allowed media to interview the IOC and the second one was an opportunity for media to interview City administration about the IOC visit. The two availabilities created an estimated reach of 103,446,812 viewers and an advertising value of \$721,592. <p>The Guiding Principles for Climate Resilience was presented at a Strategic session of Council in March 2018. These principles, which will enable climate change and carbon/energy management considerations in decisions, are a key element of the Climate Resilience Strategy which was presented to Council in June. The strategy is intended to guide The City's plans to achieve immediate to long-term climate resilience objectives.</p>
●	<p>W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.</p>			<p>Corporate Analytics and Innovation (CAI) has developed training program for the Real-time Infrastructure Valuation Analysis (RIVA) tool that is used by multiple business across corporation. To support One Calgary and Infrastructure Calgary CAI implemented Microsoft Project Online, associated processes, and a standard format for written business cases and spreadsheets. evaluate, compare and prioritize the hundreds of capital plans submitted from across the Corporation.</p> <p>Environmental Safety Management assessed for possible contamination 93 City-owned properties with a target of 150 to be complete by year-end.</p> <p>As part of the Integrated Civic Facility Planning Program, Calgary Fire completed the transition of its facilities staff and corresponding budget to Corporate Facility Management on May 1st. Facility Management is establishing a corporate wide planning process to enable optimization of The City's facility portfolio. This process will identify redevelopment opportunities to guide value driven investment of existing</p>

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				<p>assets.</p> <p>Supply developed a Phase 2 upgrade to the Radio Frequency (RF) technology to enhance processing of inventory transactions to manage material accuracy and efficiency.</p> <p>Fleet negotiated and awarded a tire contract with a vendor and was awarded a five-year contract for the provision of maintenance and repair services with Alberta Health Services</p>
●	<p>W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.</p>			<p>Being transparent and accountable to citizens is important to The City of Calgary. Events and initiatives to note include:</p> <ul style="list-style-type: none"> • A training session was held for all members of the Corporate Management Team (CMT) in June to provide them with greater awareness of the transformative change process and their role in change. The session acknowledged that as an organization, The City is responding and adapting to constant change, including changing citizen and customer expectations, as well as shocks and stresses on our economy and environment. • In partnership with Calgary Economic Development, The City of Calgary established a new wholly-owned subsidiary to oversee the \$100 M Opportunity Calgary Investment Fund (OCIF). The OCIF will make funds available to support qualified private sector companies or public institutions, making investments to catalyze economic growth, retain and diversify the economy, create employment, and increase the property assessment base. • Five Strategic Plan Principles were approved by Council [PFC2018-0398] to guide the development of The City's Strategic Plan 2019-2022. These principles are based on the 3-conversations model and creating value for citizens. • In Q1 2018, The City received 275 service requests from citizens regarding ways to improve the information or performance of Calgary.ca. Improvements were made on 80 per cent of these requests.

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				<ul style="list-style-type: none"> • The "Top-of-mind" widget helped website visitors to quickly find popular tasks on Calgary.ca. The widget uses predictive and real-time analytics to display the top tasks of the day, reducing the amount of time visitors took to complete their task by 7 per cent and decreasing their likelihood of leaving the site early by 47 per cent. • During the Customer Review Period in early 2018, customers were given multiple channels to communicate with Assessment staff with over 95,000 website visits, which was up by 4.0 per cent from last year, and approximately 8,100 direct inquiries, an increase of 3.8 per cent from last year. • The Compassionate Tax Penalty Relief Program was approved by Council to provide tax penalty relief to property owners under extraordinary circumstances. • The media campaign for Secondary Suites supported the education of Calgarians on the benefits of a streamlined secondary suite application process. There was a total of 741 media mentions with a reach of 70,662,579 and an estimated ad value of \$444,215. This increased awareness of the land-use bylaw changes not only made the process easier, it made secondary suites safer for Calgarians. • The City implemented new Waste Management Facility hours in response to customer and Council requests for more consistent schedules. • The City provided online content about the planning process (e.g. development permit process, understanding permits and the review process) to help customers better understand how planning and permitting works in Calgary and how these processes relate to development projects. • The Results-Based Accountability (RBA) approach was applied in helping Council develop the Council Directives for 2019-2022 in consideration of the long-term Quality of Life Results and key indicators for Calgary. The RBA approach is also incorporated into the design and desired output of the 2019-2022 Service Plans and Budgets, including beginning with the desired results; applying evidence-based performance management; focusing on the

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				<p>3 – 5 most important performance measures and strategies; and putting the customers' needs and value dimensions in the forefront.</p> <ul style="list-style-type: none"> • A website was created to support the 2018 Hackathon, challenging citizens to be innovative in the use of open City data and the design of new applications. • Approximately 1000 customers were surveyed to help The City explore ways to improve communication efforts on leaks and how wastewater charges are reflected on the water bill. Information was shared through calgary.ca, Report to Calgarians, social media, community associations and trade show booths. • Citizen accessibility is improved through the release of the new Imagery App, Flood Inundation Map and Catch Basin Map on Map Gallery. <p>As The City prepares Service Plans and Budgets, Municipal Benchmarking Network Canada (MBNCanada), launched a Strategic Value Review of service areas concurrently, defining service value dimensions on a national level. The review leveraged and complements ongoing work within The City. Council was updated on related research and the relevance of understanding customers' needs on 2018 February 28. MBNCanada will contribute to national data on results that customers care about when they use municipal services.</p>
●	<p>W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.</p>			<p>Collaborative efforts span across service lines to achieve synergy in results, aligning resources to Council Priorities in organization-wide projects, such as:</p> <ul style="list-style-type: none"> • Service Risk Registers were introduced to replace business unit risk registers. This aligns the identification and assessment of risks to service delivery across the organization. The RBA evidence-based thinking process was also used to enhance risk analysis of Services, including greater use of indicators and performance measures. A cross-corporate workshop, with representatives from all departments, identified common themes and connections between risk profiles amongst services lines, incorporating service level risks to City-wide strategic risks across the corporation.

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				<ul style="list-style-type: none"> • Infrastructure Calgary released the Capital Infrastructure Investment Principles. New capital business cases for the One Calgary 2019-2022 Service Plans and Budgets have been scored and ranked according to a new set of corporate capital prioritization criteria, to optimize the allocation of limited capital with service requirements to achieve City priorities. New capital business cases are also consolidated into a single, cross-corporate system (MS Project Online) to facilitate corporate oversight and reporting. • Supply supported Facility Management with analyses to explore bundling of Corporate maintenance contracts (e.g., snow removal, janitorial services) and procure these services accordingly. Consolidation has begun with janitorial, landscaping, and HVAC services. All new contracts in 2018 are considering the expansion of CCOM. • Facility Management established the Integrated Civic Facility Planning Program as a cross corporate program to allow business units to collaborate on planning the right facilities at the right time. The output is a policy that creates the space for the Corporation to work collaboratively to plan and deliver facilities. • In support of a service based business planning process, financial information is available in a service view going forward, requiring much collaboration between Finance and all the Service Owners in the mapping of budget information. • The Calgary.ca/OneCalgary subsite is the first phase in communicating about the City's business plans and budget for the next budget cycle. The first phase provided information about One Calgary, council priorities and the budget. • The Alberta Government recently made changes to the legislation that sets the minimum standards for health & safety and workers' compensation in Alberta workplaces. These changes are captured under Bill 30 and impact both the Alberta Occupational Health and Safety (OHS) Act and the Alberta Workers' Compensation Act. Human Resources is working with Environmental and Safety Management to assess the changes to systems

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				<p>and process based on Bill 30 as part of the Organizational Health, Safety & Wellness service team.</p> <ul style="list-style-type: none"> • The Inclusion Initiative continues to develop and maintain internal and external partnerships, including Calgary Regional Immigrant Employment Council and CCDI Catalyst. A Diversity and Inclusion Advisory Committee was created to enhance collaboration and integration across The City, exploring inclusion measurement tools: • The focus of the ZBR program in 2017 and 2018 is on The City's support services. These services have smaller budgets than past review subjects but are key drivers of whole organization efficiency. As such, the maximum value to be gained from these reviews lies not inside each business unit but in the business relationships and processes between them – and those they serve. The focus of reviews is therefore shifting from business units to the value chains that run across them. This will demand much greater collaboration across organizational boundaries than before. • The City's Waste in Public Spaces project is progressing and saw the installation of 144 public recycling bins and 100 can-bottle rings in City-owned public spaces. • Calgary Fire's Innovation pilot program is complete. Firefighters and non-uniform personnel shared and collaborated on ideas, building new solutions for the department. During the pilot, there was overwhelming response and creativity. Several of the ideas were implemented and the program is now part of regular operations. • A database platform for integrating energy-related data from fifteen data sources is complete. Work on streamlining data source components that require manual intervention continues. Partnership agreements were created between Calgary Analytics and Innovation, Assessment and Information Technology. <p>Supply created a new Sustainable Environmental and Ethical Procurement Policy (SEEPP) questionnaire to provide more clarity to determine the eligibility of an</p>

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				<p>opportunity for a SEEPP procurement. Implementation of this questionnaire was supported with additional SEEPP training for procurement staff.</p>
●	<p>W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.</p>			<p>The City implemented and managed many employee-focused services and programs to facilitate workforce planning and employee wellness. Related programs and activities include:</p> <ul style="list-style-type: none"> • To emphasize the importance of providing and maintaining a respectful workplace, the City Manager has been sharing his "Putting People First" presentation with all departmental senior management teams as well Supervisory Leadership Development Program graduates and Council. • The City supported the roll out of the next Code of Conduct campaign, which supports a respectful and inclusive workplace for all employees. This included a series of communications targeting Human Rights, including diversity and inclusion. • The Emerging Leader pilot program was developed in-house and delivered with successful results. A Leader Onboarding program is also piloted to provide tools and resources for newly hired leaders at all levels. • Facility Management, through the Tomorrow's Workplace Program and now Workplace Solutions, has developed a Workplace Strategy that focuses on developing a more flexible workplace and providing employees greater choice in where they get work done. • In May 2018, the City Manager was announced as the Executive Sponsor for The City's 2018 Employee United Way Campaign. 2018 marked the 40th anniversary of The City's employee fundraising campaign. • The City implemented key recommendations to enhance the Employee Wellness Ambassador Network, including group orientations, updated partnership commitments for collaboration, a survey, and annual reporting template. • To mitigate some of the health risks for its firefighters, Calgary Fire launched a nutrition education module and began work on two mental health pilot

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				<p>programs - an annual psychological assessment and a mental health literacy course.</p> <ul style="list-style-type: none"> • As part of the corporate recognition program, the One City Awards was delivered in March and the Celebration of Retirees was delivered in May. • The City provided ongoing training on Unconscious Bias and Inclusive Leadership, Human Rights, Respectful Workplace and Bridging Cultures in the Workplace. • Human Resources, in partnership with Community Neighbourhoods, are in the process of chartering the project for the development and delivery of Indigenous Awareness Training. • Several corporate inclusion events and initiatives were planned and delivered, including Let's Talk about Human Rights video series, the Pink Shirt Day, and the International Women's Day. • Monthly campaigns were launched to increase awareness to help leaders and employees work safer and avoid incidents. The campaigns focused on working alone, fall prevention, emergency preparedness and incident reporting. <p>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.</p>

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