



Action Plan 2015-2018

2017 Mid-Year Accountability Report

Council Priorities Supplementary Information

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Council Priorities Supplementary Information



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A prosperous city

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

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
●	P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.	CIVIC PARTNERS	TRANS CFOD DCMO CS	<p>With office space vacancy projected to reach 27 per cent in 2017 (Conference Board of Canada), and unemployment hovering between nine and 10 per cent, Calgary Economic Development (CED) has focused on attracting satellite offices and western headquarters from the US and selected Canadian markets. CED led three missions to Silicon Valley and California, two missions to Chicago and New York and played an important role in the Globe Capital conference, connecting with companies financing renewable energy projects.</p> <p>CED targeted several overseas markets including China and Japan and hosted 10 inbound trade missions in the first half of 2017. CED has also enhanced its trade program to help companies reach new markets including three missions to China in 2017 and one to France.</p>
●	P2 Advance purposeful economic diversification and growth.	CIVIC PARTNERS	CS PD	<p>In the first half of 2017, CED has supported economic diversification by attracting or retaining 34 companies and film projects and generating 2,140 jobs (direct or indirect) including attracting RocketSpace technology accelerator (30 jobs). CED capitalized on the Government of Alberta's renewable energy and energy efficiency initiatives by attracting three companies and generating approximately 150 jobs.</p> <p>While unsuccessful, efforts to attract the Canadian Infrastructure Bank to Calgary did result in significant media coverage and attention from Ottawa and Toronto's financial services sector.</p> <p>The City and CED co-hosted a Downtown Economic Summit in 2017 March. The Downtown Economic Summit brought together a broad group of representatives and thought leaders to identify emerging trends and opportunities to ensure City Centre organizations use their capacity to best position Calgary's Centre City for the future.</p> <p>CED worked with The City to develop a Centre City Enterprise Area to accelerate permit approvals and diversify the business base in the downtown core.</p>

● Progressing as planned. * Significant milestone(s).

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●	<p>P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.</p>	CS	TRANS CFOD	<p>Administration continued to support Business Improvement Areas (BIAs) by engaging BIAs for input on business tax changes and completing a jurisdictional review of Memorandums of Understandings between municipalities and BIAs which will help will inform protocols and agreements between The City and Calgary's BIAs.</p> <p>As part of The City's Main Streets Initiative, Administration collaborated with local Business Improvement Areas (BIAs) and Community Associations to initiate a Streetscape Master Plan for the 9th Avenue SE Corridor in Inglewood and 33rd/34th Avenues SW in Marda Loop.</p> <p>The Calgary Downtown Association (CDA), supported by grants from the Council Strategic Initiative Fund (CSIF), produced the inaugural Glow Festival - a festival of illuminated art works in 2017 February.</p>
●	<p>P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.</p>	PD	LLS CFOD DCMO CS	<p>Two projects are underway as a result of the Calgary Building Services Zero-Based Review recommendations presented to Council in November 2016: myHome and MyBusiness. The first will create a customer-centric way to guide a home owner through the permit process in an efficient and cost effective manner. The second will simplify the process for small businesses requiring development approvals. In February, a new myBusiness website was launched which is part of the calgary.ca online improvement initiative. The new website consists of approximately 40 pages, including a searchable new business guide, Business 101, and Business Licence glossary. For the first time on calgary.ca, clear instructions on how to acquire a first business licence, change an existing licence, change a land use, and obtain additional permits are outlined. This hub also helps users find business tax and assessment information. In May, improvements in the form of streamlining processes were added for businesses that require development approvals. Businesses looking to start in a new location, move to a another location and/or take-over an existing space can take advantage of the simplified development approval process. Business rules and processes were simplified to streamline business approvals by reducing the need for drawings and The City is now accepting business applications over the phone. In addition, a new customer advocacy role was established to identify and validate improvements for both the business owner and homeowner customer segments. The role is key in improving the partnership function and promoting key channels to improve success for small business owners and homeowners. The Small Business and Homeowner Customer Coordinators will work closely with the myHome and myBusiness project teams to ensure the customer experience is captured and</p>

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				<p>influencing outcomes.</p> <p>Administration is also collaborating with Calgary Economic Development on opportunities to incentivize small business opportunities. Three Centre City economic initiatives are underway, including the creation of a Centre City Enterprise District which will allow for a streamlined process and diversification of the business base in downtown Calgary.</p> <p>In June, Council approved development commencement extensions to support to help support quality developments during the economic downturn. The amendment improves stability for industry stakeholders by facilitating longer extension time periods without compromising the potential for changes in policy and standards. A proposed change to extend the construction commencement deadline for development permits is going to public hearing on June 12, 2017, and the implementation date was June 26, 2017. The change extends the commencement deadline to a maximum of six or seven years (from four or five), by providing two-year extensions, instead of the current one year extensions. Starting in 2017, restaurant/drinking establishments who would like to apply for a temporary Outdoor Tent Development Permit for Stampede events can now be approved for three years at a time, rather than having to apply annually as long as there have been no concerns from the community in previous years, and the event site plan is the same as previous years. This will save the customer time and money, making it easier and faster for them to proceed to the Building Permit application.</p> <p>Starting April 1, 2017, Administration changed some of the existing relaxation requirements when those selling a home fail to meet Land Use Bylaw rules, triggering the need to apply for a Development Permit relaxation. By simplifying the process, homeowners will save time and money without slowing the home selling process. Last year, nearly 1,500 relaxations were applied for, adding time, cost and stress to the home sale process.</p> <p>The business tax consolidation initiative continued with Council approved the 2017 Business Tax Rate Bylaw, consolidating a further 20% of business tax into non-residential property tax (Report number C2017-0079). A total of 60% of the business tax has now been consolidated into the non-residential property tax, with a further 20% to be consolidated in each of 2018 and 2019. Council also approved the 2017 Business Improvement Area Budgets and Enabling Bylaws (Report Number C2017-0078).</p> <p>Enhanced communication efforts to clearly explain Council's 2017 tax rebate initiatives</p>

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				<p>continued with a revenue neutral tax calculator being introduced as part of the 2017 Municipal Non-Residential Phased Tax Program.</p> <p>To increase The City's transparency and openness with citizens, 228 reports were made available in the Research & Engagement Library as of mid-year 2017. An expansion currently underway to also include research and engagement reports from external City partners.</p> <p>Since the launch of the Citizen Dashboard in October 2015, a total of 11 services, 35 performance measures, 4 quality of life results, and 12 indicators is now available for citizens to better understand The City's performance. Administration continues to access data from The City's open data portal and is expanding the dashboard's audience to include Council and Administration. The results from the Citizen Satisfaction Survey will be added once available.</p> <p>The City's Online Research Panel now has over 2500 members. Using this membership, Administration was able to successfully survey on the following topics including Parks and Pathways, Calgary Transit advertising campaigns, Flood Preparedness, Property Taxes, ReTree YYC, and Crowchild Trail improvements.</p> <p>The external launch of the Civic Innovation YYC platform was completed with 200 citizen contributions and 60 new ideas submitted. The first innovation opportunity report was presented to the Administrative Leadership Team based on ideas submitted on the platform.</p> <p>An online intake process for encroachment applications was completed. Applications can now be made electronically while providing customers with additional payment options.</p>
	<p>P5 Seek out partnerships with: A) other governments and B) community partners to achieve community well-being.</p>	(A) DCMO	(A) CFOD	<p>(A)</p> <p>The City led the development of collaboration tables that will support ongoing dialogue, negotiations, and issue management between Edmonton, Calgary, and the Province. Working with Edmonton and the Province of Alberta, Calgary proposed a revenue sharing model to achieve predictable funding as the key element of the fiscal framework.</p> <p>The recently passed Cannabis Act, Bill C-45, creates a federal framework for regulating cannabis production, setting standards for health and safety, and establishing criminal prohibitions. However, the role of municipalities has not been</p>

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		(B) CS	(B) POLICE	<p>clearly articulated in the bill. In 2017 May, a report to update Council on The City of Calgary's advocacy position was approved to address The City's concerns in regard to the lack of a provincial regulatory framework and direction to The City to implement the federal legalization of cannabis.</p> <p>At the regional level, Administration supported the Mayor, Council and executive leadership with respect to securing provincial and federal funding for major capital projects, including additional economic support for Calgary as a result of the collapse in oil and gas prices.</p> <p>(B)</p> <p>In 2017, the 2016 Annual Provincial Audit for Family & Community Support Services (FCSS) was completed in accordance to the Province of Alberta's recently revised standards. The audit report provided program information on all FCSS Calgary funded programs in 2016, including program outcomes and amounts invested. The report highlights The City's commitment to transparency and accountability over provincial contributions to FCSS programs.</p> <p>Through the Emergency Resiliency Fund The City provided additional funding to 30 local non-profit organizations to enhance access to programs and services for vulnerable Calgarians. Support will also continue through targeted partnerships with Calgary Arts Development Authority (CADA) and the United Way of Calgary.</p> <p>The City of Calgary presented to the Canadian Radio-television and Telecommunications Commission (CRTC) at Next-Generation 9-1-1 proceedings, to ensure City of Calgary's input is captured in the development of a regulatory framework for Next-Generation 9-1-1 technology. Additionally, The City has been an active participant in responding to submissions developed by the CRTC's Interconnection Steering Committee Emergency Services Working Group.</p> <p>In response to the opioid crisis, Calgary fire stations and fire engines have been equipped with the opioid antidote naloxone. As of 2017 June 30, the Calgary Fire Department has administered naloxone 147 times; a rate of 0.82 patients treated per day. CFD has shared its naloxone administration training program with fire services in a number of other Canadian cities, including Edmonton, Halifax and Regina.</p> <p>The City has partnered with the following organizations to increase emergency response capacity: the Kinsmen Club of Stampede City to secure \$100 thousand for the purchase of new equipment and training for Canada Task Force 2, the Alberta</p>

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				<p>Emergency Management Agency to educate municipal officials across Alberta on the capabilities of Canada Task Force 2 and their role in a major emergency or disaster, and YYC and WestJet to obtain a decommissioned Boeing 737-200 to help emergency response personnel train for aircraft and airport-specific incidents.</p> <p>The City has partnered with Government of Alberta, Primary Care Networks (AHS), MRU, Vivo, and YYC Plays to inform a physical activity strategy and research program in order to increase the physical activity levels of children and youth. Research and engagement have been completed and the strategy's implementation plan design is underway.</p>
● *	<p>P6 Increase affordable and accessible housing options.</p>	CS	LLS PD	<p>Crescent Heights affordable housing complex had its grand opening on 2017 May 17. The complex includes 16 units, self-contained laundry, and is built green certified. The opening of the Crescent Heights complex helps advance The City of Calgary's plan to deliver 146 new units of affordable housing to Calgary Housing Company by 2018.</p> <p>A sod turning celebration was held on 2017 May 25 for the Wildwood affordable housing development, which will include 48 units and is expected to be complete in 2018.</p> <p>The update on the City's Corporate Affordable Housing Strategy and Housing Incentive Program received unanimous approval at Priorities and Finance Committee. This provides a continuation of fee rebates to non-profit housing providers until 2019. The Corporate Affordable Housing Strategy update outlined progress made toward the Strategy's six objectives in response to existing challenges for affordable housing delivery. The Strategy defines a 10-year strategic direction for The City of Calgary across six objectives, which respond to existing challenges for affordable housing delivery in Calgary.</p>
●	<p>P7 Continue policies and programs to reduce the number of people living in poverty.</p>	CS	LLS POLICE	<p>As part of the Enough for All Strategy, a workshop was delivered to leaders of Alberta Health Services, Alberta Education, Calgary Homeless Foundation, Calgary Housing Company and Calgary Economic Development. The goal of the workshop was to inform leaders and have them integrate Financial Empowerment in their respective organizations.</p> <p>In April, The City launched the sliding scale fare structure for Transit's Low Income Monthly Pass. The change improves the affordability of transit for the financially vulnerable and allows low income Calgaryans to have more money for other expenses. Over 23 thousand Low Income Passes were sold in April, representing over 90 per</p>

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				<p>cent of approved Fair Entry applicants accessing this program.</p> <p>As of the end of May 2017, the number of Calgarians approved for fee assistance in Recreation is up 18 per cent and use is up 14 per cent from the same time last year. This increase is due, in part, to the Fair Entry program continuing to gain momentum and increased awareness of The City's fee assistance programs.</p> <p>Village Square Leisure Centre was the proud host facility for the launch of the Community Hubs program on 2017 June 28. The Village Square Hub has been operating for over a year where it has made significant connections with the local community and is one of six hubs that will be created across Calgary in the coming years. This project is made possible by the United Way of Calgary and Area, The City of Calgary and Rotary. The Mayor and other dignitaries presided over the grand opening event which attracted approximately 400 people and provided those attendees opportunities to connect and celebrate all that is community.</p>
●	<p>P8 Respond to the needs of an aging population.</p>	CS	TRANS POLICE	<p>The City of Calgary launched Age-Friendly Business, an initiative to help Calgary business and organizations develop services and spaces that can support an aging population. The City worked with the Business Improvement Areas in Kensington and Bowness to develop the program before rolling it out for all Calgary businesses during Seniors' Week 2017. Now businesses that make an effort to serve the older adult community alongside all Calgarians will be publically recognized.</p> <p>Administration has implemented a number of initiatives from the Active Aging Strategy across its recreational amenities. To date, instructors have started implementing Physical Literacy into their Older Adult classes and Active Aging partnered with the City of Calgary's golf operations to offer a revised Dementia 101 training for staff during their seasonal on-boarding.</p> <p>Age Friendly Calgary Steering Committee members and City staff provided presentations to the Faculty of Social Work and the Faculty of Environmental Design at the University of Calgary to create awareness of the needs of an aging population.</p> <p>Recognizing the prevalence of social isolation in older persons, the Calgary Fire Department is directing more of its home safety visits starting in June 2017 to include more residential areas occupied with a higher proportion of older persons.</p> <p>Fire Safety Officers delivered fire and fall prevention education to 188 high risk seniors</p>

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				<p>through group presentations, during home visits, and/or as part of its smoke alarm installation and fall intervention program.</p> <p>Calgary Transit Access provided 291,314 shared ride trips in Q1 and 293,878 trips in Q2 with 90 and 91 per cent on-time performance.</p> <p>The City is preparing for an aging population by improving accessibility to buildings and the public realm. Some examples include: the addition of a wheelchair ramp to the Fire Safety Education Trailer and Centre City Implementation projects, such as corridor, streetscape, and underpass enhancements that prioritize accessibility goals.</p>
●	<p>P9 Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.</p>	<p>CIVIC PARTNERS</p>	<p>CS</p>	<p>Projects funded through Calgary Arts Development Authority's (CADA) Small Experiment Grant program included Making Treaty 7 Cultural Society's Common Ground project which brought over 60 Indigenous and non-Indigenous people together to create 'statements of hope' about the future. Each statement was accompanied by a work of art.</p> <p>In partnership with the Calgary Congress for Equity and Diversity in the Arts, CADA launched an initiative to stimulate discussion about the value of Equity, Diversity and Inclusion (EDI) in the arts. The arts community was engaged through EDI training sessions, community conversations, and online surveys to measure the state of EDI in the arts community.</p> <p>In June, CADA released an updated Reclaiming Calgary's Cultural Identity: Arts Spaces Strategy and Capital Plan including recommendations about space needs and preferences to help Calgarians live creative lives.</p> <p>CADA awarded \$30 thousand in Artist Opportunity Grants to 17 artists for professional development opportunities including attendance at out-of-town festivals, training, residencies, exhibitions, workshops and intensives in locations around the world. Demand surpassed available grants with 60 artists seeking a total of \$133 thousand.</p> <p>The City co-commissioned a local artist to create Canada 150 Sesquicentennial banners for lamp posts and bridges across the Centre City, and integrated public art for underpasses south of 9 Avenue S.</p> <p>The City worked with the Canadian Arts Coalition to make the case for increased federal infrastructure dollars, resulting in the federal budget allocation of \$300 million over 10 years for the Cultural Spaces Fund and an additional \$1.6 billion investment in</p>

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				<p>statement of account.</p> <p>The Spring Clean-up application was completed in time for this year’s spring clean-up. The application allows citizens to subscribe to notifications on street sweeping schedules. In addition to supporting email and text messages, the application was also enhanced to better support multiple addresses and condo addresses and enable near-live schedule updates directly from the foremen.</p> <p>Improvements to the Calgary Rights of Way Management (CROWM) portal gives external utility providers and contractors the ability to submit Utility Line Assignment (ULA) applications for construction within Right-of-Way corridors, enables internal ULA specialists to process the applications, and allows utility providers to check in on the real-time status of any of their applications.</p> <p>The City continues to provide real time information to Calgary Transit customers through improvements to the website, Transit App, and Teleride/Teletext.</p> <p>In 2017 January the City of Calgary hosted its first virtual Hackathon to promote the use of open data and encourage citizens to create innovative solutions to deliver City services in a more efficient and effective manner.</p> <p>The City is investing more in bicycle and pedestrian counters to improve data collection across all modes of transportation and improve traffic flow mapping. Additionally, traffic flow maps and annual city centre cordon counts have been added to The City’s open data catalogue.</p> <p>The City created a data sharing agreement with ENMAX which will provide access to City of Calgary basemap and geocode data to strengthen ENMAX’s services provided to citizens.</p> <p>The City of Calgary presented at the Alberta GeoConnection conference for open data; increasing corporate awareness on open data and intellectual property.</p>
●	<p>P11 Facilitate programs and services for children and youth, including, in some cases, providing, a variety of affordable after school programs.</p>	CS		<p>The Youth Employment Centre hosted a successful hiring fair in March with 90 employers and over 5,600 youth in attendance. Marketing campaigns with appearances on morning talk shows and radio shows helped to increase traffic to the resource area with 1,188 visits and 271 registrants prior to the fair. Youth Employment counselors worked to assist youth with their resumes and prepare them for interviews. Every youth who stood in line was able to enter and apply for a job.</p>

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				<p>The nine agencies participating in the Children’s Advisory group of the Calgary AfterSchool (CAS) program hosted the Choose Your Own Adventure Conference in March to provide a free training opportunity for front-line staff. The Children’s Advisory group recognized the need for more in-depth training opportunities for front-line staff to enhance their work in programs, build on their knowledge and network with others in the field. The conference was held at the University of Calgary, with sessions ranging from trauma informed practice to access and inclusion. This conference was well received by attendees and demonstrated the value of collaboration, and emphasized the importance of front-line staff in providing quality programming to citizens.</p> <p>The Multi Agency School Support Team (MASST) is a joint partnership between The City, Calgary Police Service, Calgary Board of Education, the Calgary Catholic School District, and Alberta Health Service. The program facilitates early identification of high-risk behavior and delivery of prevention and intervention services to children aged five-12. In 2017, the program was evaluated on its previous year’s performance, the evaluation concluded that clients saw an improvement in the constructive use of time, improved pro-social behaviours, significantly fewer impulsive behaviours and significantly fewer negative behaviours at school. In the first half of 2017, MASST worked with 178 children and families.</p> <p>The Youth at Risk Development (YARD) program is a community-based intervention initiative in partnership between The City, Calgary Police Service and Alberta Health Services. The program supports youth (10-17) who are at risk, affiliated with a gang or involved in gang activity. In 2017, the program was evaluated on its previous year’s performance. The evaluation found that youth reported more negative attitudes toward gangs at the end of the program, and fewer youth reported anti-social peer association. Furthermore, 65 per cent of participants had fewer or less severe criminal charges during/after their involvement with YARD.</p> <p>The City partnered with Jumpstart Canada to offer "inclusive" games for children with disabilities, the first of which was held in June at the Soccer Centre. Together with Jumpstart, The City also introduced three new programs: “I Love Cricket” program with 18 participants, “I Love Basketball” program with 40, and “I Love Skateboarding” with 30. The goal is to give children from families in financial need the chance to try a new sport or to continue with a favourite one, giving all kids the same chance to participate as their neighbours, their classmates, and their friends.</p>

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●	<p>P12 Establish approaches and practices that welcome and support full participation of vulnerable populations in City activities.</p>	CS		<p>In April 2017, Council unanimously approved The City of Calgary’s Indigenous Policy and Indigenous Policy Framework. The Policy will enhance The City’s internal efforts to strengthen understanding, engagement opportunities, relationships and culturally appropriate approaches. The Indigenous Policy Framework was developed with the engagement of City stakeholders, Calgary Aboriginal Urban Affairs Committee (CAUAC), Treaty 7 Traditional Knowledge Keepers, and urban Indigenous people. This framework assisted in developing the Indigenous Policy and contributed towards a historic understanding of the shared land.</p> <p>In February, 400 newcomers and refugees were connected to City and community resources, services and programs at “Building a Life in Calgary”. The event was hosted by the Calgary Local Immigration Partnership (CLIP) as part of its ongoing response to support refugee resettlement in Calgary.</p> <p>To help minimize the occurrence and/or the impact of unfortunate events in communities, firefighters visited almost 29 thousand homes in 2016. This equates to a 98.7 per cent completion rate of assigned contacts, substantially greater than the 75.2 per cent completion rate achieved in 2015. City fire crews also visited 22 thousand businesses in 2016, ensuring fire and life safety systems in buildings were property operating and functioning in accordance with the Alberta Fire Code.</p> <p>Community Safety Officers delivered programs to 493 ESL/New Canadians, 285 low income individuals, 117 people with disabilities and seven Y-Fires clients and their families.</p> <p>The City of Calgary partnered with City Hall School to offer “How to Play” sessions for two classes of refugees from Penbrooke Meadows School. These sessions provided a practical way to educate children about the importance of physical activity while increasing awareness of recreational programs and services.</p>


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

A city of inspiring neighbourhoods

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	<p>N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.</p>	<p>CS</p>	<p>LLS TRANS POLICE</p>	<p>The City launched a fire and emergency response performance measurement tool called Initial Positive Action (IPA) in February 2017. IPA will give The City new insights to support improvements to fire and emergency response performance to multi-unit and high-rise buildings. The initiative will also support communication on how various scenarios impact fire service delivery, as well as inform decisions related to everything from apparatus deployment to station locations and possibly training.</p> <p>The was nearly two minutes over its 11 minute long-term target to amass an Effective Response Force (ERF) at emergency incidents that require 12 or more firefighters. In 2016, 69 per cent of emergency incidents that required 12 two or more firefighters. Urban intensification, evolving demographics and changing community needs collectively influence: types of calls, response performance, fire and life safety education, enforcement initiatives and can increase call volume. The demand for multiple apparatus and crew responses is forecasted to grow alongside call volume. This has been estimated at 1.5 per cent for 2017.</p> <p>Four bylaw officers graduated from Community Peace Officer Level 2 training in March. One officer will be working out of the Centre City location and the other three will be working out of the new Royal Vista location. With these new resources the time officers are out in the field will increase, improving visibility to the public and enabling more time for officers to attend citizen service requests.</p> <p>The deployment model for Calgary Transit peace officers has been fully implemented, improving coverage and response.</p> <p>The City developed an on-shift community safety field trainer position to support fire safety education efforts. These programs and initiatives will help expand upon current strategies to mitigate fire and injury risks posed to citizens should a fire or other emergency threaten their lives.</p> <p>A new backup radio communication and cell phone solution for Calgary firefighters has been implemented. The network provider offers a cloud-based tool that enables contact and talk group management. The new devices are durable and fully operational</p>

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				<p>for the City of Calgary’s firefighting work environment.</p> <p>User acceptance testing of the Mobile Responder (MR) application on smart phones was completed on 2017 March 24. Mobile Responder is an application which allows smart phone access to the Computer Aided Dispatch system (CAD). It will enable Emergency Communication Dispatchers (ECD) to dispatch urgent calls to Community Peace Officers for immediate response, and allow officers to self-assign on non-urgent events. A few features include timely check-ins coordinated by the Calgary 9-1-1 ECD, ongoing event tracking, GPS enabled real-time map views and robust event information. The anticipated completion date is scheduled in Mid-2017.</p> <p>Corporate Security installed three new Closed Circuit Television (CCTV)/Commend intercoms.</p> <p>The City successfully coordinated with multiple agencies during the 2017 Flames playoffs, ensuring public safety and a positive experience for all citizens on the Red Mile.</p>
●	<p>N2 Build resiliency to flooding.</p>	DCMO (ROC)	ALL	<p>The Municipal Infrastructure Flood Recovery Program continued work to restore infrastructure damaged in the flood event of June 2013. As of April 30, 2017, 188 of 217 projects have been completed (86 per cent) with 76.6 per cent submitted for cost recovery. The province has approved a one year extension to the Disaster Recovery Program to accommodate additional time required to complete the program of work and submit costs for reimbursement.</p> <p>The City completed a number of activities with respect to flood preparedness. The Calgary Emergency Management Agency (CEMA) conducted an extensive spring disaster exercise to test and evaluate response to river flooding and, completed data migrations to increase the Common Operating Picture. Rapid Damage Assessment training was provided to Building Regulations staff to ensure capability exists to assess damage in the event of a disaster. The Emergency Wellness Response Team (EWRT) completed a Terms of Reference to guide their actions during an emergency response and had the opportunity to present their model for providing psychosocial support during emergency response at a Conference Board of Canada conference.</p> <p>Recommendations on flood mitigation investments and policy direction were approved by Council in April 2017. The Alberta Community Resilience Program (ACRP) has provided additional funding of \$12.8 M for four more flood mitigation projects. Actions taken in early 2017 that contribute to flood resiliency include beginning construction of</p>

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				pedestrian and cycling pathway realignment initiatives in West Eau Claire, site drainage and electrical upgrades to the Bearspaw Operations Workplace Centre, removal of the 12th Street bridge structure, and, completion of sheet piling activities on the Calgary Zoo flood mitigation project.
●	N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.	CS	LLS CFOD DCMO PD TRANS UEP	<p>The City of Calgary coordinated a spring flood exercise to test emergency management processes and practices. Over 90 representatives from business units and external organizations participated to evaluate their capacity and ability to respond to river flooding impacting multiple communities. Additional smaller-scale exercises related to: other water-related events, high winds, active assailants, and vehicular attacks were also conducted to test business continuity and emergency management plans and enhance regional resiliency. The City also completed a comprehensive redesign of the Infectious Disease Management Plan.</p> <p>City staff received training on the incident command system, Emergency Operations Centre, psychological first aid training and rapid damage assessments to build understanding of processes and practices used in emergency management response.</p> <p>The Security Incident and Event Management project was completed, which provides centralized security incident management for City servers and networks. In addition, a data monitoring tool was introduced to assist business units in identifying high-value information that is regularly accessed and used. It will ensure that proper monitoring, alerting and protection is in place for such information.</p> <p>To advance regional resilience and preparedness, The City participated in a provincial emergency management exercise with British Columbia to evaluate Calgary's and Alberta's capacity to respond to a catastrophic earthquake on Canada's west coast. A planning team conducted a tabletop exercise with Canada Task Force 1 in Vancouver and the Department of National Defence while Canada Task Force 2 exercised a heavy urban search and rescue scenario in Calgary.</p> <p>To enhance situational awareness during an emergency, data for all City-owned buildings has been incorporated into the Common Operating Picture, which is used for information and decision-making purposes during emergency events. Real-time field reporting of damage to citizen and business properties has also been implemented to help property owners more quickly obtain feedback from assessments and expedite</p>

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				<p>citizens and business owners with returning to their homes and businesses.</p> <p>Virtual desktops and servers have been added to increase flexible work options for staff and enable rapid-displacement / rapid-provisioning solutions to support business continuity following an emergency or disruption to business. The City currently has over 2,900 virtual desktops and over 2,400 virtual servers.</p>
●	<p>N4 Revitalize the role and ability of community associations, and use of community facilities.</p>	CS	PD	<p>The City of Calgary worked with the Bowness Community Association as they replaced the roof of their community centre. The community association is now able to host more programs in the space and make it available for the community and external renters.</p> <p>Nolan Hill Community Association was formed and held their inaugural annual general meeting in April. All positions were filled on the new board and over 35 residents attended in support of the new association. The community association will provide citizens with social, recreational and educational opportunities as well as organize special events that bring residents together to create a sense of community.</p> <p>As part of The City's commitment to support neighbourhoods, Administration worked with community association members and residents of the four Symons Valley Communities to incorporate the Symons Valley Amenities Society. The Society was formed to plan, fundraise, build and maintain recreation amenities for the designated future community land allocated to these communities. The City will continue to assist the group to begin resident engagement as the next phase in the plan</p> <p>Three community associations (Erin Woods, Riverbend, and Rosscarrock) benefited from the support of The City in developing business plans that will increase the sustainability of their organizations and expand programming and events of interest to community residents.</p> <p>In May, The City introduced a Jane's Walk Workshop for community groups and residents to learn how to prepare for and host a Jane's Walk in their community. The workshop featured an informative presentation as well as an interactive mini-Jane's Walk around the East Village near the renovated St. Louis Hotel. Over 70 people attended the workshop representing a wide variety of groups from all areas of the city participating. Workshop evaluations indicated that the workshop increased their skills and knowledge and were better able to meet their organizational needs. This enabled Calgarians to have increased opportunities to learn about their community and</p>

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				<p>neighbours during the 2017 Jane’s Walk event.</p> <p>This year marked the fourth annual Neighbour Day and saw record participation with 180 permitted events taking place, compared to 137 in 2016.</p> <p>City staff played a significant role by successfully encouraging residents to organize an event and/or played a supporting role in a community’s organization of a Neighbour Day event within 44 neighbourhoods. Held on the third Saturday of June, Neighbour Day is a time for Calgarians to celebrate our neighbourliness and strong community spirit by organizing community events such as front yard barbecues (block parties), garden parties, picnics, clean-ups or afternoon teas in a local park.</p>
<p>● *</p>	<p>N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.</p>	<p>PD</p>	<p>CS TRANS UEP</p>	<p>Two new mixed use land use districts for established neighbourhoods were approved by Council on 2017 April 10, providing flexibility for a range of districts, particularly along main streets where intensification is desired. These districts align with the Developed Areas Guidebook, which was also approved by Council at the same meeting.</p> <p>Infrastructure investment opportunities were approved by Council related to economic stimulus in the established areas. These include six investment locations for projects including utility and transportation upgrades, parks, pathways, facility upgrades or planning work, representing a capital investment of \$10.2 Million.</p> <p>Work on the Main Streets Initiative has been ongoing since 2014, supporting private investment in areas identified by the Municipal Development Plan (MDP) for growth in the built area of the city. A major milestone was achieved in 2017 with land use policy amendments, using the newly approved Developed Areas Guidebook (DAG), and land use redesignations for four main street areas. This will allow for higher intensity redevelopment. Council approved \$30.0 Million for the Mainstreets Program to support projects in multiple locations. An implementation framework is currently being developed including actions for planning, investment and innovation such as:</p> <ul style="list-style-type: none"> • Land use district redesignations • Updates to affected local area plans • Initiation of detailed designs for a new public realm improving sidewalks & road carriageways • An implementation plan for water infrastructure capacity • Exploration of innovative approaches to create vibrancy and resiliency in the main

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				<p>street commercial areas.</p> <p>Administration has successfully secured capital funding to integrate a new land use framework with recommendations to improve the public realm along the street and sidewalks within individual priority main streets areas. This funding will allow for investment aligned with the public realm improvements recommended in the main streets implementation plan starting with the first four priority areas.</p> <p>The “This is my Neighbourhood Round 2” has completed community asset maps and neighbourhood bus tours that informed the development of 14 unique engagement plans. These engagement plans are imperative to provide residents a voice in shaping their community vision and services and efficient delivery of City services to neighbourhoods. To engage hard to reach audiences, engagement plans include pop up events, presentations to condo boards, meeting with local businesses and other stakeholders, and working with students at local schools. In the four communities with a Community Social Worker (CSW), engagement will also include door-knocking and utilize the CSW’s networks with local residents.</p> <p>The Community Social Work Program promoted opportunities to increase social connections, lead neighbourhood change and enhance inclusion in a variety of ways:</p> <ul style="list-style-type: none"> • The Village Square Community Hub engaged residents of surrounding neighbourhoods (Temple, Pineridge, Rundle and Whitehorn) with a local “3 things of Canada” campaign by encouraging residents to commit to doing three acts of service for their neighbourhoods. • The libraries of two seniors buildings in the East Village were updated by changing out over 2,000 books. This initiative was a collaborative effort between the residents of the building, Seniors Services and Books Between Friends and provided seniors the opportunity to work together and develop collective pride in their common spaces. • The Penbrooke Meadows School Collaborative was created in response social concerns in the neighbourhood by four area elementary schools, Alberta Health Services, the Cafe Institute, Nourish and the United Way. The collaborative focuses on enhancing the supports available to the children and families of each school and working together to organize joint events and workshops that all parents in the community can attend. • The Rutland Park Residents benefited from an information session hosted in collaboration with Canada Revenue Agency entitled, “It’s Your Money! Benefits

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				<p>and the CRA” and two tax clinics provided in partnership with the Chartered Professional Accountants of Alberta. These clinics will assist residents in getting their Notice of Assessment which is an important document for gaining access to supports and services.</p> <p>Green Line staging scenario was developed and approved by Council, defining the limits of the first phase of building for the new LRT line. The City completed an emergency response impact evaluation along the Green Line to better understand the implications of different decisions on citizens and for future station locations.</p> <p>Administration is leading the 4th Avenue SW realignment concept design. Work to date includes corporate reviews of possible development scenarios and road realignments to enhance the development potential of the site, connections between the riverfront and the neighbourhood, and the overall pedestrian and cyclist experience along this section of the river pathway. The objective is to enhance both the economic and public space value of this important site. Concept Design will be completed early 2017 with intent to move forward with detailed design later in the year.</p> <p>The 2017 Spring Clean-Up started on April 4 and was completed on May 30, removing approximately 40,000 m³ of material from roadways.</p> <p>Phase 2 of the Roads eMaps was completed, making current construction information available to the public.</p> <p>Anderson Station Area Redevelopment Plan approved at Council and Outline Plan moving ahead based on park and ride plans at Anderson Station. Anderson Station Area Redevelopment Plan approved at Council and Outline Plan moving ahead based on park and ride plans at Anderson Station.</p> <p>Transit Oriented Development (TOD) trip generation studies were performed to improve The City’s planning work and the Institute of Transportation Engineers (ITE) trip generation manual for planning transportation in TOD areas.</p> <p>A downtown long-stay parking report was approved by Council to support businesses and development.</p> <p>Sound attenuation program is designing two new projects for 2018 while 2017 construction is underway.</p> <p>Projects associated with the Bonnybrook Wastewater Treatment expansion program</p>

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				<p>remain on schedule. This major expansion will ensure The City is able to accommodate growth now and into the future through increased treatment capacity.</p>
●	<p>N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.</p>	PD	<p>CFOD TRANS UEP DCMO</p>	<p>The Funding Growth initiative, part of the Industry/City Work Plan, continues to work with stakeholders to build new processes for evaluating growth proposals from the development industry. Eight proposals have been received and evaluated to determine the feasibility of each area being able to move forward in the planning process. Recommendations are forthcoming and include investigation of alternative funding options and models. The Corporation's financial capacity is being considered in this work.</p> <p>A Utility Information Mapping Summary pilot project for the community of Killarney was published, with the next two communities for utility information mapping being Montgomery and Bridgeland. This informs investment requirements for infrastructure upgrades to support redevelopment in established areas.</p> <p>In support of future Green Line transit stations, Administration provided social demographic information and discussed equity implications for areas surrounding these stations. In addition, issues regarding the Social Return on Investment (SROI) and the Office of Sustainability's appraisal to assist in quantifying social benefits of the Green Line were discussed.</p> <p>Administration completed its move to a deployment and growth management model for the Calgary Fire Department which optimizes resource deployment through a stronger focus on risks, and by emphasizing outcomes in determining and evaluating service levels. This work contributes to a reduction in the annual operating budget allocated to meet the demands of growth of \$3.1 million. Administration will continue to collaborate with its partners and contribute to City-wide growth management and facility planning processes and initiatives including those related to identifying opportunities for multi-use stations.</p> <p>The City is using data to drive decision making to revise recreational programs and services, enhance the use of space in recreation facilities and improve marketing plans to better address changing demographics, community needs and demand while balancing revenue targets and budget.</p> <p>Tomorrow's Workplace has successfully transitioned into Workplace Solutions. This transformational change initiative to accommodate growth within The Corporation's existing real estate portfolio has avoided 1,024 conventional work spaces to date</p>

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				<p>resulting in a lease cost avoidance of over \$10 million. This program has also directly contributed to reducing The City's environmental footprint by reducing energy and water consumption and reducing employee trips to and from offices.</p> <p>The 10-year rapid transit priorities were presented to Council in Q1 in conjunction with the annual RouteAhead update. As well, a sensitivity analysis was completed for the regional transportation model, improving long term forecasting and planning.</p> <p>An Airport Rail Connection study and Blue Line Northeast predesign work were both initiated. To accommodate a light rail transit maintenance stabling facility and a possible line extension to the airport in the Aurora Business Park, Administration is re-evaluating the outline plan design and associated land uses already in place to better achieve a balance between Calgary Transit's operational needs and the site's Transit Oriented Development objectives.</p> <p>The Anderson Station Outline Plan is currently under review, with Administration ensuring the economic viability of the site while addressing Council's direction for a net loss of park and ride stalls. An active and vibrant public realm are incorporated in to the project to maximize sales and development opportunities.</p> <p>An agreement was finalized for developer-funded transit service in community of Legacy, beginning second half of 2017. New transit service also started in the community of Nolan Hill.</p> <p>Work continues on a downtown parking policy with reports delivered to the Transportation & Transit Committee and Council in May.</p> <p>The City Charter provides new authorities for The City in the area of environmental stewardship. Administration is working to refine The City's strategic direction on environment under these new authorities. This strategic direction will inform changes to The City of Calgary's Environmental Policy, which will be amended in 2018.</p> <p>Environmental Construction Operations (ECO) plans were reviewed and monitored for compliance for 83 City of Calgary capital construction projects. This process reduces risk of regulatory non compliance and minimizes environmental impacts associated with construction.</p>

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●	N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.	PD	LLS CFOD CS TRANS UEP	<p>For redeveloping neighbourhoods, an annual investment program is being developed as part of the Industry/City Work Plan. As part of the program development, Administration is reviewing The City's current ability to front-end funds for infrastructure and public amenities, with a cost-recovery program as local redevelopment occurs.</p> <p>The funding model that was applied to Centre City development is being used for city wide public realm improvements, leveraging various funds to achieve a better outcome.</p>
● *	N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.	PD	LLS DCMO TRANS UEP	<p>The following reports were approved by Council:</p> <ul style="list-style-type: none"> • Centre City Guidebook (February) and Developed Areas Guidebook (April) were approved, providing policies regarding great public spaces and public realm for established communities, to help encourage and enhance public space and interactions. These important policy documents join the New Community Guidebook as part of Volume 2 of the Municipal Development Plan. • In 2017 February, the 18-month Development Permit (DP) Exemption for secondary suites will continue in perpetuity. Properties that meet all of the Land Use Bylaw requirements for a permitted use secondary suite can "skip" the Development Permit process and proceed directly to Building Permit application. This saves an estimated \$2,000 in costs for the customer, and what would normally take 30-days for the DP process is now a 30-minute bylaw review on the spot, making it faster and easier to apply for a secondary suite. • The Crowchild Trail Study was successfully completed and approved with short term improvements to be implemented over the next few years. • East Village Land Use Amendments (April) to update the East Village land use districts to better align with the vision for East Village, developer needs and the new Area Redevelopment Plan. • Anderson Station Area Redelopment Plan, enabling transit oriented development to occur. • Land Use Bylaw Amendments for Development Commencement Extensions, allowing applicants up to 3 years (from 1) to begin work on an approved Development Permit. • Highland Park Land Use Amendment, an application to redevelop the former Highland Park Golf Course for multi-residential development. • The Springbank Hills ASP Amendment which removes the West Springs area as an appendix in the Springbank Hills ASP and creating a stand-alone ASP (April)

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				<p>The following reports were presented to the Planning and Urban Development Committee of Council:</p> <ul style="list-style-type: none"> • Following a presentation to Council in March, the Urban Design Review Framework (UDRF) project completed engagement with stakeholders, revised the Urban Design Review Panel Terms of Reference, the Urban Design Review Protocol and an Implementation Plan (June). • A Green Line Transit Oriented Development Planning Update. • The Developed Areas Guidebook was approved by Council on April 10 providing policies regarding great public spaces and public realm for established communities, to help encourage and enhance public space and interactions. <p>In June, a report was presented to the Priorities and Finance Committee on Strategic Growth and Outline Plan Application in Developing Areas, with a proposed approach to enable Outline Plan applications to proceed in areas identified as having a growth management overlay. The report recommended that Administration work with Industry to develop a full cost recovery fee for combined Outline Plan and Land Use applications, as well as to develop a process for strategic growth analysis and decisions. This work is part of the City/Industry workplan, approved by Council in January 2016.</p> <p>The following reports were presented to Calgary Planning Commission:</p> <ul style="list-style-type: none"> • The West Macleod Area Structure Plan Amendment (ASP) and associated Outline Plan and Land Use Amendments (June 2017). This Developer-funded ASP will add Pine Valley lands in the West Macleod ASP. • Urban Grazing and associated Land Use Bylaw Amendments, to enable livestock grazing in city parks. <p>On Feb. 22, the Corporate Approvals Team hosted a well-attended expo style forum themed, "Building our City Together," joining together with external partners and agencies to showcase current policy work, process improvement initiatives and other City led projects. Booths were set up throughout the Municipal Building Atrium to educate and inform those involved in the approvals process – including City Staff, Industry and community partners – about City and Industry initiatives currently underway that may have an impact on how we plan and approve future development. Featured among the booths were City initiatives such as I5 process improvements and Affordable Housing, and external booths from BILD Calgary and the Smarter Growth</p>

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				<p>Initiative. A lunch hour panel discussion featured City Manager Jeff Fielding, BILD Calgary Region CEO Guy Huntingford and Federation of Calgary Communities Executive Director Leslie Evans, exploring the idea of “Building our City Together”.</p> <p>In an effort to help citizens feel a part of their application process, anew webpage for Calgary Approval was created. It is designed to walk visitors through the continuum and define some of The City’s timelines and targets from Detailed Team Review through to decision.</p> <p>In March 2017, Administration provided an update to Council on the development of a new Rail Corridor Proximity Policy. The report outlined the next segment of work to create a policy that will guide development near railways in Calgary, including a baseline risk assessment, continued stakeholder collaboration and public engagement, developing an access strategy, and amending the terms of reference.</p> <p>Administration continues the acquisition strategy in support of the 17 Avenue SE Bus Rapid Transit initiative, by working with land owners to resolve issues and negotiate settlements for the remainder of the lands required to support the construction of the project. This pro-active approach resulted in successfully acquiring a total of 22 properties. Administration continues to work towards negotiated settlements on the balance of the lands required to support construction of the project.</p>
●	<p>N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.</p>	PD	<p>LLS DCMO CS TRANS UEP</p>	<p>The Developed Areas Guidebook was approved by Council on April 10 providing policies regarding great public spaces and public realm for established communities, to help encourage and enhance public space and interactions.</p> <p>To help businesses attract citizens to the area during the 17th Avenue SW reconstruction project, an alleyway activation project was launched to enliven the alleyway behind 17th Avenue SW between 4th and 5th streets while the block is under construction. Through the use of art and other temporary interventions, the goal is to draw people through the lane as an alternate pedestrian route and space for outdoor patios.</p> <p>The 8th Street SW Underpass construction was completed in Q1 2017. Construction on the 1st Street SW corridor improvement project and the West Eau Claire Park & Public Realm Plan started in Spring 2017. In addition, the 61st Street revitalization project is under construction and the 4th Street underpass construction contractor has been awarded.</p>

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				<p>A Stewardship Group was formed for the development of the Crossroads Community Hub. There are three ongoing initiatives at this location: a digital literacy program with the Calgary Public Library, the Book Truck and a residents' knitting group. These initiatives serve a number of functions, including creating a sense of belonging and developing individual knowledge and skill. The hub space is also being used as a meeting place for the newly formed working groups growing out of the Crossroads Community Conversation. The hub continues to evolve to develop connectivity and community, which are essential to individual and collective well-being.</p> <p>Several capital builds for recreation projects are underway and include the implementation of the Skateboarding Amenities Strategy, containing provisions to increase citizen access to unstructured recreation. Six of eight skateparks are complete. The two remaining sites have been selected: one in the northeast (Genesis), and the other in the northwest (Bowness Community). Construction for both sites is targeted for completion by Q4 2017.</p> <p>Administration continued the Centre City Implementation Strategy, including the Centre City banner program, signal box wrap program, stewardship of the Beltline Community Investment Fund, and the vehicular wayfinding program.</p> <p>Administration supported the successful Council Innovation Funding request for the Western Canada High School pocket park, working in partnership with the Cliff Bungalow/Mission Community Association and the Calgary Board of Education.</p> <p>Guiding principles have been developed to promote and expand public access to City-owned buildings. Public access was piloted in three locations: Historic Holy Angels School, Shaganappi Civic Building, and the Royal Vista Fire Hall.</p> <p>The City is leading by example, dedicating time, effort, and resources to a City specific Brownfield program. The intent is to promote Brownfield redevelopment by exploring interim uses, showcasing work already done, and teaming with other City programs to target specific sites and identify opportunities. In 2017, Administration is:</p> <ul style="list-style-type: none"> • Creating a regulatory framework and application process for the use of brownfields for urban agriculture; and, • Designing a community green space under the 4th Avenue flyover bridge and exploring the feasibility of renewable energy development on City-owned brown fields, including both small and utility scale solar and wind farms.

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				<p>Waste removal, recycling and organics recovery has been scheduled for 112 community clean-ups and 24 festivals.</p> <p>Crime Prevention Through Environmental Design reviews were completed on on all seven inner-city parks.</p>
●	<p>N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.</p>	PD	<p>LLS DCMO CS</p>	<p>A number of heritage properties were designated as Municipal Historic Resources under Section 26 of the Alberta Historical Resources Act, including schools, parks and residences:</p> <ul style="list-style-type: none"> • Cliff Bungalow Elementary School • Holy Angels School (also in Cliff Bungalow) • Confederation Park (Capital Hill) • Reader Rock Garden (Manchester Industrial) • James A. Ross Residence (Inglewood) • Dafoe Terrace (Beltline) • White Residence (South Calgary) • William J. Gray Residence (Hillhurst) <p>As of March 2017, 83 properties have been designated as Municipal Historic Resources. There are currently 832 sites on the Inventory of Evaluated Historic Resources, which is maintained by the Calgary Heritage Authority. Designated sites are both City-owned (24 properties including 14 owned by Parks) and privately-owned (59 properties).</p> <p>In 2017, the Heritage Planning website underwent a content refresh, and transition to the modern Planning & Development tile-based layout. The new site improves accessibility, streamlines access to incentive programs and resource management information for owners, operates in tandem with the new Calgary Heritage Authority website, and integrates social-media (Twitter).</p> <p>Administration leveraged the award winning ePermit platform to allow for demolition permits to be applied for online. A key component of the demolition permit approval is the ability to ensure effective measures are in place to protect heritage assets. The enhanced process circulates the demolition approval service request to the heritage planning team to ensure safety of heritage assets are at the forefront when performing</p>

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				<p>such activities.</p> <p>Foundation and drainage system repairs were completed for Historic City Hall. The erection of scaffolding was completed, offering safety to pedestrians, with the main rehabilitation work was tendered. The sandstone quarry selection is complete and final compliance and performance testing is in progress. The project remains on schedule and on budget.</p> <p>Comprehensive heritage condition assessments were completed for nine buildings.</p>
●	<p>N11 Promotion of public safety through education, prevention, and partnerships.</p>	CS		<p>The City delivered hands-on individual and community preparedness education to more than 3,000 Calgarians who attended Disaster Alley. The event included 34 exhibitors, including local and area emergency services, provincial agencies, and utilities providers.</p> <p>The City hosted the 14th annual Safety Expo event at the Municipal Building in 2017 March with 13 City business units as well as 27 external partners participating. Thirty-two interactive exhibits taught grade five and six students about safety at home and play. This year's Safety Expo surpassed previous attendance records for a total of 4,277 students and teachers participating due to increased space with a new workshop area and an outside demonstration area for safety presentations and demonstrations.</p> <p>In Q1 2017, The City delivered its fire safety education program to 3,800 students, 673 community adults and teachers and 91 corporate employees. In addition to this, The City sent firefighters from designated fire stations to eight schools to engage students on fire safety. Being comfortable with firefighters and knowing the fire safety rules will help children avoid dangerous situations.</p> <p>On Pink Shirt Day, 2017 February 22, CPS and CFD partnered with Calgary After School Programs to promote safety and create awareness of the consequences of bullying. The day gave participants an opportunity to interact with members in uniform in a fun, positive way and remind them that fire stations are another safe place with caring adults in the community to turn to.</p> <p>In 2016 and into 2017, The City partnered with Alberta Health Services to organize an inspection of more than 100 food trucks and trailers. The program is now a provincially recognized safety initiative, with other Canadian cities adopting City of Calgary</p>

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				<p>guidelines.</p> <p>On 2017 May 7, almost 500 firefighters from Calgary and other stations across North America, climbed in full duty gear the stairs of Calgary's BOW Building, to raise awareness and funds for firefighters and all citizens living with cancer. The event which was hosted by the Calgary Firefighters Benevolent Fund raised \$338 thousand for Wellspring Calgary.</p> <p>Nature Canada recognized City of Calgary for the progressive work to keep cats safe and save bird lives. This award is in relation to Nature Canada's signature program called Keep Cats Safe and Save Bird Lives that encourages cat owners to keep their cats supervised at all times. The City of Calgary was awarded Nature Canada's inaugural municipal leadership award, the first given of its kind, recognizing the City's leadership in keeping Calgary cats safe.</p> <p>"The New Adventures of Engine 23" an interactive exhibit in the downtown Central library, is doing more than helping children learn life-saving fire safety tips and promoting literacy. With the increase in families visiting the site, the Calgary Public Library is reporting that there is a decrease in unsavory behaviour. The focus on children in the central library has made the location more welcoming to families and visitors and discourages other types of unwanted activity.</p>
●	<p>N12 Promote and strengthen community standards through facilitated compliance.</p>	CS		<p>A review of the existing Community Standards Bylaw (CSB) was completed, and the proposed bylaw amendments were approved by Council in 2016 November. The bylaw amendments were implemented in early 2017 which included updating: training provided to officers; online Calgary.ca information; and the online Good Neighbour Practices Reference Guide.</p>


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A city that moves

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

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
	<p>M1 Implement and accelerate RouteAhead as transit funding becomes available.</p>	<p>TRANS</p>	<p>LLS CFOD DCMO CS</p>	<p>Calgary Transit's financial position is suffering from several aspects of current economic conditions. In particular, funding reductions and decreased revenue from lower than expected transit ridership has considerably reduced Calgary Transit's financial position. This has significantly reduced The City's progress toward RouteAhead service level targets.</p> <p>Bus Rapid Transit (BRT) network projects are moving ahead with two lines beginning construction in 2017. Work continues to support local improvements in communities that connect to these BRT lines, as well as significant coordination work with Alberta Transportation to support the 17 Avenue SE transitway.</p> <p>Green Line completed a recommended staging plan for the first phase of the new LRT line to Council. The plan was approved and submitted to the Province for funding consideration. Work continues to refine stations and alignment in some areas, as well as city shaping, land use and Transit Oriented Development (TOD) considerations. Significant work includes:</p> <ul style="list-style-type: none"> • Ongoing modeling, forecasting, design and planning work continues in anticipation of the project. • Station connectivity reports (how people access the stations) are being developed for all station areas. • 99 properties The City will need to acquire for stage one have been identified. 26 transactions are now complete/pending. <p>Fleet storage and maintenance capital planning work continues with a final report on expanding storage and maintenance capacity at existing Calgary Transit facilities. This includes preliminary design of Tuscany Tail Track Storage facility and preliminary design of the Blackfoot Trail bus garage site.</p> <p>After substantial interdepartmental work and extensive legal advice, the public private partnership (P3) transaction for the construction of the Stoney CNG garage and maintenance facility was concluded and construction began.</p>

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				<p>Cleaning and Outside Maintenance duties for Calgary Transit are transitioning to an external contractor with goal of maintaining customer satisfaction scores for cleanliness, implementing a key ZBR recommendation.</p> <p>CTrain system capacity is improving with some significant milestones. Many improvements to accommodate 4-car trains were completed including:</p> <ul style="list-style-type: none"> • The LRV Service Lane extension including installation of train wash at Anderson Garage was completed. • Motorman platforms near Anderson and Heritage stations were extended for 4-car trains. • Deficiency work on all extended station platforms is complete. • A sander system upgrade at Oliver Bowen service lane is complete. • Traction power substation upgrades near Franklin station were completed. <p>Reliability of the new S200 CTrain fleet is also rapidly improving after significant efforts by the project team. After only one vehicle had fully passed reliability trials in Q1; now 14 of the 18 vehicles running meet reliability standards. 14 4-car trains are running consistently as of June 2017. Of the new S200 vehicles, 24 LRVs have been delivered with 18 conditionally accepted and in service. Cars 19-24 are expected to be in revenue service within 3 weeks and additional deliveries are now arriving regularly.</p> <p>Through the Public Transit Infrastructure Fund (PTIF) in cooperation with federal and provincial governments, six new S200 LRVs have been approved for procurement. This is in addition to the 63 cars that are currently on order and arriving and will increase the number of less-reliable U2 vehicles to be retired to 39, but leaving 43 U2 vehicles still to be replaced. Four U2 Cars have been decommissioned and are in the process of disposal.</p> <p>Administration is working on technology projects that will allow the transfer of Calgary Transit's third-party managed network back into City infrastructure saving costs, and security assessments for possible mobile payment solutions that would improve user experience.</p>
●	<p>M2 Maximize the flow of traffic on the existing transportation network through the application of technology.</p>	TRANS	<p>LLS CFOD DCMO CS</p>	<p>Three transit priority projects were designed and will be implemented in 2017 at Northmount Dr/14 St NW, Memorial Dr/36 St E and McKnight Bv/52 St NE. Significant engagement with front line staff was completed to help identify problems and solutions, that will help make these projects function well under real world conditions.</p>

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				<p>Roads is moving towards advanced traffic management systems by starting to use real-time traffic data in conjunction with remote communications to traffic signals. This supports adaptive traffic operations such as adjustments to signal timings. New Transportation Management Centre (TMC) technologies are being added with help from Information Security.</p> <p>Calgary Parking Authority is moving towards smarter solutions for parking management. With assistance from Administration, CPA's plan to move towards electronic enforcement in residential parking permit areas was approved. Additionally SmartCity initiatives are being explored.</p> <p>Administration provided ongoing drafting, mapping and surveying services that support the expansion and optimization of the transportation network including the Railway Corridor Project. This includes updated dispatch maps that assist CPA, Calgary 911 and Alberta Health Services.</p> <p>Design work was completed on Bow Tr/85 St SW interim improvements, and Home Rd/16 Av NW optimization. Conceptual design is complete for 15 St/9 Av SE realignment.</p> <p>Preliminary design was completed for Symons Valley Parkway and land acquisition is underway.</p> <p>Reports on travel time reliability including congestion index were posted online, providing information on how traffic is tracked and used to inform decisions.</p> <p>Roads continued to achieve its targets for snow and ice control (SNIC) through the 2016-2017 winter season, while providing improved real time information to citizens.</p>
●	M3 Invest in strategic road improvements in priority growth areas as funding becomes available.	TRANS	LLS CS	<p>Construction underway on the following interchange projects: Trans Canada Highway and Bowfort Rd NW, Macleod Tr and 162 Ave S, Glenmore Tr and Ogden Road SE, and Crowchild Trail.</p> <p>A cost sharing agreement was drafted with the Province and a developer for a new interchange at 212 Avenue and Deerfoot Trail.</p> <p>A review of design in transportation is underway to optimize how the department works on design projects.</p> <p>A Functional study to improve upon previous designs for an interchange at Macleod</p>

● Progressing as planned. * Significant milestone(s).

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>Tr/25 Av SW continues. Public engagement began in Q2.</p> <p>Law continues to provide legal advice to the working team for the South West Ring Road Implementation Project.</p>
● *	<p>M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.</p>	TRANS	CS	<p>The City installed three additional pedestrian corridors, nine traffic signals, and 22 rectangular rapid flashing beacons (RRFB's).</p> <p>Three major active mode projects are approved for 2017 with early construction work beginning in Q2. Projects are Northmount Dr/14 St NW optimization, Bowness Rd Phase 2, and Marlborough community improvements.</p> <p>Safe Routes to School program development is continuing and bike to school day 2017 activities are being planned.</p>
●	<p>M5 Improve the taxi system.</p>	CS	LLS TRANS	<p>Through the Accessible Taxi Review report, Council eliminated the annual Accessible Taxi Plate Licence (ATPL) fee on 2017 March 20. This helps offset the higher costs of accessible vehicles and reduces the financial burden for ATPL holders.</p>

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A healthy and green city

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

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
●	H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.	UEP	LLS CFOD DCMO	<p>A successful media event was held in April 2017 to announce the roll-out dates for The City's residential Green Cart Composting Program. Collection is scheduled to commence in the Southwest quadrant of the city in July. By October, all communities across the city will have residential Green Cart service. Organic material collected through the program will be processed at the City of Calgary's new Organics and Biosolids Composting Facility.</p> <p>The City focused on informing and supporting Calgarians to prepare for the Council approved changes to the Waste & Recycling Bylaw which requires food and yard waste diversion in the Single-Family (SF), Multi-family (MF) and the Industrial, Commercial and Institutional (ICI) sectors. The bylaw requires SF homeowners to use Green Carts and owners and occupants of MF residences and ICI establishments to implement food and yard waste diversion. These amendments take effect on November 1, 2017 and support the goal of 70% diversion from landfills by 2025.</p>
● *	H2 Encourage a broader range of innovative and clean energy technologies.	UEP	TRANS DCMO CFOD	<p>The City continues to manage carbon and energy as well as risks and impacts from climate change. In February 2017, the Climate Program provided an update to the Utilities and Corporate Services Standing Committee (USC) on work that is underway across The Corporation to develop Climate Adaptation and Mitigation plans. The presentation also highlighted the planned community engagement. The Climate Program is aligned with the Federal and Provincial direction for carbon reduction, energy management and adaptive measures.</p> <p>The City, as a member of the Calgary Region Airshed Zone (CRAZ), supported regional air quality improvement activities including:</p> <ul style="list-style-type: none"> • Management of regional monitoring programs; • Engagement and air quality awareness sessions with schools, industry, agriculture, and municipal workshops; and • The introduction of idle free zones with schools and businesses. <p>The City is participating in the Clean Air Strategic Alliance's provincial Non-Point</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>Source Project with government, industry and non- government organization (NGO) members. This project includes identifying priority actions to reduce the cumulative effects of air pollutants from diffuse sources such as vehicles and equipment, residential wood burning, prescribed burning, urban planning, agriculture and construction and road dust.</p> <p>The City of Calgary supports the use of innovative and clean energy technologies at City facilities and operations. Recent installations include:</p> <ul style="list-style-type: none"> • Four solar power plant projects: The Whitehorn Multi-Services Building (415 kW), North Corporate Warehouse (115 kW), Fire HQ (17kW), and Glenmore Water Treatment Plant (291 kW), through the Sustainable Infrastructure Capital program. • The retrofit of 82,000 street lights with LED as part of the e² Street Lighting Program.
●	<p>H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.</p>	UEP	<p>LLS CS TRANS PD</p>	<p>Progress is being made on managing the interrelationships between flood protection, water quality and quantity, and land use. Highlights for 2017 include:</p> <ul style="list-style-type: none"> • The completion of the preparedness and response components of the City's Drought Management Plan. The plan ensures that tools are in place to forecast and respond to drought conditions. • The Riparian Outreach and Education framework was completed. Healthy riparian areas and watersheds provide better aesthetics for Calgarians, lower costs for water treatment and improve wildlife habitat. • The City's Climate Program identified climate change vulnerabilities and completed risk assessments, including extreme weather events and long term climatic changes. Priority risks include: heat waves, winter storms (heavy snow, ice or blizzards), multi-year droughts, summer storms and river flooding.
◊	<p>H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.</p>	DCMO	<p>CS UEP</p>	<p>The City is working with the Mayor's office to address issues with respect to regional water servicing. Discussions have begun with the Province to work on a Water Act licencing solution to this long-standing issue.</p>
●	<p>H5 Protect and enhance our urban forest and natural landscape throughout Calgary.</p>	CS		<p>The 50th Annual River and Pathway Clean-up attracted 2,900 volunteers who removed litter in every city quadrant from parks and along nearly 200 kilometres of pathways and river banks. Volunteers included groups from non-profit organizations, community associations, local businesses and City staff.</p> <p>Continued effort is being made to plant colourful vegetated installations, hang flower</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>baskets and banners, and provide other seasonal fixtures in the Centre City, including Olympic Plaza, that promote and improve the Downtown Core's attractiveness to Calgarians, businesses and visitors alike.</p> <p>The 2017 Community Clean-up program received an overwhelming response from Community Associations requesting to register and host events. The City books up to 116 clean-ups per year, this number has been reached with four communities on the waiting list. In the first half of 2017, 83 clean-ups took place; collecting a total of 513 thousand kilograms of garbage and organic waste. The remaining clean-ups are scheduled to occur in the last half of 2017.</p> <p>A Calgary River Access Strategy was presented to Council in Q1 with strong support from stakeholder groups. The strategy balances public safety and environmental protection of riparian areas while improving recreation, education and business opportunities for citizens on and around Calgary's rivers.</p> <p>Recovery and restoration efforts from the September 2014 Calgary Tree Disaster continued in Q1/2. ReTree YYC is on track for its planned goals in 2017, including planting 7,500 new trees (2,500 more than normal years). As well, 25 new communities are participating in ReTree YYC urban forestry tree planting and public education programs.</p> <p>Trail alignments as part of the Nose Hill Park redevelopment plan were finalized this year, with construction starting in Q2.</p> <p>Riverbank stabilization and beach rehabilitation work as part of the River Park/Sandy Beach/Britannia Slopes redevelopment plan was completed in Q2.</p>
●	<p>H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.</p>	UEP	CFOD CS	<p>The City continues to build public awareness and understanding of the shared responsibility to conserve and protect the environment through education, public engagement, seasonal events and programs. Highlights of 2017 programs and events include:</p> <ul style="list-style-type: none"> ● The Mayor's Environment Expo (MEE), to enhance environmental education amongst Calgary school aged population, in collaboration with Calgary and area school boards. In 2017, a total of 4,200 (students and families) participated in 71 workshops categorized into three distinct events: <ul style="list-style-type: none"> ○ Energy Revolution Fair; ○ Environmental Photo contest; and ○ Jack Leslie Youth Grant Award.

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<ul style="list-style-type: none"> • Through the Eco-Leaders Program, 32 schools across Calgary were educated, engaged and supported in creating projects that addressed: <ul style="list-style-type: none"> ○ Eco Leaders conference ○ Student team projects in collaboration with teachers ○ Skill building workshops ○ Presentation at Mayor’s Environment Expo The Eco-Leaders Program was a finalist for the 2017 Alberta Emerald Award. • Waste and Recycling Services (WRS) hosted the spring yard waste free drop-off program at the landfills from April 7 to May 28. Over 10,000 loads were received which equals about 1,600 tonnes of material that will be composted or mulched instead of being landfilled. • In 2017, WRS reached over 7,900 citizens to share information about waste management, recycling, and composting through public events and presentations, facility tours, and Multi-family and Industrial, Commercial and Institutional program outreach. • Fire, in partnership with Waste & Recycling Services, collected and disposed of hazardous household waste. In 2016, 4.42M kilograms of household hazardous waste was collected from citizens at Household Hazardous Waste program sites which included designated fire halls. The City disposed of 54,025 litres of fluid from motor vehicle accidents and other emergency calls. • The City is leading by example for the Brownfield program. The program promotes brownfield redevelopment, explores interim uses, showcases completed work, and coordinates with other City programs to target sites and opportunities. Examples include: a community green space under the 4th Avenue flyover bridge and a renewable energy development on City-owned brownfields, including solar and wind farms. • Flood readiness information sessions were held this spring to help citizens prepare for potential flooding. • The Utilities connected with over 8,000 citizens through the YardSmart Program focused on implementing water wise gardening practices at home which resulted in 1,000 rain barrels being sold.
●	H7 Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities	CS		The City of Calgary is proud to partner with Canadian Heritage to host celebrations throughout 2017 commemorating Canada’s 150 th anniversary of Confederation. Events leading up to the July 1 st Canada Day celebrations have included: Winter Fun Day (January 28 th), where Calgarians were invited to enjoy ice skating at five outdoor rinks,

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
	that encourage active daily living.			<p>nature education games, hot refreshments, music, and a toasty fire. Four “Music in the Park” concerts provided citizens with a fun free way to enjoy live music in beautiful parks around the city. And teaching Calgarians a Canadian-inspired dance routine for Sharing Dance Day, an event held at Eau Claire Market on June 2nd.</p> <p>In February, Administration partnered with the Canadian Tire Jumpstart Program to host the first ever “Calgary Games for Girls” at the Calgary Soccer Centre. Over 300 young women had the opportunity to participate in activities that they normally would not have been exposed to. Research suggests that by age six both boys and girls believe that boys are better at sports than girls. This program was aimed at increasing confidence and competence of girls to lead healthy and active lifestyles.</p> <p>The City of Calgary offers a new program to accommodate Muslim women who traditionally do not swim in a mixed environment. Women gather weekly to swim and/or participate in swimming lessons, providing an opportunity to recreate in a safe and acceptable environment.</p> <p>Administration collaborated with the Calgary Downtown Association, and the Westgate Community Association to offer two "winter" mobile adventure playgrounds. Embracing the ice and snow, The City provided outdoor play opportunities for 109 children on Olympic Plaza during the GLOW festival, and 56 families at the Westgate winter festival.</p> <p>Urban Strategy led the engagement and coordinated the development of terms of reference for the HealthYYC initiative. The intent of the initiative is to connect, share, and accelerate action towards positive health outcomes in building healthy communities for Calgary. As a result of the work that started in 2011, this initiative will bring many of the individual partnerships and ideas together, in order to leverage, build, and create opportunities to further support the inclusion of health in building and sustaining our communities.</p> <p>Calgary has been selected as one of six cities in the world to be studied by Tim Gill who is an independent scholar, advocate, and consultant on childhood. Tim is a longstanding advocate for child-friendly urban planning and design. In 2017 he was awarded a Travelling Fellowship from the Winston Churchill Memorial Trust. This will allow him to study how the cities of Calgary, Flanders, Freiburg, Oslo, Rotterdam and Vancouver have taken children into account in their planning.</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
●	<p>H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.</p>	CS	LLS	<p>The Calgary Bid Exploration Committee (CBEC) is working to complete the mandate of exploring the feasibility of bidding on and hosting the 2026 Olympic and Paralympic Winter Games. Administration has conducted a comprehensive, balanced and objective assessment of the work. Recommendations will be presented to Council for decision in 2017 July. Regardless of Council’s decision to proceed with a bid or not, the exploration is beneficial for Calgary as it includes costs to repair and meet the lifecycle needs of 1988 Olympic facilities and provides ideas on how The City could maintain its reputation as a Winter Sport City.</p> <p>The City of Calgary continued to work with community partners in identifying potential sport amenity opportunities and; continued to invest in recreation facilities to ensure Calgarians of all ages, have access to quality recreation and cultural opportunities through a combination of City-operated and partner-operated facilities.</p> <p>The advancement of capital investments and initiatives at mid-year 2017 include:</p> <ul style="list-style-type: none"> • Capital dollars were assigned to South Calgary and Highwood for outdoor pool basin renovations. The design for both Highwood and South Calgary commenced 2017 May 14. • Security assessments of all new and existing recreation facilities were completed by Corporate Security. <p>Growth Infrastructure Investments:</p> <ul style="list-style-type: none"> • Rocky Ridge Facility is 71% complete. • Seton Recreation Facility in the southeast is 30% complete. • Law review and completion of construction agreements for new recreation facilities. • Advancement of the Skatepark Strategy - Two remaining sites have now been selected, one in the Northeast (Genesis), and the other site is in the Northwest (Bowness Community) with construction targeted for completion in the fall of 2017, marking the completion of eight skateparks as planned. <p>Revitalization of Infrastructure in Established Communities:</p> <ul style="list-style-type: none"> • Newly renovated, Lakeview Golf Course opened for the season with a new plaza area, asphalt pathways throughout, standardized tee boxes and a brand new #1 tee. Capital investment into the facility has allowed Golf Operations to implement new standards for golf course amenities. Future renovation projects

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				<p>will incorporate these same standards (e.g. pathway design and materials, tee box areas and social spaces) to enhance overall customer experience.</p> <ul style="list-style-type: none"> • Canyon Meadows Aquatic & Fitness Centre Expansion and Renovation Project was completed; the facility opened to the public on 2017 May 29. Improvements include: larger weight room, a dedicated fitness studio, expanded multi-purpose room, new fitness equipment, the addition of an elevator and poolside lift for increased accessibility, and a new pool slide and diving board. Redevelopment will help revitalize this important community hub while increasing the diversity of programming and fitness opportunities available.
●*	<p>H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.</p>	CS	TRANS	<p>The major rejuvenation of Prairie Winds Park was completed in Q2. The popular northeast regional park features new or improved play areas for children, basketball courts, picnic areas, a public tandoori oven, tennis courts, fitness stations and a wading pool. A grand reopening event of the large park on 2017 May 26 attracted 2,500 citizens.</p> <p>Four Music in the Park concerts provided citizens with a fun free way to celebrate Canada's 150th birthday in Q2. In Q1, Canada 150 celebrations were held at five outdoor skating rinks as part of Winter Fun Day.</p> <p>Council approved recommendations in Q1 to make The City's Enhanced Maintenance program more efficient and responsive for participating communities. The City worked with community and resident associations to boost program clarity, consistency and communications.</p> <p>The City is continuing its successful community flower and banner pilot project in 2017. This project provides modest improvements to help beautify neighbourhood parks and open spaces. The City is engaging participating communities as part of the This is My Neighborhood initiative.</p> <p>The City received a Rick Hansen Barrier Buster grant to install interpretive signage in Confederation Park. Confederation Park also received Municipal Historic Designation in Q1 along with Reader Rock Garden.</p> <p>Calgary's Ralph Klein Park received one of two national flagship sponsorships from the TD Common Ground project in Q1. The sponsorship supports the design and development of a natural play space in the park. More than 200 students attending the</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>park's environmental education programs are helping design the natural play space.</p> <p>Construction to rejuvenate Century Gardens kicked off in Q2. The 41-year-old downtown park is getting major lifecycle replacements and design enhancements.</p> <p>Another season of Mobile Adventure Playgrounds kicked off this spring, after a successful pilot project last year. As of Q2, the mobile playground had visited North Glenmore, Riley, Valley View and MacKenzie Towne parks for eight days with 988 kids stopping by to play. Adventure playgrounds are dynamic spaces for children to explore, create, imagine and learn. The parks contain a variety of materials and loose parts such as boards, tires, tape and cardboard to encourage creative, imaginative play. Adventure playgrounds help meet the needs of nature-based and self-directed play that are vital to children's cognitive, emotional and social development.</p>
●	H10 UEP Lead by example and manage regulatory risks to protect public health and the environment.	UEP		<p>Provincial regulations for treated drinking water quality and treated wastewater were met 100 per cent of the time at The City's Water and Wastewater treatment plants. Waste management facilities also maintained compliance with legislative requirements and approvals to operate.</p>

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A well-run city

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

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
●	W1 Finalize a new City Charter with the province	DCMO	LLS CS CFOD COUNCIL	The City consulted and advocated with the Government of Alberta regarding the development of provincial regulations that establishes new and expanded roles and responsibilities for The City of Calgary through the City Charter process. The City, along with Edmonton and the Government of Alberta also collaborated on the development of a fiscal framework that achieves predictable funding from the Province.
●	W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	CFOD	ALL	<p>To increase value-for-money, The City strives to be efficient and effective in our operations. Collaborative efforts across the corporation include:</p> <ul style="list-style-type: none"> To date, Zero-Based Reviews have been completed on 67 per cent of City services, measured by the 2016 gross operating budget. The City is on track to meet the goal of reviewing City services that account for 80 per cent of gross operating budget by 2020. The total financial gains identified by the ZBR program to date are \$54 million annually after full implementation. Of this total, approximately \$10 million in recurring annual savings have been realized as of December 2016, with this amount projected to grow to over \$14 million by the end of 2017. Additional savings are expected as implementation plans are developed and work is currently underway to compile a year-by-year forecast outlining when The City can expect to realize the balance of savings. The City has also realized benefits in the form of service effectiveness. The new Corporate Cashiers system replaced several legacy cash systems, significantly reducing system costs. Phase 2 was implemented in early 2017 for Calgary Building Services. The new system, being PC based, creates an efficient, time saving work environment by providing access to multiple applications to serve internal customers. It also has the functionality to accept negative values giving CBS the ability to enter all refund tender types. This feature does away with

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>manual credit adjustments and eliminates Processing Finance’s manual entry to the GL, thus saving time and reducing human error.</p> <ul style="list-style-type: none"> • The City launched an internal system to track, manage and resource incoming work and assist clients in accessing service requests (SR). The new SR system allowed Customer Service and Communications (CSC) to proactively connect projects across the corporation, ensure continued client service, and communicate with citizens in a more coordinated and integrated way. • Calgary hosted municipal partners from across Canada at the Municipal Benchmarking Network Canada (MBNCanada) National Forum in May. The Forum provided the opportunity for municipalities to learn from one another on a variety of performance measurement, benchmarking, and continuous improvement topics in support of more efficiently and effectively serving citizens and communities. • To reduce the need for custom coding and avoid additional costs, The City launched re-usable web patterns on Calgary.ca. • As of mid-year 2017, over 1,500 images were added to myimages, an online image library with over 30,000 images for all business units and external contractors. • By consolidating Supervisory Leadership Development Program modules from 10 to 6, the corporation saved \$165,000 and increased efficiency by decreasing the time commitment necessary from supervisors. • Since the introduction of the electronic development permit circulation process, the number of plan copies required for discretionary single and semi-detached home applications were reduced, saving applicants time, money and greatly reducing waste. • Analysis of EnergyCap database to identify how liquid fuels could be added to EnergyCAP is complete, resulting in all energy consumption and cost data being in one platform. The change allowed staff to analyze energy use without having to access multiple sources. • To improve business outcomes, Supply co-championed with Transit, actively participating in the Supply Transit Enhancement Program (STEP) . Business outcomes were improved through an end-to-end integrated process review from maintenance planning to delivery of requested goods and services. Concurrently

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				<p>established a cross-corporate Community of Practice that includes Transit, Fleet Services, and Supply Management to support STEP and its outcomes.</p> <ul style="list-style-type: none"> To help reduce carbon footprint, the building maintenance systems in Spring Gardens Building B has been upgraded. These included improvements to 5 rooftop units, 11 exhaust fans, 1 boiler, 3 heating pumps and 15 radiation heating zone controllers, resulting in a significant reduction in energy use. The HVAC system in Manchester Building U was upgraded to include the addition of controls and new heating valves on all the Variable Air Volumes. With these controls, the space temperature is reset to a lower or higher value depending on when the building is unoccupied; this upgrade is expected to collect 10 to 40 per cent of energy savings. Supply's radio frequency scanner system and database was recently upgraded to improve reliability, performance, and system support for all warehouse inventory activity. Since Phase 1 completion, system had 100% uptime. The City reviewed existing Minimum Demand Agreements and identified 19 agreements where the contracted demand values should be lowered. The cost to the City is approximately \$300K and would result in avoided costs of approximately \$2.3 million over the next 12 years. Additionally, 82 electricity sites at The City qualified for a lower cost delivery rate. ENMAX Power has so far concurred with 22 of Corporate Engineering & Energy site assessments and have lowered the delivery rate for these sites with an estimated saving of \$4K per month.
<p>●</p>	<p>W3 Examine opportunities for alternative service delivery for competitiveness.</p>	<p>CFOD</p>	<p>ALL</p>	<p>The City explores alternative service delivery opportunities as part of continuous improvement.</p> <ul style="list-style-type: none"> Calgary Transit has increased the use of external contractors for janitorial, landscaping and snow and ice control activities. This change is expected to save \$2.7 million annually by 2018. Service levels are to be maintained and monitored. In addition, Calgary Transit is bringing in-house the maintenance activities for a portion of Rail Systems Communication. This change will result in \$175,000 budgetary cost savings and \$310,000 cost avoidance annually, for a combined total of almost \$500,000 in savings and avoidance starting in 2018. Both changes are expected to increase the flexibility of service delivery. New service delivery opportunities are being introduced in the 2017 General

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>Election. New initiatives include Candidate Profile pages on the Elections Calgary website, expanded number of Advance Vote Station locations that will include libraries and leisure centres, and free transit tickets for voters on Election Day.</p> <ul style="list-style-type: none"> • The Subdivision and Development Appeal Board (SDAB) has moved to a cloud-based solution, MyFiles, for sharing and distributing materials to board members. • Enhancing organizational efficiency, this solution provided members with digital access to all the relevant materials needed to successfully complete their work. • In collaboration with Calgary Economic Development (CED) and Calgary Regional Partnership (CRP), The City provided input on five real estate articles garnering free media footage to promote our real estate portfolio.
	<p>W4 Balance demand for quality City services with affordable taxes.</p>	<p>CFOD</p>	<p>DCMO CS TRANS PD COUNCIL</p>	<p>As the economic downturn continues and The City is faced with a projected revenue shortfall, Administration has to be resourceful in finding ways to balance quality service delivery with affordable taxes.</p> <ul style="list-style-type: none"> • Administration has been proactively managing the balance of quality services with affordable taxes through: <ul style="list-style-type: none"> ○ Demonstrating value for money by detailing \$325M in base and one-time savings achieved from 2015 to 2017 ○ Identifying revenue shortfalls including leading to an operating budget gap 2018 ○ Developing potential solutions to the 2018 budget gap and seeking Council direction on indicative rates for 2018 • The City exceeded all required quality standards for the 2017 property and business assessment rolls despite a 2.4% increase in accounts. The rolls now consist of over 538,000 accounts and total over \$312 billion in assessed value. • The new Treasury Management System enhanced mark value calculations of investment holdings and allowed more robust compliance reporting. • Waste & Recycling Services reduced the hours of operations at Waste Management Facilities in response to the current economic conditions and to the reduction in waste received at landfills. Effective January 9, 2017, all three of the City's Waste Management Facilities moved to four-day per week operations. The schedules are staggered to ensure at least one site is open every day, including Sundays and most statutory holidays. • Administration is tasked by Council to explore alternative methodologies to calculate and collect approximately \$2 billion in Enmax franchise fees from 2018 to 2037.

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
	<p>W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.</p>	CFOD	ALL	<p>To promote open communication, The City of Calgary actively engages citizens in service and program planning. Citizens are encouraged to participate in City decision-making in programs and initiatives such as:</p> <ul style="list-style-type: none"> • Customer Service and Communications (CSC) employed new research tools including the Citizen Perspectives Survey; the Economic Perspectives Survey; and the Business Perspectives Research Project to gather citizen and customer input in 2017. These tools provided more points of contact with citizens to better reflect their priorities and perspectives in City programs and services. • Working with Planning & Development, CSC has been successful in promoting several area redevelopment plans and/or open houses for public engagement through geo-targeted Facebook ads. These targeted campaigns have achieved an average click through rate of 2.62 per cent, exceeding The City's current running average of 0.86 per cent, showcasing specific programs and services that resonate with each campaign. • From January – May 2017, the Engage portal received over 65,000 visits from citizens and stakeholders. Over 11,000 inputs have been provided online on a wide variety of City initiatives. As of mid-year 2017, The City has made 21 projects available on the Engage site for public input including: Calgary and Area Pathways and Bikeways, This Is My Neighbourhood, Green Line LRT, Southwest BRT, 4 Avenue Flyover Public Space, Inglewood / Ramsay Area Projects (9 Avenue Streetscape Master Plan, 9 Avenue Bridge, 12 Street Bridge, and 25 Avenue Grade Separation Study). • The City won the 2017 Gold Quill Award from the International Association of Business Communications for "Introducing Multi-Family Recycling". The award celebrates business communication best practices and the value that professional, strategic communication programs bring to an organization, its brand and reputation. • For the first time, an online directory was launched for the Corporate Planning Approvals Group (CPAG) at Calgary.ca to help citizens, communities and customers determine who they can contact for questions during the development application process. • "Live Agenda" was launched in Q1 2017. The real-time agenda tracks the progress of Council Meeting items and is available online to the public. The City Clerk's Office has also partnered with the Planning Department and their PDWeb system to assist the public with a one-stop experience for public hearing

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 Possible challenges identified; mitigation measures being developed.  One or more challenges materialized; mitigation measures underway.



Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>submissions.</p> <ul style="list-style-type: none"> Working with Calgary Neighborhoods, CSC utilized paid and organic social media tied to weather patterns for the 2017 Snow Angels campaign. The new approach helped to increase nominations from 650 on average per year to 1,095 for 2016/2017. Urban Strategy hosted and participated in public engagement and community events, including the fourth annual Baconfest Urban Planning Film Festival, additional Baconbits video events, the Downtown Economic Summit, and the Main Streets Initiative “Planning your Community” workshop events. Urban Strategy also developed in partnership with Planning & Development an economic speaker development training series for internal planning staff to strengthen relationships with the development industry, including investors, architects/designers and builders. The City engaged citizens at over 25 information sessions, open houses and workshops. Citizens were also engaged online through the engagement platform for the Green Line LRT and Bus Rapid Transit (BRT) network projects as they move from planning stages towards detailed design and construction.
●	<p>W6 Effectively manage The City’s inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.</p>	DCMO	ALL	<p>The City managed public assests through multiple initiatives. Mid-Year highlights include:</p> <ul style="list-style-type: none"> The City on-boarded three Civic Partners: Arts Commons, Fort Calgary and Repsol Sports Centre. A list of high priority Civic Partner projects were submitted to Infrastructure Calgary’s Implementation Plan by Calgary Neighbourhoods. The Calgary Fire Department’s (CFD) Asset Management Plan was completed with links to the asset lifecycle plan and other corporate asset management initiatives. CFD recently adjusted lifecycle and capital budgets and projects to align with Infrastructure Calgary priorities. The new Calgary Power Reception Hall (CPRH) and Council Boardroom was opened in February 2017 in the Municipal Building. The CPRH fills a facility gap for meetings of 50+ attendees and has seen increasing use each month since opening. The Corporate Rights Of Way Management portal was developed internally and rolled out to industry on April 3rd 2017. This platform facilitates industry driven application identification, enhanced reporting, and industry account management tools. The City completed the Project Management Quality Assurance project and detail

● Progressing as planned. * Significant milestone(s).

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>assessment. The outcomes of this project will enhance improvement of the overall Corporate Project Management framework.</p> <ul style="list-style-type: none"> • The City is now using Real-time Infrastructure Valuation Analysis (RIVA) tool for the Asset Management Planning and long range capital forecasting for all Parks Land improvement Assets. • The City completed a Corporate Coordinated Operations and Maintenance (CCOM) Program charter, defined scope of work and outlined the overall program structure. The development of the charter was facilitated through a series of collaborative workshops including an initial working session to develop a straw model of what the core components of the program should include. • The City has improved Fleet's acquisition process by incorporating a Capital Asset System that provides asset data to support the decision making process regarding vehicle and equipment replacement. • The City has enhanced Fleet's commissioning and fabrication process through the implementation of a planning spreadsheet which has resulted in the shortening of time from asset acquisition to in-service date for vehicles and equipment. • A proprietary database that uses primary research on the industrial land supply in the region has been developed. This information will be used to gather knowledge on the needs of industrial businesses, increase awareness of our land offerings, and assist in the generation of potential sales leads. • Council approved a report from Roads addressing a notice of motion relating to the current condition of concrete assets in the public realm. • The City completed environmental assessments on 110 City-owned properties, and is actively managing 34 contaminated sites on behalf of the Corporation. • A corporation-wide environmental management system was endorsed by the Administrative Leadership Team (ALT) in March 2017. The system will provide a more consistent approach than the current mix of ISO 14001-registered business units and environmental programs and policies. • The City started the first phase of the performance security reduction initiative in March providing Developer and consultants the ability to request security reductions/releases online.



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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
	<p>W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.</p>	CFOD	ALL	<p>City services are transparent and citizen- focused in its approach.</p> <ul style="list-style-type: none"> • The Council News in Brief was launched to support The City in engaging and informing its workforce about Council and Committee meetings. Since Q1 2016, 89 summaries were made publicly available and were read by over 23,000 citizens increasing The City’s transparency and enabling greater citizen involvement in local government. • During the Assessment Customer Review Period in early 2017, customers were given multiple channels to communicate with Assessment staff with over 91,000 website visits, which was up by 8% from last year, and 7,800 direct inquiries, which was down by 22% from last year. • Geospatial expertise was provided to help find efficiency in data collection for Urban Forestry. Urban Forestry had set a target of collecting 75,000 records over a three year period with an annual target of 25,000 collected records. In just nine months of using the Collector App, Urban Forestry was able to edit 157,325 records by the end of 2016. • Planning & Development implemented a new training program entitled “Working Through the Approvals Process”. The program has three separate modules. A total of 748 staff attended the Customer Centric Service Delivery module. Participants walked away with a shared understanding of expectations of the corporate approvals team in regards to how staff and customers work collaboratively with one another within the approvals process. • Starting April 2017, The City changed the application requirements for existing relaxations to simplify the process when selling a property. If an existing structure (such as a deck, shed, or air conditioning unit) fails to meet the rules of the Land Use Bylaw, a Development Permit for a bylaw relaxation is required (in 2016, nearly 1,500 applied for). Homeowners no longer need to provide a copy of their Land Title as part of these applications and photos of the existing structure(s) can be provided digitally. • The new intake process for Tenancy Change and Change or Use application meant plans are no longer required. Customers now submit their application by phone or email, rather than in person. Application requirements are now more online with building permit applications and homeowners can apply for all residential buildings permits online through ePermit.

 Progressing as planned. * Significant milestone(s).

 Possible challenges identified; mitigation measures being developed.  One or more challenges materialized; mitigation measures underway.



Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<ul style="list-style-type: none"> The 3rd Floor Planning Services Counter was re-opened in May following a temporary relocation to facilitate renovations for an improved customer experience. The area has increased ergonomics, improved lighting and acoustics, and an improved queuing system with no-wait features, meeting The City's Access Design Standards. Public education and outreach information is now available on the Elections website, and a 311-driven intake process for outreach material and/or presentations is operational. Demand for outreach activities has been higher than expected. Census Online is in its third year of operation and has seen an increase in online census completion each year. 86,000 households completed the census online in 2015, followed by 98,000 households in 2016, and 175,000 households in 2017.
●	<p>W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.</p>	CFOD	ALL	<p>The City works hard to align corporate resources to Council Priorities. Staff works seamlessly across organizational lines to streamline resources and achieve synergy in results.</p> <ul style="list-style-type: none"> The focus of the ZBR program in 2017 and 2018 is on The City's support services. These services have smaller budgets than past review subjects but are key drivers of whole organization efficiency. As such, the maximum value to be gained from these reviews lies not inside each business unit but in the business relationships and processes between them – and those they serve. The focus of reviews is therefore shifting from business units to the value chains that run across them. This will demand much greater collaboration across organizational boundaries than before. Customer Service and Communications, in collaboration with Planning & Development, launched the myBusiness hub providing citizens with resources to help simplify the business approvals processes for home-based, commercial or non-residential businesses. The City has aired 26 Report to Calgarians segments, delivering approximately 32,000 air time spots on television channels (CBC, Omni, CTV and Cineplex) connecting citizens with City programs and services. As of January 1, 2017, senior 311 agents also started to monitor The City's social media accounts (Facebook, Twitter, Instagram) on a 24/7 basis, opening communication lines with

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>citizens.</p> <ul style="list-style-type: none"> • Assessment and Customer Service and Communications worked collaboratively to improve user experience and reduce follow up calls to the 311 Operations Centre by including extra information on the status of tax related Service Requests (SR). Additionally, the property tax web page was re-formatted to encourage citizens to complete SRs on the web, a lower cost channel for The City. • The Enabling Online Services Program made it easier for citizens to accomplish more tasks online. This program also helps to improve users' online experience, increase task completion scores, and support The Corporation in reaching a One City, One Voice mindset. Additionally, the updated visual identity was applied to corporate signage; uniforms and clothing; and civic partner branding to support The City in communicating in One Voice. • The Corporate Workforce Planning Project, in collaboration with Finance, developed, designed and delivered joint training sessions to 100 employees on position management and workforce planning. Corporate wide performance measures for workforce planning were developed. Strategic workforce review and analysis were utilized to increase efficiencies through alignment of budget, FTE's, vacancies, growth positions, limited term positions and Budget Use Only positions. • City business units collaborated to divert waste from the landfill and protect the environment through the Waste in Public Spaces project. The project supported business unit to improve the availability and use of recycling bins in public spaces across the city (e.g., LRT stations, sidewalks, parks, recreation centers). • Environmental and Safety Management worked collaboratively with Human Resources to manage the psychological well-being of employees and partnering on Wellness initiatives, including the Pilot with Calgary 911 on cognitive demands. Reporting criteria were also developed to encourage proactive reporting and to address psychological injuries. • The City Manager's Office finalized the Corporate Calendar Pilot Project. The calendar created cross-departmental awareness of upcoming projects and initiatives and identified opportunities for collaboration within the Administration Leadership Team and Council. • The recently passed Municipal Government Modernization Act and forthcoming

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>City of Calgary Charter provides The City with 152 new legislative authorities. During the current reporting period ICS focused on Municipal Tribunals, Joint Use Agreements and the City Ombudsman. Development of these new authorities, which will be implemented in 2018, involved organizing and collaborating with subject matter experts to develop principles, processes, and business cases from CFOD, Transportation, Community Services, Planning & Development; City Clerks, Law, and the Calgary Parking Authority. The ongoing collaborative work will result in reports and recommendations for ALT/Council approval.</p>
<p>●</p>	<p>W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.</p>	<p>CFOD</p>	<p>ALL</p>	<p>Being an employer of choice is important to the City of Calgary. Administration proactively designs and supports programs and initiatives to help capture talent, manage aging workforce and enhance job satisfaction.</p> <p>Focused Human Resources efforts include:</p> <ul style="list-style-type: none"> • The Corporate Employee Survey results were compiled and communicated to leadership. City staff is actively encouraged to participate in survey results discussion. • The Code of Conduct was refreshed and communicated online to all employees (HRConnect). • Respectful workplace, under the Code of Conduct, delivered 289 informational sessions to date corporate wide. • Coaching conversations was offered to leaders and emerging leaders. • Emerging leader pilot session was developed to help employees for future leadership positions. • Advanced analytics were utilized to provide timely, relevant workforce data and analytics to leaders. • The Pre-employment Drug testing Program (PEDT) was integrated into Talent Acquisition as an ongoing business process for safety sensitive positions. <p>Additional highlights from the corporation include:</p> <ul style="list-style-type: none"> • In support of the corporate Tomorrow's Workplace program, the Utilities completed a pilot project to design a flexible workplace for the information technology team. The project achieved a reduction of 28 assigned workstations and allowed the Utility to control costs by leveraging mobile work styles and technology. • The City of Calgary completed the Certificate of Recognition Safety audit with a score of 87%. The audit confirmed the dedication of The City to safety and

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>highlighted areas for improvement. Administration is proactive in its management of safety risks and develops targeted strategies to mitigate these risks.</p> <ul style="list-style-type: none"> • The City Solicitor held nine sessions with Law Department employees to solicit their views about the Department's 2016 employee survey results. Over 100 members of the Department chose to attend these sessions. An employee engagement campaign is also underway in the Legal Services and Risk Management & Claims Divisions • Waste & Recycling Services participated in North American Occupational Safety and Health (NAOSH) activities with approximately 80% of staff attending a session on "The Fundamentals of Change and Transition." This session highlighted the importance of dealing with change and brought awareness to the Employee Family Assistance Program Services available to employees. • Customer Service and Communications provided customer service training to 685 leaders across the corporation on our customer service values. To-date, a total of 1,959 employees have been trained representing 13 per cent of The City's workforce, a 5 per cent increase from year-end 2016. • Calgary Transit employees were encouraged to explore ideas on continuous improvement opportunities and on the culture of positivity. Staff attended White Hat awards to support nominees, and management hand delivered commendation letters to operators. Supervisors are also improving efforts to recognize staff when they are observed providing excellent customer service. Additionally, professional and management staff also conducted in-person thank yous for "Thank your Driver Day" and provided customers with ways to thank their operators.

● Progressing as planned. * Significant milestone(s).

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Action Plan 2015-2018

2017 Mid-year Accountability Report

Departmental Supplementary Information

ONLINE ONLY

Departmental Supplementary Information



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Utilities & Environmental Protection



Utilities & Environmental Protection (UEP) protects public health and the environment and helps all employees work safely. UEP delivers programs, services and facilities focusing on the environment, public health and workplace safety.

Utilities & Environmental Protection continues to build on performance measurement and benchmarking initiatives to advance 2015-2018 business plan objectives. UEP has embedded Results Based Accountability into performance measure reporting and is focused on building and enhancing performance measures reporting to improve decision making and strengthen the performance of the department.

Business Units

- Environmental & Safety Management
- Waste & Recycling Services
- Utilities – Water Resources and Water Services

Performance Measure Update

Performance Measures	2015 Actual	2016 Actual	2017 Mid-Year	2017 Target	2018 Target
How Much Did We Do?					
N.PM3 Number of City-owned brownfields returned to productive community use via redevelopment, disposition, or interim activities.	2	10	3	2	2
W.PM17 Annual average number of days lost per Lost Time Claim (LTC) throughout The Corporation.	17	21	20	19	19
W.PM18 Annual average number of days lost per Lost Time Claim (LTC) throughout UEP.	16	23	23	18	17
How Well Did We Do It?					
H.PM5 Provincial regulations met for treated drinking water quality.	100%	100%	100%	100%	100%
H.PM6 Provincial regulations met for treated wastewater.	100%	100%	100%	100%	100%
W.PM14 UEP 3-1-1 service requests completed on time.	96%	96%	97%	90%	90%
W.PM16 Annual Total Recordable Injury Frequency (TRIF) throughout The Corporation.	9.2	8.3	11	8.9	8.8
W.PM19 Annual Lost Time Claims frequency throughout The Corporation.	3.9	3.9	5	3.5	3.4
W.PM20 Annual Lost Time Claims frequency throughout UEP.	3.5	4.3	6.6	2.8	2.6
Is Anyone Better Off?					
H.PM8 Annual river water withdrawals (megalitres).	178,114	174,433	89,158 (mid-year)	<215,000	<215,000
W.PM12 Per cent of customers that experience zero water service interruptions in the past year.	97.3%	99%	96.5%	96%	96%
W.PM13 Per cent of customers that experience zero wastewater service back-ups in the past year.	98.6%	99%	99.5%	98%	98%

ISSUE/CHALLENGE IN MEETING THE TARGET

Utilities & Environmental Protection



Story Behind the Measures

W.PM16 Annual Total Recordable Injury Frequency (TRIF) throughout The Corporation.

Falls, body positioning, over-exertion and vehicle collisions are the main contributors attributing to the upward trend. Incident management, such as dashboards, safety learning's and hazard identification booklets, are being administered to prevent reoccurrences, as focus continues to be on injury incidents.

W.PM17 Annual average number of days lost per Lost Time Claim (LTC) throughout The Corporation.

The annual average of days lost per claim is trending upwards due to the increased severity of work related injuries that occur, and in some cases a shortage of opportunities for injured employees to return to work into an accommodated position. Highly operational business units such as: Parks, Roads, Transit and Water Services, tend to have the highest number of days lost per claim. ESM is working with Human Resources (specifically the Return to Work Team) in support of this performance measure to ensure that barriers to accommodating injured workers are minimized. The respective business unit management team works in collaboration with Human Resources to find suitable work to enable an employee to return in a modified capacity, until he/she has the capabilities to return to their respective duties.

W.PM18 Annual average number of days lost per Lost Time Claim (LTC) throughout UEP.

Severity of work related injuries that occur, and in some cases a shortage of opportunities for injured employees to return to work into an accommodated position are the main factors contributing to the upward trend. ESM is working with Human Resources (specifically the Return to Work Team) to ensure that the barriers to accommodating injured workers are minimized. Unfortunately, this is not always possible as the associated restrictions of the injury don't allow for an early accommodation. ESM, Human Resources and the division are working corroboratively to ensure employees are accommodated to return back to work.

W.PM19 Annual Lost Time Claims frequency throughout The Corporation.

A significant increase in falls was noted in the first five months of the year. Body position, over-exertion and motor vehicles have also contributed to Lost Time Claims. To mitigate the risk, each department Environmental, Health and Safety (EHS) Lead will continue to establish yearly work plans with their business units to reduce injuries based on the individual risks in each area. Trends are being identified and reviewed using the On-line Safety Reporting System. To improve engagement at all levels of the corporation, several initiatives, such as North American Occupational Safety and Health (NAOSH) and the Safety Summit have been put forth.

W.PM20 Annual Lost Time Claims frequency throughout UEP.

UEP experienced a spike in Lost Time Claims in January, but has been trending downwards since. Water Services and Waste and Recycling have experienced the most Lost Time Claims within UEP, with numerous components for the root cause. Incidents are immediately addressed with the Safety Advisor and Supervisor, and additional resources/training are in development to address incident investigations.

Transportation



Transportation plans, designs, builds, operates and maintains transportation infrastructure and services to move people and goods throughout Calgary. The department works together, and with partners, to provide a safe, customer-focused and efficient transportation system in a sustainable manner. The network provides a variety of travel choices to get around that are accessible, convenient and affordable. Transportation plans, monitors and forecasts a comprehensive, multimodal transportation system that supports a safe, healthy and prosperous city. The department delivers a safe and reliable public transit network providing 2.8 million hours of service per year including specialized transportation services. It optimizes traffic operations, design improvements and maintains nearly 16,000 lane kilometers of streets. Transportation also designs and builds capital projects prioritized through research and data analysis, citizen engagement and collaboration with partners. Project management excellence is demonstrated by delivering projects on time, on budget and with high quality standards.

Business Units

Calgary Transit
Roads

Transportation Infrastructure
Transportation Planning

Performance Measure Update

Performance Measures	2015 Actual	2016 Actual	2017 Mid-Year	2017 Target	2018 Target
How Much Did We Do?					
M.PM5 Annual Transit Ridership (in millions).	110.3	102.9	50.0	118.6	120.5
N.PM5 Number of days to repair residential streetlights.	28	22	28	30	30
How Well Did We Do It?					
N.PM4 Percentage of roads swept during Spring Clean Up program that achieve quality standards.	98%	99%	100%	95%	95%
N.PM8 Percentage of development permit applications reviewed by Transportation within the corporate time frame.	78%	94%	92%	87%	87%
M.PM1 Number of CTrain delays greater than five minutes per 1,000 hours of service.	6.9	6.4	5.27	6.0	6.0
M.PM2 Average distance (km) between bus breakdowns.	7,823	9,192	8,151	7,800	8,000
M.PM3 Transit service hours per capita.	2.31	2.26	2.29	2.31	2.31
M.PM4 Passenger trips per transit service hour.	40.3	36.8	35.3	40.5	40.3
H.PM1 Average energy usage (Watts) per streetlight.	167	127	113	130	110
H.PM4 Fleet greenhouse gas emissions (Kg) per 1,000 kilometres.	1,294	1,252	1,276	1,345	1,345
W.PM1 Transportation's 311 service requests on-time completion rate.	89%	92%	90.5%	90%	90%
W.PM13 Cost per transit trip.	\$3.53	\$3.67	\$4.10	\$3.52	\$3.63
W.PM14 Calgary Transit operating cost per hour.	\$139	\$135	\$144.79	\$142	\$146
Is Anyone Better Off?					
M.PM12 Overall annual casualty collision rate per 100,000 population.	222.3	213.0	199.7*	206	203
M.PM13 Vulnerable road user annual casualty collision rate per 100,000 population.	48.5	51.0	55.9*	46	45

ISSUE/CHALLENGE IN MEETING THE TARGET

*2017 data refers to 2016 calendar year

Transportation



Story Behind the Measures

Transit ridership **(M.PM5)** has been falling short of projections since the beginning of the economic downturn. This is primarily due to above average unemployment and high vacancies in the downtown area where public transit is highly competitive. As ridership declined the number of passengers per service hour **(M.PM4)** also declined below target to 35.3, showing that service is less efficient than in the past. Lower ridership directly leads to lower fare revenue which has also negatively affected the operating cost per hour **(W.PM14)** and average cost per trip **(W.PM13)**. All four of these measures are underperforming at this time. Calgary Transit is actively managing costs by reducing service on routes with extra capacity and optimizing schedules. This should reduce expenses to be more in line with ridership and revenue, improving these measures in the second half of 2017.

As transit service is strategically scaled back the number of hours of transit service provided per capita **(M.PM3)** is also decreasing. In the short-term this metric remains close to the target of 2.31 at 2.29, but improving this metric in the long-term is a vital curve to turn as part of the RouteAhead strategy and will have to be monitored closely.

After several years of incremental improvement in bus and CTrain reliability, Calgary transit is now exceeding targets for both fleets. The average distance between bus failures **(M.PM2)** remains better than targets at 8,151km. CTrain delays per 1,000 hours of service **(M.PM1)** have also significantly improved to 5.27.

Citywide LED streetlight retrofits are now substantially complete leading to a significantly lower average energy use **(H.PM1)**. Accelerating the program has allowed the energy use to fall faster than projected and allows The City to realize more savings earlier both environmentally and financially. At 113 Watts per light, this measure significantly exceeds 2017 targets and is on track to meet 2018 targets.

Casualty collision rates per 100,000 Calgarians **(M.PM12)** remain low falling below 200 for the 2016 calendar year and trending downward over the past three years. Vulnerable road user rates which include motorcycling, walking and biking **(M.PM13)** are higher than target though at 55.9 per 100,000 Calgarians. Though this number does vary from year to year, monitoring this number and incorporating actions to address it in City programs such as the Safer Mobility Plan will be key to seeing improvement.

Ongoing programs such as spring clean up **(N.PM4)**, responding to 311 service requests **(W.PM1)** and completing development application reviews on-time **(N.PM8)** all continue to exceed targets.

Community Services



Community Services (CS) is a people department. Working together with hundreds of partners including community agencies, community associations and social/recreation groups, private industry, and a network of provincial and federal emergency management agencies, it serves Calgarians through the delivery of valuable programs and services. CS is one of The City of Calgary's largest departments, with seven business units and more than 3,600 full-time equivalent positions. Working together at over 200 locations city wide, our employees create and sustain a vibrant, healthy, safe and caring community with Calgarians, making Calgary a *great place to make a life*.

Business Units

- Calgary Community Standards
- Calgary Emergency Management Agency
- Calgary Fire Department
- Calgary Housing
- Calgary Neighbourhoods
- Calgary Parks
- Calgary Recreation

Performance Measure Update

Performance Measures	2015 Actual	2016 Actual	2017 Mid-Year	2017 Target	2018 Target
How Much Did We Do?					
P.PM7 Number of City-supported festival and event days.	552	610	185	575	590
P.PM12 Number of affordable housing units delivered annually by Calgary Housing and partners (counted at time of opening).	0 Units	0 Units	16 Units	48 Units	48 Units
M.PM1 Number of kilometers of pathways that are cleared of snow.	350 km	350 km	400 km	320 km	320 km
W.PM5 Number of visits to CS WebPages.	2,848,335	5,075,863	2,660,251	2,692,227	2,759,533
How Well Did We Do It?					
P.PM1 Per cent of business licences issued to meet processing timing standards.	84%	83%	86%	≥ 75%	≥ 75%
P.PM3 Number of dollars leveraged through partnerships for each \$1 invested in FCSS.	\$8.05	\$8.31	\$8.27	\$7.72	\$7.72
P.PM13 Time to re-occupy subsidized housing units leased by Calgary Housing Company.	38 days	31 days	38.9 days	< 30 days	< 30 days
P.PM14 Percentage of fully subsidized housing occupied by high needs household (as per provincial rating scale).	100%	100%	100%	100%	100%
N.PM1 Per cent of Public Safety Answering Point 9-1-1 calls answered within 15 seconds.	95%	96%	98%	95%	95%
N.PM2 First-in unit emergency response within seven minutes at fire suppression incidents.	81%	85%	83%	76%	76%
N.PM3 First-in unit emergency response within seven minutes at emergency medical incidents.	89%	90%	89%	87%	87%
N.PM4 Achieve full first alarm assignment at high-risk fire suppression incidents within 11 minutes.	72%	76%	80%	69%	69%
W.PM4 CS lost time claims frequency rate per 200,000 exposure hours.	4.8	4.6	5.7	4.5	4.2

ISSUE/CHALLENGE IN MEETING THE TARGET

Community Services



Story Behind the Measures

P.PM1 The target was exceeded due to improvements to the online business registration system as well as an enhanced webpage (Calgary.ca/mybusiness) which allows streamlined application and business licence processing as well as assistance for customer inquiries.

P.PM3 Volunteer hours and community donations, along with municipal and provincial contributions, are used to determine the number of dollars leveraged through partnerships. The number of dollars leveraged for each dollar invested decreased slightly from 2016 year-end, but still remains above target.

P.PM7 The City worked with community organizations and partners to create a sense of community and civic pride by supporting public art, cultural activities, community celebrations, festivals and sporting events. The 185 event days in the first half of 2017 included several Canada 150 events which led up to the July 1st Canada Day celebrations. Administration is on-track and expects to meet the target of 575 festival days by the end of 2017.

P.PM12 The City of Calgary delivered 16 units of affordable housing by mid-year 2017 and expects to meet its target of 48 units by opening two additional developments in the communities of Bridgeland (24 units) and Kingsland (32 units) by the end of the year.

P.PM13 In 2017, the average time to occupy social housing units increased to 38.9 days. This is up from 31.3 days at year end in 2016. Root cause analysis is being conducted to help understand the reasons for this increase. The focus of this analysis will be on identifying opportunities to reduce the time required to prepare a unit for lease as well as the actual leasing process timelines.

P.PM14 The City continues its practice of dedicating fully subsidized homes to those households that have the greatest needs.

N.PM1 Community Services continues to meet the target level of service to answer 95 per cent of 9-1-1 calls within 15 seconds.

N.PM2 Performance decreased by 2 per cent from year-end 2016 and is currently 7 per cent above the 2017 year-end target.

N.PM3 Performance decreased by 1 per cent from year-end 2016 and is currently 2 per cent above the 2017 year-end target.

N.PM4 In the first half of 2017, Fire has increased its performance in meeting the short term target of having 12 firefighters arrive on scene within 11 minutes, and is getting closer to meeting its long term target of 90 per cent.

M.PM1 The City was able to provide 400 km of consistent pathway snow clearing during the first half of 2017.

W.PM4 Safety staff are meeting with specific areas that are in need of improvement to develop strategies for better workplace safety.

W.PM5 Community Services is on track to surpass its 2017 target and exceed the number of site visits in 2016. The large jump in visits from 2015 to 2016 was due to a change in The City's web measurement tool to give a more accurate picture of site visits.

Note: Due to a change in the IT system that tracks recreational facilities' admissions and attendance several of CS' attendance and participation-based performance measures are unavailable for mid-year reporting. Data for these measures will be available for 2017 year-end reporting.

Planning & Development



Planning & Development's (PD) mission is to plan and facilitate building a great Calgary. Planning & Development strives to meet the aspirations of communities through great planning, while ensuring Calgarians safe buildings in which to live and work. We develop plans, policies and services that support land use and development throughout Calgary and in the surrounding region. The department's three key result areas are:

- Municipal Development Plan (MDP) Vision is Advanced
- Development is Realized
- Buildings are Safe

PD Business Units

Calgary Growth Strategies
Community Planning

Calgary Approvals Coordination
Calgary Building Services

Performance Measure Update

Performance Measures	2015 Actual	2016 Actual	2017 Mid-Yr	2017 Target	2018 Target
How Much Did We Do?					
P.PM1 Total number of suites on the City's Secondary Suite Registry	458	649	773	655	750
N.PM1 Number of years of planned land supply with an approved Area Structure Plan, for future greenfield residential development, as per the Municipal Development Plan	27.8	30.5	30.5	15	15
N.PM3 Number of evaluations completed following actual and/or simulated emergency situations	2	2	2	2	2
N.PM4 Number of municipal heritage designations completed	7	7	8	7	7
W.PM1 Number of assigned departmental workstations decreased	0	0	47	0	80
How Well Did We Do It?					
P.PM2 Participant rating of four out of five or better for service levels on affordable housing inquiries/applications	NA	100%	NA	80%	80%
P.PM3 Participant rating of four out of five or better for the Partners in Planning sessions	NA	97%	95%	80%	80%
N.PM2 Cumulative per cent population growth within the 2006 Developed Area since 2006	18%	13%	NA	11%	12%
H.PM1 Per cent of total population within Activity Centres and within 600 m of Corridors, as per the Municipal Development Plan	21%	21%	NA	20%	20%
H.PM2 Per cent progress on the legislated "Declaration of Compliance" requirement for the South Saskatchewan Regional Plan	N/A	30%	45%	60%	80%
N.PM5 Per cent of the municipal heritage conservation grant program utilized in the current budget cycle	100%	70%	100%	100%	100%
N.PM6 Per cent of development permit decisions made for low density residential infill applications within 90 calendar days of application submission	55%	69%	79%	75%	80%
N.PM7 Per cent of development permit decisions made for multi-family, commercial, industrial and institutional applications within 120 calendar days of application submission	56%	63%	75%	75%	80%
N.PM8 Per cent of development permit decisions made within 30 days of a concurrent land use approval	NA	82%	50%	80%	80%
N.PM9 The annual change in the number of hectares of land within local area plans that are compliant with the Centre City Guidebook or Developed Areas Guidebook based on an updated local area plan	NA	NA	102 ha	1400 ha	TBD

Planning & Development



Performance Measures	2015 Actual	2016 Actual	2017 Mid-Yr	2017 Target	2018 Target
W.PM3 Per cent of respondents to the Customer Satisfaction Survey* very satisfied with the quality and level of PD services <i>*This is a biennial survey and will next be conducted in 2017</i>	57%	N/A	57%	65%	NA
W.PM5 Per cent of customers served within 20 minutes of arrival at the Planning Services Counter	60%	68%	75%	75%	80%
W.PM6 Per cent of building permits for new commercial and multi-family projects that received permission to commence construction within 21 calendar days of application submission	NA	86%	75%	95%	95%
W.PM7 Per cent of building permits for tenant improvements to commercial and multi-family development issued within 21 calendar days of application submission	59%	60%	70%	70%	75%
W.PM8 Per cent of building permits for new low density residential dwellings issued within 21 calendar days of application submission	72%	71%	56%	80%	85%
W.PM9 Per cent of building permits for low density residential improvements issued within seven calendar days of application submission	85%	89%	82%	90%	90%
Is Anyone Better Off?					
W.PM2 Lost Time Claims Frequency	0.9	0.6	0	0.9	0.9
W.PM4 Annual Corporate Employee Survey score (bs yr 2005 = 100)	137	130	NA	139	140

ISSUE/CHALLENGE IN MEETING THE TARGET

Story Behind the Measures

N.PM8 Per cent of development permit decisions made within 30 days of a concurrent land use approval. There were only two applications for a concurrent development permit and land use application in the first half of 2017. One was issued within the timeline but the second took 46 days to issue. The department is seeking feedback on what changes would be beneficial for this process and meet the target by the end of 2017.

N.PM9 The annual change in the number of hectares of land within local area plans that are compliant with the Centre City Guidebook or Developed Areas Guidebook based on an updated local area plan. As of 2017 June 3, one local area plan for Anderson Station was approved by Council for a total of 102.2 ha. While the plans associated with the Green Line were anticipated to be approved by mid-year, a decision has been postponed until later in 2017. The department will continue to closely monitor this measure, which is an indicator of Administration's success in implementing the vision of the Municipal Development Plan and Calgary Transportation Plan.

W.PM3 Per cent of respondents to the Customer Satisfaction Survey very satisfied with the quality and level of PD services. Every other year, Planning & Development surveys a sample of its customer group to better understand their experiences in working with the department to achieve their development objectives. The 2017 survey was based on a customer's experience with the department in 2016, with 750 surveys conducted. While many customers were satisfied with the service received, the number of "very satisfied" customers came in at 57%. With the significant processing improvements over the past year, additional on-line service options and a renovated 3rd Floor Planning Counter, PD is anticipating new feedback opportunities and additional survey tools will yield the increased satisfaction results moving forward.

W.PM6 Per cent of building permits for new commercial and multi-family projects that received permission to commence construction within 21 calendar days of application submission. Administration is working to resolve the issue of having to delay the release of a partial Building Permit when the Development Permit is still under review. Administration has set up a new process by which the DP file manager is alerted early in the BP process to the fact that the BP is ready for a partial release. While the number of affected application is currently low, this process enhancement will benefit customers moving forward.

Planning & Development



W.PM8 Per cent of building permits for new low density residential dwellings issued within 21 calendar days of application submission. There was a significant increase in application for Single Construction Permits in the first half of 2017, up 38% from mid-year 2016 (2056 vs. 1486). Performance in the early part of 2017 was significantly impacted by the large volume of application in late 2016 to beat the changes to the National Energy Code effective 2016 November 1. In order to assist our customers, a number of applications were accepted without complete information relating to energy code compliance. PD has been working with those applicants and industry to improve and complete these applications to enable circulation of these files and to improve future applications affected by this code change. In January, the target was met on only 6% of these files, but by June, the department was achieving the target 82% of the time. As a result, the department is not anticipating meeting its 2017 target of 80% by year end.

W.PM9 Per cent of building permits for low density residential improvements issued within seven calendar days of application submission. A large volume of residential improvement permits (or RIPS) are for detached garages. Under current policy, a RIP for a garage cannot be released until the Single Construction Permit (SCP) for the primary dwelling is issued. A process improvement is underway with the intent that the yearend actual number will more closely align with the target.

Deputy City Manager's Office



The Deputy City Manager's Office (DCMO) plays a major role in the management of The City's physical and information assets. It operates major City workplaces and workspaces, manages a large portion of The City's fleet vehicles, implements organizational standards regarding asset and project management, provides key data to inform decisions and manages The City's OpenData portal.

The DCMO contributes to support a prosperous city through the development and sale of City-owned lands that encourage affordable housing and employment opportunities.

Business Units

Corporate Analytics and Innovation
Facility Management
Fleet Services

Real Estate & Development Services
Resilience and Infrastructure Calgary
Supply Management

Performance Measure Update

Performance Measures	2015 Actual	2016 Actual	2017 Mid-Year	2017 Target	2018 Target
How Much Did We Do?					
P.PM2 Industrial land sold annually (acres).	16.54	8	9.67	50	50
N.PM1 Number of corporate workplace emergency training exercises run successfully.	4	2	6	5	6
N.PM4 Number of events utilizing the Municipal Complex Atrium and Plaza annually.	68	58	49	58	61
W.PM10 Procurement value per head count	18.9	19.2	16.8	16	17
W.PM14 Revenue from general surplus parcels sold annually (millions)	9.14	12	6.7	8	8
How Well Did We Do It?					
P.PM3 Customer wait times for approved encroachment agreement/letter.	21	21	16	15	14
W.PM 09 Request For Tender cycle time (in calendar days)	121	100	94	103	100
W.PM 11 Inventory turnover ratio	1.69	2.13	2.48	1.91	1.92
W.PM2 Percentage of Snow Units available for operational use (seasonal average).	89	85	90	90	90
W.PM3 Percentage of Collection Service Units available for operational use.	100	91.	91	90	90
W.PM18 Average days lost / Workers' Compensation Board Claim for Facility Management.	6	0	1	9	8
W.PM19 Average Days Lost Per Workers' Compensation Board Claim for Fleet.	5	11	12	4	3

ISSUE/CHALLENGE IN MEETING THE TARGET

Story Behind the Measures

P.PM2 Industrial land sold annually (acres).

Currently RE&DS has sold 9.67 acres (\$7.3M) and is projecting to sell 50 acres (\$37.1 M in sales) by year end. Administration is positioning itself for a solid finish to the year and for 2018. The majority of closings for sales occur in the first and last quarter's as this follows the construction cycle and allows the purchasers to minimize holding costs and align the start of construction with the construction season.

Deputy City Manager's Office



W.PM10 Procurement value per head count

Accelerated capital (ACER) positions have been reduced and after other staff movements within Supply Management, further analysis may result in a reduced number of positions used for this calculation as they no longer have a significant involvement in procurement activities.

W.PM19 Average Days Lost Per Workers' Compensation Board Claim for Fleet

Average Days Lost Per WCB Claim for Fleet was 6.5 days until June, however one claim for 27 days YTD has increased this number significantly.

Chief Financial Officer's Department



The Chief Financial Officer's Department (CFOD) collaborates with internal and external partners to provide financial leadership, annual market value assessments, technology solutions, human resources strategies, customer and communication services as well as strategic leadership and coordination of corporate-wide initiatives.

Business Units

Assessment
Customer Service & Communications
Finance + Corporate Initiatives

Information Technology
Human Resources

Performance Measure Update

Performance Measures	2015 Mid-Yr	2016 Mid-Yr	2017 Mid-Yr	2017 Target	2018 Target
How Much Did We Do?					
P.PM8: Number of new service requests deployed on 311 Handheld App	5	5	1	5	5
P.PM13: Number of public City of Calgary facilities with free access to wireless internet	21	42	77	38	43
How Well Did We Do It?					
P.PM4: Percentage who agree The City practices open and accessible government	85%	83%	Avail Fall	89%	90%
W.PM1: Percentage of CFOD's 311 service requests completed within the target timelines.	98%	99%	100%	95%	95%
W.PM9: Telephone Service Factor (TSF): Percentage of CSC 311 calls answered within 30 seconds or less	72%	73%	58%	80%	80%
W.PM11: Percent of citizens who agree The City uses Calgarians' input	75%	74%	Avail Fall	71%	71%
W.PM38 The ratio of total accounts and inquiries received during the Customer Review Period (CRP).	2.1%	1.9%	1.5%	≤2.5%	≤2.5%
W.PM40 Single residential assessment level at market value	100%	100%	100%	96% to 104%	97% to 103%
W.PM41 The uniformity of single residential assessments compared to industry standards	5.5%	5.5%*	5.1%	≤10%	≤10%
* Instead of using a rolled up residential value of "5.4%", the 2016 result is now updated to "5.5%", a more specific single residential value.					
W.PM42 Per cent of the total annual assessment base under formal complaint	17.6%	18.0%	20.1%	≤25.0 %	≤25.0 %
W.PM 49: Percentage of citizens satisfied with the courteousness of 311 staff during their most recent experience	95%	98%	Avail Fall	90%	90%
Is Anyone Better Off?					
P.PM 9: Percentage of website visitors who are able to complete their task online via Calgary.ca	73%	77%	72%	77%	80%
W.PM10: Percentage of citizens who say that The City offers the opportunity to have meaningful input into decision-making	72%	69%	Avail Fall	75%	75%
W.PM39 Assessment customer satisfaction score	81%	81%	NA*	NA	≥80%
* Assessment customer satisfaction survey has been changed from every year to every two years in order to save money. The 2017 Target had been "≥80%" but it now needs to be "NA".					
W.PM50: Percentage of citizens who receive the right amount of information from the City	55%	54%	Avail Fall	65%	65%

ISSUE/CHALLENGE IN MEETING THE TARGET

Chief Financial Officer's Department



Story Behind the Measures

P.PM8: Although CSC has exceeded its 2015 and 2016 targets for deploying new service requests on the 311 app, a major software upgrade in Q1 2017 coupled with competing business unit priorities have limited our ability to deploy additional service requests at mid-year 2017.

P.PM13: Since public Wi-Fi was launched in May 2014, there have been more than 11 million connections to the service. The City now offers public Wi-Fi at over 75 locations, including every CTrain station, most City Recreation sites, and several Parks locations. The success of public Wi-Fi at City facilities demonstrates that Calgarians find value in the service. To keep up with citizen demand for connectivity, we have already exceeded our 2018 targets set out in Action Plan by 80 per cent.

W.PM9: The City is challenged in meeting The Telephone Service Factor (TSF) targets due to delays in seasonal hiring and June being one of the busiest months for calls. Moving more service requests online can create capacity to improve TSF scores.

P.PM9: Task completion is being impacted by excess content and PDF documents stored on Calgary.ca making it difficult for users to find their desired information. Legacy applications that are still in use in some areas of Calgary.ca are also impacting CSC's task completion scores. In an effort to meet 2017 targets, CSC is working with respective application and content owners to address this.

Law & Legislative Services



Law and Legislative Services (LLS) was created as a department 2017 June 1 and provides the Corporation with sound leadership, prudent management, overall governance and direction, and facilitates and enables delivery of The City’s services and programs. LLS also provides legal, security, issues and risk management advice and ensures open and accessible government by overseeing the legislative process.

Business Units
 City Clerk’s Office
 Corporate Security
 Law

Performance Measure Update

Performance Measures	2015 Mid-Yr	2015 Target	2016 Mid-Yr	2016 Target	2017 Mid-Yr	2017 Target
How Well Did We Do It?						
W.PM25 Percentage of internal inquiries responded to within one business day by Records Management Staff.	99%	90%	99%	90%	99%	90%
W.PM26 Percentage of flag-raising and proclamation requests acknowledged within three business days.	75%	100%	99%	100%	99%	100%
W.PM29 Percentage of decisions sent out within seven calendar days of the receipt of the decision from the Assessment Review Board.	99%	100%	99.5%	100%	100%	100%
W.PM33 Percentage of Council decisions and minutes posted online within three business days after the meeting.	76%	100%	72%	100%	58%	100%
W.PM34 Percentage of City Clerk’s-supported Committee minutes posted within two business days after the end of the meeting.	98%	100%	97%	100%	93%	100%

ISSUE/CHALLENGE IN MEETING THE TARGET

Story Behind the Measure

W.PM25 – Records Management received 1091 internal inquiries during the first six months. 1084 were responded to within one business day, representing an on-time performance of 99 per cent. The target was exceeded due to Records Management staff’s prioritization of inquiries and responsive customer service.

W.PM26 – 82 out of 83 flag raising and proclamation requests were responded to within three business days. This represents an on-time performance of 99 per cent, just shy of the target of 100 per cent.

W.PM29 – 574 decisions were sent out during the first six months of 2017 with 100 per cent on-time performance, matching the mid-year target. This is an improvement from previous years, where performance had fallen just short of the target. This performance is particularly satisfying given that the number of jurisdictional hearings to-date in 2017 has doubled in comparison to mid-year 2016, resulting in a 13% increase in number of decisions.

W.PM33 - 10 out of 17 sets of Council minutes were published on time. This represents 59 per cent on-time performance. The number of hours of Council meetings rose 13% from 2015 to 2016 and rose an additional 20% from 2016 to 2017. With meetings trending longer and with more motions to document, the time required to prepare and finalize minutes has increased.

W.PM34 -- 57 out of 61 sets of Committee minutes were published on time, representing 93 per cent on-time performance. Increased volume and complexity of meetings contributed to a delay in four instances. There was a direct correlation between meeting duration and number of motions recorded, resulting in increased minute preparation time. The number of hours of Committee meetings during the first half of the year rose 22.5% from 2015 to 2016 and rose an additional 11.6% from 2016 to 2017.