



## 2020 Year-End Accountability Report

# Strategy Progress Report by Citizen Priority

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**Note:** For a list of highlights for each of the five Citizen Priority areas, please refer to Attachment 2 - 2020 Year-End Accountability Report.

A status icon is shown for each strategy found within this document. The legend to support these indicators are as follows:

-  Complete, Significant milestone(s), & Progressing as planned
-  Possible challenges identified
-  One or more challenges materialized
-  Not Started

Note: Strategies stopped/deleted due to a budget adjustment have not been included in this document.

# 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.

## Council Directive: P1

**P1:** The City needs to continue building a local economy that is more resilient to changes in commodity prices. Although Calgary continues to diversify its economy and reduce dependency on the resources sector, Council acknowledges that more work is required. We need to update and implement Calgary's economic development strategy while maintaining support for our energy and technology industries.

Service	Strategy	Strategy Update	Status Icon
Building Safety	Continue Doing - Review fee structure on an annual basis to reflect appropriate levels of service while meeting customer expectations.	We will review fees at the end of each year throughout the budget cycle. We have frozen permit fees at 2015 levels. In 2020 we also introduced fee relief measures for customers, such as fee waivers and deferrals and temporary refunds.	●
Building Safety	Do More of - Concurrent plan review with internal services and external agencies.	In 2020, 'The District,' a major restaurant/brewery project in the Center City Enterprise Area proceeded to Building Permit without a Development Permit. Safety Codes Officers worked with Planning, Transportation and Water Services to ensure the development met all development standards.	●
Corporate Governance	Continue Doing - Develop and embed the resilience strategy within The City and the Calgary community.	New streams of work were added such as community planning for social recovery and conversations with Equity Seeking Communities. Strong focus on applying strategic foresight to identify changes impacting Calgary given the rapid changes due to the global pandemic.	●
Economic Development & Tourism	Continue Doing - Implement an updated economic strategy that diversifies and builds a resilient and prosperous local economy.	Milestones included BMO expansion, Arts Commons Transformation, and Event Centre projects; Opportunity Calgary Investment Fund funding for SAIT's Digital Transformation Talent Hub, and adjusted approaches to economic strategies to address impact and opportunities of COVID-19	●
IT Solutions & Support	Do Less of - Capital investment in The City's Fibre Infrastructure Strategy (slowing growth and anticipated revenue).	Additional funding from the Information Technology Reserve and provincial funds from the Municipal Stimulus Program were obtained. Anticipate an increase in new fibre installations as a result of new funding.	●

Service	Strategy	Strategy Update	Status Icon
Library Services	Continue Doing - Maintain current levels of service at 20 locations (estimated 65,000 hours annually) including year-round Sunday service at 13 locations.	Mandatory closures and service restrictions made it impossible to achieve this goal. Total hours of service and service quality were both reduced.	
Library Services	Continue Doing - Implement innovative strategies for a safe and secure environment that supports high-quality experiences for visitors and staff.	Many on-site activities were restricted or eliminated entirely. Planned changes to the Library environment were delayed by supply chain disruptions.	
Library Services	Do Less of - General interest adult programs and events that have lower participation rates.	Average participation increased as marginal interest programs were eliminated.	
Library Services	Do Less of - Printing and distribution expenses by assessing communication priorities and channels.	Expenses reduced and/or shifted to other priorities	
Library Services	Do More of - Develop a new library location in Symons Valley to continue to meet the needs of Calgarians.	Prime Consultant Team is on board, but budgetary constraints are impacting the project timeline.	

## Council Directive: P2

**P2:** Recently Calgary Economic Development identified six potential industries that will drive economic growth and spur job creation. These all require attention and nurturing. For example, one of those growth industries, travel and tourism, needs to move to a new level with an enhanced focus on arts, culture, festivals, and winter activities.

Service	Strategy	Strategy Update	Status Icon
Arts & Culture	Continue Doing - Directly and through partners deliver low-cost and no-cost festivals, events and, arts and culture opportunities.	COVID-19 has impacted this strategy due to resources redirected to COVID-19 response. Updating Busking program to identify potential efficiencies and improve civic support. Winter Fire Pit program with Parks was a successful initiative.	■
Arts & Culture	Continue Doing - Participate in capital planning to support arts, culture, festivals and events to assist in attracting new businesses and industries.	COVID-19 has impacted this strategy due to resources redirected to COVID-19 response. Recommendations have been developed for use of remaining Cultural Municipal Sustainability Initiative funding. Concept design is under way for the interior of the Event Centre.	■
Arts & Culture	Do More of - Develop an Event Strategy and a Winter City Strategy to increase the number of events and opportunities to participate in community life.	COVID-19 has impacted this strategy due to resources redirected to COVID-19 response. Winter City Strategy initiatives, including Chinook Blast, were prioritized for delivery. Festival and Event Strategy development has resumed.	■
Arts & Culture	Do More of - Increase support to Calgary Arts Development Authority to sustain operations of arts organizations and creative industries.	Updated Operating and Funding Agreements executed with Calgary Arts Development Authority (CADA).	●
Arts & Culture	Do More of - Implement the Cultural Plan to integrate culture into City planning and policies, enhancing quality of place and contributing to the economy.	COVID-19 has impacted this strategy due to reduced ability to conduct engagement. Cultural Plan has been tasked with the corporate relationship and corporate alignment of projects in Chinatown. Working on alignment with the Social Wellbeing Policy.	●
Economic Development & Tourism	Continue Doing - Lead tourism programs and deliver high quality cultural attractions to grow the travel and tourism industry.	Severe COVID-19 impact on destination marketing and cultural attractions. Adjusted approaches included changes to operations, outdoor installations, securing hub city status for 2021 curling events, local campaigns including #LoveYYC.	■
Economic Development & Tourism	Continue Doing - Invest in lifecycle maintenance of City-owned assets operated by Civic Partners to support high-quality offerings for Calgarians and visitors.	In 2020, \$8.3 million was invested through the infrastructure grant programs for Civic Partners. Funding was based on priorities identified by Civic Partners and Asset Management Plans.	●
Land Development & Sales	Continue Doing - Service Connections and Driveways.	As a result of lower sales, customer requests for service and connection work was at a slower rate.	●

Service	Strategy	Strategy Update	Status Icon
Land Development & Sales	Continue Doing - Transit Oriented Development.	Strategic redevelopment program is focusing efforts on the master planning of the Foothills Athletic Park and preparing lands of sale adjacent to Richmond Green golf course.	
Land Development & Sales	Do Less of - Business and Office Park development in favour of Strategic Redevelopment.	After undertaking extensive stakeholder engagement, the outline plan and land use for Midfield Heights redevelopment project is proceeding to Calgary Planning Commission in Q1 2021.	

### Council Directive: P3

**P3:** Accordingly, Calgary's new economic strategy must include policies that will attract these growth industries to Calgary, support Calgary's existing businesses, enhance support for entrepreneurs, and revitalize the city's downtown core. At the same time, The City needs to methodically remove red tape and barriers that impede businesses from locating to Calgary or interfere with existing businesses and new business start-ups. Attracting and retaining new talent must remain an important cornerstone of our economic strategy.

Service	Strategy	Strategy Update	Status Icon
Arts & Culture	Do More of - Implement an updated Public Art Program to improve governance, artist participation, financial accountability and citizen engagement.	Engagement has been completed and the post engagement report has been submitted by the consultant. Request for proposal has been finalized, posted and closed with results expected by early Q2.	●
Building Safety	Continue Doing - Enhance online service offerings and leverage technology to improve our service delivery.	All Building Permit applications can now be submitted electronically, except 5% of Single-Family Home applications, which are planned to be online in 2021. In 2019, 66% of Building Permit applications were made online, compared to 94% in 2020, an increase of 42.6%.	●
Building Safety	Continue Doing - Focus on developing and utilizing data in support of decision-making.	Real-time dashboards developed for group and individual performance for approvals. This helps in assigning resources so that monthly performance targets are met. Inspection activity data has been developed, to track efforts to reduce inspections.	●
Building Safety	Continue Doing - Proactively manage project submissions to align with customer expected timelines and reduce review and release times.	Improved performance on Medium Complexity Commercial/Multi-Family Building Permits (80% met target in 2020 vs. 77% in 2019). Metrics for Commercial/Multi-Family Interior Alterations were introduced, to understand how complexity of applications affects timelines.	●
Building Safety	Do More of - Use alternate methods of verifying safety to reduce the number of inspections while maintaining quality of service.	Increased use of verification of compliance and acceptable with conditions. This has resulted in a 7% reduction in the number of inspections for houses, and a 6% reduction for renovations/additions, when compared with 2019.	●
Business Licensing	Continue Doing - Improve business licensing practices through involvement of an oversight effectiveness committee to expedite business approvals.	Business Licensing dedicated a case manager to assess current business licence processes, seeking to streamline corporate approvals/inspections and improve customer outcomes by reducing wait times.	●
Business Licensing	Do Less of - Front counter services by transitioning to online business licence application platform.	Software enhancements were completed by staff which increased the overall functionality of the myBusiness portal for citizens. Planned improvements include integrating business requirements and streamlining approvals such as fire inspections and permits.	●

Service	Strategy	Strategy Update	Status Icon
Business Licensing	Do More of - Review how business licensing processes can better enable business success.	Business Licensing adapted licensing processes to enable low risk business categories to be issued a conditional license to offer services more quickly. Over 15 businesses were identified which qualify for conditional licences.	●
Bylaw Education & Compliance	Do More of - The possible introduction of short-term rentals and additional enforcement activities to address changes in the sharing economy.	The implementation and launch of short-term licenses occurred in February 2020. Monitoring of rental activity and reported complaints are underway to evaluate developing trends.	●
Data Analytics & Information Access	Continue Doing - Refine the Corporate Imagery Program, in line with industry best practices.	Completed 2020 Imagery capture and quality assurance of data. This included: City-wide Orthophoto, Digital Aerial Survey (DAS), 3D building models, Oblique Aerial Imagery. Impervious Surfaces, tree canopy & aerial photo library updated with new data layers.	●
Data Analytics & Information Access	Continue Doing - Increase data sets available in the Open Data Catalogue.	Supported The City's transparency in government, civic engagement, and economic development, through the Open Data program in 2020; Published 45 new datasets to the Corporate Open Data Portal (data.calgary.ca) for a total of 340 open datasets.	●
Development Approvals	Continue Doing - Work with industry to understand their business imperatives, reduce barriers and enhance responsiveness through continuous process improvements.	The review timeline for construction drawings has been significantly reduced, resulting in faster approvals for customers. We are the first large municipality in Canada to accept developer surety bonds.	●
Development Approvals	Continue Doing - Continually review fees to ensure appropriate level to meet service requirements and customer expectations.	Fees continue to be frozen at 2015 rates and will be reviewed and reevaluated for the 2021 year to ensure service requirements and customer expectations are met.	●
Development Approvals	Continue Doing - Enhance consistency in review of applications to ensure greater certainty and predictability throughout the application process.	File review decisions are being discussed with various levels of staff to ensure consistent, predictable and informed decisions are being made. Timeline commitments are constantly being monitored.	●
Development Approvals	Continue Doing - Reduce barriers in closing out development agreements.	Although the current economic challenges have reduced the ability for industry to focus on closing out development agreements, Development Approvals has taken steps to improve existing bottlenecks in both As-built Approvals and Undeveloped Lot Payments to make the process more efficient.	■
Economic Development & Tourism	Continue Doing - Meet the demand for entrepreneurial support and foster innovation to support economic development.	Platform Calgary (Calgary Technologies Inc.) continued to lead the Innovation area of the economic strategy. Platform Innovation Centre construction continued in 2020. Operations adjusted to adapt to COVID-19 including shifting programming online.	●

Service	Strategy	Strategy Update	Status Icon
Economic Development & Tourism	Continue Doing - Create, promote and maintain strong local business areas and engage in placemaking.	Worked with 15 Business Improvement Areas to support local businesses during COVID-19. Enhanced Business Improvement Area participation in the Downtown Strategy, Business & Local Economy and other strategic work. Coordination of City capital projects to reduce impact on local business.	
Economic Development & Tourism	Continue Doing - Invest in lifecycle maintenance of City-owned convention centre assets operated by Civic Partners to support economic development.	In 2020, \$5.9 million was invested in Convention Centre Lifecycle funding. Funding was based on priorities identified by the Calgary Convention Centre Authority and confirmed by Asset Management Plans.	
Economic Development & Tourism	Do More of - Leverage lifecycle capital funding to support lifecycle projects for resilience and sustainability of City-owned assets.	In 2020, The City invested \$8.3 million in lifecycle funding that Civic Partners matched with \$2.8 million through the Civic Partner Infrastructure Grant.	
Emergency Management & Business Continuity	Continue Doing - Deliver business continuity services to increase operational resilience of City services, critical infrastructure and Calgary businesses.	Implemented Infectious Disease Management and Corporate Business Continuity Plans. Updated Business Continuity Policy to improve compliance and continuation of City services during emergencies.	
Land Development & Sales	Continue Doing - Industrial Land Development and Sales Program.	The industrial program continues at a reduced rate due to lower than projected industrial sales. Focus of work in 2020 was the advancement of the Glenmore and 68th ST intersection construction to serve existing and future industrial development projects in the area.	
Parking	Continue Doing - Implement innovative methods to stabilize revenue from parking services.	Introduced innovative monthly contract promotions such as flex pass capturing shifting customer demands throughout 2020. Fostered collaborative relationships with multiple partners including community associations and Business Improvement Areas.	
Property Assessment	Do More of - Focus resources on pre-roll consultation in order to collaborate with customers and reduce non-residential assessment value under complaint.	Property Assessment extended the Pre-Roll Consultation program an extra three weeks which resulted in over 1,400 signed agreements and around twenty billion in secured property assessment value. These numbers are the strongest they have ever been.	
Real Estate	Continue Doing - Leasing of corporate real estate to public.	Despite the pandemic, we have managed to retain all but one tenant through the City Tenant Relief Program. Further, we are in stage of securing three new tenants for vacant spaces.	
Real Estate	Continue Doing - Sale of surplus land.	Approximately \$9.8M in surplus land sales were realized in 2020. Transactions included the sale of the old Sterling Crane site and a number of important transactions. Some impacts to transactions occurred due to COVID-19 creating extended timelines or closing dates.	

Service	Strategy	Strategy Update	Status Icon
Taxation	Do More of - Enhance cross-training and develop more androgynous positions.	Cross-training opportunities are being pursued to allow resource capacity to be re-allocated according to seasonality and business cycles. Counter cyclical capacity is redeployed between teams as opportunities arise.	●

## Council Directive: P4

**P4:** Many Calgarians continue to struggle with housing, income, and food instability. We must continue to implement Enough for All, Calgary's Poverty Reduction Initiative. Enhancing our partnerships with other orders of government, the non-profit sector and businesses, will be critical to fully implement this initiative, and provide equitable access to services for all Calgarians.

Service	Strategy	Strategy Update	Status Icon
Community Strategies	Continue Doing - Work with partners to collectively implement shared priority areas from the updated Enough For All Strategy to support poverty reduction.	Strategy work was adjusted to respond to the pandemic, including participation in response and recovery task forces. COVID-19 priorities included food security, health, affordable housing, income supports and support for Seven Brother Circle.	
Community Strategies	Continue Doing - Support Council advisory committees and community partners to advance strategic plans to increase participation in civic life.	In addition to supporting an integrated advisory committee landscape, an advice tracking tool was operationalized, enhancing accountability and trust between committees and administration. The Anti-Racism Action Committee was also established.	
Community Strategies	Continue Doing - Collaborate to implement new actions based on equity, prevention, truth and reconciliation, and culture to advance social wellbeing.	Worked with the Deputy City Manager's Office to integrate equity consideration into the policy review and policy writing guidelines for Administrative and Council policies. Equity considerations were also embedded in the Municipal Development Plan and the Council report writer's guidelines.	
Community Strategies	Do More of - With partners, develop a community-wide mental health, addiction and crime prevention strategy to support Calgarians' social wellbeing.	Allocated \$3 million for community projects aimed at prevention or early intervention. Established Community Investment Table, leveraged \$275,000 and invested in 29 fast pilot projects. With partners, identified key actions and implementation model.	
Neighbourhood Support	Continue Doing - Remove barriers to help vulnerable residents create and participate in economic initiatives, providing opportunity for all.	In 2020, 172 social inclusion activities, 33 economic participation activities and 169 activities that were a blend of both, supported residents' economic resiliency and social inclusion.	
Social Programs	Continue Doing - Provide crime prevention and early intervention programs for at-risk children and youth by working with partners and other orders of government.	Worked with partners to ensure essential prevention, intervention and restorative justice programming was available and delivered to over 1500 at risk children and youth during the pandemic.	
Social Programs	Continue Doing - Deliver preventive social services through partners to increase protective and decrease risk factors among vulnerable populations.	Partners delivered programming throughout the pandemic. Additional resources were made available through the Government of Alberta and Calgary's Emergency Resiliency Fund to support partners to adjust their service delivery method in order to reach more Calgarians.	

Service	Strategy	Strategy Update	Status Icon
Social Programs	Continue Doing - Provide local, equitable programs for Calgarians facing negative social conditions to achieve social wellbeing.	Responding to need in the community, 62 summer programs were designed and delivered to 2422 participants in 23 communities.	
Social Programs	Continue Doing - Support youth from leadership development to employment to transition into successful adulthood through the Youth Employment Centre	Youth Employment Centre (YEC) staff adapted the way they connect with youth through social media, virtual workshops and in-person appointments. A modified approach to the 2021 Hiring Fair has been developed in consultation with partnering employers.	
Social Programs	Continue Doing - Partner with, support and prepare employers to hire at-risk youth through the Youth Employment Centre, contributing to a prosperous economy.	YEC staff continued to work with businesses to promote their job opportunities among clients. Many local small business employer partners have been impacted by the pandemic but interest in working with YEC remains strong.	
Social Programs	Continue Doing - Provide access to City services at reduced rates by maintaining Fair Entry service levels to meet the needs of low income Calgarians.	The number of Calgarians approved for Fair Entry was 63,000 in 2020, down 1/3 from 2019. This decline in numbers was directly attributed to the impacts of the pandemic on transit use, employment and access to facilities.	
Social Programs	Do More of - Develop programs for youth who are not equipped to access traditional employment services through the Youth Employment Centre.	Due to the pandemic some in-person programs such as Pathways to Employment, this way Ahead and Summer of Possibilities have been placed on hold.	
Social Programs	Do More of - Develop and provide follow up programming to connect children, youth and families with support after Youth Justice program involvement.	Follow up programming has been developed. Implementation is ongoing through our work with the children, youth and families that go through the Youth Justice program.	

## Council Directive: P5

**P5:** Finally, The City needs to work with other orders of government, non-profit and private sector partners to deliver programs to provide sufficient supply of affordable housing, while maintaining the safety and quality of the existing affordable housing stock. Further, The City must advocate to the provincial and federal governments to adequately fund their responsibility for affordable housing.

Service	Strategy	Strategy Update	Status Icon
Affordable Housing	Continue Doing - Get the Calgary community building by providing incentives and expediting approvals for the development of affordable homes.	The Housing Incentive Program committed funds to 9 non-profit housing providers for 587 new affordable homes. Economic challenges, COVID-19 and capital funding impacted non-market applications with one development permit (65 units) issued in 2020.	
Affordable Housing	Continue Doing - Leverage City land to support non-profit housing providers to build assets, increase operational capacity and develop more affordable homes.	The Non-Market Land Disposition Sale #2, released 3 parcels, a \$2.3M land contribution, anticipated to leverage \$16M, and produce 70 affordable homes for 300 vulnerable Calgarians. Identifying land for sale #3 underway and to be released 2022.	
Affordable Housing	Continue Doing - Leverage provincial/federal funding to design and build City affordable homes by implementing the 10 Year Affordable Housing Capital Program.	Advanced development on more than 500 affordable homes, in Bridlewood, Rundle, Mount Pleasant, Symons Valley and Varsity, as part of the Ten-year Affordable Housing Capital Program using leveraged provincial and federal government funding.	
Affordable Housing	Continue Doing - Regenerate and maintain City-owned affordable housing to ensure the health and safety of residents.	Approximately \$6M was spent across 38 City properties (2,027 units), and \$15.0 M in Municipal Stimulus Program funding to improve 260 units in multiple sites and fund the regeneration of Rundle, totaling 145 units to ensure the wellbeing of tenants.	
Affordable Housing	Continue Doing - Strengthen intergovernmental partnerships to collaborate with and engage other orders of government in affordable housing needs for Calgary.	\$24.6M received from the Rapid Housing Initiative to support 3 nonprofits create 176 homes. Federal partnership pilot with nonmarket land transfer program, first in Canada, resulted in an estimated \$16.2M in loans/grants to support non-profits	
Affordable Housing	Continue Doing - Improve the housing system by supporting affordable housing residents' well-being and the Community Housing Affordability Collective.	The 2020 Home Program grants supported 16 housing stability and wellbeing projects which are expected to impact approx. 3400 residents. Continued support of the Community Housing Affordability Collective as the entity explores provincial alignment.	
Affordable Housing	Continue Doing - Research, collect and analyze affordable housing data to inform policy, advocacy and decision-making.	Created dashboard to track City-supported affordable housing units built by nonmarket housing providers giving a snapshot of new homes as they come onstream. Short term staff savings for SAVE targets placed affordable housing research on hold to 2021	

Service	Strategy	Strategy Update	Status Icon
Affordable Housing	Do More of - Increase funding (provincially legislated) for Silvera's Senior Lodge Program to meet operating deficits and regulatory requirements	Continue to provide operating and capital lifecycle funding as approved by Council to support the Lodge Program operations for Calgary seniors, as required in the Ministerial Order.	●
Affordable Housing	Do More of - Provide an Affordable Housing Resource (1.0 FTE) to support development of off-reserve Indigenous housing in Calgary, starting in 2020.	Engagement sessions and literature reviews were completed with Elders, nations and housing providers to identify how The City can best support the delivery of affordable housing for urban Indigenous Calgarians. Recommendations expected in 2021.	●
Affordable Housing	Do More of - Implement a new, transformational model for City- and provincially-owned social housing over the long-term to prevent unit closures.	Agreement for City owned social housing signed with Province Q3 2020 to enable the continued provision of affordable housing for 1048 low- and moderate-income households. Negotiations on provincially owned social housing has been delayed indefinitely.	●
Fire Inspection & Enforcement	Continue Doing - Enable employees to provide outstanding service resulting in safer communities.	Created a number of specialty teams and groups to serve occupancies or activities of higher risk, and to provide support to district safety codes officers through education and enforcement.	●
Real Estate	Do More of - Support for non-profit housing providers.	Sales for the second group of non-market housing providers occurred in 2020. 3 sites are under contract and projected to close in 2021 to various non-profit housing providers with an estimate of 70 affordable housing units to be developed.	●

# A City of Safe & Inspiring Neighbourhoods

Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.

## Council Directive: N1

**N1:** Calgarians want neighbourhoods and public spaces that are safe, accessible and inclusive for all Calgarians, including seniors and the disabled. The City needs to work with community partners to address social issues impacting older Calgarians enabling them to receive the services they need to age in place.

Service	Strategy	Strategy Update	Status Icon
Building Safety	Continue Doing - Keep buildings safe through a safety codes review.	Reviewed 18,490 building permit plans and completed 154,000 safety codes inspections (of which 11,000 were video inspections). City staff contributed to improving the National Building Code (Alberta Edition).	●
Building Safety	Continue Doing - Utilize risk management principles to realize efficiencies and maximize safety.	Reduced inspections by using legislative tools at our disposal. This has resulted in a 7% reduction in the number of inspections for houses, and a 6% reduction for renovations/additions, when compared with 2019.	●
Building Safety	Do More of - Through education and collaboration provide industry partners with the tools and knowledge they need to ensure site safety.	Several webinars were held to provide advice to citizens about secondary suites, the value of obtaining a permit and other topics. We had over 200 attendees at these webinars and answered over 300 questions from contractors, customers and citizens.	●
Building Safety	Do More of - Proactive site safety inspections to ensure construction sites are not a hazard to the public.	Where building permits are released in the established areas of the city, contractors are approached to understand how best to avoid community conflict on issues of safe work practices, debris, noise and damage to infrastructure.	●
Building Safety	Do More of - Increase tall building safety by directing owners to conduct exterior visual assessment as directed by the Building Maintenance Bylaw	545 visual assessments have been submitted and reviewed, a 60% increase from 2019. 59 assessments resulted in a building permit for repairs. A review every 5 years verifies that the building envelope is in good repair and free from hazardous conditions.	●
Business Licensing	Continue Doing - Ensure a state of readiness for growth within shared economies such as short-term rentals.	The development of a Sharing Economy Framework was undertaken to identify a proactive outcome for the governance of future sharing economy sub-sectors, supporting economic diversity and citizen safety.	●

Service	Strategy	Strategy Update	Status Icon
Business Licensing	Do More of - Creating a Calgary-specific regulatory response to the legalization of cannabis and Council approval of a new Cannabis Consumption Bylaw.	Strategy Completed	●
Business Licensing	Do More of - Technology has promoted growth within Sharing economies, which requires additional education and compliance activities to address.	Short-term rental licence categories launched in 2020, resulting in over 1000 short-term rental properties being licensed in Calgary.	●
Bylaw Education & Compliance	Continue Doing - Enhance a front-line officer outreach model to link vulnerable populations to support services.	Formed a partnership with the Alpha House Needle Response team to mitigate needle debris in communities.	●
Bylaw Education & Compliance	Continue Doing - Ensure ongoing safety and priority response in Calgary communities, including new growth areas.	A SAVE business case was approved creating new efficiencies for peace officers by implementing a customer service response application to improve automation of documentation and support data driven decision making when engaging citizens.	●
Bylaw Education & Compliance	Continue Doing - Implement changes to the Public Safety Peace Officer Program.	The physical fitness testing program for Community Peace Officers has been implemented and will support the training program accreditation set for completion in 2021.	●
Bylaw Education & Compliance	Do Less of - The number of repeat visits through implementation of a Hybrid Officer Program to enhance customer interaction.	Strategy Complete	●
Bylaw Education & Compliance	Do More of - Calgary-specific regulation to cannabis legalization and approved Cannabis Consumption Bylaw, requiring additional enforcement/education.	Remained vigilant by assessing the number of cannabis service requests reported by citizens and delivering education to deliver meaningful outcomes.	●
Bylaw Education & Compliance	Do More of - Bylaw Education & Compliance response to recommendations resulting from Lazenby's homicide inquiry.	Community Peace Officers are currently undergoing physical testing and training to meet the physical fitness criteria required to be a Community Peace Officer Level 1 for 2022.	●
Calgary 9-1-1	Continue Doing - Implement call processing and technology changes to reduce call answer and dispatch times while maintaining service to citizens.	Development of a unified police and fire computer aided dispatch system is underway, which will support faster call answer and dispatch times.	●
Calgary 9-1-1	Continue Doing - Implement Next Generation 911 system, adapting to advances such as texting, video and social media unifying people, process and technology.	Calgary 9-1-1 began Next Generation 911 trials with the Canadian Radio-Television and Telecommunications Commission, ensuring reliability and functionality for future deployment on public telecommunication networks.	●

Service	Strategy	Strategy Update	Status Icon
Calgary 9-1-1	Continue Doing - Implement a psychological health and safety system to provide employees with a healthy and resilient work environment.	Strategy Complete	●
Calgary 9-1-1	Continue Doing - Implement recommendations to the 9-1-1 Call Centre Audit.	All audit recommendations have been completed as of April 2019.	●
Calgary 9-1-1	Do Less of - Number of call transfers by optimizing public safety answering point.	Continued to refine the delivery of emergency response and in 2020 cross trained staff on police and fire functions ensuring a common call process to support public safety answering point optimization.	●
Calgary 9-1-1	Do More of - Upgrade 9-1-1 networks and infrastructure to support enhanced Next Generation 9-1-1 services by 2020.	Infrastructure upgrades required to support Next Generation 911 were started in 2020 and will continue through 2021 to ensure network capabilities and infrastructure readiness can support staff training.	●
Community Strategies	Continue Doing - Work with community partners to advance key activities (including an indicator reporting plan) within six priority areas of the Seniors Age Friendly Strategy.	Through the COVID-19 response work to address systems gaps for isolated and vulnerable seniors, significant advancement in collaboration and coordination within the sector has emerged. Provincially, the Collaborative Online Resources and Education (CORE) platform was also established.	●
Corporate Security	Continue Doing - Guard services, in-house and contract, 24-hour monitoring program (through the Integrated Security Centre).	Security Operations responded to security requests on City properties: 182 medical emergencies, 4066 incidents, 160 events/protests, administered Naloxone 22 times, recovered 15 weapons, attended to 96 assaults, 72 break/enters, 421 disorderly conducts.	●
Corporate Security	Do More of - Training for in-house security guards (legislative requirements regarding use of force training).	Guard force training was revamped with eLearning courses developed for report writing, use of force & trespass legislation. Updates were made to the various software required and modifications to initial onboarding training have reduced costs for hiring guards.	●
Data Analytics & Information Access	Continue Doing - Expand the use of The City's location-based data and open data portals, to support new and changing communities and infrastructure.	Provided location data to Greenline Project, for planning & public information through web map. Updated centre-line street data for new SW Ring Road, to ensure emergency dispatch and publicly available maps have the most timely accurate & complete data.	●
Data Analytics & Information Access	Continue Doing - Develop and manage the Corporation's geospatial technology infrastructure, providing guidance and sharing best practices.	Provided Municipal Emergency Plan dashboard tools; expertise and system architecture for Calgary Emergency Management Agency's upgraded Common Operating Picture. Technology tools/expertise for Water operations & run-off season. Provided 4 city-wide map updates to Calgary 911 and biweekly updates.	●

Service	Strategy	Strategy Update	Status Icon
Emergency Management & Business Continuity	Continue Doing - Collaborate with partners and customers to reduce the impacts of disaster through risk prevention and mitigation.	Advised on disaster risks and mitigation options in June hailstorm Notice of Motion. Alberta Auditor General recognized Disaster Risk Assessment as best provincial practice.	●
Emergency Management & Business Continuity	Continue Doing - Coordinate response and recovery efforts for large-scale emergencies, disasters and business disruptions with partners and customers.	Upgraded emergency management software to support responses. Coordinated COVID-19 response. Supported community to build back more resilient from June hailstorm. Canada Task Force 2 assisted with flood response in Wood Buffalo.	●
Emergency Management & Business Continuity	Continue Doing - Continue to ensure our partners have the training, experience and support required to operate in a coordinate way during emergencies.	Hosted Spring exercise related to a severe weather event. Pivoted to a virtual Emergency Operations Centre and trained Agency members in use.	●
Emergency Management & Business Continuity	Do Less of - Risk prevention and mitigation activities as responsibility for these activities will stay with the owner of the risk.	Strategy Completed	●
Emergency Management & Business Continuity	Do Less of - In-person citizen preparedness sessions in cases where content can be delivered through other mechanisms, such as online methods.	Adapted all previous in-person programs, including those for children through Ready Squad, to a virtual environment which will become primary tool for workshop delivery. Continued to offer virtual workshops to citizen groups and businesses.	●
Emergency Management & Business Continuity	Do More of - Support partners before and during smaller events that may impact their operations or reputations, or that have the potential to escalate.	Collaborated with Interdepartmental Events Team on safe public space strategy for community events. Provided COVID-19 guidance to Agency members to enhance their situational awareness and identify appropriate measures for their situation.	●
Emergency Management & Business Continuity	Do More of - Proactively open the Emergency Operations Centre to monitor emerging events and increase our coordination prior to a potential emergency.	Initiated early COVID-19 response activities in January. EOC in elevated watch or response status since March. Implemented virtual EOC. Supported delivery of essential City services through new Agency and critical infrastructure dashboarding.	●
Facility Management	Continue Doing - Strategically invest in existing civic facilities to optimize the portfolio and realize efficiencies.	Leveraged a \$5.0M capital transfer from Calgary Recreation to expedite 26 lifecycle investments at various arenas, pools and leisure centers to take advantage of the building closures as a result of COVID-19.	●
Fire & Emergency Response	Continue Doing - Be increasingly innovative, flexible and proactive in the way we plan for and respond to community risk and emergencies.	Calgary Fire Department adapted operations in a variety of ways to meet the pressures of emergency response during a pandemic event. Initiatives included 24-hour shifts, enhanced locution upgrades and technology advancements.	●

Service	Strategy	Strategy Update	Status Icon
Fire & Emergency Response	Continue Doing - Provide response coverage and performance that meets the needs of our communities.	85% of first-in unit emergency responses at fire incidents were within 7 minutes (2020 target = 82%). Flame spread was confined to room or object of origin 66% of the time (2020 target = 66%).	●
Fire & Emergency Response	Continue Doing - Ensure citizens receive quality service by maintaining high standards of firefighter safety, training and wellness.	In-person multi station training for crews was suspended due to COVID-19 restrictions. Going forward, there is concern about the impact to frontline staffing levels if legislated, mandatory training is to be completed on schedule.	◆
Fire & Emergency Response	Continue Doing - Understand and strive to represent the diversity of the communities we serve.	While some initiatives were postponed due to COVID-19, recruitment and community safety outreach in diverse and local Indigenous communities continued in 2020. Inclusion 101 training, including development of cross-cultural competence is being developed.	◆
Fire & Emergency Response	Do Less of - Frontline firefighter resources (to meet base budget requirements).	A reduction of 3 positions by 2022 in Wellness services was approved. South Shepard station has been deferred to 2022.	●
Fire & Emergency Response	Do Less of - Hiring personnel (postpone 2019 firefighter recruitment).	Fire continues to monitor and responsibly manage staffing levels. A recruit class scheduled for June 2019 was deferred to 2020 to meet budget reductions.	●
Fire Inspection & Enforcement	Continue Doing - Understand and strive to represent the diversity of the communities we serve.	Working with Indigenous Relations Office and United Way to provide a safe method for smudging to occur without permit applications. Completed Bridging Diverse Cultures training with staff from Fire Inspection & Enforcement and other areas, focusing on those that engage with citizens directly.	●
Fire Inspection & Enforcement	Do More of - Add four safety codes officers, offset by revenue, to conduct inspections on high-risk occupancies.	338 risk-based inspections were completed by the existing team of two safety codes officers. Due to the impact of budget reductions and economic restraint, the remaining positions are unlikely to be funded during the current business cycle.	◆
Fire Inspection & Enforcement	Do More of - Develop and distribute plain language code compliance information for customers and citizens.	Guides on Calgary.ca have been updated to National Fire Code (Alberta Ed.) 2019 for businesses and building owners/operators and continue to reflect recent changes in fees, service requests, bylaws, and fire safety plans to citizens.	●
Fire Safety Education	Continue Doing - Understand and strive to represent the diversity of the communities we serve.	Community Safety Officers identified ways to deliver high-quality education to citizens through virtual channels in response to COVID-19 restrictions. Brochures which had been translated into 5 non-English languages were converted to electronic versions in 2020.	●

Service	Strategy	Strategy Update	Status Icon
Fire Safety Education	Continue Doing - Coordinate the delivery of community fire safety education programs, resources and intervention services.	In-person education programs were suspended due to COVID-19 restrictions. Virtual resources are being developed. Partnered with Calgary Public Library to develop a new fire safety activity book, and also helped coordinate the Calgary Fire Department Birthday Drive-By program.	
Fire Safety Education	Continue Doing - Firefighters will continue to provide fire safety education in communities.	All mainstream Community Safety programs delivered by frontline firefighters, including home safety and school fire drills, have been suspended since March 2020.	
Fire Safety Education	Do Less of - Time spent by Community Safety Officers on targeted safety education to populations at risk.	The focus has been developing new virtual platforms and internal training for firefighters. While this work will supplement targeted outreach in a post-pandemic environment, Fire Safety Education will need to reassess priorities once the new model is implemented.	
Fire Safety Education	Do More of - Support firefighters by developing the tools, training, programs and resources needed to successfully deliver public education.	With frontline community safety programs on hold, Fire Safety Education is developing and delivering training modules to educate firefighters to higher standard of public education delivery, as well as focusing on the development of virtual platforms.	
Fire Safety Education	Do More of - Partner with community, cultural and faith-based groups and internal services to augment reach to Calgarians.	Built relationships with Calgary Immigrant Women's Association, Calgary Immigrant Services, Hussaini Association of Calgary, Calgary Public Library and other businesses to expand the delivery of safety education to the community.	
Fire Safety Education	Do More of - Public safety messaging through online tools, self-serve resources and corporate communications.	Kitchen fire safety video is in Brookfield Properties app with potential reach of 7000 tenants. Educational material is available through social media and engagement is improving. 2020 campaigns included Fire Prevention Week, Water Safety, Brewery Hand Sanitizer.	
Library Services	Do More of - Focus on creating opportunities for visitors to connect, engage in collaborative action, and deepen understanding of their community.	Most face-to-face activity was restricted or eliminated, severely limiting the delivery of programs in these areas.	
Neighbourhood Support	Continue Doing - Work with residents to help them increase their community connections and participation in civic life.	Community assessments were leveraged to inform pandemic response efforts like the Neighbours Helping Neighbours campaign where community resources and positive stories were shared resulting in 4.5 million impressions and 4,500 positive reactions.	
Neighbourhood Support	Continue Doing - Support community groups in building their organizational health, towards achieving greater sustainability.	Dispersed \$2.7M dollars in COVID-19 relief funding to 121 community groups that experienced significant impact to operations due to COVID-19 public health orders, including lost revenue associated with a facility closure.	

Service	Strategy	Strategy Update	Status Icon
Pet Ownership & Licensing	Continue Doing - Promote responsible pet ownership practices through community advocacy and engagement.	Completed the development of a program sponsorship framework for the Off-Leash Ambassador program to evaluate partnerships and engagement activities.	●
Pet Ownership & Licensing	Do More of - The Responsible Pet Ownership Bylaw has gone 12 years without significant revision, a review is planned to meet citizens' evolving needs.	Citizen engagement for the Responsible Pet Ownership Bylaw occurred through 2020 and resulted in over 100 000 responses and included engagement sessions with internal and external stakeholders.	●
Police Services	Continue Doing - Deliver police services to keep our communities and roads safe.	Addressed safety concerns including break and enters, auto theft, drug trafficking, gang and gun violence, and traffic safety. Coordinated a COVID-19 response to maintain public safety through education and enforcement of public health measures.	●
Police Services	Continue Doing - Strengthen partnerships to prevent and reduce crime, disorder and victimization.	Collaborated with Calgary Neighbourhoods in developing the Community Safety Investment Framework. Worked with partners to address youth diversion, derelict houses, domestic violence, social disorder, drug trafficking, and speeding on roadways.	●
Police Services	Continue Doing - Apply innovative approaches to maintain investigative excellence.	Redeployed resources to improve investigative capacity in cybercrimes, money laundering, gun violence, assaults, robbery, crimes against children, and sexual assaults. Enhanced inter-agency police collaboration on investigations.	●
Police Services	Do Less of - Attend fewer non-emergency calls for service by prioritizing workload of frontline officers.	Expanded the online reporting system under COVID-19, which improved customer experience and reduced the number of non-emergency calls to front line officers. Redeployed staff affected by public health measures to support front line patrol.	●
Sidewalks & Pathways	Continue Doing - Make pathways and sidewalks more accessible by removing barriers and adding ramps.	136 Bollards removed from pathways in 2020. Completed 305 wheelchair ramp retrofits and installed more than 700 new tactile pads to support the visually impaired.	●
Sidewalks & Pathways	Continue Doing - Work with communities to identify small scale community mobility improvements.	Test projects initiated in Silver Springs and Marda Loop in alignment with the Draft Neighbourhood Streets Policy. Identified and installed small-scale improvements in the North Hill area, Inglewood, and Ramsay Community Associations.	●
Sidewalks & Pathways	Do More of - Investigate temporary options as a transition towards permanent public realm enhancements such as Main Streets.	Installed adaptive roadways at 10 locations covering 10.3 km. Implemented temporary curb extensions/treatments at 42 locations, including 24 as part of the School Safety Research Project in partnership with University of Calgary.	●
Social Programs	Do Less of - City operational role by transitioning Seniors Home Maintenance Services to community partners.	Transition continues and on target to deliver on this by the end of 2022.	●

Service	Strategy	Strategy Update	Status Icon
Urban Forestry	Continue Doing - Respond to both citizen and developer requests around tree health, protection and hazards.	We prioritize tree emergency service requests for tree health and hazard concerns. As well, we support private and public capital development by reviewing tree protection plans and securing compensation for tree loss.	
Urban Forestry	Continue Doing - Remove dead trees for public safety and community aesthetics (\$3.9M).	Dead trees or those at the end of their lifespan pose an increased public safety risk (e.g. falling branches). Urban Forestry removed 5,067 trees in 2018, 6,332 in 2019 and 4,233 in 2020.	

## Council Directive: N2

**N2:** Our current method of relying on the community associations as the voice of the community must be re-examined. We need to engage Calgarians at the neighbourhood level in a way that encourages local community connections and active participation in civic life across all ages, cultures and stages of life. Calgarians have a vibrant community-oriented culture that The City will support by improving connections among neighbours through community hubs and partnerships that support vulnerable families.

Service	Strategy	Strategy Update	Status Icon
Arts & Culture	Continue Doing - Support the production of festivals and events, including subsidy for recurring not-for-profit events, according to Council direction.	COVID-19 has impacted this strategy due to public health orders restricting public gatherings. Launched a microgrant program for event organizers to meet costs associated with COVID-19 compliance. Delivered modified Canada Day and Culture Days events.	■
Arts & Culture	Continue Doing - Provide visual and performing arts instruction and programming that encourage creative living.	COVID-19 has impacted this strategy due to public health orders restricting public gatherings. With closure, reopening, and subsequent re-closure of arts centres due to COVID-19, programming launched online to provide art lessons and public art access	■
City Planning & Policy	Continue Doing - Improve our service in terms of engagement, cross-service culture, and enhance partnership and involvement of our stakeholders.	All engagement activities were shifted to online and remote formats due to COVID-19 with great success. This new format is more inclusive as it affords more Calgarians the opportunity to participate and provide their perspective to planning initiatives.	●
City Planning & Policy	Do More of - Engage Calgarians differently so that we go to them and can hear from them and improve their ability to participate in planning.	Tools and approaches used in the Guidebook for Great Communities and North Hill Communities Plan pilot are proving successful. Due to COVID-19, engagement has shifted to remote and online formats which have provided more Calgarians the opportunity to participate.	●
Emergency Management & Business Continuity	Continue Doing - Evolve Ready Calgary to focus on high-risk/vulnerable communities and educate Calgarians on risks and related preparedness activities.	Fewer events due to COVID-19. Engaged 1,200 people over 18 events. Distributed 3,000 COVID-19 kits and resources to vulnerable youth. 4,000 students accessed Ready Squad e-course. Hosted Ready Business workshops to support business resilience.	●
Neighbourhood Support	Continue Doing - Provide residents and community groups a gateway to the resources they need to contribute meaningfully to their neighbourhoods.	A total of 48 neighbourhood scans have been completed and are available to Community Associations to inform their business and program planning. City processes related to public art and fire pit permitting were updated.	●
Neighbourhood Support	Do More of - Develop additional resident-informed community hubs by leveraging City facilities and existing partnerships.	COVID-19 delayed developing new sites however resources and opportunities were leveraged through existing Hubs to support families in need including the distribution of 166 chrome books and donations of food, diapers and other basic needs totaling \$15K.	■
Neighbourhood Support	Do More of - Provide support to CAs in being more accessible and reflective of residents of all ages, cultures and stages of life.	Community Association (CA) service measures were refined and collected and CAs reported that 7805 volunteers provided over 129,000 volunteer hours in service to their communities.	●

### Council Directive: N3

**N3:** Cherishing and protecting our heritage will enrich the sense of place in our communities. We need to ensure that The City's heritage processes are suitable to improve the protection and enhancement of heritage assets.

Service	Strategy	Strategy Update	Status Icon
City Cemeteries	Continue Doing - Effectively repair graves and maintain Queen's Park Cemetery.	Experimenting with smaller equipment on grave work to potentially reduce longer-term equipment costs.	●
City Planning & Policy	Continue Doing - Improve our heritage preservation tools, continue to legally protect heritage assets and directly support landowners.	Council approved an increase to the City's Historic Resource Grant Program. An additional \$1 million now supports the preservation of non-residential conservation projects. Also, in 2020 another seven historic resources gained legal protection.	●
City Planning & Policy	Do More of - Support community character by increasing The City's heritage grant program and developing additional tools to support heritage preservation.	Council approved new heritage preservation tools and financial incentives in 2020. The City's Historic Resource Grant Program was enhanced by \$1M to support non-residential landowners. New local area planning tools to preserve historic areas are under development.	●
Facility Management	Continue Doing - Strategically plan and prioritize investments to preserve, conserve and protect City heritage assets.	Invested \$4.5M into its Heritage Buildings portfolio. This amount includes Armour block roof lifecycle investments and Alexandra School stone repairs.	●
Parks & Open Spaces	Continue Doing - Implement the Cultural Landscapes Strategic Plan to manage and cherish our heritage and historic park sites.	Reader Rock Garden operations earned an honourable recognition from the World Parks Congress. And, a Calgary Parks book on archaeological sites in our city won an award from the Canadian Society of Landscape Architects.	●

## Council Directive: N4

**N4:** We must also ensure that all communities are complete communities. Greenfield communities need to quickly, sustainably and sensitively grow to a scale where they can support community services such as transit. Developed communities need to be encouraged to re-develop sustainably and sensitively, in a way that accommodates changing community needs, and supports the public investment in them. Making it easier to build development that meets our Municipal Development Plan and the Calgary Transportation Plan will be essential to achieve this.

Service	Strategy	Strategy Update	Status Icon
Building Safety	Continue Doing - Strengthen culture utilizing an 'outside in' view to foster the successful realization of development.	Created a new Business and Building Approval Teams to improve the business customer experience. This will more effectively coordinate approvals, act as an early warning system, and streamline access to our internal experts.	
City Planning & Policy	Continue Doing - Coordinating the new community and established areas growth and change strategies through the Industry/City work plan.	The 2020 Industry/City workplan was developed in conjunction with the City Planning & Policy 2020 Workplan. Ongoing alignment of the workplans enhances the coordination of these growth initiatives and is reflected in the plans for 2021.	
City Planning & Policy	Continue Doing - CalgaryEats and Urban Agriculture work and provide developers and builders with urban design guidelines.	Work continues to improve access and availability of local food in Calgary. A major focus in 2020 was providing food to Calgarians in enhanced need due to the impacts of COVID-19 and the poor economy.	
City Planning & Policy	Continue Doing - Main Streets initiative, renew the Land Use Bylaw and completion of the Transit Oriented Development Implementation Strategy.	Work is underway on six main streets from master planning to construction. The Transit-Oriented Development Implementation Strategy is being implemented with public realm planning in Ramsay/Inglewood and plaza improvements in Hillhurst/Sunnyside.	
City Planning & Policy	Do Less of - Long, difficult to understand plans and policies that contain redundant policies and take years to complete and update.	The new, more effective plan format is being piloted in the North Hill Communities. This plan's delivery was delayed due to Council direction to undertake further refinements and return to the Standing Policy Committee on Planning and Urban Development in January 2021.	
City Planning & Policy	Do Less of - Area redevelopment plans for individual communities.	Progress was delayed on numerous new multi-community plans in 2020 because Administration was directed to further refine the Guidebook for Great Communities and the North Hill Community Plan and return to the Standing Policy Committee on Planning & Urban Development in January 2021.	
City Planning & Policy	Do Less of - Plans that do not provide certainty or are not implementable.	The service has shifted entirely to the new planning approach that provides enhanced consistency and certainty through the combination of common policies in the Guidebook for Great Communities and locally specific considerations in the multi-community plan.	

Service	Strategy	Strategy Update	Status Icon
City Planning & Policy	Do More of - Accelerate the delivery of multi-community local area plans so that most communities have new plans within 10 years.	Council directed Administration to further refine the two policy documents that enable the new multi-community plan approach: The Guidebook for Great Communities and the North Hill Community Plan. This has delayed work on further multi-community plans.	
Development Approvals	Continue Doing - Enhance digital and online service offerings and leverage technology to improve service delivery and strengthen collaboration.	All land development applications and permits now have a completely digital intake, review, and approval process. We will continue to improve and refine our digital and online offerings.	
Development Approvals	Continue Doing - Strengthen culture across the Corporate Approvals Team to foster the successful realization of development.	A structural realignment is underway which has a significant cultural component attached to it. Staff attended a forum to understand service goals/commitments. Leader training was developed to reinforce cultural norms for all staff.	
Development Approvals	Continue Doing - Develop and utilize data in support of decision-making.	The Service Insights project underway will enhance data collection and aims to provide more timely and robust performance reporting. This provides services with the time required to apply corrective action if targets are in danger of not being met.	
Development Approvals	Do More of - Collaborate with industry partners on fostering innovation in development projects.	The City is accepting Developer Surety Bonds which protects us if developer default occurs. This provides benefits for developer's balance sheets including reduced cost. Other Canadian municipalities are now following Calgary's lead on this.	
Development Approvals	Do More of - Strengthen the urban design review of applications.	The City is measuring and reporting on the quality of urban design on significant applications.	
Development Approvals	Do More of - Identify and develop potential leaders within the Corporate Planning Approvals Group by providing staff with critical development experiences and work environment that supports their professional growth.	An onboarding program was introduced to enable staff in more quickly becoming productive team members. A leader training series ensures that existing and emerging leaders can support their staff's development and to enhance leadership skills.	
Development Approvals	Do More of - Develop a strategy in support of fair and equitable opportunities in Development Approvals for both women and men.	A Women in Planning & Development group was established to promote professional growth and leadership development. Several events have occur yearly including gender workshops and events to support International Women's Day.	
Development Approvals	Do More of - Build digital tools to enhance collaboration between the corporate approvals team, customers, citizens, communities, and partners.	The Development Map was enhanced for citizen input into development applications. Numerous initiatives are underway that will greatly enhance the interactions between all stakeholders on land development applications.	

Service	Strategy	Strategy Update	Status Icon
Facility Management	Continue Doing - Collaborate with City service owners in the planning, building and operation of multi-service civic sites and facilities.	Processes for collaboration continue to be refined through active planning of numerous sites. Four Multi-Services sites have progressed to design stages in Symons Valley, Varsity, Inglewood and Cornerstone.	
Facility Management	Do Less of - Capital investments.	Invested \$43.3M in Capital, including \$8.2M spent on the Capital Conservation Grant supporting community organizations. Key investments include Historic City Hall rehabilitation of \$2.1M and \$8.3M for lifecycle sustainment for the FM portfolio.	
Facility Management	Do More of - Multi-service sites and integrated facility planning.	Facility Management currently has 18 multi-service civic facility planning & delivery projects in various stages of planning, 2 are in detailed planning stage and 4 are now in delivery.	
Fire & Emergency Response	Do More of - Support Council approved growth in new communities with the addition of necessary fire stations, personnel, vehicles and equipment.	Station 43 (Walden) was opened in 2020 to meet service demand in South Calgary. Station openings are planned for Livingston and Belvedere in 2021. Calgary Fire Department continues to evaluate new community growth and development to ensure adequate response coverage in these areas.	
Land Development & Sales	Do More of - Strategic Redevelopment Program.	Foothills Athletic Park redevelopment project finalized consultation plans in preparation for a comprehensive stakeholder engagement in Q1 2021.	
Real Estate	Continue Doing - Acquisition of real estate to deliver capital infrastructure and community service projects.	The following projects were completed: Bowness Flood barrier drilling, Cornerstone Firehall, future field house site for the Province, widening of 88 ST SE, land for Paskapoo expansion. The Event Centre subdivisions are finalizing to close in Q1.	
Sidewalks & Pathways	Continue Doing - Public realm enhancements that align with Complete Streets and Main Streets.	First phase construction completed for three Main Streets projects, and six master plans completed. Coordination with private development sites is ongoing. 2021 funding secured for three projects through Established Areas Growth and Change Strategy.	
Streets	Continue Doing - Support new development as the city grows.	Completed reviews of over 8,000 Calgary Planning Applications and 260 subdivision construction drawings. Developed funding/delivery strategies to support Affordable Housing projects. Updated tools/processes to improve stakeholder collaboration.	

## Council Directive: N5

**N5:** Growth of the city needs to be managed in a way that achieves the best possible social, environmental and economic outcomes within financial capacities. The cost of growth needs to be minimized for The City while maximizing housing choice and affordability within these constraints.

Service	Strategy	Strategy Update	Status Icon
City Planning & Policy	Continue Doing - Work with stakeholders to improve the Developed Areas Guidebook and implement desired growth.	Completion of the Guidebook for Great Communities and the North Hill Community Plan was delayed due to Council direction to undertake further refinements and return to the Standing Policy Committee on Planning and Urban Development in January 2021.	
City Planning & Policy	Do More of - Provide an integrated growth & change strategy for new communities, established areas, TOD and industrial areas.	Phase 1 of the Established Area Growth and Change Strategy and the Transit Oriented Development Implementation Strategy were completed. Scoping for the Industrial Area Growth Strategy is underway. 11 new community business cases were considered by Council in 2020.	
City Planning & Policy	Do More of - Change our plans, policies and rules so they are implementable and effective towards enabling desired growth and change.	Key planning initiatives currently underway (Guidebook, Multi-Community Plans, Established Areas Growth and Change Strategy, Transit Oriented Development Implementation Strategy) are being aligned and their policies coordinated towards this goal.	
Facility Management	Continue Doing - Provide flexible work spaces and strategies.	Workplace solutions completed the optimization of Airways in 2019 & utilized capacity to accommodate Compliance Services in 2020. Greater workspace efficiency has yielded 40% mobility for Compliance services, & TW Roads consolidation in Manchester E.	
Fire Inspection & Enforcement	Continue Doing - Provide inspections, permits and compliance monitoring services to meet legislated obligations in The City's Quality Management Plan.	Fire inspectors undertook 16,505 inspections in addition to regular permits and compliance monitoring services to meet legislated obligations under The City's Quality Management Plan.	
Infrastructure Support	Continue Doing - Implement quality and risk management approaches, automated business tools for corporate asset and project management programs.	Implemented new Project Management Quality Assurance standard and report. Asset Management Plan Templates created for each business unit and in scope asset types.	
Infrastructure Support	Do Less of - Asset and project management analysis and planning.	Reduced use of contracted asset management and project management services. Implemented new process for prioritizing and scheduling of service requests. Optimization and reallocation of staff maintained overall annual service levels.	

# A City that Moves

Calgary's transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.

## Council Directive: M1

**M1:** Council's primary concern is with the safety of all Calgarians; therefore, all modes of transportation must be safe.

Service	Strategy	Strategy Update	Status Icon
Public Transit	Do Less of - Reliability of service.	The amount of maintenance work has declined. It remains focused on any safety issues or repairs focused on acute failures affecting service. To date, there has been no significant impact to service. We continue to monitor.	
Public Transit	Do More of - Invest in Public Safety Enhancements.	COVID-19 impacted this strategy. Through the pandemic, investments were made focused on public safety, which included social distancing measures, distribution of masks, service adjustments, additional cleanliness onboard vehicles.	
Sidewalks & Pathways	Continue Doing - Improve safety and support community growth with new pedestrian crossings, pedestrian corridors and RRFBs.	Pedestrian crosswalk improvements were completed at 62 locations including 21 new traffic signals, 12 rectangular rapid flashing beacons (RRFBs), and 7 overhead flashers.	
Sidewalks & Pathways	Do More of - Safety projects through the Safer Mobility Plan.	Made low cost safety improvements at over 50 schools, and signal phasing improvements at more than 12 locations including Leading Pedestrian Intervals (LPIs) and protected turns.	
Streets	Continue Doing - Provide snow and ice control in accordance with Council's policy.	Responded to 37 snow events in 2020 which dropped over 160 cm of snow, with 92% on-time completion for P1 and P2 routes.	
Streets	Do More of - Targeted safety improvements aligning with the Safer Mobility Plan.	Implemented eight safety improvement projects including an added lane at Shaganappi Tr and Dalhousie Dr NW, signal improvements at Glenmore Tr and 5 Av SW, and several right turn improvements.	

Service	Strategy	Strategy Update	Status Icon
Taxi, Limousine & Vehicles-for-Hire	Do More of - Implement recommendations of the City Auditor's Livery Transport Services audit.	Taxi, Limousine, Vehicles-for-Hire has completed 12 recommendations identified by the City Auditor's Livery Transport Service and undertook work in 2020 to evaluate changes to the complaint process as a part of the Livery Transport Bylaw recommendations in 2021.	●

**Council Directive: M2**

**M2:** All options for mobility should be desirable. We want to make walking, cycling, and transit attractive choices for Calgarians while not unduly penalizing motorists.

Service	Strategy	Strategy Update	Status Icon
Data Analytics & Information Access	Continue Doing - Provide accessible, authoritative and connected data to customers.	Created COVID-19 Metrics Dashboard, displaying City services data, 311 & 911 call volumes/types, social media trending, building's cleaning status & facility closures. Provided location data to surrounding municipalities, Alberta Health Services & Canadian Pacific Rail Police.	
Parking	Do More of - Use of technology to improve the customer experience and management of the administration and enforcement of residential parking zones.	Revamped and expanded the Electronic Permit and Monthly Contract systems. Refined the use of camera data for more efficient enforcement.	
Public Transit	Continue Doing - Optimize routes and schedules to consistently improve service.	COVID-19 impacted this strategy. We continued to optimize routes and schedules and closely monitored the service, making necessary service changes as required. Supported vulnerable citizens, frontline workers through pandemic.	
Public Transit	Continue Doing - Invest to expand BRT service, Primary Transit Network and service to actively developing communities.	COVID-19 impacted this strategy. Any new service investments are currently on hold due to reduced service demand and revenue shortfall. We will continue to evaluate service demand and make investments to improve service.	
Public Transit	Do Less of - 4-car CTrain service.	We continue to respond and monitor the condition of the U2 cars. A new order for 15 new Light Rail Vehicles was put in place on December 27, 2019.	
Public Transit	Do More of - Invest in strategies to improve customer commitment.	Customer Commitment initiative has moved from being a quarterly feedback initiative to a monthly Voice of Customer program. Calgary Transit is able to track the trends on customer commitment objectives on monthly basis to understand customer feedback.	
Public Transit	Do More of - Improve schedule adherence practices.	Staff continued to leverage suite of technological advancements that came with the upgrade of the scheduling software (Hastus 2017 version) in 2019. Use of new modules in the upgraded software helped improve scheduling practices.	
Sidewalks & Pathways	Continue Doing - Inspect the sidewalk and pathway network, and repair priority locations.	Priority repairs and inspections are ongoing, with response to nearly 5,000 service requests for repairs.	

Service	Strategy	Strategy Update	Status Icon
Sidewalks & Pathways	Do Less of - Lifecycle maintenance including sidewalks, pedestrian bridges, and Plus-15's.	Repairs completed on two pedestrian bridges, nine Plus 15s and three Plus 15s connections. One pedestrian bridge was removed and the tunnel at MacLeod Tr and Glenmore Tr was decommissioned. Replaced 30 km of sidewalk and 10.25 km of pathway.	●
Sidewalks & Pathways	Do Less of - Invest in missing links in the sidewalk and pathway network.	Installed pathways on 42 Av SE and 24 Av NW. Worked with the Ramsay Community Association to install asphalt sidewalks, wheelchair ramps and a pedestrian flasher on 11 St SE.	●
Sidewalks & Pathways	Do More of - Implement Step Forward to improve the attractiveness and accessibility of the pedestrian realm.	Completed the second year of Active and Safe Routes to School, including in-school programming and interventions like curb extensions and crosswalks near schools. Accessibility was prioritized and promoted in public realm retrofit projects.	●
Sidewalks & Pathways	Do More of - Expand snow and ice control on City sidewalks and pathways.	The enhanced pedestrian snow and ice control (SNIC) pilot is ongoing and concluding in Spring 2021. We will report results and recommend future investment strategy in 2021.	●
Sidewalks & Pathways	Do More of - Implement improvements that address community traffic, walking and biking concerns.	Substantial construction completed on four corridor projects (2 St SW, 24 Av NW, 42 Av SE, 8 Av SE).	●
Specialized Transit	Continue Doing - Optimize system of services to consistently maintain directness and on-time performance.	Calgary Transit continues to maintain directness of trip and optimize on time performance of specialized transit service. The on-time performance is consistent.	●
Specialized Transit	Do More of - Invest in strategies to improve customer commitment.	Customer Commitment initiative has moved from being a quarterly feedback initiative to a monthly Voice of Customer program. Calgary Transit is able to track the trends on customer commitment objectives on monthly basis to understand customer feedback.	●
Specialized Transit	Do More of - Invest in service increase.	COVID-19 impacted this strategy. We continued to provide service, making necessary service changes based on service demand. We will continue to monitor the changes in service demand and adjust service accordingly.	■
Streets	Continue Doing - Provide permits for projects and events that use street space.	Health restrictions did not diminish permit availability, however demand for service was reduced. Continuing work with customer groups to identify opportunities to streamline or improve permit services and review on-line application processes.	●
Streets	Do Less of - Lifecycle work on streets and bridges.	Major repairs were completed for seven bridges, while capital funding was advanced to increase the scope of pavement rehabilitation to 385 lane kms.	●

Service	Strategy	Strategy Update	Status Icon
Streets	Do Less of - Engineering studies and land acquisitions that advance current and future work and allow for shovel-ready projects.	Fewer studies are creating challenges with project prioritization and our ability to request stimulus funding.	
Streets	Do More of - Enhanced maintenance along existing Main Streets projects.	Planning is ongoing to integrate commitments with Main Streets.	
Taxi, Limousine & Vehicles-for-Hire	Continue Doing - Increase the capabilities of the livery industry to support accessibility for all Calgarians.	The on-demand centralized dispatch pilot for wheelchair accessible vehicles has increased responsiveness to citizens with accessibility needs by using a mobile application and centralized dispatch that identifies the closest wheelchair accessible vehicle.	
Taxi, Limousine & Vehicles-for-Hire	Continue Doing - Level the playing field of all livery stakeholders by conducting a review of the Livery Transport Bylaw.	External and internal stakeholder engagement was undertaken in 2020 to assess recommendations for the Livery Transport Bylaw review planned to return to Council in 2021.	
Taxi, Limousine & Vehicles-for-Hire	Do More of - Pilot a centralized dispatch system for on-demand wheelchair accessible taxi service.	Preliminary analysis of trip data indicates the Wheelchair Accessible Vehicles (WAV) pilot is successful. A satisfaction survey was launched in Q4 2020 and preliminary results indicate 90% of respondents will continue using WAV.	

### Council Directive: M3

**M3:** Innovative technology partnerships can help to build, fund and sustain a resilient transportation network. We need to recognize that The City cannot solve all transportations connectivity issues on its own – we need to identify and form partnerships with public, private sector and non- profit entities in conjunction with The City, to deliver programs to improve our transportation network, adopt new transportation business models, and position Calgary as a city that moves into the future.

Service	Strategy	Strategy Update	Status Icons
Public Transit	Continue Doing - Developing the Green Line including design and construction.	The Green Line project continues to be developed and is nearing the procurement phase. Early works and utility relocates are ongoing. Calgary Transit is in process of appointing a single point of contact to Green Line to better represent transit service.	●
Public Transit	Do Less of - Asset management improvement.	We continue to carefully monitor and assess our assets, however less maintenance activity will slowly start to affect asset performance. To date, there has been no significant impact to service. We continue to monitor.	●
Public Transit	Do Less of - Buildings and major facility maintenance.	Due to reduced capital investments, Public Transit has prioritized the capital funding for building and major facilities to ensure that safety of the structures and associated components is not compromised. Calgary Transit continues to monitor the condition.	●
Specialized Transit	Do Less of - Asset management improvement.	We continue to carefully monitor and assess our assets, however less maintenance activity will slowly start to affect asset performance. To date, there has been no significant impact to service. We continue to monitor.	●
Streets	Continue Doing - Forecast future needs and plan long-term improvements to the street network.	Completed the Deerfoot Trail Corridor Planning Study, and nearing completion of Stoney Tr/80 Av NE Functional Planning Study amongst others, to identify long term corridor requirements.	●
Taxi, Limousine & Vehicles-for-Hire	Do More of - Deliver the endorsed framework for an Accessible Taxi Incentive Program and monitor the effectiveness.	Over 6800 accessible wheelchair taxis trips were delivered in 2020. Engagement with Accessible Taxi Plate holders, drivers and brokers took place in November 2020 to evaluate incentives which would improve service levels in the future.	●

**Council Directive: M4**

**M4:** We need to develop and implement innovative and technological solutions with respect to existing and new transportation infrastructure that both enhances Calgarians' safety and reduced peak- hour traffic congestion.

Service	Strategy	Strategy Update	Status Icons
Infrastructure Support	Continue Doing - Provide precision surveys to support the design, construction and asset lifecycle phases of infrastructure projects.	Completed approximately 1500 survey jobs for infrastructure and land development clients. The operation spent significant effort adjusting health and safety protocols to ensure field operations have been delivered throughout the pandemic.	●
Parking	Do Less of - Reactive software implementation and facility maintenance that do not result in long-term benefits.	Completed capital asset management plan, and asset management strategy. Rewrote base code to improve flexibility to make changes and add new modules as well as improve compatibility with other software.	●
Parking	Do More of - Development and implementation of proactive technology, asset management strategies, and new partnerships.	Automate invoice approval process has made paying invoices more efficient and laid the framework to automate additional processes in the future. Planning implementation of payroll and finance software to eliminate inefficient workflows.	●
Parking	Do More of - Enforcement by License Plate Recognition (photo enforcement vehicle patrols rather than foot patrols).	Continued to explore means of increasing the use of License Plate Recognition technology. Foot patrol duties will still be used when appropriate for certain types of parking enforcement monitoring.	●
Specialized Transit	Do More of - Evaluate technologies to analyze public and specialized transit trip integration.	Preliminary work has been started on this and will be continued. This evaluation will involve considerable analysis of data and available technologies.	●
Streets	Continue Doing - Monitor traffic conditions and coordinate incident response.	The Next Gen Traffic Management Centre (TMC) is now operational, improving incident management capabilities and bringing improvements in traffic information collection and dissemination, signal coordination, and traffic radio coverage (107.9FM).	●
Streets	Continue Doing - Traffic signal optimization on major corridors.	Critical signal timing software was unavailable for remote access, and we shifted focus from signal retiming to completing replacement of legacy signal controllers. Four retiming projects were completed, with two ongoing and another deferred to 2021.	■
Streets	Do Less of - Invest in major transportation upgrades such as interchanges, corridor expansions, and major road reconstructions.	Completed several major transportation projects including the Crowchild Trail Upgrades and Ring Road connectors; and community mobility improvements, adding missing links, intersection upgrades, and projects focused on enhancing flood mitigation.	●

# A Healthy & Green City

Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.

## Council Directive: H1

**H1:** Calgary needs to address climate change in a way that engages Calgarians, resonates with the majority, and doesn't alienate people. We need to lever incentives that focus on the economic benefits of addressing climate change (such as business diversification, job creation, opportunities for small businesses and all Calgarians) and align The City's climate change strategies with other orders of government and industry initiatives.

Service	Strategy	Strategy Update	Status Icon
Affordable Housing	Do Less of - Spending on energy efficiencies.	Projects in design or construction have met or surpassed targets for The City and funding sources including achieving 26%-41% energy efficiency, 35% reduced water consumption, clean electricity through use of solar systems, and water reduction.	●
Environmental Management	Continue Doing - Climate change – key focus on implementation of the Climate Strategy and Actions Plans.	The City of Calgary's Commercial and Institutional Building Energy Benchmarking program, launched in October 2020.	●
Environmental Management	Continue Doing - Environmental leadership – enable the protection and enhancement of the natural environment, corporately and community-wide.	The City's Gas and Oil Group protects The City's interests with informed and coordinated decision making on oil and gas matters. In 2020, ATCO Pipelines received approval to construct the Northwest Calgary Connector segment.	●
Environmental Management	Continue Doing - Capacity building – support the organization to invest and provide uninterrupted services to citizens considering environmental impacts.	Developed new environmental learning modules for staff related to our environmental management system. Provided workshops to project managers and construction industry on the revised Environmental Construction Plan framework.	●
Environmental Management	Do More of - Implement Climate Resilience Strategy and Action Plans.	Climate Adaptation focused on defining Calgary's climate hazards based on new data, benchmarking community climate risk and the development of an infrastructure risk and resilience assessment process and a Climate Resilient Home Handbook for Calgarians.	●
Environmental Management	Do More of - Educate and develop partnerships with communities and business to enable climate and energy action.	The City partnered with Empower Me to deliver 42 virtual workshops to 500 immigrant or non-English speaking Calgarians to reduce energy consumption in their homes. Energy saving kits were provided to help reduce CO2e emissions.	●

Service	Strategy	Strategy Update	Status Icon
Environmental Management	Do More of - Identify funding opportunities for climate risk reduction and energy and GHG management.	The City applied and received funding from the Federation of Canadian Municipalities to upgrade track heaters and the thermostat system for the LRT.	●
Environmental Management	Do More of - Establish and integrate community and operational environmental strategies into City services.	The City-wide Environmental Strategy and Action Plan, directed by Council, is under development and will be completed in Q2 2021. The strategy will define the environmental direction for future business planning activities.	●
Environmental Management	Do More of - Engage Calgarians and City services through environmental awareness and subsequent reduction of environmental impact.	The City of Calgary's Climate Program hosted a series of six webinars for the public in 2020, focusing on enhancing the understanding of climate change and effective actions citizens can take to reduce their impact on the environment.	●
Property Assessment	Do More of - Provide more products electronically in an effort to improve customer service, reduce cost and lower The City's environmental footprint.	Property Assessment increased efforts to have more property owners use eNotices rather than having their property assessments mailed. As of 2020 December 31, approximately 41,000 property owners have signed up to receive an eNotice.	●
Stormwater Management	Do More of - Work to adapt to the impacts of climate change by considering climate change parameters into capital design and operating activities.	The Water Utility Climate Change Adaptation Plan has 46 actions prioritized for 2019-2022. Progress includes database updates, infrastructure planning tools and staff training. A water security strategy and drought risk assessment were initiated.	●
Waste & Recycling	Continue Doing - Invest in and operate waste management facilities to comply with regulatory requirements and protect public health and the environment.	Waste Management Facilities are an essential service for Calgary and the region during the pandemic resulting in a significant increase in customer visits. COVID-19 safety risks to employees and customers were minimized through operational controls.	●
Waste & Recycling	Continue Doing - Provide safe and reliable collection for residential cart-based programs.	As an essential service, Waste & Recycling provided residential cart collection on schedule throughout the pandemic. The volume of waste collected in the black, blue and green carts was higher than last year. Citizen satisfaction scores also increased over 2019.	●
Waste & Recycling	Continue Doing - Advance provincial and regional waste management solutions.	Calgary continues to advocate with the province for Extended Producer Responsibility (EPR) legislation. Many provinces have EPR in place or in development. EPR could potentially save Calgarians up to \$30 million per year in blue cart recycling costs.	●
Waste & Recycling	Continue Doing - Provide community-wide waste management programs for the benefit of Calgarians.	Continues to provide Community-wide waste management programs including, Community Recycling and Household Hazardous Waste depots and response to illegal dumping to support Calgarians recycling, composting and proper disposal of waste.	●
Waste & Recycling	Do More of - Engage the community and explore best practices for waste reduction.	Conducted research to understand customer behaviour regarding cart set-out to prepare a variable set-out pilot program plan and engaged the Industrial, Commercial, and Institutional sector on food waste and recycling.	●

Service	Strategy	Strategy Update	Status Icon
Waste & Recycling	Do More of - Enhance education and enforcement to maintain high participation and low contamination for programs.	The City increased bylaw support for compliance to the Waste Bylaw 4M2020. The blue and green cart spot check program did not run in 2020 due to the COVID-19 pandemic, planning is underway to resume in 2021.	
Waste & Recycling	Do More of - Consider options for energy production at waste management facilities, and energy efficiencies in fleet and facilities.	The City continues to explore alternative fuels, fleet efficiency, and equipment specifications for new vehicles and maintenance to optimize waste collection vehicle performance.	
Wastewater Collection & Treatment	Do More of - Work to adapt to the impacts of climate change by considering climate change parameters into capital design and operating activities.	Climate change places additional burdens on wastewater systems. New treatment plant designs for major, peak flow weather events are required. The City is exploring alternatives to reduce the cost of upgrades and still meet environmental objectives.	
Water Treatment & Supply	Do More of - Work to adapt to the impacts of climate change by considering climate change parameters into capital design and operating activities.	The Water Utility continued to meaningfully embed climate change considerations into its long-term service delivery. Updates included: Glenmore gates, intensity duration frequency (IDF) curves, and treatment plant efficiency.	

## Council Directive: H2

**H2:** Calgary and The City should become nationally and internationally competitive by embracing a low carbon economy, fostering alternative energies and developing strategies to reduce adverse impacts and vulnerabilities resulting from climate change.

Service	Strategy	Strategy Update	Status Icon
Environmental Management	Continue Doing - Corporate leadership – provide Council and corporate leaders with relevant information to make informed environmental decisions.	A climate status report was presented to Council in April 2020 to provide information on the progress of the Climate Strategy.	●
Environmental Management	Continue Doing - Citizens and business support – inform, educate and prepare communities to manage environmental risks and opportunities.	The City offered its first virtual Mayor Environmental Expo, which drew 10,000 participants, provided 22 live-streamed sessions and 20 pre-recorded sessions throughout the month of June 2020 for students of all grades.	●
Fleet Management	Continue Doing - Deliver green driver training to all City operators.	Fleet Services developed the Fleet Operator Safety Policy to promote and improve green driving practices of operators and launched a new Vehicle and Equipment Safety Manual to assist employees in operating vehicles in a fuel-efficient manner.	●
Fleet Management	Do More of - Evaluate green technologies.	Fleet Services secured \$800,000 in funding for two refuse truck pilot projects--one-diesel hybrid and one battery-electric--through the Federation of Canadian Municipalities and Municipal Climate Change Action Centre.	●
Infrastructure Support	Continue Doing - Provide building commissioning, green building consultations, energy audits information and education.	Team supported projects in identifying sustainability targets across multiple new building projects in alignment with Sustainable Building Policy with multiple LEED certifications completed in 2020.	●
Infrastructure Support	Continue Doing - Implement the Climate Mitigation Strategy through leading by examples in our own operations.	The City completed the construction of Calgary's first Net-Zero institutional building at Haskayne Legacy Park. Corporate Analytics & Innovation also uploaded over 70 sites into a building benchmarking program being developed by Environmental and Safety Management.	●
Infrastructure Support	Do Less of - Management of work related to energy efficiencies, climate actions and consultations for clients.	Leading the implementation of the SAVE initiative on Energy Budgeting. Multiple energy efficiency retrofits completed. Alternative energy projects from biogas underway at landfills and composting facility.	●
Parks & Open Spaces	Do Less of - Naturalization of existing manicured park land and restoration of natural areas.	There are no new major Parks naturalization projects in 2019-22 due to capital constraints. Turn-the-Curve strategies include working with other City services, including Water Services and ROADS.	●

Service	Strategy	Strategy Update	Status Icon
Public Transit	Do More of - Evaluate new technologies and environmentally friendly initiatives.	Calgary Transit will continue to evaluate new technologies and environmentally friendly initiatives. Preliminary work started on an electric bus trial (shuttle buses), after funding was approved. Potential use of Renewable Natural Gas is being investigated.	
Urban Forestry	Continue Doing - Risk-based public tree pruning to increase tree lifespans and resilience to severe weather.	Further increasing the health and resilience of City trees to severe weather, pests and disease remains a priority.	

### Council Directive: H3

**H3:** Integrated watershed management is essential to protect public health and the environment, while strengthening our resiliency to a changing climate. Calgary must develop our communities with a focus on achieving future water security and a sustainable water supply. Accordingly, watershed management must be integrated into our land use policies, plans and decisions. Accomplishing sustainable, effective watershed management within Calgary and the region will also require working collaboratively with other orders of government, adjacent municipalities, residents, landowners, developers, businesses, and the First Nations.

Service	Strategy	Strategy Update	Status Icon
City Cemeteries	Continue Doing - Reduce water usage by becoming more effective and efficient in our watering practices.	Annual maintenance and repairs implemented. Cemeteries is identifying lower-traffic areas that could be watered less.	
Stormwater Management	Continue Doing - Advocate for land use policy that supports flood resiliency.	New provincial flood maps were released. Work to incorporate mapping, land use regulation and other policies has begun. Significant public engagement is needed, particularly in river communities.	
Stormwater Management	Continue Doing - Engage and advocate with the Government of Alberta to fund and implement the Flood Mitigation Plan.	Glenmore Dam Gates were completed in 2020, helping bring Calgary's flood risk exposure down to half of what it was in 2013. Resilience programs allow for community level flood investment in Chinatown, Mission, Sunnyside and Deerfoot Meadows.	
Stormwater Management	Continue Doing - Work with Calgarians to ensure they are prepared for future flooding and are more resilient to floods.	Citizens seek greater engagement on flood barrier and drainage improvements in their communities. Virtual open houses ensured discussions to continue during COVID-19. New digital tools allow adaptive plan refinement as mitigation measures come online.	
Stormwater Management	Continue Doing - Invest in flood resiliency capital projects such as barriers and storm outfalls and other infrastructure.	Investments at Glenmore Reservoir gates, Deerfoot Meadows, Mission Island and Montgomery were completed in 2020. Flood resiliency work completed since 2013 reduces damage potential by half.	
Stormwater Management	Continue Doing - Look for efficiency opportunities in fleet and the delivery of the capital program.	Accelerated Community Drainage Improvement (CDI) projects in Tuxedo Park and Sunnyside are on track for 2021. New provincial stimulus funding was secured in 2020 and allows for additional stormwater projects to get underway.	
Stormwater Management	Continue Doing - Develop our knowledge and practices to maintain and operate green (natural) and grey (traditional) stormwater infrastructure.	Stormwater crews used a comprehensive inspection check list to identify deficiencies in stormwater ponds and create 2021 priorities. Low Impact Development assets were assessed in 2020 to set standards and identify improvement opportunities.	

Service	Strategy	Strategy Update	Status Icon
Stormwater Management	Do More of - Deliver the Riparian Action Program implementation activities.	Approximately 55 riparian and bank restoration projects were designed, built or maintained by the Water Utility and Parks in 2020. Monitoring continued, and the Riparian Action Program and Source Water Protection Policy were endorsed by Council.	●
Stormwater Management	Do More of - Provide proactive risk-based erosion and sediment control education and inspection activities.	The Water Utility worked closely with the development industry to ensure onsite compliance and used risk assessments to inform approval amendment needs.	●
Wastewater Collection & Treatment	Continue Doing - Ensure appropriate infrastructure upgrades are in place to collect and treat wastewater from our customers.	The program is progressing well, with Phase 1 Capacity Upgrades largely complete and Plant D Expansion on schedule for 2021 commissioning. All electrical upgrades are complete and expansion to the Cogeneration facility on track for 2021 completion.	●
Wastewater Collection & Treatment	Continue Doing - Monitor the wastewater network to prevent sewer releases.	There are 105 sanitary flow monitors located throughout Calgary. The data helps plan infrastructure for future growth, identify where upgrades are required, and track progress to reduce storm and ground water infiltration in the collection system.	●
Wastewater Collection & Treatment	Do More of - Work with regulators and make additional investment in wastewater treatment upgrades to meet regulatory compliance.	The overarching goal of the wastewater approval renewal process is to optimize the Utility's long-range capital planning and operational flexibility needs while meeting provincial environmental protection objectives.	●
Water Treatment & Supply	Continue Doing - Work with stakeholders to reduce the risk to our source water to ensure the quality and quantity of the City's drinking water.	The updated Source Water Protection Plan was approved by Council and supported by several community and regional stakeholders. Source water protection is a coordinated risk management approach that provides the first line of defense in a multi-barrier approach to providing safe, clean drinking water.	●
Water Treatment & Supply	Continue Doing - Strengthen relationships with regulators to maintain regulatory compliance.	The Water Utility strengthened regulatory relationships with Alberta Environment and Parks in 2020. Highlights include recognition of The City's high-quality regulatory applications and an Aboriginal Consultation Office meet and greet.	●
Water Treatment & Supply	Continue Doing - Partner with customers to conserve water and to reduce peak day water demand.	Regional collaboration was advanced through the Calgary Metropolitan Region Board to develop a long-term Growth Plan and Servicing Plan, ensuring appropriate regional growth support through an integrated watershed management approach.	●
Water Treatment & Supply	Continue Doing - Monitor growth and optimize capacity of water treatment plants.	Capital investments of linear water infrastructure needed to support growth are progressing on schedule. Plans to optimize treatment plant infrastructure are underway. Optimization improves plant resilience and provides increased treatment capacity.	●

### Council Directive: H4

**H4:** We must also develop strategies to create communities that support healthy lifestyles and interaction amongst residents (walkability, pedestrian, bike and public transit connections) to reduce and prevent social isolation. Partnerships with community groups, not-for-profits and businesses will encourage the development of public meeting places that can be used by Calgarians of all ages, abilities and during all seasons.

Service	Strategy	Strategy Update	Status Icon
Corporate Security	Continue Doing - Maintain service delivery of the Physical Security program including threat risk assessments.	Continued to meet the needs of clients through our Physical Security program. This includes completing 8 threat risk assessments & 20 countermeasures including work for Heritage Park's Gasoline Alley, 4 Parks' depots, 7 pump stations and others.	
Neighbourhood Support	Continue Doing - Validate and refine support to community groups towards safe and inclusive spaces that respond to resident needs.	Support was provided to 171 community groups to deliver 540 capital projects, maintaining or improving community spaces.	
Parks & Open Spaces	Do More of - Leverage partnership and sponsorship opportunities.	Calgary Parks and Parks Foundation Calgary collaborated on several projects including the new bike skills park and the Quinterra music garden at South Glenmore Park.	
Pet Ownership & Licensing	Do More of - Implement Livestock as Emotional Support Animals program within the Responsible Pet Ownership Bylaw.	Strategy Completed Livestock as emotional support animals was implemented in March 2019. The City of Calgary is among the first municipality in Canada to address emotional support animals.	
Sidewalks & Pathways	Continue Doing - Plan sidewalks, pathways and bikeway network.	Calgary's pathway network grew beyond 1,000 km in 2020, reaching a total length of 1,115 km. Policies and map of 5A Network of All Ages and Abilities walking and wheeling routes were included in Next20. Planning is ongoing on seven corridors.	

## Council Directive: H5

**H5:** We need to continue to implement a range of accessible and affordable recreational programs and opportunities that encourage active daily living. Continuous investment in indoor and outdoor recreation facilities that address the changing needs of Calgarians will be important to support healthy lifestyles for all.

Service	Strategy	Strategy Update	Status Icon
City Cemeteries	Continue Doing - Support public events in City cemeteries (e.g. monument cleaning, Remembrance Day).	This strategy was impacted by COVID-19. We will reinstate these events in 2021 as public health restrictions allow. Our events include cemetery tours and Mother's and Father's Day events.	
Parks & Open Spaces	Continue Doing - Evaluate, protect and manage Calgary's ecological corridors to support biodiversity and environmental resilience.	No new major naturalization or biodiversity projects in 2020 due to capital funding constraints. Milestone: Calgary Parks' environmental rehabilitation work "Biodiverse Communities" won national and international awards in 2020.	
Parks & Open Spaces	Continue Doing - Provide volunteer and public education programs to encourage citizens to be stewards of our parks.	Only some Parks volunteer and stewardship projects were able to proceed in 2020 (with COVID-19 safety adaptations) including: The Annual Pathway and River Cleanup and two habitat restoration events along Nose Creek.	
Parks & Open Spaces	Do More of - Enhance accessibility on existing playgrounds where feasible.	Capital budget constraints have delayed this strategy. One playground had accessibility upgrades in 2020. Several more playground accessibility upgrades are proposed in 2021 using provincial stimulus funding.	
Recreation Opportunities	Continue Doing - Provide a range of accessible and affordable recreation programs and opportunities that encourage active daily living.	COVID-19 has impacted this strategy due to public health orders restricting public gatherings and recreation facilities. Provided opportunities at reduced capacity with limited facility access and programming in alignment with COVID-19 restrictions.	
Recreation Opportunities	Continue Doing - Support Fair Calgary initiatives to ensure the accessibility of recreation for low income Calgarians.	COVID-19 has impacted this strategy due to public health orders restricting public gatherings and recreation facilities. Provided opportunities at reduced capacity with limited facility access and programming in alignment with COVID-19 restrictions.	
Recreation Opportunities	Continue Doing - Evaluate and adjust service provision as required to align with meeting industry best practices.	Following consultation with The Lifesaving Society, service delivery has been redesigned at City of Calgary operated pools which considers Lifeguard Point Analysis recommendations and optimized service delivery principles. Further study underway.	

Service	Strategy	Strategy Update	Status Icon
Recreation Opportunities	Continue Doing - Provide, and support partners, to deliver structured and unstructured recreation opportunities (i.e. inclusive play), to foster active living.	COVID-19 has impacted this strategy due to public health orders restricting public gatherings and recreation facilities. Community Services Outdoor Summer programming was delivered in collaboration with Calgary Parks and Calgary Neighbourhoods.	
Recreation Opportunities	Continue Doing - Participate in and advocate for long-term capital and investment planning to meet the needs of Calgarians.	Regional recreation study for Rocky View County and Chestermere complete, with part 2 ready to begin. Draft of recreation partner asset management framework under review with partners.	
Recreation Opportunities	Do Less of - Lifecycle maintenance on our aging infrastructure (due to limited capital resources).	Facility operational activities transitioned to Facility Management through Corporate Coordinated Operations & Maintenance (CCOM) program.	
Recreation Opportunities	Do More of - Develop an evaluation tool that provides evidence to select optimized service delivery methods to provide sustainable service to residents.	COVID-19 has impacted this strategy due to resources redirected to COVID-19 response. Service Evaluation Tool has been developed but no resourcing available to put in place in 2020. Plan to action for 2021 underway.	
Recreation Opportunities	Do More of - Provide matching funds to enable Vivo's expansion in order to keep pace with catchment area demand for recreation, sport and social space.	Funding Agreement developed with Vivo for City matching funds and has been submitted to Vivo for signature. Project is progressing to tender.	

## Council Directive: H6

**H6:** Finally, we must continue to make parks and green spaces a priority and proactively seek to increase green space in neighbourhoods.

Service	Strategy	Strategy Update	Status Icon
City Cemeteries	Do More of - Work to shift casket burial operations to the new south cemetery (capital funding dependent).	Capital funding constraints and construction challenges continue to impact establishing site utilities and amenities at the new Prairie Sky Cemetery. Work to overcome these challenges is progressing.	■
City Cemeteries	Do More of - Pursue opportunities for new cemetery space in north Calgary to address future community needs.	Land was acquired for a new regional park and cemetery site in north-central Calgary. Initial public engagement has been overall positive.	●
Parks & Open Spaces	Continue Doing - Provide citizens with safe, fun and accessible parks within both new and established communities.	Parks were popular attractions for citizens during 2020. Calgary Parks receives high scores in annual citizen satisfaction surveys (93% for satisfaction in 2020 and 75% for importance in 2020).	●
Parks & Open Spaces	Continue Doing - Evaluate and maintain parks as well as engage park users on their satisfaction with park features.	Engaging citizens on park design, features and usage is ongoing. In 2020, Calgary Parks responded to community desires for more winter park attractions with fire pits, ice trails, additional skating ponds and ice bikes.	●
Parks & Open Spaces	Continue Doing - Use a balanced approach to managing prohibited weeds, mosquitos and other threats to our environment and quality of life.	In addition to ongoing, seasonal work to address pests and prohibited weeds, Parks worked with Water Services and the Province to mitigate an invasive aquatic species (Flowering Rush) in city stormwater canals.	●
Parks & Open Spaces	Do Less of - Maintain existing park maintenance levels in established communities (due to absorbing new parkland without growth funding).	General parks maintenance levels were lower citywide due to operational budget constraints. Citywide impacts are longer grass, more weeds, less irrigation, etc.	●
Parks & Open Spaces	Do More of - Repurpose low-use sport fields to reflect community needs through the Community Park Initiative.	Strategy Completed Parks engaged communities with underutilized playfields. These fields and green spaces are now open for free play for all citizens and community use.	●
Parks & Open Spaces	Do More of - Support climate change mitigation initiatives and river access improvements where feasible.	The 2019-20 budget adjustments delayed implementation of these projects. However, Parks continues to work with partners where possible, such as naturalization of boulevards with Transportation.	■
Urban Forestry	Continue Doing - Inspect and protect mature trees in established areas and new developments to help sustain our urban forest.	Risk-based tree inspections continue to be a priority. In new developments, we inspect newly planted trees and water those demonstrating stress.	●

Service	Strategy	Strategy Update	Status Icon
Urban Forestry	Continue Doing - Do critical tree replacements in high priority areas, such as Memorial Drive or Centre City (\$1.4M).	We replace trees at the end of their lifecycles to maintain the attractiveness of our city. Urban Forestry completed 289 critical tree replacements in 2018, 300 in 2019 and 365 in 2020.	
Urban Forestry	Continue Doing - Additional tree planting for canopy growth.	Council boosted funding to increase tree planting in the Nov. 2020 budget adjustment process. This helps us grow the canopy in 2021-22. Our 2018-19 funding levels allowed us to maintain the current canopy level.	
Urban Forestry	Do More of - Identify future planting areas to expand tree canopy coverages within the city, such as along the Green Line transit route and Ring Road network.	We are working with Greenline and Main Streets project teams on new tree planting sites and sustainable planting plans.	

## A Well-Run City

Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvements to make life better every day for Calgarians by learning from citizens, partners and others.

### Council Directive: W1

**W1:** Council and Administration need to speak in a collective voice that improves communication with Calgarians to help them understand; the services The City delivers; how their taxes are invested; that their municipal government functions to serve Calgarians; and that their municipal government is well-run and efficient, We need to learn from Calgarians through meaningful engagement to fully understand and respond to their service requirements and needs.

Service	Strategy	Strategy Update	Status Icon
Appeals & Tribunals	Do Less of - Board Chair involvement in scheduling and external training for tribunal members (reduce).	Chair involvement in scheduling was reduced in 2019 and further in 2020. Increased communication between the Assessment Business Unit and owners/agents has reduced the complexity of scheduling.	●
Calgary 9-1-1	Do More of - Advocate for increases to the 9-1-1 levy to be less mill rate reliant.	Calgary 9-1-1 submitted a letter of support to the Alberta Urban Municipalities Association for the 9-1-1 resolution regarding a levy change to mobile devices and land lines.	●
Citizen Engagement & Insights	Continue Doing - Provide safe, fair and accessible opportunities for citizens to provide input on City programs, services and quality of life.	Transitioned to online and distanced engagement, which allowed continued work on over 75 City projects. Inclusive engagement actions taken on all projects in 2020, and ongoing feedback collected to improve inclusivity and accessibility.	●
Citizen Engagement & Insights	Continue Doing - Provide meaningful and actionable insight to inform City decision-making, mitigate risks and drive continuous improvement.	Successfully delivered two Financial Conversations reports combining research, engagement, and social media insights to support the 2020 Council budget deliberations. Pivoted corporate research strategy to provide ongoing COVID-19 citizen research.	●
Citizen Engagement & Insights	Do Less of - Expansion and maintenance of the Research & Engagement Library and the Citizen Dashboard.	Strategy Completed	●
Citizen Engagement & Insights	Do Less of - Vendor support for the Citizen's View Panel and research reporting.	Strategy Completed	●

Service	Strategy	Strategy Update	Status Icon
Citizen Engagement & Insights	Do More of - Provide research and engagement summaries by service, Council Priority and community.	The Corporate Research and Engage teams supported the SAVE program by conducting new research and engagement to help with development of business cases, plans and decision-making. Research also provided reviews of relevant pre-existing research.	
Citizen Information & Services	Continue Doing - Provide 24/7 access to City information and services through 311 and Calgary.ca.	In 2020 there were 1,106,371 service requests created in the 311 system, 746,285 conversations completed on the phone and 159,759 311 services created via digital channels. Calgary.ca had 19,746,220 visits in 2020.	
Citizen Information & Services	Continue Doing - Maintain and troubleshoot the calgary.ca and 311 platforms.	311 managed 5,884 changes related to users, content, services, training and reports. Web managed just over 12,000 client and citizen requests in 2020, and reduced overall codebase of Calgary.ca by 38 per cent resulting in reduced sustainment efforts and timelines.	
Citizen Information & Services	Continue Doing - Provide access to information and services to citizens during crisis/disaster situations.	311 managed 52,146 COVID-19 inquiries and concerns in 2020. 33,258 were satisfied by 311 agents by providing information over the phone. 18,888 were dispatched to service areas for review and response.	
Citizen Information & Services	Do More of - Provide information and services in multiple languages.	Translation services were made available on Calgary.ca, as well as in 200+ languages 24/7 through The City's 311 call centre.	
Community Strategies	Do More of - With partners, develop a strategy to advance gender equity and diversity in City services, governance and workforce.	Established a corporate community of practice to utilize equity assessments in planning and service delivery considerations. City-based GBA+ assessment tools are under development.	
Corporate Governance	Continue Doing - Advance The City's interests with the federal and provincial governments and the Calgary Metropolitan Regional Board.	As a result of COVID-19, advocacy was focused on aid to multiple stakeholder groups, stimulative infrastructure and a new deal for cities. Support continues for the development of a Calgary Metropolitan Regional Board Growth and Servicing Plan.	
Corporate Governance	Do More of - Strengthen governance practices within the organization.	A governance, risk and compliance needs assessment project was initiated with maturity assessments completed on each of the competencies for all enabling services.	
Council & Committee Support	Do More of - Better Protocol support for visiting delegations and dignitaries	A new procedure has been developed, along with forms, intake, and advice processes.	
Environmental Management	Continue Doing - Service line oversight – ensure environmental legislative compliance, risk reduction, protection, assurances and standards.	Implemented corporate-wide standards and programs to reduce the environmental impact on operations at The City. Programs include internal audit, green procurement, substance release reporting and environmental construction.	

Service	Strategy	Strategy Update	Status Icon
Executive Leadership	Continue Doing - Implement and execute Administration's Rethink to Thrive Strategy across the corporation.	Administration's Rethink to Thrive Strategy was approved by Council in June 2020. COVID-19 related impacts have delayed the rollout and implementation of some of the associated strategic initiatives.	
Human Resources Support	Continue Doing - Develop solutions to build and sustain leadership effectiveness, accountability, workplace capacity and a healthy workplace.	To continue leadership development through the COVID-19 pandemic, HR Support successfully shifted to online learning platforms. Additional tools are being developed to supplement recruitment from the lens of diversity and inclusion.	
Human Resources Support	Continue Doing - Work with service partners to create and sustain workplace conditions that reinforce employee engagement, inclusion and productivity.	HR Support provided training on diversity and inclusion topics, including: unconscious bias, inclusive leadership, human rights, respectful workplace, and anti-racism.	
Human Resources Support	Continue Doing - Provide governance, negotiate sound contracts, design programs to enrich staff experience, strengthen engagement and drive productivity.	On behalf of the organization, HR Support worked closely with senior leadership and Council to establish mandates for collective bargaining with its Unions and the Municipal Employees Benefit Association of Calgary (MEBAC). This work will continue into 2021.	
Human Resources Support	Continue Doing - Consult proactively with customers on all aspects of workforce and workplace to help them deliver on their business plans and goals.	HR Support provided human resources expertise (including labour relations) to City services, for example: impacts due to the COVID-19 pandemic and the advancement of respectful workplace approaches.	
Human Resources Support	Continue Doing - Revise HR business model and performance measures to meet customer need for service reliability, responsiveness, efficiency and quality.	Work toward this strategy commenced with strategic shifts of resources within the service to better respond to our customers. This will be further realized as the Corporate realignment efforts are implemented.	
Human Resources Support	Do Less of - Transactional and manual processes through enabling technology.	HR Support used existing technology to drive efficiency improvements for leaders and employees. For example, in 2020 the Calgary Police Service transitioned to the corporate HR technology system.	
Human Resources Support	Do More of - Support building a positive corporate culture that addresses diversity and inclusion (including anti-racism). This includes: removing barriers, enhancing awareness and understanding, and enabling staff to raise and resolve concerns.	To support the Gender Equity, Diversity & Inclusion Strategy, HR Support has integrated important elements into the recruitment process to better address bias, diversity and inclusion. These efforts seek to address barriers that previously existed.	

Service	Strategy	Strategy Update	Status Icon
Human Resources Support	Do More of - Strengthen services to meet growing customer demand for: workplace investigations and restoration, change leadership and succession planning.	HR Support continued to support employees through enhanced workplace investigation processes. In addition, change leadership fundamentals are now embedded into recently updated leadership training programs.	●
Insurance & Claims	Continue Doing - Heading towards paperless claims handling.	Strategy Completed	●
Insurance & Claims	Continue Doing - Use of web submissions for claims.	Strategy Completed	●
Insurance & Claims	Continue Doing - Updating transparency of claims information on our website.	Strategy Completed	●
Insurance & Claims	Continue Doing - Upgrading risk management information system to handle claims while adjusters are in the field.	Strategy Completed	●
Insurance & Claims	Continue Doing - Templating risk and claims forms.	This project is currently underway and is progressing as planned.	●
Insurance & Claims	Continue Doing - Appraisals and loss control inspections.	Strategy Completed	●
Insurance & Claims	Do Less of - Ad-hoc risk and claims forms in favour of templated forms.	Development of new corporate forms are in progress for both risk management and claims.	●
Insurance & Claims	Do Less of - Use of hardcopy claims files in favour of electronic files.	Strategy Completed	●
Legal Counsel & Advocacy	Continue Doing - Continuous improvement initiatives identified through Law's ZBR.	Legal Counsel and Advocacy (LCA) continues to implement efficiency improvements based on the business process review. Further improvements as identified in Law's Service Optimization Review (ZBR) will be implemented.	●
Legal Counsel & Advocacy	Continue Doing - Review the roles and responsibilities within the service.	A service organizational review was initiated in 2020. Positions, roles and responsibilities of the service are being reviewed as part of service implementation and in the context of larger corporate re-alignment.	●
Legal Counsel & Advocacy	Continue Doing - Develop a strategic plan for legal counsel and advocacy that aligns with administrative commitments to Council.	Progressing on Service Optimization Review (ZBR) commitments including a review and update of the organizational structure, creation of a ZBR program plan and began implementation.	■
Legal Counsel & Advocacy	Do Less of - Number of customized agreements and documents.	This work has been delayed as a result of COVID-19 resource constraints.	■

Service	Strategy	Strategy Update	Status Icon
Legal Counsel & Advocacy	Do More of - Provide staff with greater flexibility in delivering services to clients through modernization of technology.	All staff have been provided remote access to technology through mobile devices and development of preliminary work related protocols. As we gain more experience with remote technology we continue to refine our practices and protocols.	●
Legal Counsel & Advocacy	Do More of - Continue efforts to increase proactive involvement on priority issues posing corporate risk.	We continue to work with customers to ensure that we are proactively involved in high priority issues.	●
Municipal Elections	Continue Doing - Administer elections.	Execution of the four-year program is ongoing in preparation for the 2021 election.	●
Organizational Health, Safety & Wellness	Continue Doing - Service line oversight: Ensure legislative compliance, risk mitigation, financial accountability, safe work practices and legal standards.	Alberta Municipal Health and Safety Association's (AMSHA) quality assurance review on The City of Calgary's 2020 Certificate of Recognition (COR) Maintenance Action Plan resulted in 93 per cent approval, confirming The City's accordance to AMSHA standards.	●
Organizational Health, Safety & Wellness	Do More of - New safety and health system models encompassing Healthy Workplace Strategy, embracing strategic outcomes and proactive engagement.	A Healthy Workplace online leader training was launched in 2020 highlighting the accountabilities, roles and responsibilities The City, leaders and employees have to support physical and psychological safety.	●
Police Services	Do More of - Perform a Service Optimization Review by 2020.	Completed the Service Optimization Review (ZBR) with recommendations to address patrol workload demand and staffing issues and improve infrastructure and maintenance planning. The study used data analysis and feedback from officers and residents.	●
Police Services	Do More of - Use technology to improve effectiveness and efficiency for police operations.	Leveraged technology to improve police operations: expand online reporting, body-worn cameras, mobile solutions, patrol officer direct data entry, and video interviews. Replaced an aging arrest processing facility with the Spyhill Services Centre.	●
Police Services	Do More of - Communicate more effectively with citizens to further increase transparency.	Engaged with community groups to better understand their experiences of racism in Calgary and systemic racism in policing. Committed to anti-racism, equity, diversity, and inclusion.	●
Police Services	Do More of - Strive to be fully staffed to authorized strength and hire ahead of attrition.	Hired 68 officers and 27 civilians. Forgoing \$10 million in growth for 2021, equivalent to 60 positions. Higher-than-anticipated attrition in 2020 due to Special Forces Pension Plan changes. COVID-19 restrictions hindered recruitment and training.	◆
Procurement & Warehousing	Continue Doing - Provide current services (procurement, inventory and asset disposal) and strive to maintain service level to enable customers to fulfill	Continue to deliver and evolve services to meet service needs; accelerating/prioritizing procurements to support economic resilience. Supplier Code of Conduct Policy and Procurement Policy were approved. Procurement Policy goes live 2021 May 1.	●

Service	Strategy	Strategy Update	Status Icon
	their operational and/or community outcomes.		
Procurement & Warehousing	Continue Doing - Provide warehousing and inventory services to existing Service Line customers.	Continue to deliver and evolve services to meet service needs. This includes onboarding addition services for Calgary Fire and responding to COVID-19. Warehouse and Inventory Audit has been actioned and is now closed.	●
Procurement & Warehousing	Do Less of - Manual creation of inventory records in Peoplesoft.	Work has commenced on establishing an electronic stocking process and tool requirements. Once completed and implemented, further enhancements can be made towards the process automation of inventory records in PeopleSoft.	●
Property Assessment	Continue Doing - Communicate property assessments to property owners and provide excellent individual customer service.	During the 2020 Customer Review Period, customers had multiple ways to communicate with Property Assessment with around 123,00 website visits and 4,700 direct inquiries, which were changes of +12.8 per cent and -37.6 per cent from 2019 respectively.	●
Property Assessment	Do More of - Improve products, processes and systems to deliver better service to increasingly engaged and educated customers.	Moved Property Assessment's Pre-Roll Consultation Symposium online using explanatory videos which can now be accessed by a greater variety of customers whenever and as often as they would like to access them.	●
Real Estate	Continue Doing - Corporate land inventory administration, encroachments, land titles, land support, general utility right-of-way agreements.	The Land Inventory Data Application project was completed, incorporating the circulations tool into the LInDA system to realize even more efficiencies. 95% of circulations were completed within the standard timelines. Encroachment Bylaw 9M2020 was approved in March.	●
Real Estate	Continue Doing - Business operations, technology, process improvements, reporting, information and records management.	A soft launch of the Customer Relationship Management system is expected in Q1 2021. Data migration of relevant files will be transitioned into the new system. The Yardi Leasing & Property Management system has been scoped and ready to go live in 2021.	●
Real Estate	Do More of - Corporate leasing standardization.	Lease terms and conditions are being modified with the Law department to standardize the corporation's leasing and licensing agreements.	●
Real Estate	Do More of - Enhanced land rationalization services.	COVID-19 and current hiring practices has resulted in a 12 month delay in the program launch for 2020.	■
Stormwater Management	Do More of - Engage with customers and evaluate and implement strategies to effectively manage stormwater including tools to improve customer equity.	The Established Areas Growth and Change Strategy – Utility Working Group is actively engaged in Phase 2 discussions with Industry members focusing on Stormwater for 2021. A pilot study in North Hill is being explored with stakeholders this year.	●

Service	Strategy	Strategy Update	Status Icon
Strategic Marketing & Communications	Continue Doing - Manage communication needs, including: crisis communications, media relations, social media, employee communications, and creative services.	Activated the crisis communications team for COVID-19 in March. Supported Customer Service & Communications' projects with brand and creative leadership. Implemented virtual media availabilities and employee livestreams with senior leaders. Provided media training virtually for over 50 staff.	●
Strategic Marketing & Communications	Continue Doing - Manage The City's brand and reputation.	COVID-19 relaunch strategy developed. Monitored social media to answer questions, correct misinformation to demonstrate transparency and to build trust in government. Commenced with The City of Calgary's Brand Policy and Brand Guidelines update.	●
Strategic Marketing & Communications	Continue Doing - Ensure employees are connected, informed, equipped and engaged as ambassadors of The City.	myCity had 2.5M-plus visits and 5.8M page views this year. Clients submitted over 2,200 requests to update information/services on myCity. Started all-employee livestreams with City leaders. Frequency of internal communications tactics increased.	●
Strategic Marketing & Communications	Continue Doing - Manage internal and external channels to ensure effective reach of channels.	Marketing continues to ensure messaging is focused on the right target. Utilized social media to broaden outreach and to increase depth of information. All media availabilities held virtually only to broadcast newsrooms with telephone in Q and A.	●
Strategic Marketing & Communications	Continue Doing - Govern strategic marketing and communication function for the Corporation, including related policies.	Equitable Communications Standards complete as part of the Social Well-being Policy; roles, process and templates were developed for Marketing Strategist position.	●
Strategic Marketing & Communications	Do Less of - One-off campaigns (will aim to bundle and theme campaigns).	A cohesive COVID-19 re-launch strategy was developed for City of Calgary's facilities and citizen services. Business units were provided with re-opening messaging that adhered to brand consistency guidelines.	●
Taxation	Continue Doing - Offer relevant, timely and responsive taxation services to the Corporation and customers.	Taxation's focus for 2020 was supporting property owners and business operators through the pandemic. The execution of support initiatives to offer tax penalty and deadline relief enabled the service to provide meaningful relief to Calgarians in a challenging year.	●
Taxation	Continue Doing - Evaluate workflows in response to changes to Municipal Government Act.	Tax systems are evaluated in response to legislative uncertainty. As The City evaluates tools and pursues provincial advocacy efforts, Taxation prioritized other work such as tax penalty relief to support Calgarians through the pandemic.	●
Taxation	Do More of - Offer compassionate property tax penalty relief under certain circumstances.	The Taxation Service designed and implemented a tax penalty relief program for property owners impacted by the June 2020 hailstorm in approximately three weeks. The platform was further designed to be scalable to allow it to be leveraged for other tax applications.	●

Service	Strategy	Strategy Update	Status Icon
Waste & Recycling	Continue Doing - Focus on efficiency and effectiveness of the Waste & Recycling service to reduce costs and optimize customer service.	Waste & Recycling contributed to all reduction requests in 2020 including a \$3.9M base budget reduction in tax support by switching the funding source for Community Recycling Depots and holding cart rates and landfill tipping fee at 2019 levels in 2020 and 2021.	●
Waste & Recycling	Do Less of - Residential cart programs' dependency on tax support (to create a more transparent cost structure for customers).	The goals of this strategy were completed in 2019, however the service continues to look for ways to explore opportunities to reduce tax support and participates in all budget reduction and SAVE program requests.	●
Waste & Recycling	Do More of - Implement financial changes to improve transparency of service costs.	The goals of this strategy were completed in 2019. For 2020 and 2021, the residential black, blue and green cart rates and the basic sanitary waste disposal rate were held at 2019 levels to reduce the financial impact on customers.	●
Waste & Recycling	Do More of - Engage customers to understand priorities for services and service levels.	The City continues to work with the public to share information on how to reduce, reuse and properly dispose of waste. The pandemic shifted engagement away from events to a focus on specific communications and targeted outreach and engagement.	●
Wastewater Collection & Treatment	Continue Doing - Look at ways to improve operational response to meet customer needs.	The Utility continues to look for ways to improve response such as adjusting shifts to provide 7-day service coverage for customers who have sewer backups.	●
Wastewater Collection & Treatment	Continue Doing - Work closely with customers and stakeholders to seek opportunities to improve effectiveness and efficiency of the service.	The Utility is reviewing the consultant recommendations and outcomes from the Wastewater Loading Management Program with focus on capacity optimization for wastewater infrastructure for both The City and our customers.	●
Wastewater Collection & Treatment	Do More of - Support citizens to prevent and respond to sewer backups in home through improved communications.	The Utility has developed a communication campaign focused on ways that customers can prevent sewer backups in their home.	●

**Council Directive: W2**

**W2:** We need to shift our understanding and focus from how services are delivered to why services are delivered. The City must work on improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, eliminating service silos, and discontinuing those services that The City should not be providing. Beyond removing barriers, The City must move to a culture that actively promotes businesses.

Service	Strategy	Strategy Update	Status Icon
Appeals & Tribunals	Continue Doing - Implement the recommendations of the 2018 business process review.	Assessment Review Board evidence disclosure portal was implemented in Q2 2020. Licence and Community Standards Appeal Board and Subdivision and Development Appeal Board implemented paperless hearings in 2020.	
Appeals & Tribunals	Do Less of - Newspaper advertising and courier use (reduce).	Newspaper advertisements of appeals before the Subdivision and Development Appeal Board were stopped on 2019 May 1. Continued reliance of electronic transmission of documents by the Assessment Review Board has been possible because of Bylaw 2H2018.	
Arts & Culture	Do Less of - Run visual and performing arts programs that are historically undersubscribed.	This work is resourced to begin in 2021.	
Arts & Culture	Do Less of - Keep art facilities open and staffed when insufficient user demand exists (e.g. align facility operating hours with demand).	This work is resourced to begin in 2021.	
Bylaw Education & Compliance	Continue Doing - Implement a funding sustainability plan to ensure reliable funding for programs, promoting community standards through community outreach.	Completed engagement with Neighborhood Partnership Coordinators and engaged partner service lines to assess improvements for service delivery which diversify funding options while expanding community outreach.	
Calgary 9-1-1	Do More of - Training for implementing new software.	Computer aided dispatch training was undertaken in 2020 to ensure staff are proficient with the new police protocol function and can proceed with training in 2021 for the upgraded unified computer aided dispatch system.	
Citizen Engagement & Insights	Do Less of - Support of operational research requests in order to prioritize corporate-level research.	Two self-serve tool-kits and guides for low impact/scope internal survey activities have been successfully prepared and implemented, providing the Corporate Research Team the flexibility to prioritize corporate-level work.	

Service	Strategy	Strategy Update	Status Icon
Citizen Engagement & Insights	Do Less of - Low complexity, low impact engagement in order to prioritize high complexity, high impact engagement.	Engage has had considerable success in streamlining individual projects into aligned program approaches to create internal efficiencies, as well as combat stakeholder fatigue, with the Eau Claire program being a good example of this.	●
Citizen Engagement & Insights	Do Less of - Provide language access and translation for multiple projects.	While interest in translation of engagement materials continues to increase, Engage has focused effort on translation for only major projects (Mid-cycle adjustments) or projects with a substantial translation need (Tomorrow's Chinatown).	●
Citizen Information & Services	Continue Doing - Accelerate migration of service requests to digital platforms by December 31, 2020.	Six new services were added bringing the total of 311 services online to 235. Migrated Calgary.ca to a new platform, offering new functionality. Web delivered 59 new/updated City services online and initiated another 24 online service enhancement projects.	●
Citizen Information & Services	Continue Doing - Use scripts to manage call volumes at the 311 Call Centre.	262,136 calls mitigated using dynamic scripting throughout 2020.	●
Citizen Information & Services	Continue Doing - Perform required 311 system maintenance and upgrades including: security intrusion testing and agent work from home.	Upgraded the Motorola 311 platform to version 4.5.1 in March 2020. 311 Web chat pilot was cancelled due to loss of source funding in 2020. 98 per cent of 311 staff are equipped to work from home due to COVID-19.	●
Citizen Information & Services	Do Less of - Phone bookings for services (will shift these services online).	A system upgrade to 4.5.2 was required. Strained resourcing and service area acceptance limited ability to deploy this solution.	●
Citizen Information & Services	Do Less of - Limit new service and information updates unless there is a funding source from services.	Though work was performed on new services and processes most recoveries did not take place due to resistance from service areas to do so. Model needs to be reviewed.	●
Citizen Information & Services	Do Less of - Standalone, one-time and custom web development (will use templates and webparts instead).	Increased the amount of Calgary.ca pages using re-usable components by three times and transitioned two custom websites to the new web platform which reduced custom support, maintenance and resource requirements, and created operational efficiencies.	●
Citizen Information & Services	Do Less of - Standalone mobile applications (will integrate with calgary.ca as web applications instead).	In 2020, no new stand-alone mobile applications were created.	●
Citizen Information & Services	Do More of - Promote more multi-channel solutions for services (phone, web and applications).	Six new service requests configured for 311 web online in 2020 bringing the total number of 311 services on the web to 235.	●

Service	Strategy	Strategy Update	Status Icon
Citizen Information & Services	Do More of - Set up calgary.ca to answer questions based on new voice search formats.	"Special announcement" templates were released onCalgary.ca allowing content to be marked as an official source by voice search devices. 2020/2021 - development in progress focusing on Questions and Answers, and Events based content for voice search.	●
Citizen Information & Services	Do More of - Enable calgary.ca users to perform tasks faster and easier with a better understanding of user behaviour.	Secured 7-year licenses for Voice of Customer, Web Analytics and User Behaviour software. Implementation started in 2020 with completion in Q2 2021. Consolidated into existing tools created efficiency gains and over \$21,000 of cost savings.	●
Citizen Information & Services	Do More of - Improve ability for search engines to consume content and present City information in other platforms.	Templates were released onCalgary.ca allowing event, FAQ and special announcement content to be delivered directly in Google search results. Improvements made toCalgary.ca load times and content structures which Google uses for improving ranking.	●
City Cemeteries	Continue Doing - Provide burial services and memorialization options that meet client and community expectations.	This strategy is ongoing.	●
City Cemeteries	Continue Doing - The internal maintenance agreement with Calgary Parks for the four heritage cemeteries.	Standard operating procedures are in place.	●
City Cemeteries	Continue Doing - Continually review operational practices and become more efficient, innovative and effective.	Cemeteries is doing quarterly financial reporting and following industry best practices.	●
Community Strategies	Do Less of - Focus on implementing actions that are being advanced by the community to decrease duplication and ensure coordination.	Coordinated COVID-19 response with community partners enabled community actions and supported the provision of community services. Focused on filling gaps to support service delivery for unmet needs, ensuring coordination and reducing duplication.	●
Corporate Governance	Continue Doing - Improve adherence to internal policies, frameworks and procedures through education and training.	The EnviroManagement system was implemented and supporting improvements have been made including updated guidelines, tracking and update capabilities, and risk identification. An administration policy framework was approved to be applied across the organization.	●
Data Analytics & Information Access	Continue Doing - Utilize technology advancement and process improvement to offset inflation in manageable costs.	Geospatial Technology Plan approved by Corp. Tech. Committee; launched GeoGateway for spatial data to Corporation; Deployed 8 upgrades with new scripts for faster upgrades; Hosted educational sessions to IT, Planning, engineer society & GIS Users.	●
Data Analytics & Information Access	Do Less of - Employee engagement events.	Designed a streamlined employee engagement structure to keep up employee morale and achieve cost savings.	●

Service	Strategy	Strategy Update	Status Icon
Data Analytics & Information Access	Do Less of - Contracting and consulting for innovation and business development, research, pilot projects and process improvements.	The manageable cost budget was reduced by \$102K to respond to COVID-19 financial gap in 2020.	●
Data Analytics & Information Access	Do Less of - Business development and testing of emerging or maturing technologies including less proactive collaboration between service lines.	Published additional open data to support the Data and Reporting Team for COVID-19 response: 311, Bike and Pedestrian Counts, Traffic Counts, Electrical Inspections.	●
Data Analytics & Information Access	Do More of - Provide targeted analysis for service lines to address challenges, rather than providing a blanket approach to solving issues.	Delivered advanced analytics products: Facility Management, targeted analysis for facility planning portfolio, developed solar potential dashboard for Environmental & Safety Management, and created interface data download for Corporate Economics.	●
Data Analytics & Information Access	Do More of - Leverage the results of the Zero-Base Review.	Contributed to the Corporate Internal Recovery Implementation Project for Enabling Services.	●
Economic Development & Tourism	Continue Doing - Reduce inefficiencies in operations and programming as required to match proposed funding levels for 2019-2022.	Civic Partners adjusted operations to address 2019 reductions to base operating funding and impact of COVID-19. Reporting on specific efficiencies and cost management strategies were included in CPS2020-1051 Civic Partner Annual Report on October 20	●
Economic Development & Tourism	Do Less of - Programs and services based on budget levels and evaluation results.	Civic Partners adjusted program and service offerings to accommodate reduced 2019 base operating grant levels.	●
Emergency Management & Business Continuity	Continue Doing - Ensure sustainable, long-term funding for Canada Task Force 2 to support continued training, exercises and equipment.	Confirmed federal funding through 2021 and secured provincial funding through 2024.	●
Emergency Management & Business Continuity	Do Less of - Print materials for community education programs in favor of online material.	Updated and refreshed content on citizen preparedness website, including translation of some documents to other key languages to extend outreach materials to broader audiences.	●
Emergency Management & Business Continuity	Do Less of - Compiling and providing of 72-hour kits, and instead encourage citizens to build their own kits.	Strategy Completed	●
Emergency Management & Business Continuity	Do Less of - Direct involvement in inventory management of disaster pandemic supplies by engaging cross departmental teams and City Supply.	Experience from COVID-19 highlighted a need for greater, not less, emergency management and business continuity involvement with pandemic supply management, and continuing efforts to ensure stockpiles are current and relevant.	●

Service	Strategy	Strategy Update	Status Icon
Emergency Management & Business Continuity	Do More of - Apply the structure, process and coordination used during disasters to events not traditionally considered emergencies.	Applied emergency management and crisis communications principles and tools to the COVID-19 public health emergency traditionally managed by the Province. Coordinated town halls and employee livestream events to support information sharing.	●
Environmental Management	Do Less of - Brownfield development.	Service reduction complete as planned. Environmental Management continues to provide expertise to support other services on brownfield development.	●
Executive Leadership	Do More of - Further execute the Solutions for Achieving Value and Excellence (SAVE) program.	Corporate Initiatives led the development of 22 business cases that continue to modernize local government. Due to this work, The City was able to identify \$26 million in net base budget savings, \$1 million in revenue and additional one-time savings.	●
Facility Management	Continue Doing - Maximize limited resources applied to The City's portfolio of facilities through innovation and optimization.	Continues to incorporate resource optimization strategies to better service our ever-growing portfolio. The Preventative Maintenance program was optimized to focus resources on high value, on-demand work.	●
Facility Management	Continue Doing - Professional project management services to support The City's investment in civic facilities.	Project Management Office delivered 100% Audit Compliant Projects on time and on budget (25 in 2020) and is actively working on 186 projects ranging in value and complexity from \$20k-\$50M, including \$7M in accelerated investment in Recreation due to COVID-19 closures.	●
Facility Management	Do Less of - Fixed security services, including hours, at non-critical facilities.	Worked with Corporate Security on installing an intercom at Andrew Davison & Public Building for building security. FM reduced security staff to base requirements to achieve budget reductions.	●
Facility Management	Do More of - Modernization and enhancement of facility maintenance services, business processes and procedures.	Integrated Recreation into our Facility Service Request management system. FM consolidated the Purchase Orders transferred through the Corporate Coordinated Operations & Maintenance Program.	●
Facility Management	Do More of - Partner with service owners to centralize stewardship of The City's civic facility portfolio.	Calgary Parks and Facility Management (FM) have signed a Master Operations & Maintenance Service Agreement, completing the transition of its facility assets. Recreation is in the process of signing all agreements with FM towards transitioning its facility assets.	●
Financial Support	Continue Doing - Ensure economic assets are safeguarded for long-term sustainability.	Continues to undertake activities such as the implementation of a Long-Range Financial Plan, new Investment Policy and review reserves to ensure economic assets are safeguarded and sustainable through the long term.	●

Service	Strategy	Strategy Update	Status Icon
Financial Support	Continue Doing - Prepare reports and analysis that meet or exceed all legislated requirements.	Continuously develops reports that meet or exceed legislated requirements. The 2019 Annual report was approved and published in Q2 2020.	●
Financial Support	Continue Doing - Prepare reports and analysis, make recommendations to operations in decision-making that minimizes financial risk.	Continues to provide analysis and reports, such as the financial analysis of the Major Capital projects, GreenLine and impacts due to the COVID-19 pandemic, that assist clients in making informed decisions in order to minimize financial risk.	●
Financial Support	Continue Doing - Prioritize process and system improvements to ensure Finance Support can be efficient and effective now and in the future.	Continuously seeking process and system improvements that automate tasks, enabling more effective and efficient service delivery. Some examples that have streamlined processes are Hyperion and TCA Costing.	●
Financial Support	Continue Doing - Create an environment that continues to retain staff and attracts staff members to make Finance with The City a long-term career choice.	There have been multiple engagement sessions, including World Cafe sessions, Town halls, Finance Leaders forums and staff Lunch & Learn sessions to gather staff insight into improvement and developmental opportunities.	●
Financial Support	Do Less of - Transactional and manual processes.	Through the implementation of Hyperion we have reduced our reliance on manual processes and the need to reconcile various sources of information for capital budget management and reporting.	●
Financial Support	Do More of - Leverage the results of the internal services Zero-Based Review.	Work is underway to document Finance's Current State Assessment for the Shared Services Service Optimization Review (ZBR).	●
Financial Support	Do More of - Develop a Financial Support delivery model that aligns with the expectations of Council and our customers.	Conducted 15 customer interviews to develop a customer service and council expectation baseline. The interview results were shared with the Finance Managers to assist with developing improved customer service strategies going forward.	●
Financial Support	Do More of - Introduce cross-training and develop cross-functional positions, where possible and find efficiencies by consolidating work functions.	Completed review of positions with similar Job Evaluation Questionnaires which could be consolidated for enhanced employee development and increase work efficiencies. Review of structure completed through collaboration with HR.	●
Financial Support	Do More of - Monitor and respond to the changing economic and political environment impacting The City's finances.	Work is underway through various inter-departmental initiatives such as Accountability Reporting, One Calgary, SAVE and Calgary Comeback to develop strategies that would support a fiscally responsible and sustainable local government.	●

Service	Strategy	Strategy Update	Status Icon
Fire & Emergency Response	Continue Doing - Reprioritize resources to maximize efficiencies, manage emerging needs while improving customer outcomes.	Calgary Fire Department prioritized resources throughout 2020 to ensure the right resources were in the right place, at the right time; and this contributed to performance improvements in 2020.	
Fire Inspection & Enforcement	Do Less of - The number of re-inspections on non-compliant occupancies.	30% of business license inspections required reinspection for compliance due to an increase in inspections on properties that have not been inspected for some time. There is also concern the reinspection fee is insufficient compared to cost of resolving code issues.	
Fire Inspection & Enforcement	Do Less of - The number of incoming 311 customer service cases.	The number of incoming 311 Customer Service Requests in 2020 decreased by 17.9% compared to 2019, primarily due to COVID-19 impacts.	
Fire Inspection & Enforcement	Do More of - Be more innovative, flexible and proactive in the way we plan for and respond to community risk and emergencies.	Collaborated with local and provincial groups to approve safe outdoor patio spaces during the pandemic. Also worked with local businesses (breweries, distilleries) to ensure safety codes compliance as they switched operations to produce hand sanitizer.	
Fire Inspection & Enforcement	Do More of - Introduce a risk-based, data-driven framework for redesigning fire safety inspections.	The project team is developing an algorithm to assess the risk for buildings within the City to prioritize the inspection schedule. The framework is expected to be completed and ready for implementation during the 2023-2026 business cycle.	
Fire Inspection & Enforcement	Do More of - Training for fire crews and inspectors to ensure delivery of consistent and accurate information to citizens and customers.	Training and certification courses completed by inspectors in 2020 include Fireworks, Petroleum Tank inspections, sprinkler courses, and NFPA 1035: Fire & Life Safety Educator. Inspections training for fire crews in 2020 was hampered by COVID-19 restrictions.	
Fleet Management	Continue Doing - Leverage efficiencies to reduce costs to other services.	Fleet Services and Supply Management launched the Supply-Fleet Enhancement Project. The project ensures the right part at the right place, at the right time through enhanced parts coordination and planning resulting in improved efficiency and productivity.	
Fleet Management	Continue Doing - Maintain a safe, reliable and cost-effective fleet.	Piloted monthly Eco Reports to seven business units. Eco Reports provide direct insight into driver behaviors such as idling, speeding, harsh breaking and acceleration to improve driver performance and reduce collisions.	
Fleet Management	Do Less of - Fix on Fail as we move to a better preventative maintenance program.	Successfully piloted utilization-based preventative maintenance on 200 City vehicles. The pilot highlighted the benefits of investing in preventative maintenance including reduced vehicle downtime, and increased efficiency and safety.	

Service	Strategy	Strategy Update	Status Icon
Fleet Management	Do Less of - Customization as we move to a more standardized fleet.	Established a multi-year procurement agreement process and standardized vehicle options to produce savings for our customers, and embedded green criteria in the procurement process to evaluate low emission vehicles to reduce greenhouse emissions.	●
Fleet Management	Do More of - Better alignment of vehicle size with application.	Developed the Fleet Management Policy which establishes corporate standards for vehicle acquisitions to improve oversight ensuring better alignment of vehicles with application.	●
Human Resources Support	Continue Doing - Identify opportunities for further integration, streamlining, efficiency and resiliency, in service to deliver better outcomes to clients.	Continued working closely with senior leadership to realign the organization to a more modern and functional design. These efforts commenced in 2020 and will continue through 2021.	●
Human Resources Support	Do Less of - Costly contracting out of project services by absorbing project work internally.	Endeavours to utilize external consultants when aspects of objectivity may arise. To support the corporate realignment, HR Support used internal professionals to guide strategy, change management and overall support to senior leadership.	●
Human Resources Support	Do More of - Strengthen data accessibility and provide integrated workforce analytics to inform customers' evidence-based decision making.	Relies heavily on providing evidence-based decision-making support to City services and senior leadership. As such, the service continued to enhance and expand corporate data and analytics capabilities.	●
Human Resources Support	Do More of - Strengthen technology-enabled, self-service options for customers to create efficiencies, reduce wait times and optimize resource allocation.	Continued to modernize internal help desk functionality by providing improved access to additional self-service options. HR Support also implemented a new performance development system to coordinate and manage employee performance and development.	●
Human Resources Support	Do More of - Improve employee effectiveness and accountability through individual performance development.	Implemented a performance development system that will provide greater transparency to all employees in strengthening their skill sets and competencies. It will also enhance building positive and constructive dialogue between leaders and their staff.	●
IT Solutions & Support	Continue Doing - Broker technology services and resources for The City to find efficiencies in a constantly changing and growing technology landscape.	Continued to broker the procurement of cloud-based technology solutions for The City. A total of 39 new cloud solutions were implemented in 2020. Introduced new, modernized platforms to streamline the application portfolio.	●

Service	Strategy	Strategy Update	Status Icon
IT Solutions & Support	Continue Doing - Enhance and support citizen-centric digital services to connect citizens and employees with data and technology to enable all City services.	Released citizen-facing applications for Planning & Development, Transit, Assessment Review Board, Green Line, Calgary Housing, Calgary Neighborhoods, and City Clerk's Office. Facilitated the move to online Council and committee meetings using Teams and eScribe.	●
IT Solutions & Support	Continue Doing - Build and maintain secure and resilient technology infrastructure to improve the availability of City services.	Continue to lifecycle IT infrastructure as needed. Where possible, implement more resilient solutions.	●
IT Solutions & Support	Continue Doing - Enable an agile IT workforce by attracting and retaining people with the right skills for the future.	Increased focus on staff retention including training and growth opportunities. Leveraged online training opportunities. Completed a number of workshops to develop skills for new, modernized platforms including "App in a Day" and chat bot training.	●
IT Solutions & Support	Continue Doing - Optimize technology platforms and applications by balancing business technology investment decisions with corporate solutions.	Review governance model to support technology investments. Corporate Technology Plan is being updated with an increased focus on re-using existing technology platforms and solutions to expand use of existing applications and reduce future support costs.	●
IT Solutions & Support	Continue Doing - Manage information as a strategic asset by advancing the use, reliability, and value of civic data through improved access and analysis.	Policies and standards will be reviewed and updated in 2021. Methodology for records management has been streamlined to enable business units to better manage content. Planning for the next Content Server platform upgrade to be started in 2021.	●
IT Solutions & Support	Do Less of - Pro-active lifecycle replacements for non-essential technology (risk will be partially offset by purchasing extended vendor support).	Extended some lifecycle timeframes and is evaluating utilization rates of equipment and any impacts on performance.	●
IT Solutions & Support	Do More of - Respond to shifts in the software industry from purchased software to subscription-based software.	Continued to refine forecasting for software costs. Increased the rigor for approvals on software subscription renewals, focusing on historically problematic software products. Work is underway for a new Request for Proposal for software license management services.	●
IT Solutions & Support	Do More of - Focus on optimizing workforce productivity devices throughout The City, ensuring users have the right device to do their job.	After reducing 525 devices for the IT Zero-Based Review Right Device initiative, the number of duplicate devices has increased significantly to enable remote work during the pandemic. Lifecycle controls have increased to ensure efficient deployment of devices.	■

Service	Strategy	Strategy Update	Status Icon
IT Solutions & Support	Do More of - Review and adjust resource levels to maintain an agile workforce and adapt to changing priorities and technologies.	Composition of the workforce is reviewed quarterly. Changes to the workforce are reviewed at the weekly IT Management Team meeting.	●
IT Solutions & Support	Do More of - Review and optimize internal and external service contracts.	Contracts are regularly reviewed. Vendor performance management process is in place to proactively manage supplier performance. IT Vendor Management works with Supply to review and negotiate all IT vendor contracts to obtain best value for The City.	●
Infrastructure Support	Continue Doing - Maintain engineering and geological practices, including maintaining the Engineer-In-Training Program.	Updated version of the Professional Practice Management Plan (PPMP) that includes Association of Professional Engineers and Geoscientists of Alberta's (APEGA) new authentication and validation standards. All six non-compliant permit issues identified in the APEGA audit have been resolved.	●
Infrastructure Support	Continue Doing - Manage municipal rights-of-way using Utility Line Assignment System to ensure public safety, cost avoidance and regulation compliance.	Developed a plan to move initiatives forward. Completed process design to prepare The City to process applications from wireless service providers to access multiple City assets (street light poles, city buildings).	●
Infrastructure Support	Do Less of - Support for Real Time positioning and navigation systems.	Continue to work with partners impacted by addressing service. Some efficiencies have been identified and other joint solutions are being pursued.	●
Infrastructure Support	Do Less of - Contracting and consulting for innovation, business development, research, pilot projects and process improvements.	Engineering Services completed Heritage Park and Calgary Zoo utility mapping.	●
Infrastructure Support	Do More of - Centralize software management (including technical support) for existing asset management enterprise applications, including InforEAM, PowerPlan (formerly RIVA) in order to achieve corporate savings on licensing. This is supported by a base operating budget request.	Provided InforEAM corporate governance, coordination, and support to business units.	●

Service	Strategy	Strategy Update	Status Icon
Infrastructure Support	Do More of - Implement Project and Portfolio Management software (Microsoft Project Online) to support infrastructure investment prioritization (Infrastructure Calgary), project and cost management. This is supported by both the one-time operating budget request (for licensing / sustainment) and an essential capital budget request for software implementation.	PowerPlan was successfully rolled out to Road Pavements and Roads.	
Insurance & Claims	Do Less of - Internal transfers relating to claims costs in favour of direct billing of claims costs.	Strategy Completed	
Insurance & Claims	Do More of - Direct citizens to our website to provide information on claims and how to submit.	Strategy Completed	
Municipal Elections	Do Less of - Printing and mailing (reduce).	Printing has been reduced and content moved online. Less printing overall. 2020 census access information was printed, but not mailed due to late cancellation of the census.	
Municipal Elections	Do Less of - Call centre hours (reduce).	Strategy has been implemented. Call centre hours are now limited to regular business hours, with 311 providing 24/7 support.	
Municipal Elections	Do Less of - Door-to-door census collection (reduce).	The 2020 census was cancelled due to COVID-19. The permanent funding for the annual census was eliminated in 2021-2022 MCA.	
Municipal Elections	Do Less of - Conduct annual census.	2020 census was cancelled due to COVID-19. Permanent funding for the annual census was eliminated in 2021-2022 MCA.	
Municipal Elections	Do More of - Develop new interorganizational partnerships.	Partnership with the Calgary-area school boards was further enhanced, including a more modern election services agreement and opportunities to ensure a safe election experience (PD day).	
Organizational Health, Safety & Wellness	Continue Doing - Leadership support: Leader and key partner consultation to recommend, develop and implement initiatives.	The City established Health and Safety Committees to improve the sharing of safety information, increase employee engagement on safety issues and policies, and allow for enhanced cooperation toward solving health and safety problems.	

Service	Strategy	Strategy Update	Status Icon
Organizational Health, Safety & Wellness	Continue Doing - Employee support: Services to support employee physical, mental, social and financial health, safety and well-being.	The City has implemented best practices for citizens and employees, relating to health and safety to continue to manage COVID-19 impacts. Protocols are in place to mitigate the risk (e.g. Personal Protective Equipment, temperature checks, contact tracing etc.).	●
Organizational Health, Safety & Wellness	Continue Doing - Case management: Individualized support to return employees to work, supplemented with injury and illness prevention.	Experienced a surge of cases, as a result of the COVID-19 pandemic, however previous work to support employees returning to work assisted in alleviating the impact of this increase.	●
Organizational Health, Safety & Wellness	Do More of - Increased use of data to assist with and inform strategic workforce trending, performance analytics, reporting and decision-making.	The safety dashboard was enhanced to improve safety performance reporting. Improved standardized reporting will provide more in-depth trend analysis for better understanding of injury incidents and near-miss occurrences.	●
Parking	Continue Doing - Operational Efficiencies.	Reconfiguration of Impound Lot to optimize use of space. Pay machine audit led to 73 under-utilized machines being removed, resulting in annual savings for licensing costs, data costs, and maintenance.	●
Parking	Continue Doing - Workforce Efficiencies.	Implementing Contact Centre progressed throughout 2020. Contact Centre will streamline customer service delivery to increase workforce efficiency as well as improve quality of customer service.	●
Parks & Open Spaces	Do Less of - Fleet and garbage collection (to reduce operational costs through efficiencies and staff attrition).	A new garbage collection RFP is improving contractor efficiency and reducing costs. Parks fleet efficiencies slowed in 2020 due to COVID-19 restrictions (passengers allowed per vehicle). Efficiencies will resume once restrictions are lifted.	◆
Parks & Open Spaces	Do Less of - Grass trimming in low-use areas of parks.	Implementation is ongoing.	●
Parks & Open Spaces	Do Less of - Community flowers and banners pilot project.	Strategy Completed This service ended in 2019 due to funding constraints.	●
Pet Ownership & Licensing	Continue Doing - Review animal shelter operations and streamline service delivery for the recovery, socialization and adoption of pets.	Pet Licensing investigated improvements to review performance for the pet shelter, seeking to identify recommendations which would result in a revenue increase or service improvement.	●
Pet Ownership & Licensing	Do Less of - Repeat visits by improving service responsiveness to incidents using the Hybrid Officer Program.	Strategy Completed	●

Service	Strategy	Strategy Update	Status Icon
Procurement & Warehousing	Do Less of - Manual handling of physical procurement files.	OneDrive was successfully adopted to transfer files between internal customers, and ShareDrive utilized for electronic document storing. This has resulted in reduced reliance on external document storage facility.	●
Procurement & Warehousing	Do Less of - Manual ordering of fuel replenishment.	Removed manual ordering process for fuel at 3 fuel sites improving service levels to users by ensuring fuel is replenished as soon as there is capacity in fuel tanks. This improvement reduced risk of fuel outages, and simplified the fuel ordering process	●
Procurement & Warehousing	Do More of - Proactively plan maintenance and operational parts needs with customers.	Process mapping workshops facilitated through the Supply Fleet Enhancement Project (SFEP) are now complete. Process Release and Go-Live dates established. Additional operational improvements are in progress. Target end date of March 19th, 2021	●
Property Assessment	Continue Doing - Prepare property assessments for each Calgary property that meet or exceed all legislated requirements.	The 2020 property assessment roll consisted of over 544,000 accounts and approximately \$301 billion in total assessed value. All required quality standards and audits were met or exceeded despite a two per cent increase in the number of accounts.	●
Property Assessment	Continue Doing - Minimize the risk of the property assessment roll being reduced outside of acceptable thresholds.	The 2020 property assessment roll saw a roll stability of -0.427 per cent and tribunal losses of -0.11 per cent. Both were the best results in recent history despite COVID-19 delaying tribunal scheduling, virtual hearings and written submissions.	●
Property Assessment	Continue Doing - Manage the taxable and non-taxable status of properties to ensure the legislation is correctly interpreted and applied.	Property tax exemption processes have changed and only \$52,623 was refunded via the 2020 Assessment and Tax Circumstances Reports. This is the lowest amount since at least 2007 and is out of a municipal property tax base of approximately \$2 billion.	●
Property Assessment	Continue Doing - Prioritize process and system improvements to set Property Assessment up to be efficient and effective now and in the future.	Made good progress on the Calgary Integrated Assessment Office Plus (CIAO+) program despite significant vendor complications. This program will replace Property Assessment's main software and is the primary 2019-2022 capital priority.	■
Property Assessment	Continue Doing - Create a work environment that attracts staff members to make Property Assessment with The City of Calgary a long-term career choice.	Instituted a work from home system in response to COVID-19 that saw around 155 staff members to do the majority of their duties from their own home, including providing network access and the ability to provide customer service.	◆
Property Assessment	Do Less of - Spend on paper, printing and mailing.	The Evidence Disclosure Portal was implemented and online Assessment Review Board evidence submissions jumped from just over 10 per cent in 2019 to well over 90 per cent in 2020.	●

Service	Strategy	Strategy Update	Status Icon
Property Assessment	Do Less of - Allocate staff time to tribunal activities including preparation, attendance and follow-up.	Extensively engaged with non-residential property owners which contributed to a per cent of the total annual assessment base under complaint of 7.4 per cent in 2020 and continued a downward trend since 20.4 per cent in 2017.	
Property Assessment	Do Less of - Spend on non-salary and wage related expenses.	Non-salary and wage related expenses were greatly reduced for the Property Assessment service in 2020 due to COVID-19, mid-cycle adjustments, and the Solutions for Achieving Value and Excellence (SAVE) program.	
Property Assessment	Do More of - Actively collaborate with key stakeholders in support of initiatives supporting the downtown and overall tax stability.	Provided expertise and information for the Financial Taskforce, Municipal Non-Residential Phased Tax Program (PTP), Industrial Incentive Report, and other important initiatives to support the downtown and overall tax stability.	
Public Transit	Continue Doing - Focus the business around meeting the Calgary Transit Customer Commitment.	Engaged customers on Customer Commitment objectives of Safe, Reliable, Helpful, Informative, Easy to Use, and Clean service as an ongoing initiative. We continue to focus on this initiative to understand our customers' needs.	
Public Transit	Continue Doing - Improve efficiency in business processes.	Calgary Transit strives to look for efficiencies in its business processes through various continuous improvement initiatives. This is an ongoing process that helps mitigate some external cost pressures and make service improvements.	
Public Transit	Continue Doing - Optimize use of existing technologies.	Continued optimization of technology systems such as Computer Aided Dispatch/Automatic Vehicle Location, scheduling software, digital cameras across the system including on Calgary Transit vehicles, etc. helps optimization of service and keeping customers safe.	
Public Transit	Continue Doing - Invest to support Sliding Scale program.	This strategy has been completed, requiring a review in 2022. Provincial funding support for sliding scale program confirmed in 2019 until end of 2022. Additional municipal funding has also been approved under One Calgary for this program.	
Real Estate	Continue Doing - Client services: land acquisition strategy & project management, intake, expropriation and litigation, valuation.	Updated the Sales, Acquisition, Leasing, Environmental (S.A.L.E.) Policy. Resolved the expropriations for Bowfort Rd and several properties for 17 AV SE BRT. The annual Tax Sale Auction date was revised to September to allow for operational efficiencies.	
Real Estate	Continue Doing - Property management of corporate real estate holdings held for future Municipal infrastructure.	There has been an increase in the demand on property management to help support pandemic response. Two COVID-19 testing facilities were established in City owned buildings.	

Service	Strategy	Strategy Update	Status Icon
Real Estate	Do Less of - Property management services – costs will go down, with a commensurate reduction in leasing revenues, as surplus properties are identified for disposition through the Enhanced Rationalization program.	Disposition Strategies 1 and 2 were approved, which reduced one-time maintenance expenses for 2021 by approximately \$770K. It will also lower annual maintenance expenses of about \$7K in 2022 and beyond following the disposition of surplus parcels.	
Records Management, Access & Privacy	Continue Doing - Provide the framework and tools for the management and preservation of records.	Introduced greater online employee training for corporate records and information management. Implemented the accessioning library for the City of Calgary Archives, facilitating the preservation of electronic records of historic importance.	
Records Management, Access & Privacy	Continue Doing - Implement the recommendations of the 2018 business process review.	The scale of changes proposed by the 2018 BPR has been evaluated and found to be insufficient. Broader process changes are now underway.	
Records Management, Access & Privacy	Do More of - Prioritize completing access requests within the legislated timelines.	100% on-time compliance for Access to Information requests was achieved, for the first time in at least 5 years.	
Records Management, Access & Privacy	Do More of - Complete Privacy Impact Assessments in a timely manner.	The City projects requiring privacy impact assessments are increasing in volume and complexity. 2020 saw further increase in complexity and volume, which was only magnified by COVID impacts.	
Recreation Opportunities	Do Less of - Run programs at the same time at adjacent facilities when there is only sufficient market demand for one.	COVID-19 has impacted this strategy due to public health orders restricting public gatherings and recreation facilities. Principles and strategy established for implementation, limited due to COVID-19 restrictions.	
Recreation Opportunities	Do Less of - Keep facilities open and staffed when insufficient user demand exists (e.g. align facility operating hours with demand).	COVID-19 has impacted this strategy due to public health orders restricting public gatherings and recreation facilities. Future exploration will be required as facilities relaunch pending lifting and adjusting of COVID-19 restrictions.	
Recreation Opportunities	Do More of - Together with our partners, develop measures to demonstrate accountability and benefits across the publicly funded recreation sector.	COVID-19 has impacted this strategy due to resources redirected to COVID-19 response. Plan to action for 2021 underway.	
Recreation Opportunities	Do More of - Optimize current service delivery through a strategic approach to pricing and aligning product and service offerings to market demand.	COVID-19 has impacted this strategy due to resources redirected to COVID-19 response. Plan to action for 2021 underway.	

Service	Strategy	Strategy Update	Status Icon
Specialized Transit	Continue Doing - Focus the business around meeting the Calgary Transit Customer Commitment.	Engaging customers on Customer Commitment objectives is an ongoing initiative at Specialized Transit. We continue to focus on this initiative to understand our customers' needs.	●
Specialized Transit	Continue Doing - Improve efficiency in business processes.	Calgary Transit strives to look for efficiencies in its business processes through various continuous improvement initiatives. This is an ongoing process that helps mitigate some external cost pressures and make service improvements.	●
Specialized Transit	Continue Doing - Optimize use of existing technologies.	Continued optimization of technology systems such as Computer Aided Dispatch/Automatic Vehicle Location, upgraded scheduling software, web booking for customers, etc. helps optimization of service and providing assistance to customers.	●
Stormwater Management	Do More of - Improve localized flooding efforts, proactive maintenance and operational response, including time to resolve drainage issues.	The Water Utility's new organizational structure allows area supervisors to have better oversight of crews throughout Calgary's four quadrants.	●
Strategic Marketing & Communications	Continue Doing - Develop and execute marketing strategies and tactics.	Two marketing strategist positions hired to support revenue generating business units resulting in research based/measurable strategies for Real Estate & Development, Planning & Development, Cemeteries, and Beltline/Inglewood pools.	●
Strategic Marketing & Communications	Do Less of - Corporate seasonal campaigns.	Strategy Completed. All corporate seasonal campaigns have been discontinued.	●
Taxation	Do Less of - Maintain and bill business tax accounts due to the successful conclusion of the Business Tax Consolidation initiative.	Business Tax Consolidation is complete. Currently evaluating systems and processes to respond to legislative uncertainty associated with Business Improvement Area tax billing.	●
Taxi, Limousine & Vehicles-for-Hire	Do Less of - In-person driver training program (through an e-Learning option to better meet the evolving needs of the industry).	E-learning option has been successfully implemented with a 90% pass rate; streamlining service delivery and supporting accessible options for applicants.	●
Urban Forestry	Continue Doing - Operate a cost-effective nursery that will harden plant material for improved tree establishment and health.	In 2020, Urban Forestry and IT implemented software to optimize our tree nursery management operations and increase tree numbers for future plantings.	●
Urban Forestry	Do More of - Annually increase the number of trees pruned to improve the overall resiliency in our urban forest.	Increasing resilience of current City trees to severe weather, pests and disease is priority work. In 2019, we pruned 14,467 trees. In 2020, we pruned 16,014 trees.	●

Service	Strategy	Strategy Update	Status Icon
Wastewater Collection & Treatment	Continue Doing - Invest in 'no dig' technology to maintain service levels in a more efficient way to minimize customer disruption.	The investment avoids major disruptions to the public caused by excavating and costs substantially less than traditional dig and replacement repairs. It is an effective program to minimize the number of sewer backups that our customers experience.	
Wastewater Collection & Treatment	Continue Doing - Look for efficiency opportunities in energy, fleet and the delivery of capital program.	Savings were found in fleet, largely due to contract and lease rate efficiencies, however, energy efficiencies were not achieved as planned due to delays in the expanded cogeneration facility and an unsuccessful grant application for a solar project.	
Water Treatment & Supply	Continue Doing - Implement and complete risk-based operational maintenance plans to minimize customer disruption.	With the addition of personnel to advance risk-based maintenance plans, data tool replacements, and the ability to track valve status in near real-time, the Water Utility's field operations can evaluate and better use data for work planning.	
Water Treatment & Supply	Continue Doing - Optimize resources to ensure water is restored quickly.	Operator staff training is key to streamlining the responses that our customers count on when they are out of water. Online and field process flows are being assessed to improve service accountability, prioritization, and efficiency.	
Water Treatment & Supply	Continue Doing - Look for efficiency opportunities in energy, fleet and the delivery of the capital program.	Savings were found in fleet, largely due to contract and lease rate efficiencies, however, energy efficiencies were not achieved as planned due to delays in turbine replacement, pump resizing and network efficiency optimization projects.	
Water Treatment & Supply	Do Less of - Capital maintenance in 2019-2022 by investigating the appropriate levels of investment to address infrastructure risk.	Capital maintenance investments in the water system have continued in order to address risk. The trend in water service disruptions to customers will be monitored to ensure the level of service meets customer expectations.	
Water Treatment & Supply	Do More of - Improve operational practices during a water service interruption and improve communication to impacted customers.	Calgary.ca was updated with concise, plain language for home and business owners during a water outage. Onsite crews are providing customers with up-to-date information.	
Water Treatment & Supply	Do More of - Develop a long-term meter strategy and the cost and benefits of alternative metering opportunities.	The Water Utility has a consultant assisting with Advanced Metering Infrastructure development. The intent is to modernize technology, find economical ways to collect data and provide customers with a different experience around their water usage.	

**Council Directive: W3**

**W3:** We need to validate those rules and processes that support community engagement and activism while eliminating impediments to citizens who are trying to help make improvements in their communities.

Service	Strategy	Strategy Update	Status Icon
Appeals & Tribunals	Do More of - Increase board member hours and resulting remuneration.	The number of non-residential assessment review hearings unexpectedly decreased significantly in 2019 and 2020, and fewer total member hours were required as a result.	
Council & Committee Support	Do More of - Develop enhanced processes to coordinate the appropriate release of confidential reports	Program enhancements were implemented to allow for the potential release of older records on request.	
Council & Committee Support	Do More of - Enhance communication and recruitment processes for Boards, Commissions and Committees	Work continues with the Gender Equity & Diversity inclusion to enhance BCC recruitment. Unconscious bias training was delivered to Board Chairs and Members of Council and will be offered again in 2021.	
Fire Safety Education	Continue Doing - Be innovative, flexible and proactive in the way we plan for and respond to community risk.	Virtual Fire Prevention Week in 2020 reached a wider audience than previous year (300,725 Calgarians). Engagement included social media posts targeting areas with higher levels of fire risk and collaborations with community partners and businesses.	
Municipal Elections	Continue Doing - Validate petitions.	Validating petitions as needed is part of the regular course of business.	
Procurement & Warehousing	Do More of - Use a web-based intake and order tracking for clothing/uniform requirements (internal).	The software application for corporate clothing shopping online selected and implementation is underway. Release 1 implemented July 2020. Online Production Pilot scheduled for May 2021, and System available to all users planned for Fall 2021.	
Records Management, Access & Privacy	Continue Doing - Administer the FOIP program.	In 2020, 100% on-time compliance for Access to Information requests was achieved, for the first time in at least 5 years. Current state analysis of Access & Privacy practices presented to Council, who approved a privacy framework work plan (2019-2021).	

## Council Directive: W4

**W4:** We need to recognize that we miss opportunities for innovation in management, service delivery and planning because of an existing culture of risk avoidance. We need to create a culture, including City Council that embraces appropriate levels of risk, innovation, experimentation, and embraces lessons learned as opportunities to improve.

Service	Strategy	Strategy Update	Status Icon
Appeals & Tribunals	Do More of - Allow members to write decisions from remote locations using secure access.	Decision writing was entirely remote in 2020 due to COVID-19 and advances on this file are expected to persist into the future.	●
Citizen Engagement & Insights	Continue Doing - Collaborate with Administration to report back to citizens and stakeholders on how input was used.	Review and updates completed to Spring Pulse and Fall Citizen Satisfaction Surveys. Other research insights and metrics were included in Council presentations to maximize the usefulness for Council, including research focused on young Calgarians.	●
Citizen Information & Services	Continue Doing - Use technology to gather and provide customer and citizen data to help service owners improve service delivery.	Six 311 dashboards deployed including historical/real time data on information calls, Service Requests, COVID-19, Snow & Ice, and Finance. Delivered a Voice of Customer (mOpinion) tool and departmental dashboards for reporting back to Service areas.	●
City Cemeteries	Continue Doing - Enhance our grounds with ecological treatments for cemeteries (compost tea program).	Strategy Completed	●
City Cemeteries	Do Less of - Sod use for plot excavations to reduce costs.	Expanding this efficiency measure to use grass seed instead of sod since 2018.	●
City Cemeteries	Do More of - Increase seeding practices (versus sod use) for plot excavations to reduce costs and enhance turf sustainability.	Experimenting with different seed mixes for low- and high-traffic areas.	●
City Cemeteries	Do More of - Promote the new Cemetery Grave Finding App to help the public find family graves.	Exploring opportunities for more community event opportunities. More eco-friendly approaches under consideration for Prairie Sky Cemetery in 2021.	●
City Cemeteries	Do More of - Investigate new burial trend opportunities (e.g. green burials).	Exploring opportunities for more community event opportunities. More eco-friendly approaches under consideration for Prairie Sky Cemetery in 2021.	●
Corporate Governance	Continue Doing - Optimize the administrative policy library through timely reviews for adherence to external requirements, consistency and effectiveness.	The 3P, AP and Credit policies were reviewed and updated. New policies to address governance gaps included the Fleet Management and Operator and Safety policies, Supplier Code of Conduct and an overarching Administration Policy Framework policy.	●

Service	Strategy	Strategy Update	Status Icon
Corporate Governance	Do More of - Initiate more cross-corporate collaborative approaches to Corporate Governance.	Infrastructure Calgary addressed a shortfall in Municipal Sustainability Initiative funding and prepared the City's application for provincial stimulus funding. Resilience has provided a resilience lens on COVID-19, economic recovery and the anti-racism movement.	●
Corporate Security	Continue Doing - Maintain service delivery of the Information Security program – including the Cyber Security Awareness program.	Corporate Security, IT, Corporate Analytics & Innovation & City Clerks collaborated to identify the goals & objectives of Information Calgary (IC). IC is progressing as planned with the intent to report back to Council as requested or when required.	●
Corporate Security	Continue Doing - Technical support and maintenance for enterprise security systems.	In 2020, Corporate Security's Technical Services team monitored, troubleshooted and repaired all the critical security systems in The City. This included over 2,000 service work orders to repair Intrusion alarms, CCTV and access control and intercom systems.	●
Corporate Security	Continue Doing - Consulting services (for both Information and Physical Security services) for capital projects.	Continued to identify/mitigate risks through risk assessments on capital projects, and/or assess City facilities, infrastructure and technology. 2020 projects included: Calgary.ca 3.0–The City's website and Supply's contract management system.	●
Corporate Security	Continue Doing - Employee engagement and support services for Corporate Security.	In 2020, the engagement comm hosted activities despite COVID-19, by moving them online. This included lunch and learn events, town halls & a mentorship program. A weekly newsletter was shared with staff to keep them connected and informed.	●
Corporate Security	Continue Doing - Train staff about security issues including workplace violence and active assailant (shooter) training.	13 education sessions were scheduled in 2020, 4 were cancelled due to COVID-19; 4 were delivered in person, 3 presented virtually, & 2 postponed until Q1 2021. Also, 86 employees completed the Information Security Awareness curriculum.	●
Corporate Security	Do Less of - Tools to improve automation for Information Security's ongoing operations and during a response if an incident occurs.	The automation workflows for monitoring cyber incidents were updated and streamlined in 2020. These workflows, developed with the use of software, saved significant staff time: 120 person days on Incident Response 730 person days on Operations	●
Corporate Security	Do Less of - Tools to coordinate automation for cloud security for information technology projects and services.	Corporate Security will investigate capability and processes, collaborating with IT, to monitor cloud services via features that may exist in our toolsets. This work was not prioritized in 2020 due to resourcing and workload as a result of COVID-19.	❖

Service	Strategy	Strategy Update	Status Icon
Corporate Security	Do More of - Information Security incident response (FOIP/privacy legislation).	In 2019, an Integrated Incident Response process was developed with other stakeholders to address audit requirements. In 2020 there was an audit review that determined Corporate Security is on track, compliant with the findings and have a successful program in place.	
Council & Committee Support	Continue Doing - Support the structure by which The City's legislative decision-making meetings are conducted	COVID-19 restrictions required members and the public to participate remotely through the use of technology. Measures were continually refined and led to the successful delivery of legislative meetings that saw record levels of public participation.	
Council & Committee Support	Continue Doing - Implement the outcomes of the 2018 business process review	Several initiatives have been completed to streamline processes and procedures including eVoting, paperless agendas, and leveraging technology.	
Council & Committee Support	Continue Doing - Support the structure by which The City's Protocol functions are conducted	Support and leadership has been provided to Council and the Corporation on a variety of events, activities and recognitions, while adapting to COVID-19 restrictions. Work continues on the development of corporate event tools.	
Council & Committee Support	Do More of - Enhance transparency through the improved use of technology and available tools	Enhancements to meeting management technology (e-voting) were implemented in 2020 and more functionality and options will be explored in 2021.	
Council & Committee Support	Do More of - Retrofit the Engineering Traditions Committee Room.	Project was delayed by COVID-19 restrictions and supply chain disruption and is now expected to be complete in Q1 2021.	
Data Analytics & Information Access	Continue Doing - Nurture a culture of innovation and expand human-centered design and prototyping, to develop the next generation of civic services.	Led a new 'Design Thinking Cycle' approach in partnership with Recreation Services, in response to Council NOM on the future of the Inglewood & Beltline Pool facilities. A progress update briefing was approved by SPC on Community and Protective Services.	
Data Analytics & Information Access	Do More of - Work closely with service owners to proactively identify challenges and make improvements using a targeted approach.	Streamlined processes by implementing workflow tool (OneWindow) in multiple areas. This tool will allow reduction in administrative workload and provide more consistent customer experience.	
Environmental Management	Continue Doing - Risk reduction – support the organization to reduce City and community environmental risks (e.g. climate change, contamination, etc.).	The City worked collaboratively with a non-profit organization to provide an environmental review on land use, for a development of a residential special needs shelter project.	

Service	Strategy	Strategy Update	Status Icon
Executive Leadership	Do More of - Enhance risk understanding, reporting, and management.	The Integrated Risk Management (IRM) Policy was updated and the IRM Administrative Guidelines were approved. Together these demonstrate The City's leadership commitment, clarify roles and responsibilities and support consistency in risk management.	●
Facility Management	Continue Doing - Strategically plan and prioritize deferred, preventative and predictive maintenance activities including climate change resiliency actions.	Facility Management in collaboration with Corporate Analytics & Innovation, commenced a LED lights installation program to reduce operating costs and support climate resiliency at Parks and Fire facilities, starting with the Fire apparatus shop.	●
Facility Management	Do Less of - Low Impact maintenance services.	Reduced 8000 noncritical, low risk preventative maintenance work orders in 2019.	●
Facility Management	Do Less of - Investment in building technology systems.	Utilized \$260K in one-time 2020 funding to upgrade the Building Management System (BMS) in 10 Fire Stations and 1 Parks asset.	●
Facility Management	Do More of - Explore regional service opportunities with internal and external partners.	The Regional Planning Technical Advisory Committee resumed in 2020, meetings are ongoing to explore opportunities	◆
Financial Support	Do Less of - Support improvement initiatives (not directly tied to corporate strategic goals).	There are no noteworthy updates to provide at this time.	●
Fire & Emergency Response	Continue Doing - Strive to maintain response time performance and efficacy through the effective placement of personnel.	Response time performance for first-in unit and effective response force improved city-wide in 2020. This was primarily due to operational changes during the pandemic which minimized apparatus moves and redeployments, allowing the system to function as designed.	●
Fleet Management	Do More of - Invest in SMART fleet.	The City awarded the contract for the Flex Fleet Program and launched the Flex Fleet Pilot Project. Flex Fleet is an innovative vehicle sharing program that provides employees better access to vehicles through online registration and keyless entry.	●
IT Solutions & Support	Do Less of - Investment in new technology advancements (e.g. Internet of Things and robotic process automation).	Capital funding for this initiative was reduced. IT continues to work with business units and the Urban Alliance to complete small projects. Robotic Process Automation initiative is now delivering a Solutions for Achieving Value and Excellence (SAVE) project.	●
Infrastructure Support	Continue Doing - Create a corporate database and business process for construction drawings and implement online submission tools.	Input and feedback were collected for updating the Computer-Aided Design (CAD) templates before the end of year. Project wise explorer was selected for the Construction Drawings Repository Project.	●

Service	Strategy	Strategy Update	Status Icon
Infrastructure Support	Do Less of - Infrastructure Support employee engagement events.	Reduced budget for employee engagement activities.	●
Insurance & Claims	Continue Doing - Internal and external training.	Internal and external training is progressing as planned.	●
Municipal Elections	Do More of - Use technology.	Collection of business requirements was completed. Implementation of the base module of the new elections technology system was completed in 2020. COVID-19 restrictions drove greater use of online collaboration technologies.	●
Municipal Elections	Do More of - Develop new performance measures and benchmarks.	New performance measures and benchmarks may be developed in advance of the 2021 election.	❖
Municipal Elections	Do More of - Implement a 4-year election program (including business process review implementation).	Changes to provincial legislation have shifted the business requirements when compared to the 2018 BPR. Needed changes to processes have been identified and implementation has started.	●
Organizational Health, Safety & Wellness	Continue Doing - Corporate Leadership: Create organizational culture that prioritizes health, safety and wellness. This includes both contractor safety and the continued need for an effective organization-wide response to COVID-19.	“Resilience and Thriving – Looking after Your Physical and Psychological Health” was the focus of the Safety, Health & Mental Wellness month. Close to 1,000 City employees attended the diverse events and over 3,500 staff visited the website.	●
Organizational Health, Safety & Wellness	Do More of - Greater understanding and support for the growing areas of mental health and psychological safety.	Early intervention services to support mental health were developed. Unfortunately, implementation of some supports was delayed as a result of COVID-19 pandemic.	●
Parking	Do Less of - Enforcement by foot patrol.	Have succeeded in reducing reliance on foot patrol where appropriate. Officer resources are being deployed to maximize their effectiveness and improve citizen engagement; as such, foot and bike/e-bike patrols are being considered in strategic areas.	●
Parks & Open Spaces	Do More of - Transition to self-watering flowerpots.	This strategy is underway in public areas of the Centre City as well as some regional parks.	●
Procurement & Warehousing	Continue Doing - Implement alternative service delivery and technology efficiencies.	E-signature for internal/legal documents has been adopted. RightFax decommissioning project completed. Procurement of a Contract Management System is in evaluation stage. Warehouse scanning hardware upgrade completed, and cellular scanning devices purchased in 2021.	●

Service	Strategy	Strategy Update	Status Icon
Procurement & Warehousing	Do More of - Use a web-based intake and monitoring of procurement requests.	Contract Management System Request for Proposal is currently in evaluation stage.	●
Records Management, Access & Privacy	Do More of - Dispose of records as appropriate.	Disposition process for both physical and electronic records resumed in November 2019. Work continued in 2020 on evaluating the current disposition process and transitioning to more of an electronic disposition process.	■
Sidewalks & Pathways	Continue Doing - Seek innovative solutions to improve efficiency and effectiveness.	Implemented adaptive roadways and expanded restaurant patios to accommodate social distancing and encourage the economy. Expanded the rubber sidewalk pilot to 11 additional locations to repair damage by tree roots and avoid removing adjacent trees.	●
Stormwater Management	Do Less of - Capital maintenance in 2019-2022 by investigating the appropriate levels of investment to address infrastructure risk.	The stormwater infrastructure preventative maintenance plan is being implemented. The plan defines priorities to allocate staff in 2021.	●
Strategic Marketing & Communications	Continue Doing - Utilize paid advertising and media buying strategically to ensure reach and effectiveness of City campaigns.	391 campaigns were targeted by audience or geography. 50% decrease in total spend due to COVID-19 from 2019. Saving is due to lower cost and higher impact digital channels to allow for quick changes if needed and cancellation of larger campaigns.	●
Strategic Marketing & Communications	Do Less of - Mass communications in favour of more targeted marketing and communications.	New media/creative brief was developed for targeted messaging. All campaigns included defined media habits, multicultural aspects and measurable objectives. Innovative content was created with advocates to share their authentic voice to our messaging.	●
Strategic Marketing & Communications	Do More of - Digital marketing to align with Municipal Government Act and Canadian Anti-Spam Legislation.	Partnered with web and digital services on customer journey and insights project. The corporate email strategy was delayed due to COVID-19; however, the Request for Proposal is almost complete with planned implementation for Q2 2021.	●
Strategic Marketing & Communications	Do More of - Deepen marketing expertise to support revenue generating operations with effective marketing solutions.	Marketing division was developed in 2020.	●
Streets	Continue Doing - Seek innovative solutions to improve efficiency and effectiveness.	Made the Street Light Outage Map our primary intake tool to reduce duplicate reports, adjusted Spring Clean-Up processes to benefit customers, and launched the roadside naturalization pilot to assess potential savings and enhance the local ecosystem.	●
Taxation	Do Less of - Redirect resources from improvement initiatives not directly tied to corporate strategic goals.	Continually evaluating resource capacity for opportunities to align Taxation Service priorities with those of the Corporation, such as offering property tax relief for those impacted by the pandemic and June 2020 hailstorm.	●

Service	Strategy	Strategy Update	Status Icon
Taxation	Do More of - Leverage technology to create capacity to accommodate rise in transactional volumes.	Continually evaluating system capacity and capability for opportunities to enhance efficiency. Changes were recently completed to further automate the process of taxation records' management. This enhanced efficiency and reduced data storage costs.	●
Taxi, Limousine & Vehicles-for-Hire	Continue Doing - Ensure state of readiness for growth within sharing economies such as Transportation Network Companies (TNCs).	Performed engagement with Transportation Network Company stakeholders to evaluate ongoing trends and determine recommendations which ensure citizens have a choice when seeking transportation options.	●
Urban Forestry	Do More of - Investigate alternative methods for watering young trees during droughts to build resilience to climate change and severe weather.	Tree watering truck routes were optimized (with GPS) and improved tree watering standards introduced. In 2020, we watered 30,000 newly planted trees to improve their survival rate and lifespan.	●
Waste & Recycling	Continue Doing - Provide safe and reliable container collection to multi-family, businesses and organizations.	Waste & Recycling continues to focus on safe, reliable and efficient service delivery to our customers. Container collection has worked with customers to adjust service levels based on COVID-19 impacts and customer needs.	●
Waste & Recycling	Continue Doing - Educate, communicate and engage with customers to optimize existing programs and design and implement new waste management programs.	Implemented the Tag-A-Bag program (Oct 2020) to reduce extra garbage bags outside of the black cart. Customers who have excess garbage that will not fit in the cart, can buy a \$3 tag to place on extra bags for collection.	●
Waste & Recycling	Do Less of - Green Cart Program collection frequency (by adjusting to every-other-week in the winter months).	The goals of this strategy were completed in 2019, however the service continues to monitor and adjust the program as needed.	●
Waste & Recycling	Do Less of - Community-wide waste management programs (by adjusting to reflect changing customer needs).	Continues to monitor demand for community-wide waste management programs to ensure customer needs are met. W&R will report back to council on the Community Recycling Depot optimization in 2021.	●
Wastewater Collection & Treatment	Continue Doing - Explore and develop a resource recovery strategy to reduce the environmental footprint and create new products.	The Water Utility has been working on an RFP for this work, to be issued in 2021. We are working to refine the scope to ensure that the short/medium term resource recovery strategy addresses existing operational constraints.	●
Wastewater Collection & Treatment	Do Less of - Capital maintenance in 2019-2022 by investigating the appropriate levels of investment to address infrastructure risk.	Capital maintenance investments in the wastewater system have been reduced from previous years. The trend in disruptions to customers will be monitored to ensure the level of service does not unacceptably decline.	●

Service	Strategy	Strategy Update	Status Icon
Water Treatment & Supply	Do More of - Improve the ability to address water loss in the water system.	A strategy and action plan is underway to address water loss in Water Utility operations. The strategy has defined water loss targets, recommended operational changes and identified capital investments.	●

## Council Directive: W5

**W5:** The City must develop a positive, strong and enduring relationship with Treaty 7 First Nations, Metis Nation of Alberta Region 3, and all urban Indigenous Calgarians. Council is committed to developing a new vision of Truth and Reconciliation that acknowledges historical issues and challenges and focuses on a future of trust and mutual respect. We recognize that true reconciliation is only possible within an ethical space of engagement and understanding of Indigenous-Canadian history. We will build capacity amongst City staff and all Calgarians to foster cultural humility and competency, understanding and sensitivity to support true partnership Indigenous partners.

Service	Strategy	Strategy Update	Status Icon
Arts & Culture	Continue Doing - Create opportunities to action the City of Calgary's Cultural Plan, Public Art Policy and Truth and Reconciliation Calls to Action.	Indigenous Curator has been hired and scope of work has been defined. The Indigenous Curator will play a role in the implementation of Truth and Reconciliation Calls to Action.	
Community Strategies	Do More of - Advance engagement to establish an Indigenous Relations Office to support The City's advancement of Truth and Reconciliation as outlined in White Goose Flying.	Indigenous Relations Office (IRO) was established in Q1. In Q4, Council approved Administration's recommendation to work with the Indigenous community to co-create an Indigenous relations governance model for The City of Calgary.	
Library Services	Do More of - Deliver programs focused on inclusion, reconciliation, connectedness, early literacy, lifelong learning support and personal empowerment.	Most face-to-face activity was restricted or eliminated, severely limiting the delivery of programs in these areas.	
Neighbourhood Support	Do More of - Increase capacity of community stakeholders to understand Indigenous culture and history to further Indigenous residents' social inclusion.	Due to the pandemic and public health restrictions, in-person training was placed on hold, however, Indigenous training was available and continued through virtual platforms.	
Social Programs	Continue Doing - Deliver programming that provides cultural opportunities for Indigenous children and youth.	Due to safety concerns associated with COVID-19, in-person programming was cancelled, however, Youth Justice teams worked to connect Indigenous children and youth to virtual resources, when possible.	
Strategic Marketing & Communications	Do More of - Develop a Multilingual Communications and Engagement Policy and framework to better communicate and engage with diverse populations.	Supported over 20 multicultural components in campaigns. Overall multicultural advertising was six per cent of total campaign spend in 2020, up two per cent over 2019. A new vendor was on-boarded for Administration and Council translation use.	

**Council Directive: N/A**

**N/A:** The Services listed in the following table align best with A Well-Run City overall, but do not align with one specific Council Directive.

Service	Strategy	Strategy Update	Status Icon
Appeals & Tribunals	Continue Doing - Provide impartial process for residents to challenge specific City decisions.	The City Clerk's Office facilitates citizens and stakeholders exercising their rights to participate in appeals before The City's tribunals. COVID-19 restricted in-person hearings and virtual hearings were used in their place for 2020.	
Appeals & Tribunals	Do Less of - Summer student positions (eliminate).	Funding was removed for summer students	
Appeals & Tribunals	Do More of - Increase legal costs.	Legal costs across the service were further reduced in 2020, despite the needs for legal opinions related to COVID-19 process changes.	