



# 2019 Year-End Accountability Report

## Accountability Report Service Pages

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# Affordable Housing

Led by: Calgary Housing

## Description:

Great cities are places where everyone can afford to live and work. Affordable housing is a critical component of our great city and a vital contributor to our citizens' successes, making Calgary's communities affordable, inclusive and accessible for all. The Affordable Housing service improves outcomes for individuals and families by transforming the housing system through stakeholder collaboration, and contributing to increase the non-market housing supply by using every municipal lever to fund, develop, enable, partner and leverage. The service also provides 2,450 City-owned non-market homes for low and moderate income Calgarians, helping to prevent and reduce poverty in Calgary.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In Q2, 6 land sales Housing Agreements were completed resulting in 166 new affordable homes, providing housing for low-income veterans and families and people experiencing homelessness. The City's \$6.4M investment leverages over \$30M in additional funding and contributes to creating 370 jobs.

The City adopted the Non-Market Housing Land Disposition Policy in May, which provides predictable land offerings every 2 years to accelerate non-profit development of affordable homes.

In August The City and federal government coordinated the application and awarding process between The City's 2019/20 non-market housing land sale and federal co-investment funding, providing up to \$48.5M in dedicated loans and grants to successful non-profit applicants.

\$28.4M of federal funding was committed in July to add 665 new City affordable homes under The 10 year Affordable Housing Capital Program.

The Home Program Grant launched in April, providing catalyst funding for 23 innovative projects to improve self-sufficiency and housing stability for affordable housing residents.

### Service Challenges

A new provincial government and budget resulted in:

- Delayed negotiations for the provincially-funded operation of 1,048 City affordable homes given operating agreement expirations beginning in 2021.
- Reduced certainty in provincial funding commitments to support City affordable housing development.
- Funding uncertainty for the One Window initiative to create coordinated access for non-market housing in Calgary.

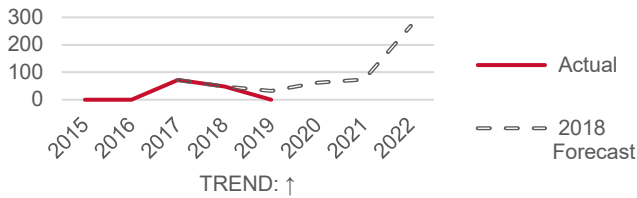
### What are we watching?

- Government of Alberta: current and future housing and homelessness budget reductions leading to increased need; Alberta's Action Plan under the 10-year federal/provincial bilateral agreement with \$678M for new and regenerated affordable housing.
- Condition of existing affordable housing supply: The City and other housing providers face aging properties, outdated programs and expiring agreements.
- New partnership opportunities: shifting funding priorities in other orders of government may lead to new operating models and public/private partnerships.

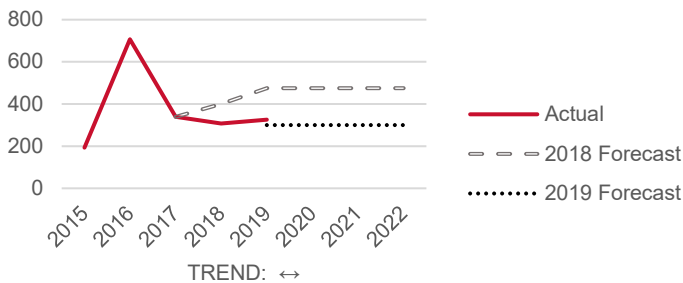


# How is the Service performing against plan expectations

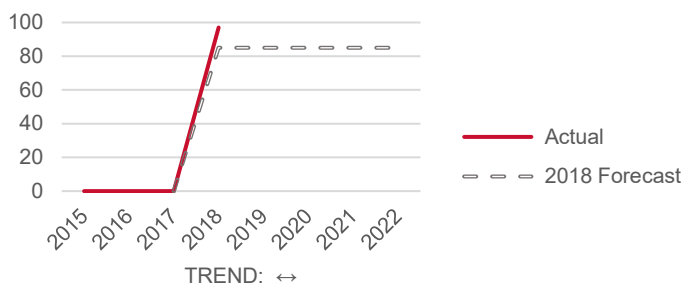
New City owned affordable homes developed through leveraged federal or provincial funding (number of homes opened)



New affordable homes planned for development by other non-market housing providers that are supported through City initiatives (number of homes counted at development permit approval)



Satisfaction with Home Program activities to improve self-sufficiency and community well-being for affordable housing residents (per cent of surveyed respondents satisfied)



## Story behind the curve

New City affordable homes: Work on 190 affordable housing units is under way but due to unexpected delays in the construction process 2019 targets were not met. The completion of the 16-unit Rosedale project experienced delays due to public appeals to the development. This project is on track to complete construction in Q2 2020. The 16-unit Mount Pleasant project experienced delays in the design phase and is on track to complete construction by Q2 2021. Both projects will increase the number of City affordable homes for low income Calgarians.

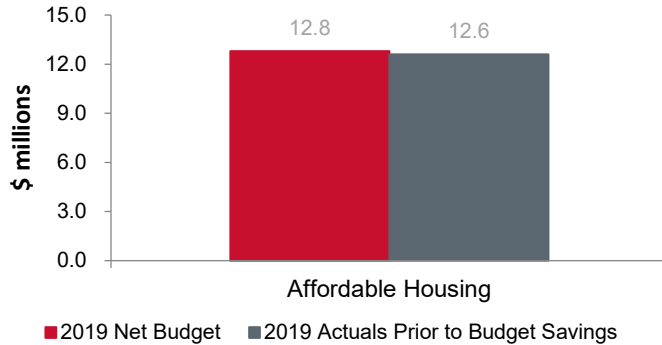
New non-profit affordable homes: Strong City support continues for the community pipeline of affordable homes under development in Calgary. In 2018 and 2019, 166 affordable homes received development permits on 6 parcels of City land offered to non-profits at below market cost, providing housing for low-income veterans and families and people experiencing homelessness. The Housing Incentive Program (HIP) which covers pre-development costs and rebates City fees for affordable housing, was fully committed in 2019, supporting over 300 affordable homes which also received prioritized planning service. However, 2019 saw lower than forecast performance as development timelines were delayed for some housing providers, resulting in fewer homes than expected receiving Development Permits. We anticipate the development trend to be steady and adjusted the forecast due to the continued economic downturn leading to philanthropic and provincial capital funding uncertainty for housing providers, and The City's 2019 City budget adjustments which reduced the HIP program budget, resulting in fewer units supported through City initiatives.

Improved resident outcomes: The Home Program supports non-profit groups to increase tenant self-sufficiency and involvement in community activities. A grant program was launched Q2 2019 with grant agreements executed in Q3/Q4. Groups have 13 months to complete projects and submit a final report. Full data for all 2019 funded projects will not be available until Q4 2020. Interim reporting indicates that 100% of those surveyed felt satisfied or very satisfied with Home Program activities.

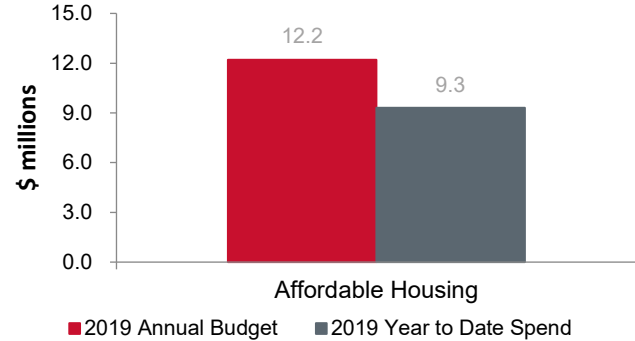


# Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



## Highlights

### Operating Budget

Affordable Housing is tracking on budget, spending 98% of its operating budget. Operating spending was slightly less than budgeted due to hiring delays for staff vacancies.

### Capital Budget

The City's Affordable Housing capital budget was 84% spent in 2019. The majority of this spending was to increase affordable housing supply on new projects underway in Rosedale, Bridlewood, and Mount Pleasant communities. Affordable housing lifecycle spending was delayed due to longer lead times in planning and procurement, however any remaining 2019 funds have been committed for 2020.

### Silvera for Seniors

In 2019, approximately 44% of Affordable Housing's operating budget (\$5.673M) and 18% of its capital budget (\$2.2M) was committed to support Silvera's Senior Lodge Program, providing supportive housing for low income senior Calgarians, as per provincially legislated requirements. Silvera had no variance for its operating budget. The capital budget spend was lower than budgeted (43%) as the new program required lead time for planning and design prior to work being carried out.

# Arts & Culture

Led by: Calgary Recreation

## Description:

We contribute to building Calgary's cultural landscape, creating vibrant communities and inspiring people to live creative lives by investing in the arts and culture sector. With partners across the community, we provide arts and culture experiences to Calgarians and visitors by supporting the production and delivery of festivals and events; commissioning, acquiring and maintaining public art; and planning for publicly accessible art and cultural spaces and facilities. Together with Calgary Arts Development Authority (CADA) we support a variety of visual and performing arts programming.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Two high-profile events – the Canadian Country Music Awards (CCMAs) and Grey Cup – were successfully produced. These events demonstrated future potential, including a Music Mile legacy activation showcasing the strength of a music district during the CCMAs.

Arts & Culture, in conjunction with community partners, has secured Calgary as host city for the 2020 Canadian Creative City Network Conference, and therefore Calgary has been named Creative City of Canada for 2020.

Public Art completed and supported diverse, innovative artworks and projects with artists and communities, such as the Dale Hodges Park, Wolfe and the Sparrows statue in Inglewood, the Chinatown artist residency, completion of the and WATERSHED+ Dynamic Environment Lab. Further projects such as the International Avenue Public Art Project, murals painted on the Islamic mosque downtown and Tsuu T'ina Nation examined disability, mental health and cultural diversity.

The Operating and Funding agreements with Calgary Arts Development Authority (CADA) have been executed to support a variety of visual and performing arts activities in Calgary.

### Service Challenges

Timing of funding has influenced the execution of some strategies, including the development of a Winter City Strategy and the Events Strategy, and implementation of Cultural Plan goals. The Winter City Strategy and the Events Strategy work has been pushed into 2020.

### What are we watching?

With the continued review of Public Art, we are watching for alignment with vocal key stakeholder's expectations on the program's direction.

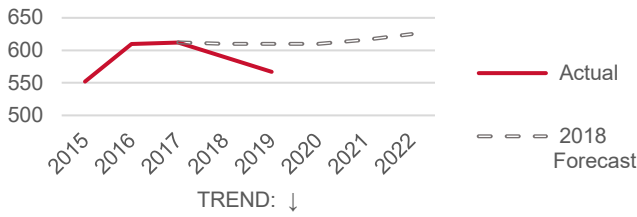
We are watching community-run festival and event offerings and attendance for impact from the sustained economic downturn.



# How is the Service performing against plan expectations

## Story behind the curve

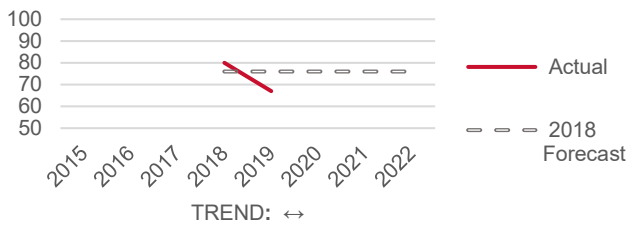
Number of City-supported festival and event days. (Days)



Festivals and Events create a sense of community and civic pride through cultural activities, community celebrations, festivals and sporting events.

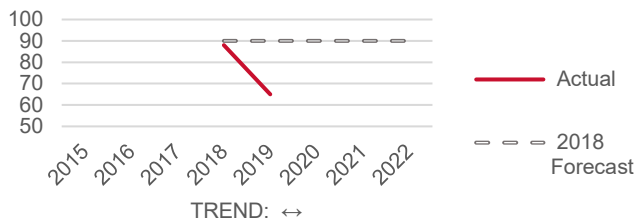
There was a decrease in the amount of event days, from 624 event days in 2018 to 567 in 2019. Decreases in some longer running events, plus a small number of other cancellations, accounted for the decrease. The decrease in event days could be a result of two factors we are watching: decreased philanthropic activity and the economic conditions in Calgary.

Customers that agree The City provides access to a wide variety of products, services and amenity offerings. (Percentage)

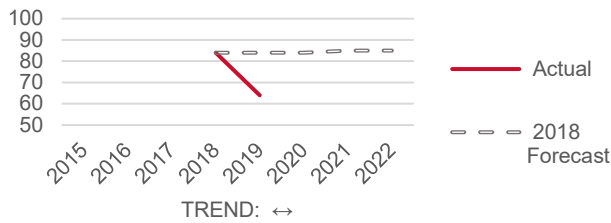


Investment in the arts and culture sector through Calgary Arts Development Authority (CADA) will help sustain the operation of Calgary's arts' organizations, individual artists, artists' collectives and ad hoc arts groups. Investment results in ongoing arts and cultural offerings, and attracts creative industries such as music, performing arts, film and art in the public realm, creating conditions for an increase in the percentage of Calgarians who attend arts and culture activities or events. The economic downturn and publicized reductions to partner investments hinder their ability to deliver on arts and culture experiences to Calgarians. This could be a factor in the 20 per cent decrease in customer households who report arts and culture opportunities create stronger communities.

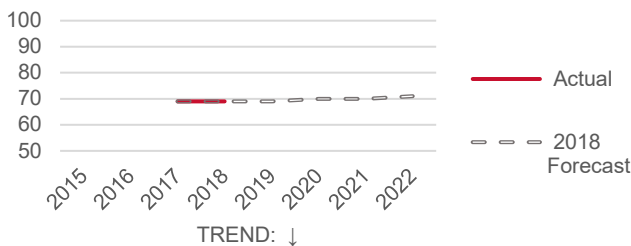
Customers that agree they receive good value for money. (Percentage)



Percentage of customer households who report arts and culture opportunities create stronger communities. (Percentage)



Percent of population that attended an Arts and Culture activity or event. (Percentage)



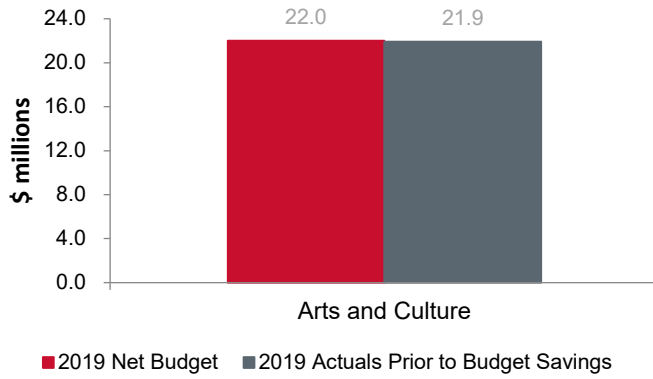




## Operating & Capital Budgets

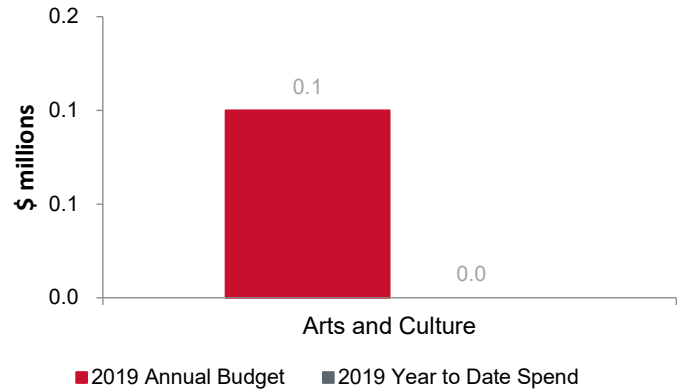
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

Arts and Culture ended the year essentially on budget with a small favourable variance due to staff vacancies. Approximately 55% of the Arts and Culture budget is the \$12 million annual operating grant paid to Calgary Arts Development Authority.

### Capital Budget

No capital activity during the year.

# Business Licensing

Led by: Calgary Community Standards

## Description:

Business Licensing oversees 40 types of businesses that do not fall under any other regulations, ensuring citizen's expectations for safe and ethical businesses are met. Business Licence peace officers play a key role in the service by investigating business operations to ensure compliance of bylaws and provincial statutes.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The OPEN4Business committee identified challenges facing the local business community and has undertaken multiple initiatives to support better business outcomes in Calgary. These initiatives include removing redundant police checks for specific licence categories, eliminating unnecessary licence structures and reducing fees for all business licences by 10 per cent. The initiatives represent a savings of \$1 Million for business customers in Calgary and communicate the value that business brings to Calgary's community.

In 2019 September, Council approved the proposed short term rental amendments to the Business Licence Bylaw 32M98. The launch of short term rental licences for 2020 February will ensure all short term rental operators provide standards of safety, transparency and accountability. The regulation creates alignment with provincial direction to change the Tourism Levy resulting in the collection and remittance of 4% tax by host networks to the provincial government. Capitalizing on the mindset of OPEN4Business, short term rentals will offer a digital licence to customers and utilize the myBusiness portal to ensure customers have ease of access to ensure a simple and effective licensing process.

Federal regulation of edible cannabis was approved in 2019 October. The Cannabis Consumption Bylaw anticipated the legalization of edibles resulting in Calgary businesses positioned to grow with the development of the cannabis market through 2020.

### Service Challenges

Economic resilience continues to be a consistent trend in aligning service delivery to support citizens and businesses. The OPEN4Business committee will be a key asset to assist with economic recovery and to leverage initiatives approved by Council.

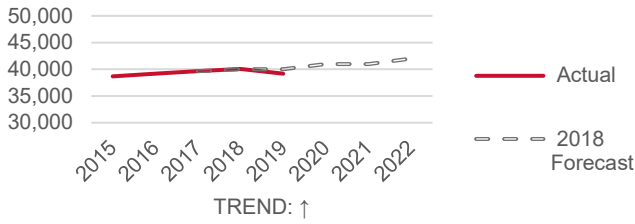
### What are we watching?

The recovery of the economy continues as interprovincial migration brings new citizens to Calgary. Complementing economic changes are subsector areas of growth in the economy and incentivized business recruitment created through The Opportunity Calgary Investment Fund (OCIF). Evolving expectations of regulation and adaptability associated with business licensing processes creates pressures to balance growth without compromising compliance.

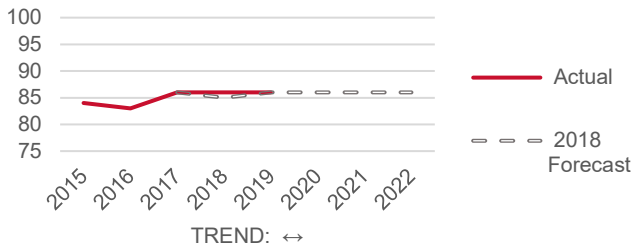


# How is the Service performing against plan expectations

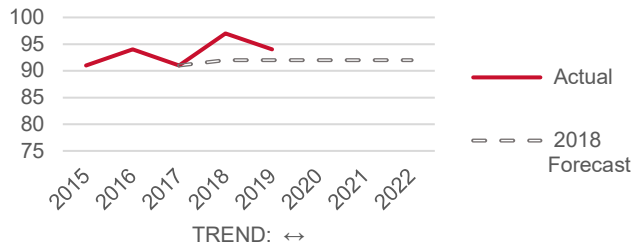
Number of business licences issued (i.e. active business licences) (Number of licences)



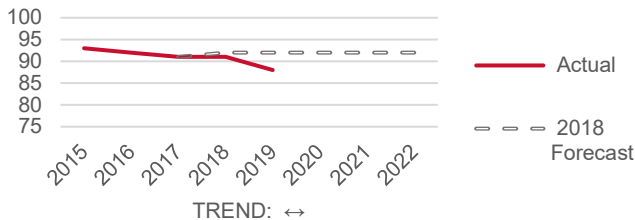
Per cent of new business licences issued within 90 days (Percentage)



Per cent of business licensing complaints resolved on time (Percentage)



Per cent of citizens satisfied with the job The City is doing in providing business licences and inspections (Percentage)



## Story behind the curve

Business licences issued continues to stabilize as external/internal forces bring a balance to the economy. Continued intervention at provincial and municipal levels will influence Calgary's local economic climate. Stabilized growth for licences is expected as initiatives undertaken by Business Licensing will lower barriers for citizens and existing/new licence structures have been changed to catalyze adoption and accessibility.

Demand for business licences continues to become less volatile. Per cent of licences issues within 90 days remains high and can be contributed to proactive development of business efficiencies implemented by the OPEN4Business committee. Improvements to licensing structures through 2020 will grant new levels of access for citizens as Business Licensing improves on internal and external processes.

Resolution of complaints remained high as the stabilization of licensing activity marks the recovery of the economy. Regulation of cannabis and short term rentals marks a departure from more traditional sectors which Calgary has been accustomed to. These new forms of businesses will evolve and pose new opportunities and challenges for licensing/regulation. Business Licensing will seek to meet citizens' needs and adapt to economic change.

Citizen satisfaction with Business Licensing and inspections was impacted by changes produced through the commercial property tax rates in 2019. The forecasted satisfaction remains downgraded as the Phased Tax Program provides an interim solution to commercial property tax challenges. Citizens continue to express the importance of greater investment into business licensing and inspections.

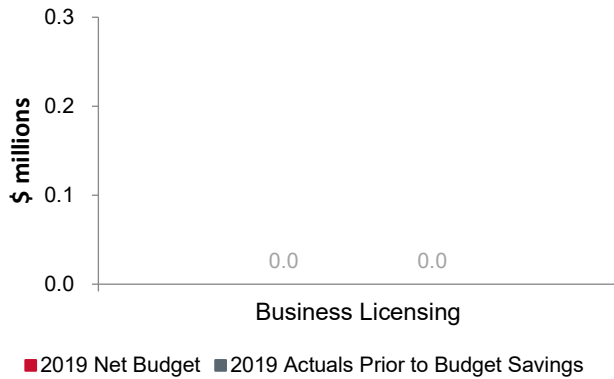


# Operating & Capital Budgets

## Net Operating Budget and Actuals

as of December 31, 2019

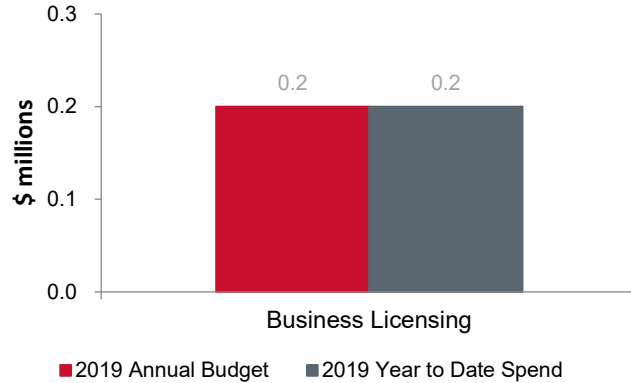
2019 Contributions to BSA of \$0 million



## Capital Budget and Spend

as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

Business Licensing is a self-supported service line. Variances are offset to the Business License Sustainment Reserve. An operating surplus of \$1.5 million was transferred to the reserve and is mainly due to higher license revenues, one time recovery for Cannabis from the Province and staff salary savings from intentional workforce management.

Council approved a service line report in October 2019 that recommended initiatives to aid local businesses such as the elimination of certain license types and decreasing 2020 fees by 10%. These initiatives represent approximately \$1 million in savings for the business customer.

### Capital Budget

Business Licensing capital budget is used to fund annual equipment lifecycle needs and business license system improvement projects. The budget was fully spent in 2019.

# Community Strategies

Led by: Calgary Neighbourhoods

## Description:

Community Strategies creates policies and strategies that are used by City departments, community partners, non-profit social service providers, industry and the public to advance common goals and vision around social wellbeing. We are responsible for implementing Council-approved strategies including the Enough For All poverty reduction strategy, the Seniors Age Friendly Strategy and the White Goose Flying report. In addition, support is provided to the Advisory Committee on Accessibility, the Calgary Aboriginal Urban Affairs Committee, the Social Wellbeing Advisory Committee and the Calgary Local Immigration Partnership to advance strategic plans aimed at furthering social wellbeing.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

A strategic framework for the Community Action on Mental Health and Addictions was approved and a Stewardship group formed to provide expertise for the development of the strategy. As part of this work, \$3 million was invested in 19 community partners for projects designed to prevent mental health and addictions issues and provide early and/or targeted intervention.

Calgary's Enough for All Poverty Reduction Strategy was refreshed and implementation has begun. Key achievements include Community Champions joining to address priority areas and the partnership agreement being extended until 2022.

Community engagement was conducted with Indigenous Elders and community organizations to inform the establishment of the Indigenous Relations Office (IRO). Phase 1 of a governance review for the Calgary Aboriginal Urban Affairs Committee (CAUAC) was completed.

The Social Wellbeing Policy was approved in 2019 Q1. The Gender Equity, Diversity and Inclusion strategy was also approved by Council in 2019. Seven Gender Based Analysis+ pilots were completed and corporate training was rolled out.

### Service Challenges

The diversity of Calgary residents and emerging needs of persons experiencing vulnerabilities creates a challenge for Community Strategies to adapt and prioritize strategies. There is also a risk that a decrease in community and/or sector capacity could impact the ability to implement strategies in collaboration with community partners. Due to budget reductions, strategy implementation actions and timelines have been adjusted.

### What are we watching?

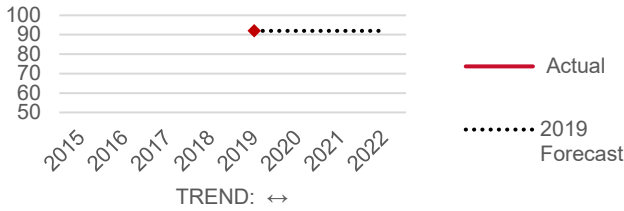
Income disparity is on the rise. Low income is a barrier to quality of life, as people on low income spend a larger share of income on basic needs like shelter, food and transportation. Addressing the root causes of poverty is important to building resilience and increasing participation in civic life. Seniors, immigrants and Indigenous people are the fastest growing populations in Calgary, increasing the demand for an age-appropriate, accessible, culturally sensitive and intersectional approach to increase participation and improve wellbeing. Rising social disorder is also an area of concern.



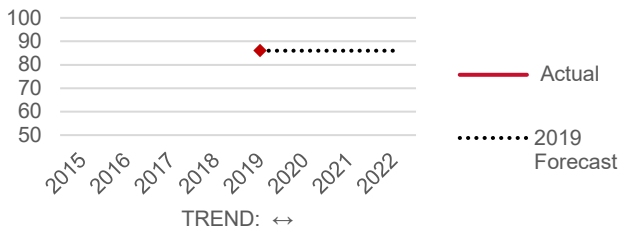
# How is the Service performing against plan expectations

## Story behind the curve

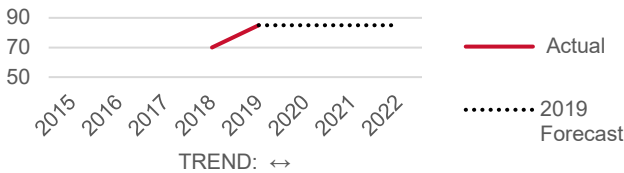
Community Strategies' stakeholders who agree the strategy is helping prevent social/community issues (Percent)



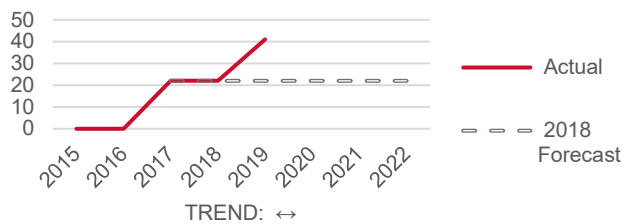
Community Strategies' stakeholders who agree the strategy is helping remove barriers to participation in civic life (Percent)



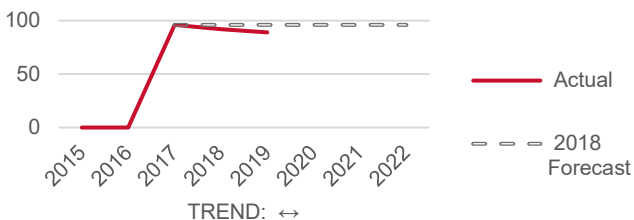
Community Strategies' stakeholders who agree that the service is advancing truth and reconciliation outcomes. (Percent)



Program participants that report being currently financially better off than they were a year ago (Percent)



Planned actions Community Strategies initiated (Percent)



Community Strategies works with partners and stakeholders to respond to social issues faced by Calgarians and prevent future negative impacts to their wellbeing. We demonstrate our commitment to improving social conditions by working with partners to develop and implement strategies that are preventive in nature and promote social wellbeing.

2019 was a baseline year for measures related to prevention and accessibility (e.g. removing barriers to participation in civic life). The measures include City of Calgary stakeholders from the Seniors Age Friendly Strategy and Calgary Local Immigration Partnership. With continued investment and increased coordination, perceptions of our impact should continue to improve.

The first reporting on work around truth and reconciliation show that on average 85% of City of Calgary stakeholders who collaborated with Community Strategies on Indigenous-related work felt that the service was advancing truth and reconciliation. We anticipate this trend to increase with the formal establishment of the Indigenous Relations Office as the Office will support City services delivering on truth and reconciliation efforts (e.g. Calls to Action).

Improving the social wellbeing of Calgarians is integral to our service and is at the core of the Enough For All poverty reduction strategy. Family & Community Support Services funds a variety of community-based programs focused on financial empowerment. In 2019, 41% of participants felt they would be financially better off a year later, an 18% increase from when they entered the program.

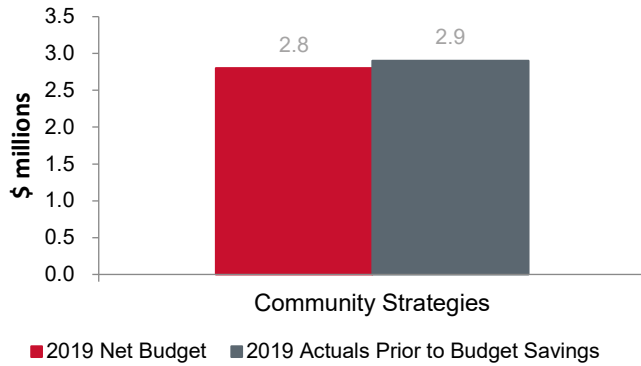
To measure progress in advancing strategies we monitor our planned actions. Through intentional work plans and a focus on strategic projects, 89 per cent of planned actions within Community Strategies were initiated in 2019. As a result of funding reductions and a scaling back on planned work due to emerging corporate priorities, this measure has decreased slightly for 2019.



## Operating & Capital Budgets

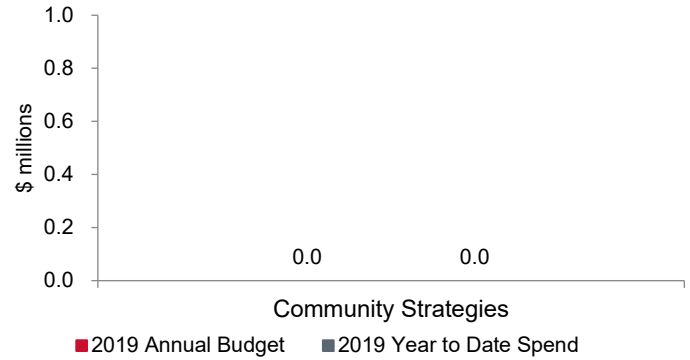
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

The unfavourable variance of \$118 thousand is primarily made up of the unbudgeted governance review of the Calgary Aboriginal Urban Affairs Committee and the bridging of the 2019 budget reduction for the Indigenous Relations Office.

### Capital Budget

Community Strategies has no capital budget.

# Economic Development & Tourism

Led by: Calgary Neighbourhoods

## Description:

Calgary in the New Economy: An update to the Economic Strategy for Calgary stewarded by Calgary Economic Development and approved by Council in 2018 June, guides this service's initiatives and investments including the \$100 million Opportunity Calgary Investment Fund. The service supports a diversified and resilient economy including a vibrant centre city, encourages employment growth, helps build Calgary's global reputation, encourages business investment, and supports entrepreneurship and innovation. Through this service, tourism and convention centre strategies attract businesses and visitors to Calgary, and Calgarians and visitors have access to world-class attractions.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Implementation of Calgary in the New Economy: An economic strategy for Calgary progressed across all focus areas. Talent: New tech training programs helped transition Calgarians to in-demand jobs. Innovation: The Alberta Innovation Corridor was established to promote tech ecosystems in Calgary and Edmonton. Business Environment: The City and province prioritized lower taxes on business and reduced red tape. Place: The Events Centre moved ahead.

Platform Calgary opened a downtown location ran nine programs for entrepreneurs that supported 78 companies, and hosted 40 events that attracted 1,800 attendees. The Platform Innovation Centre is under construction and anticipated to open Q1 2021.

Tourism Calgary (TC) supported 68 events including the Canadian Country Music Awards and Grey Cup. Events TC supported contributed over \$150 million in economic impact, up from \$108 million in 2018. 93% of TC's stakeholders reported it was an effective champion for the tourism industry. TC launched an online White Hat Academy tourism industry employees that saw 750 graduates, far above the goal of 250.

Cultural attraction attendance highlights will be provided in the next update.

### Service Challenges

The initial Economic Strategy implementation committees changed as priorities and skills required to advance initiatives were clarified. Provincial and federal election cycles generated 'red zones' that limited discussions on potential economic development projects or funding of projects. In addition, internal perceptions research shows Canadians perceptions of Calgary as an innovative city is declining.

Tourism Calgary secured exclusive Canadian rights to host X Games, but funding challenges put the project on hold. 2019 budget reductions led Tourism Calgary to strategically curtail selected marketing and industry programs.

### What are we watching?

Calgary Economic Development expects opportunities for growth and attraction of companies related to Digital Transformation. Focus will be on growing a target list of anchor companies and leveraging the Opportunity Fund. Both Startup and Trade Accelerator Program will continue to grow programs and number of companies served. Talent will continue to be a focus including helping Calgarians pivot their careers, attracting talent to Calgary and working with stakeholders to develop a long term talent development strategy (Learning Calgary).

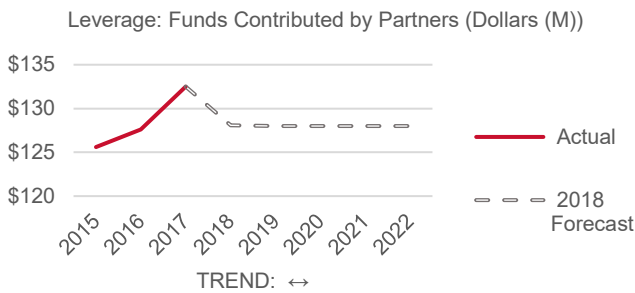
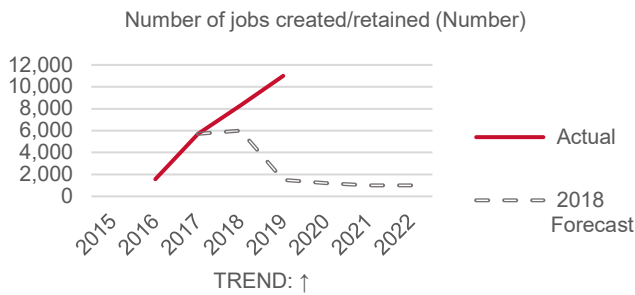
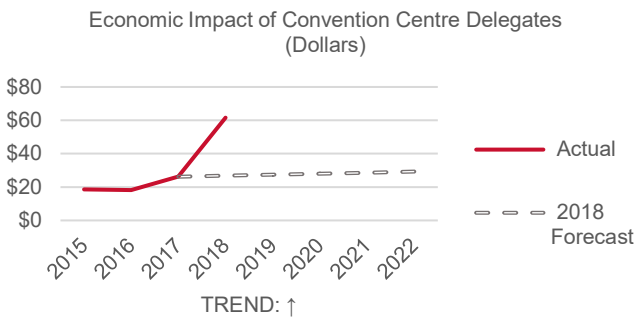
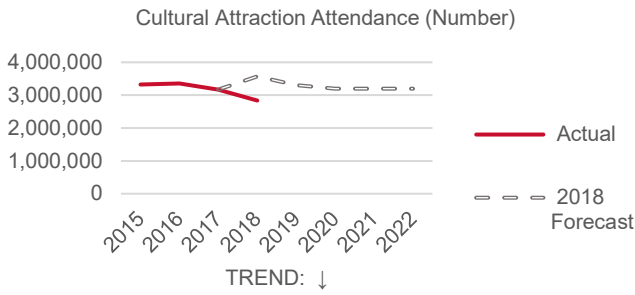
Tourism Calgary is watching Travel Alberta funding, access to Calgary, meeting and convention opportunities.





# How is the Service performing against plan expectations

## Story behind the curve



Cultural Attraction Attendance includes five City-owned assets managed and operated by Civic Partners. Cultural Attractions are unique destinations offering educational programs and opportunities for Calgarians and visitors to learn about history, science, aviation and conservation. The Cultural Attraction Attendance measure reflects the attractiveness of Calgary as a tourist destination, and Calgarians' engagement. 2019 attendance numbers will be available in the mid-year update. Attendance levels are impacted by investment in new exhibits and programs, and economic conditions.

The Calgary TELUS Convention Centre contributes to economic development results by attracting delegates to the downtown core that generate direct, indirect and induced economic benefits, and being a centre of excellence for innovators and thought leaders. Data will be updated mid year 2020.

Calgary Economic Development Ltd. is a City of Calgary wholly-owned subsidiary that stewards the collaborative implementation of Calgary in the New Economy: An updated Economic Strategy for Calgary. Economic development work reaches out to local businesses, businesses from other jurisdictions looking to expand or relocate; entrepreneurs, innovators; visitors, meeting planners and tourism industry members. Updated jobs created/retained data will be available in the mid year update.

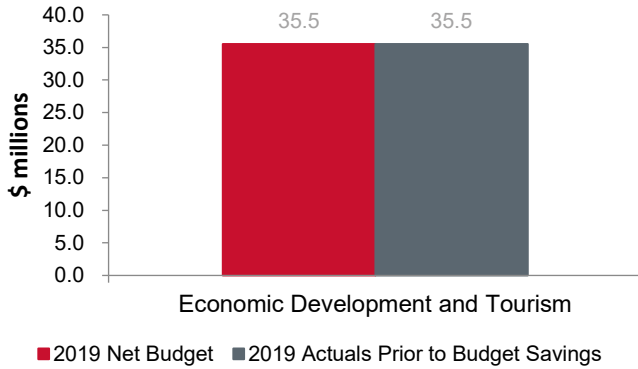
Partnering to deliver economic development services is mutually beneficial for The City and our Civic Partners. Partners are able to leverage The City's operating and capital funding through other sources including earned revenues, grants, sponsorship and donations. This measure demonstrates how much all Partners bring to the table to deliver these services. Updated leverage data will be available in the mid year update.



# Operating & Capital Budgets

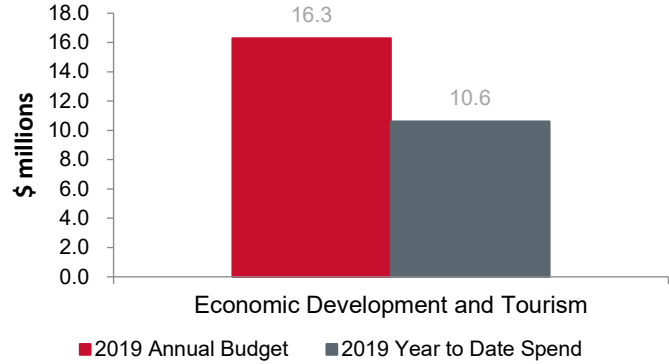
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

The Economic Development and Tourism line of service ended 2019 with no significant operating variance and a capital spend rate of 65%. The unspent portion of the capital budget was mainly due to an unforeseen variance between the beginning of projects and timing of funding, as well as adjustments to capital plans to prioritize critical work at various Civic Partner facilities. These projects have already begun or are scheduled to start in 2020.

In terms of major capital projects under this line of service, \$294 million was established for the new Events Centre project in Victoria Park approved by Council in 2019 July in partnership with the Calgary Sport and Entertainment Corporation. The funding is allocated over the next four years with completion in 2024.

Capital funding in 2019 focused on investment in lifecycle and maintenance of City-owned assets managed and operated by Civic Partners. This work was informed by the results of The City’s asset management program for Civic Partners that provides a baseline assessment of current conditions and an estimate for lifecycle repairs that will be required in the next 25 years. Asset Management Plans, including Building Condition Assessments inform investment decisions by identifying lifecycle priorities that support safe and high performing City-owned assets. In 2019, The City invested \$6.0 million in lifecycle funding that Civic Partners matched with \$2.095 million through the Civic Partner Infrastructure Grant. An additional \$3.75 million was invested in Convention Centre Lifecycle funding based on priorities identified by the Calgary Convention Centre Authority and confirmed by Asset Management Plan.

# Land Development & Sales

Led by: Real Estate & Development Services

## Description:

Our core service is the development and sale of industrial lands with the purpose of economic diversification, optimizing value and maximizing the financial return on City-owned land under City stewardship. In response to strategic corporate needs and significant public transit investments by The City and other levels of government, our service will direct resources to leverage strategic redevelopment opportunities. The same business driver underlies all three development programs: maximize the economic, social and environmental benefits by growing the non-residential tax base and generating economic investment and employment opportunities.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Work began towards improving the overall functionality of the Glenmore Trail and 68th St ("G68") intersection. This important upgrade will keep people and products moving safely and support future industrial growth in this important sector for Calgary.

Completed the grading program for Dufferin North Industrial Park, Phase 3 to enable our industrial sales division to close the Canadian Pacific transaction in support of the Green Line project. Together with the Sofina (Lilydale) deal, total sales value was over \$33 million.

Completed the grading program and underground utility construction for Point Trotter Industrial Park Phase 2.

Assumed the role of project manager to create a community vision and redevelopment plan for the Foothills Athletic Park and McMahon Stadium Lands.

As part of redeveloping the former Midfield mobile home site in Winston Heights, completed the concept planning and related public engagement for a development application submission in 2020.

### Service Challenges

Current economic conditions impacting the real estate market, resulting in lower sales volume and a lower rate of industrial land development servicing.

Record levels of high density residential inventory across the city and current TOD planning policy requirements.

Regulatory and approvals process continues to require extensive approval conditions, challenging the advancement of capital projects.

Existing and future TOD site planning policy needing to align with current multi-residential market trends.

### What are we watching?

The e-commerce industry is creating a demand for large-scale warehouses and fulfillment centres to locate closer to population centers and major transportation routes and its impact on future sales.

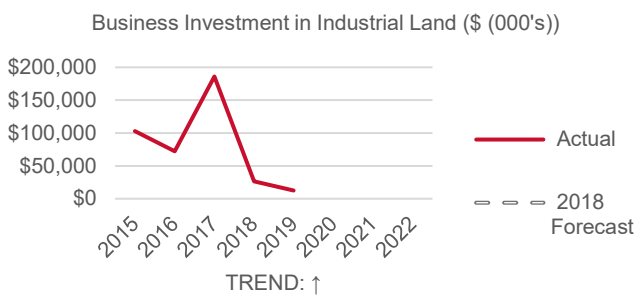
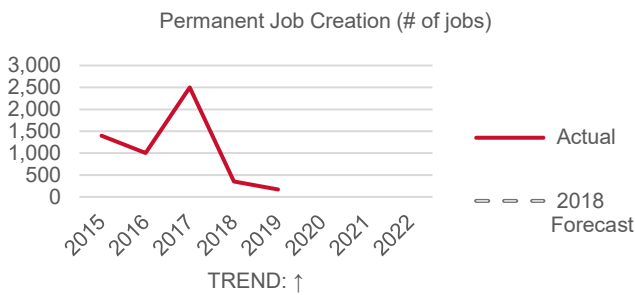
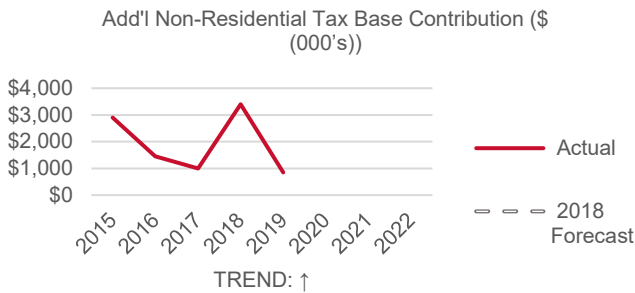
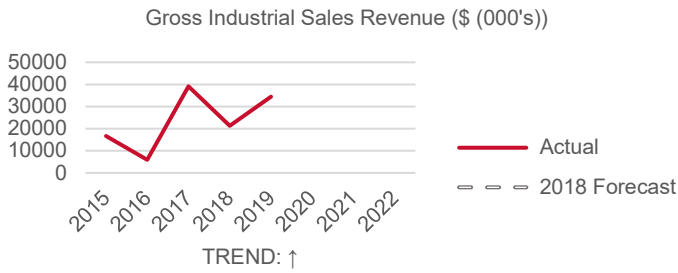
The trend of large developments choosing to locate in neighbouring municipalities with lower operational costs including taxes, land and fixed servicing costs and its effect on the local market.

Making future land use decisions when new home buyers are preferring to rent rather than buy and builders are shifting from condominium to purpose-built rental development.



# How is the Service performing against plan expectations

## Story behind the curve



The economic downturn has affected business investment in the city and the resulting market conditions are reflected in our industrial land sales. Gross industrial sales revenue for 2019 of \$34.4 million was lower than the forecast of \$42 million. The service is continuing with the delivery of additional industrial land but we have slowed the rate of development servicing in response to lower development activity. With the inventory available, our customers benefit from a buyers' market for industrial land.

Measuring sales performance on an annual basis can be misleading when the transaction value can vary dramatically from year to year. Measuring against a rolling 10 year average of sales per year of \$37 million is more realistic. While we did not meet the 2019 sales forecast, we are anticipating larger transactions over the balance of the business cycle to average it out.

Gross Industrial Sales Revenue number informs the performance of the three remaining metrics illustrated here.

Assuming gross industrial sales revenue results from a land sale, we further assume the gross industrial sales revenue we earn will lead to new building construction. New buildings expand the tax base, create jobs and can indicate business investment activity. If gross industrial sales revenue increases, the number of new buildings constructed will generally increase. This direct relationship means the associated graphs will mirror the activity of the Gross Industrial Sales Revenue graph with one exception.

The Additional Non-Residential Tax Base Contribution graph is different because the reporting year is based on gross industrial sales revenue earned three years earlier in order to account for the time to complete new building construction.

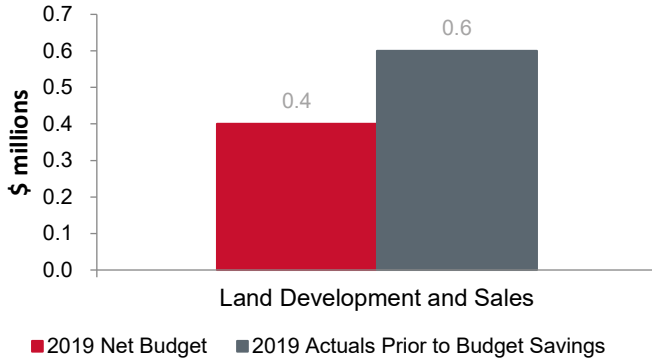
We continually strive to increase industrial sales by diversifying the businesses we market to, and network with. Upgrading our customer relationship management software will also help manage sales leads and assist with strategic communications. Establishing and sustaining long term customer relationships are important to the service's success, since some leads may not materialize into a sale for many years.



# Operating & Capital Budgets

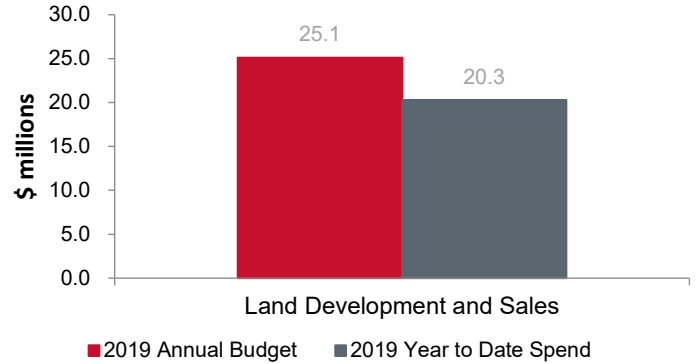
**Net Operating Budget and Actuals**  
as of December 31, 2019

2019 Contributions to BSA of \$0 million



**Capital Budget and Spend**  
as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating

Approved operating budget was \$442,000 which included allocations towards shared administrative and operating costs for Real Estate & Development Services. The shortfall of \$111,000 in the business unit's budget is due to higher, unforeseen shared costs for resources allocated to the Corporate Land Strategy.

### Capital

Approved capital budget was \$25.1 million with an 81% spend rate. The Land Development program was dedicated to our two most active industrial park developments with expenditures of over \$7.7 million and project spends of over 90%. First, Point Trotter Industrial Park Phase 2 achieved two milestones by completing a \$500,000 grading program and \$3.4 million on deep utility construction. As a result, this phase can now advance to road construction in 2020. For the 50 ha (125 ac) Dufferin North Industrial Park, Phase 3 site, finalizing the \$2.0 million grading program means the entire development is nearing completion. This work supported the Canadian Pacific deal and created the potential for a large lot sales opportunity.

The Great Plains Starfield Industrial Park will be the primary project contributing to The City's serviced industrial land supply for the next decade. The project is in development approvals process and as a result, engineering design and preliminary site work is expected to advance in the 2021/2022 time frame. Expenditures to date have focused on planning and preliminary engineering work. Service Connection & Driveways is post-transaction customer-facing work for all our industrial parks under development including those mentioned above and Great Plains Industrial Park, Eastlake Industrial Park and Royal Vista Business Park. In its first year as a separately managed project, the \$1.0 million budget was fully spent. A record 12 service connections and 17 driveways were installed in one construction season, the level of construction activity suggests some growing business investment confidence.

The Strategic Redevelopment program led a broad range of projects including a feasibility analysis of City golf courses, a viability review of below market seniors' housing on surplus school sites and preparing the former Midfield Park mobile home park in Winston Heights for future redevelopment. Total site expenditures were over \$8.4 million which included rehabilitation, land costs, concept planning and public engagement. Anderson TOD has been delayed due to current market conditions and the lack of approval through the Investing in Mobility process to fund the Anderson Station Mobility Hub Funding Model (\$44.1 million) as directed by Council (PFC2017-0084). With this funding uncertainty, the project is being reevaluated pending an alternative funding arrangement and change in current policy. For 2020, the service will be leading the development of a master plan for the Foothills Athletic Park and McMahon Stadium Lands with Recreation as the project sponsor.

# Library Services

Led by: Calgary Neighbourhoods

## Description:

Calgary's libraries are community hubs that promote learning, discussion, invention and action. The City's investment of operating/capital grants and assets is leveraged by the Calgary Public Library Board through volunteer support, partnerships, and donations. The Calgary Public Library Board is an independent City of Calgary Civic Partner. It is a separate legal entity set up in accordance with the Libraries Act (Alberta) and bylaw 38M2006. As a separate legal entity, costs for governance and corporate services (Human Resources, Information Technology, Financial Services, Security and Facility Management) are included in the Library's operating budget breakdown.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

#### No Reduction in Service Levels

- Despite a mid-year budget reduction, the Library maintained all planned hours at all locations
- In addition, significant renovations were carried out at four libraries without negatively impacting access
- A new library in Seton was opened, bringing Library service closer for over 100,000 Calgarians

#### Reconciliation Momentum

- Indigenous Placemaking projects were completed in three libraries: Central, Forest Lawn and Signal Hill
- The Indigenous Languages Resource Centre was conceived and created at the Central Library with support from the Government of Alberta
- Extensive use of the Elder Guidance Circle program was made possible by private sector support

#### Early Literacy Centres Improved

- Existing centres were improved at Fish Creek Library and Village Square Library
- An additional ELC was opened with the new Seton Library, anchored by a partnership with the Hangar Flight Museum, and private sector support
- A new ELC at Nose Hill Library is under development, made possible with private sector support

#### Efficiencies Realized

- In promotion and communication of program opportunities
- In rationalization of program and outreach delivery

### Service Challenges

#### Ongoing Funding Uncertainty

- The threat of further reductions to funding support from Municipal and Provincial funders is negatively impacting the development of service and facility enhancements needed to meet customer demands
- Budget flexibility is created by delaying the filling of vacancies, resulting in higher levels of stress-related challenges for remaining staff-members, and on-going impacts to service delivery levels

#### Increased Social Disorder in the Downtown Core

- Rising instances of aberrant behaviour among Library visitors are pressuring security budgets and raising concerns about reputational risks to the organization

### What are we watching?

#### Publishing and Streaming Trends

- Digital distribution of content continues to evolve in ways that are harmful to traditional library lending models
- These new models have had negative impacts on costs and access for the Library and its customers

#### Growth in Developing Neighborhoods

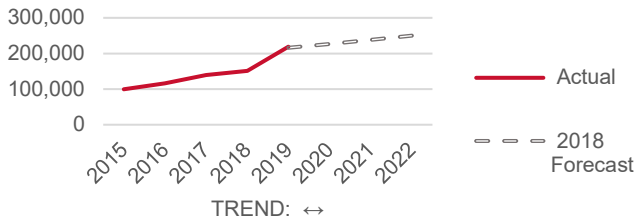
- The City of Calgary's new community development continues to create significant service gaps where Library facilities are distant or scarce



# How is the Service performing against plan expectations

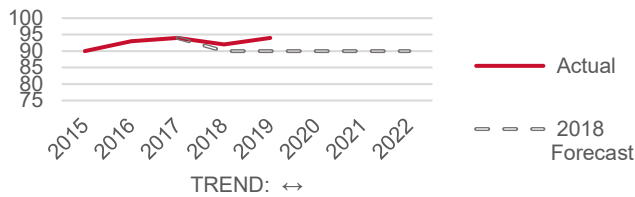
## Story behind the curve

Attendance at In-Library Early Literacy Programs (Number of Participants)



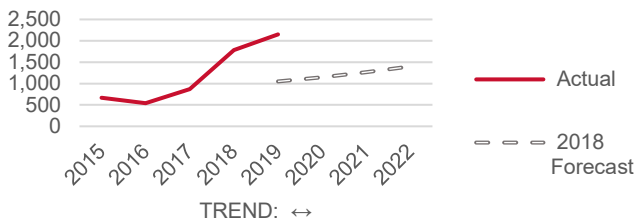
The Library continues to make progress against most performance measures, despite a number of unexpected challenges in 2019.

Satisfaction with Experiences at the Calgary Public Library over the Past 12 Months (Per cent of surveyed respondents satisfied)



Foremost among these challenges was a long period of leadership transition following the untimely passing of the CEO.

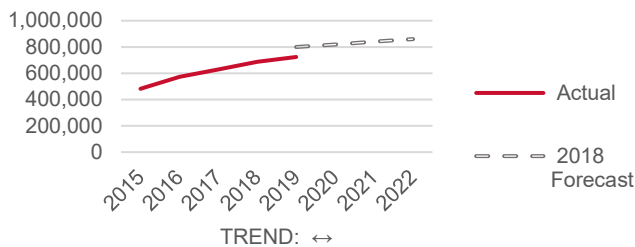
Early Literacy Program Sessions Outside Library (Number of Sessions)



Secondly, a mid-year budget reduction, and a potential further reduction in 2020 necessitated a period of restraint, especially on filling staff vacancies that resulted in a reduction in operational capacity that impacted some measures. Finally, a delayed payment and potential mid-year reduction in Provincial funding accentuated the need for the spending restraint already applied.

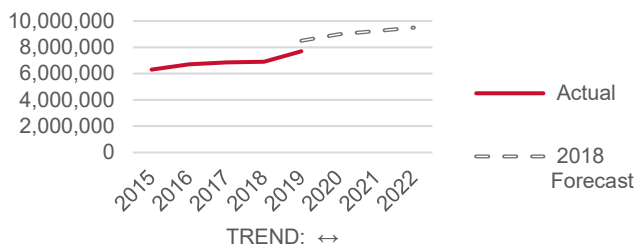
Staff resources were optimized by favoring in-library programming at the expense of ex-library programming. As a result, targets for in-library programming were closer to being achieved than those for ex-library activity. The impact is most evident in the number of Early Literacy Sessions conducted outside the Library, which did not meet our targets.

Library Members (Number of Members)



Further, discretionary spending in support functions like marketing and communications was restrained, with direct impact on general measures like Membership and Visitors. Both of these measures lost momentum earned in 2018 and, as a result, ended the year higher but below target.

Library Visits (Number of Visits)

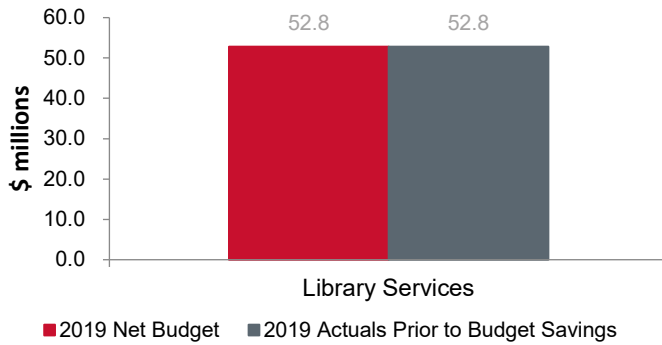




## Operating & Capital Budgets

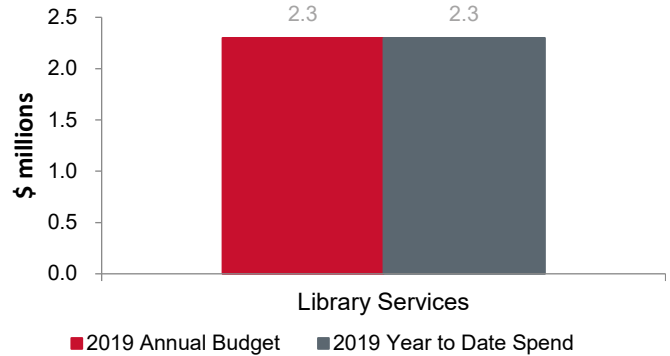
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

Library Services ended 2019 with no significant operating variance and a capital spend rate of 100%.

There were no major capital projects funded in this service in 2019. The development of a Symons Valley Community Library to serve the communities of Sage Hill, Nolan Hill, Kincora, Evanston, and Sherwood is still in the planning stages.

Capital funding was focused on investment in lifecycle and maintenance of City-owned assets managed and operated by the Calgary Public Library Board. Lifecycle funds were invested to maintain Library buildings, fleet, and information infrastructure and assets in a state of good repair and able to support operational goals.



# Social Programs

Led by: Calgary Neighbourhoods

## Description:

Social Programs provides equitable access to programs and services that give Calgarians the skills to build resiliency and capacity. We leverage funds from other orders of government through contractual agreements and collaborative partnerships. We offer social recreational programming for children and youth; career planning and employment support for youth; youth justice services; and seniors home maintenance services. In addition, we administer the Fair Entry Program and fund preventive social services provided by nonprofit partners. These programs and services provide Calgarians with the supports they need to thrive.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Over 114,000 Calgarians were approved for Fair Entry in 2019 providing them the opportunity to access subsidized City programming such as low-income transit passes and reduced Recreation fees.

Family & Community Support Services (FCSS), a joint municipal-provincial funding program distributed over \$40 million to 180 local preventive social programs reaching 50,000+ Calgarians experiencing vulnerabilities and mobilizing 20,000 volunteers who contributed 668,000 hours of their time. Each City dollar invested in prevention yields a social return of up to \$13.

Social Programs delivered 192 social-recreational programs in 85 communities for children and youth facing negative social conditions to enhance social wellbeing and decrease social isolation. In the 2018/2019 school year, residents dropped in to Calgary Neighbourhoods' programming 43,394 times.

The Youth Employment Centre's (YEC) focus on at-risk youth with programs like Opportunity for All Youth and Pathways to Employment led to the employment of over 425 youth that would otherwise struggle to find work. This, coupled with the over 10,500 youth who visited YEC in 2019, are helping stimulate the economy and support Calgary's comeback.

### Service Challenges

Social Programs directly delivers and collaborates with community partners to deliver programs to help achieve outcomes related to social wellbeing. A decrease in the capacity of partners could reduce available programming and create a gap in service. In addition, more than half the Social Programs budget is funded by the provincial government and is therefore vulnerable to changes in their funding priorities. During 2020 budget adjustments, \$400,000 allocated to respond to the growing demand for the Fair Entry program was reduced. Although mitigation strategies are in place, application wait times will likely increase with increasing volume of applicants.

### What are we watching?

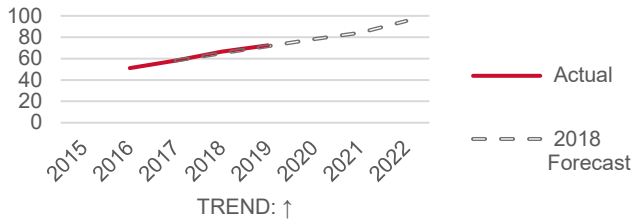
One in ten Calgarians are currently living on low income. Increases in this number puts pressure on Fair Entry operations and child and youth programming that many families on low-income rely on. The unemployment rate in Calgary in December 2019 was higher than the provincial and federal average. Males under age 25 in particular are facing barriers to employment. These numbers influence the type of programs offered and resources needed to deliver youth employment services. Lastly, given the uncertainty around provincial funding, Social Programs is watching for shifting gaps in service, paying attention to emerging geographic and demographic needs.



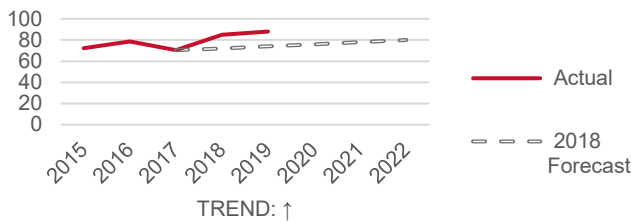
# How is the Service performing against plan expectations

## Story behind the curve

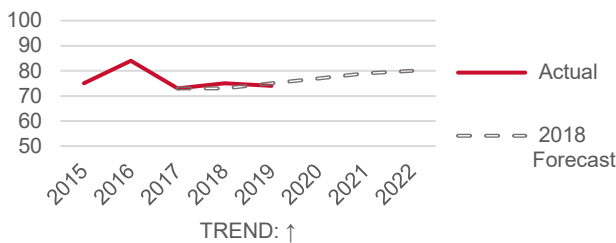
Low Income Calgarians served through Fair Entry (Percent)



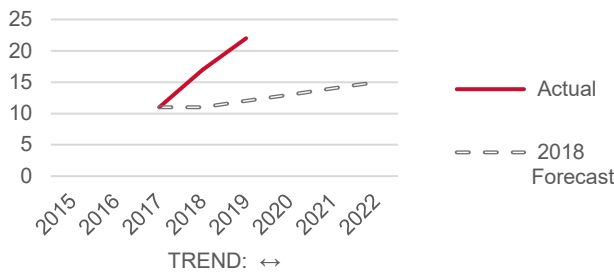
Youth who agree YEC has increased their ability to find employment (Percent)



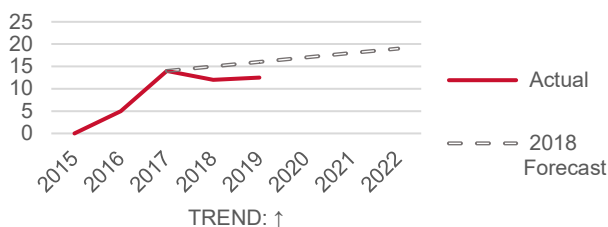
Youth Probation clients who have completed successfully (Percent)



Change of participants who report having someone to turn to for advice with a personal problem (Percent)



Change in youth justice program participants who have knowledge of programs and services to help them/their family (Percent)



Fair Entry provides low income Calgarians with efficient one window access to reduced rates for eligible City services. In 2019, an estimated 72% of Calgary's low-income population applied and was approved for the program. The steady increase is in line with projections and likely caused by greater awareness of the program amongst eligible Calgarians. To support a consistent level of service with this increase in demand, Fair Entry has implemented several strategies including improved line management and providing pop-up locations where needed.

The Youth Employment Centre provides career counselling, skills development and formal training to support youth in gaining employment. The economic downturn starting in 2015 has resulted in an 86% increase in youth seeking employment and career exploration activities, with an 18% increase from 2018 to 2019 alone. Eighty eight per cent of youth clients surveyed reported an increase in their ability to find a job after access services from YEC. Through partnerships with employers and funders (including other orders of government), YEC will continue to connect youth to employment and career opportunities, helping with Calgary's economic recovery.

While youth probation caseloads have decreased in recent years, the level of complexity exhibited by youth on probation has increased. This has contributed to a decline in the percentage of probation cases closing successfully since 2016; however, this trend appears to be reversing as 75% of clients closed successfully in 2018, an increase of 4% from 2017 and has remained steady in 2019. This is due, in part, to the continued funding of strategies and programs that address the multiple barriers justice-involved youth face both while on and after completing probation.

A strong social support network is important to mental health and wellbeing, social inclusion and resiliency, particularly during times of economic uncertainty. Calgarians involved in FCSS-funded community programs are increasingly making those connections. In 2019, 77% of participants report having someone to turn to for personal advice, a 22% increase on completion of a program.

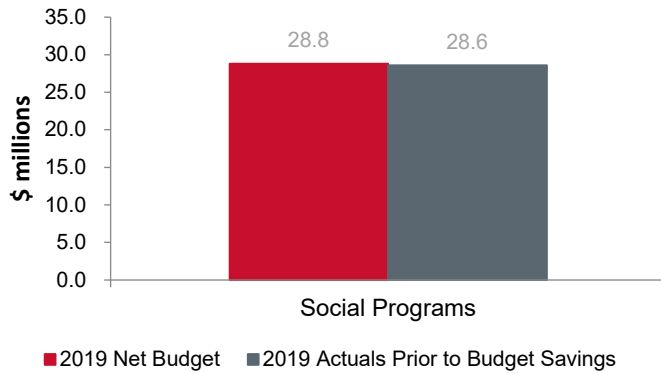
In 2019, 97% of Youth Justice program participants and their families knew what resources were available to them, a 12.5% increase on completion of the program.



## Operating & Capital Budgets

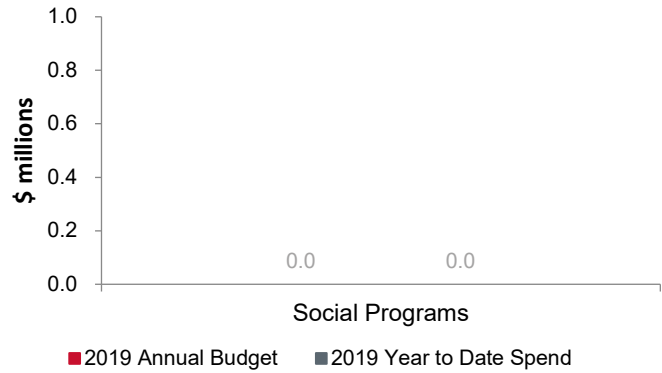
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

Social Programs ended the year on budget with a slight favourable variance. The variance is mainly attributed to timing of transitioning Senior Services Home Maintenance to community partners.

### Capital Budget

Social Programs has no capital budget.

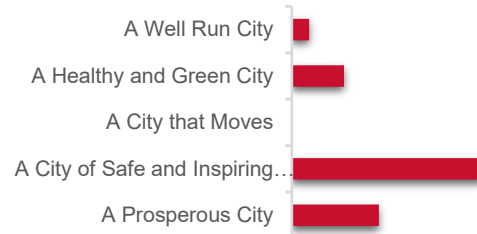
# Building Safety

Led by: Calgary Building Services

## Description:

The Building Safety service provides Calgarians with the assurance that the buildings they live, work, and play in, are safe. This service reviews building plans submitted to ensure compliance with provincial and national safety codes prior to issuing a permit, then follows up with site inspections to ensure construction also complies. The service responds to building and construction site safety concerns reported by first responders, citizens, and partner agencies providing guidance and direction to ensure a safe resolution. The service works proactively with industry and partner agencies to identify, educate, and promote safety best practices to reduce incidents and public safety concerns.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2019, we ensured older buildings were safe. We identified over 90 preventative safety issues during reviews of existing buildings, as mandated by the Building Maintenance Bylaw.

We offered flexibility for industry through the Verification of Compliance, a method of self-reporting on deficiencies. In 2019, there were over 6,000 self-reported corrections that reduced the need for an inspector to return to the site.

Building Safety introduced the Planning Safety Codes Customer Advisor role to streamline the processing of residential improvement projects. This new position is cross-trained in safety codes and the Land Use Bylaw, which streamlines residential inspections and code reviews. Customers now have a single point of contact for their residential improvement projects.

We continue to make secondary suites safer for Calgarians. The City has turned the curve on the culture shift for owners wanting their suites to become legal and safe. We continue to list safe and legal secondary suites on our online registry, a tool that helps both landlords and tenants. Reduced fees for permits will continue until May 31, 2020 when the amnesty period ends for existing suites.

### Service Challenges

A cross-training program has been initiated to address flexibility requirements for construction to retrain/reallocate staff based on demand. Accepting commercial building permit applications online has introduced inconsistencies in submission quality, impacted the predictability of permit approvals and timelines. Preventing deficiencies upfront reduces the need for follow-up inspections. We will measure the number of applications with poor quality, to determine the impact on timelines and will educate prospective applicants about common deficiencies to consider prior to application. Unique code requirements for secondary suites complicates the process for certain housing types. A new suite registry workflow will be developed to monitor required approvals, addressing, renewals, and registry fees (effective June 2020).

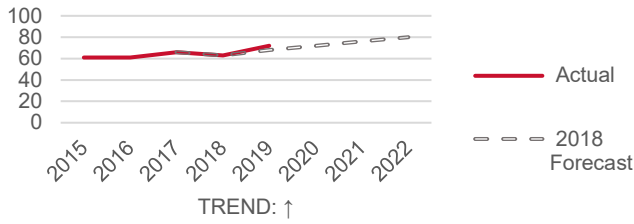
### What are we watching?

Through proactive engagement at the policy phase, we can increase predictability for our customers as they move into development, construction and occupancy. When Safety Codes Officers are involved in the review of planning applications, they can address issues that impact building permit applications. Customer education will be a key component of our engagement, as we improve communication and reduce ambiguity regarding permit approvals and inspections. We want to minimize risk and uncertainty for our customers. This means forecasting service demand and responding to seasonal and cyclical changes in investment and economic activity. Monitoring new occupancies is critical to Calgary's economic recovery. Ultimately, our goal is to bring businesses, jobs and opportunity throughout the city, with emphasis on downtown.

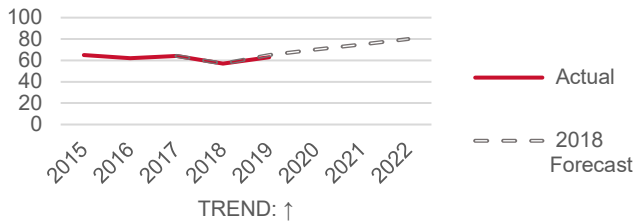


# How is the Service performing against plan expectations

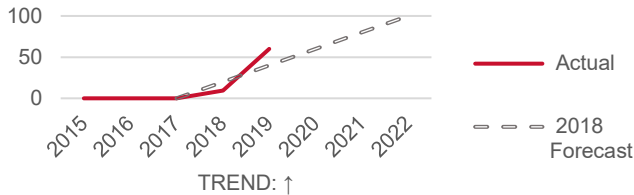
Per cent of new home construction that meets building safety standards upon first-final inspection. (%)



Per cent of Residential Improvement Projects that required a single inspection (%)



Per cent of buildings five storeys or greater and older than 10 years that submit a Building Envelope Visual Inspection for review (%)



## Story behind the curve

### New Home Construction

Utilizing newly developed dashboards for trade inspections based on recent process cleanup and implementation of metadata reporting, staff in Development Approvals and Building Safety are using the data to educate the building industry.

Educational sessions have included visits to SAIT, BILD and BILD sub-committees, individual contractors, homeowners, and national conversations that have included, Halifax, Quebec City, the GTO, Hamilton, Winnipeg, Edmonton, and Victoria.

The service also began addressing common deficiencies and obstacles impacting building permit applications.

### Residential Improvement Projects

Staff are encouraged to use the Verification of Compliance (VOC) to address the remaining deficiencies with-out additional inspections. These efforts support internal direction to reduce the number of inspections under the City of Calgary's Quality Management Plan (QMP). Fewer inspections will help also help industry reduce costs.

### Building Envelope Visual Assessments

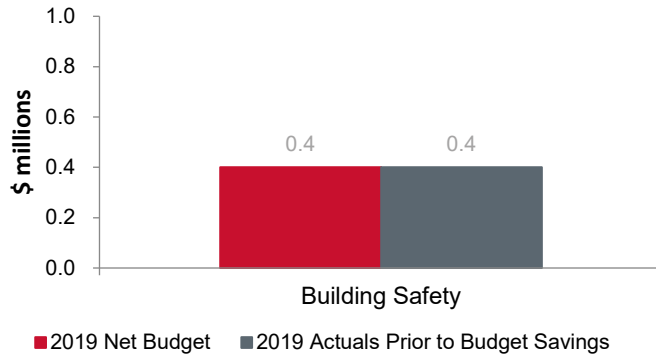
Continuous effort on customer contact with the use of courtesy letters were sent out this year for official BEVA required submittals in 2020 as per the Building Maintenance Bylaw

Assigning a dedicated BEVA lead and part-time resources have helped increase the turnaround regarding the submitted BEVAs in 2019. One of the biggest benefits we are seeing is the proactive approach owners/management companies are taking in assessing their properties prior to incidents happening

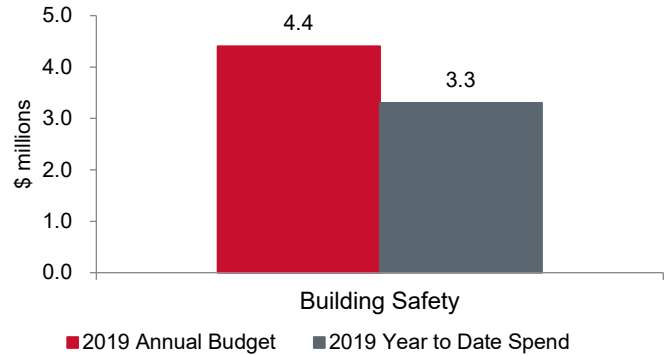


## Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



### Highlights

The 2019 revenue for Building Safety is \$4.1 million favourable mainly due to higher than budgeted building permits fees and expenditure is \$4.9 million favourable mainly due to salary & wages savings from intentionally managing the workforce; fully offset by increased transfer (\$9.0 million) to PD Sustainment Reserve to a net zero variance.

\$3.3 million (or 76% of budget) is spent on Business Technology Sustainment capital projects mainly for building safety service improvements, e.g. new planning, research and software development for Field Service Delivery, POSSE Winchester system conversion, and PDMap Platform Replacement.

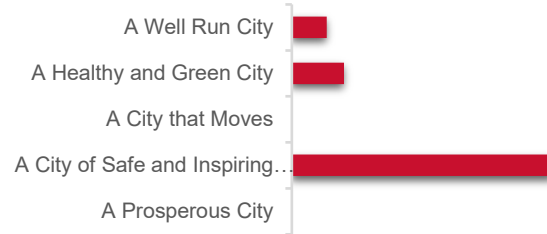
# Bylaw Education & Compliance

Led by: Calgary Community Standards

## Description:

Bylaw Education & Compliance develops and maintains community standards in Calgary to promote healthy and safe communities and help citizens live in harmony with neighbours. The service includes enforcement of municipal bylaws, provincial statutes and bylaw education that encourage compliance. Peace officers actively enforce bylaws and seek to create resolutions between citizens, creating safe communities.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The completion of training and deployment of the Hybrid Officer model represents a new service efficiency for citizens. Community Peace Officers possess enhanced capabilities granted through peer-to-peer training which was developed in conjunction with the Hybrid Officer model. As a result, Community Peace Officers can focus and respond to service calls within their priority zones, rendering a proactive approach for creating compliance in one visit and enhancing officer safety.

Changes to the Public Safety Peace Officer Program are underway. 2019 marked the start of change for the Public Safety Peace Officer Program with the completion of officer's assessment and planning of training. 2021 will ensure Community Peace Officers are trained to meet implementation timelines and standards mandated by the Provincial Government.

### Service Challenges

Community Peace Officers are a crucial part of the community fabric and contribute to a safe and inspiring city. Incidents ranging from snow and ice calls to homeless encampments demonstrate the diverse needs of citizens and the value created by staff. As the service contends with budget restrictions and increased demand for compliance, officers will be challenged to deliver successful outcomes. The Hybrid Officer model represents the flexibility of the service to remain attentive to citizen needs while reinventing the way the service deploys resources.

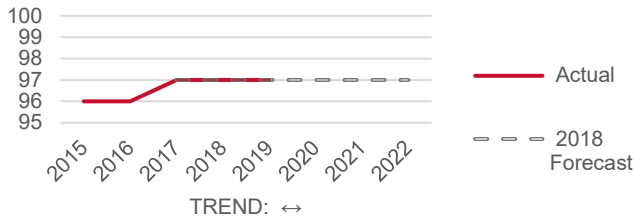
### What are we watching?

The safety of children in school environments is a rapidly evolving issue for citizens. Service performance benchmarks may be impacted as Community Peace Officers are expected to enforce new bylaw requirements to create safe school environments for children while contending with existing responsibilities.

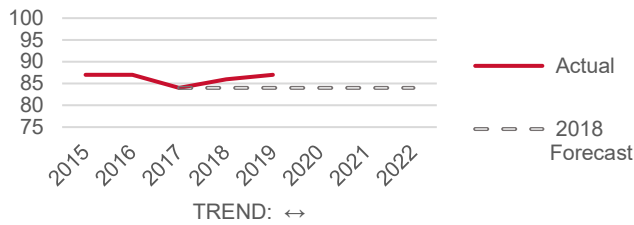


# How is the Service performing against plan expectations

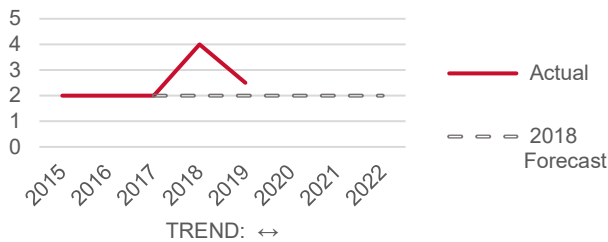
Per cent of bylaw calls for services resolved through education and voluntary compliance (Percentage)



Per cent of citizens satisfied with the job the City is doing in providing bylaw services for issues such as noise complaints, fire pits and weeds (Percentage)



Average response time to priority one 311 calls by bylaw officers (Hours)



## Story behind the curve

The development of the Hybrid Officer model has promoted increased service and compliance by positioning bylaw officers to have overlapping coverage in areas of the city. Expanded responsibilities such as the education/regulation of cannabis will challenge the service to maintain voluntary compliance considering budget reductions. Forecasts identify impacts to compliance based on limitations of resources, population and expanded responsibilities of officers.

Citizen satisfaction of bylaw services remains stable, but forecasts identify a downward shift as Community Peace Officers' responsibilities are expanded and citizen expectations remain unchanged. The financial position of the service is vulnerable to further reduction as existing efficiencies found through the Hybrid Officer model have been realized and allowed the service to maintain its citizen satisfaction.

2018 inundated the service with snow and ice calls as weather conditions became severe over a prolonged period. The forecast accounts for the approved development of 14 new communities and resulting growth in population which will create additional demand for compliance.

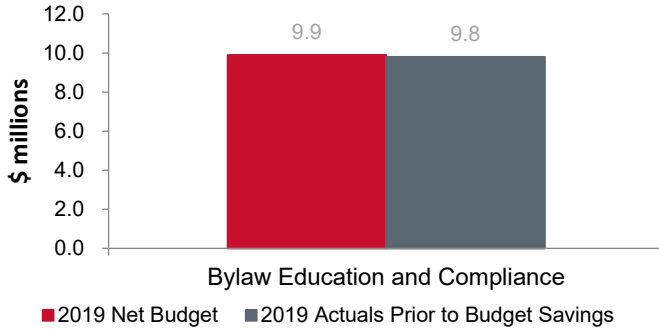




## Operating & Capital Budgets

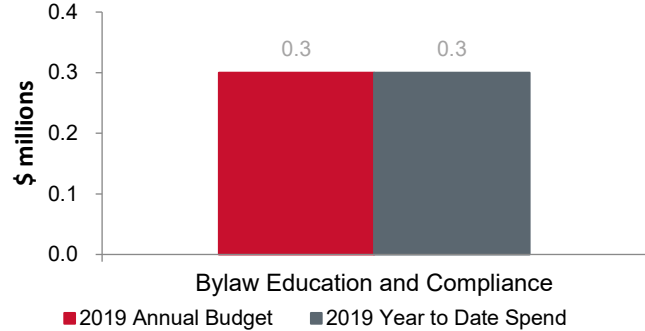
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.2 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

The small favorable variance of \$166 thousand is mainly due to staff vacancy savings from intentional workforce management to aid in bridging Fire's 2019 budget reduction deficit. 2019 was dedicated to project planning and achieving direction for the Public Safety Peace Officer Program. One time funding of \$1 million was transferred to 2020 to cover implementation of the training program and equipment changes.

### Capital Budget

The 2019 capital budget funded equipment lifecycle for enforcement officers and the OneCity Coordinated RMS project that was launched in 2019. The project which integrates data from various city systems will allow information and intelligence data sharing among City service program organizations.

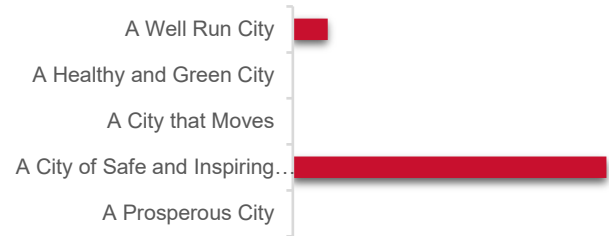
# Calgary 9-1-1

Led by: Calgary Community Standards

## Description:

Calgary 9-1-1 connects citizens with the emergency services they require by evaluating and dispatching 9-1-1 and non-emergency calls from within Calgary and for client agencies located outside of Calgary.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The implementation of Next Generation 9-1-1 has begun, representing a digital transformation of services. This transformation will provide enhanced capabilities to 9-1-1, eventually enabling the rapid sharing of critical data such as images, video or photos from sensors over the 9-1-1 network.

The upgrade of the Calgary 9-1-1 IP telephony system provides a milestone in maintaining a critical public safety system to connect with citizens in need of emergency help.

### Service Challenges

Integration of technology across services lines will provide enhanced abilities to share information and improve emergency dispatch and services for citizens. Coordinating training, deployment of technology and establishing standards will be challenging as the new capabilities realized through technologic advancements require cooperation and alignment across the corporation.

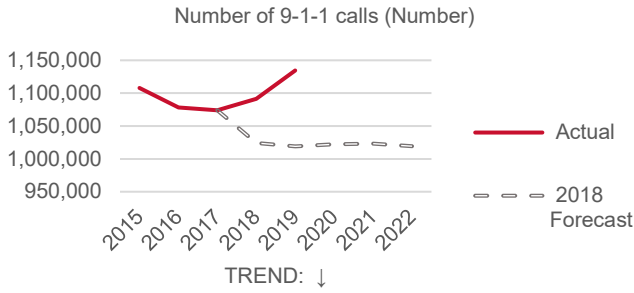
### What are we watching?

Collectively PSAPs across Canada are working collaboratively with telecommunication providers and regulators to improve the capabilities of the 9-1-1 system. As the telecommunications networks evolve to adopt more robust capabilities for collecting data, Calgary 9-1-1 too must have the infrastructure in place to collect, analyze and share this Information with emergency responders.

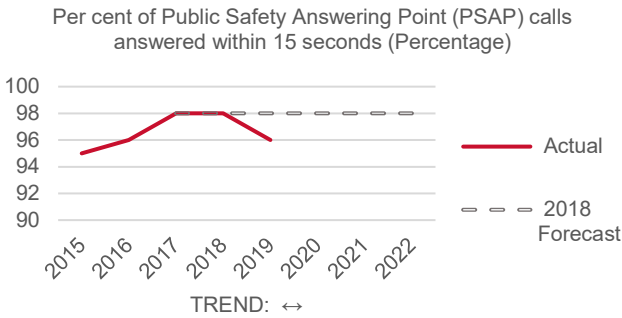


# How is the Service performing against plan expectations

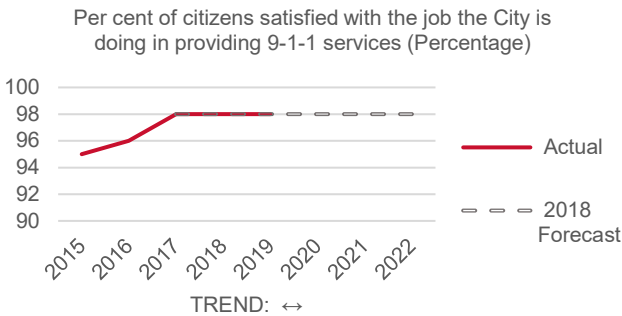
## Story behind the curve



Overall call volumes show an increase due to the way abandoned calls are presented to 911, from the telephone network starting in 2019. Call volumes are expected to decrease in 2021 with the transition to the new NG911 network



The industry standard for answering is 90 per cent of emergency calls answered within 15 seconds set by the National Fire Protection Association (NFPA 1221). The IP Telephony systems permits more control over call data, yielding analytics which contribute to Public-Safety Answering Point (PSAP) optimization. Continued upgrades to the 9-1-1 network through 2020 will enhance call response through automation, connecting citizens to prompt emergency response.

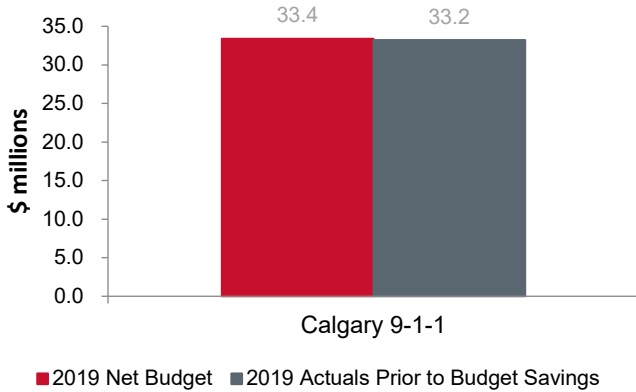


Citizen satisfaction remains high as training, improvements in technology and staff resiliency programs increase the capabilities of the service to address economic and social changes. The forecast reflects continued improvements which capitalize on creating the most efficient PSAP configuration to reduce the number of call transfers.

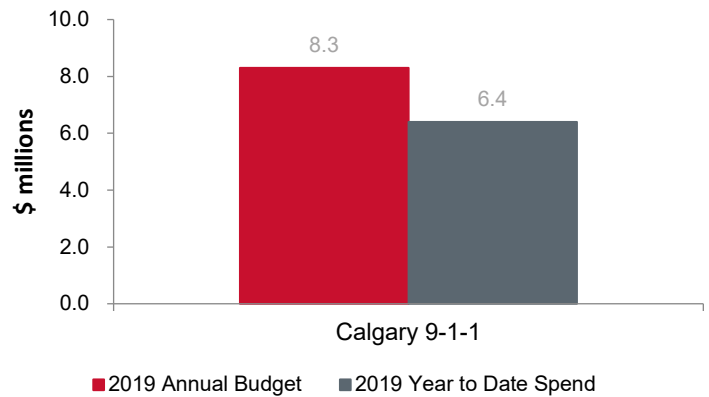


# Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0.1 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



## Highlights

### Operating Budget

The small favorable variance of \$153 thousand is mainly due to staff salary savings from intentional workforce management to aid in bridging Fire's 2019 budget reduction deficit.

### Capital Budget

Calgary 911's capital spend rate in 2019 is 77%. The IP Telephony System project was completed in 2019. The operational floor was renovated at the same time to accommodate the new wiring required for the system. The entire project including renovations took 3 years to complete. This was a critical milestone and is the first step towards implementing the Next Generation 9-1-1 technology.

Other critical projects include the Police Protocol System which will enable a consistent questioning method for police services and the Unified Computer Aided Dispatch (CAD) project which will merge two CAD environments into one system. Once completed this will reduce response times, create operational efficiencies and provide better service to the customer. These two project completion dates were shifted to 2020 resulting in a slightly lower spend in 2019.

# City Cemeteries

Led by: Calgary Parks

## Description:

The City has one active operating cemetery (Queen's Park), a new cemetery under development (in southeast Calgary) and four historic cemeteries (Union, Burnsland, Chinese and St. Mary's). The Government of Alberta's Cemetery Act states that only municipalities and faith-based organizations can provide new cemeteries. There is an obligation in perpetuity to maintain cemetery sites.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Land for a future regional park and cemetery was acquired on the northern city limits. Initial site development planning is underway and early public engagement results have been positive overall. With only two-or-three years' worth of casket burial space left at Queen's Park Cemetery, this land purchase will better serve citizens in our city's northern communities in the decades ahead.

The city's new Prairie Sky Cemetery is scheduled to be operational in 2020. This new cemetery is located along the southeast edges of the city near Ralph Klein Park.

The City of Calgary was recognized with the Environmental Systems Research Institute's *App of the Month* award in November for the creation of citizen-friendly app that helps Calgarians find the resting sites of their loved ones.

### Service Challenges

Cemetery revenues were below projections. The region's current economic challenges are contributing to lower monument sales. As well, reduced casket burial spaces at Queen's Park (due to a limited land supply) led to modest revenues.

Construction of the Prairie Sky Cemetery is progressing, however the complex context of the surrounding wetlands (as well as the rural location) has presented construction challenges. With unforeseen and increased capital costs, there is now inadequate funding for a customer service building on site. As a result, cemetery customer service staff will operate out of The City building at nearby Ralph Klein Park.

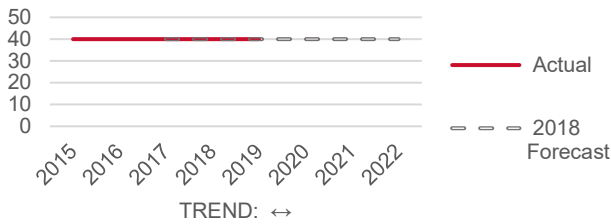
### What are we watching?

- City Cemeteries staff continue to explore industry trends and future opportunities for more eco-friendly burials.
- Casket plot sales are meeting targets while cremation plot and niche sales continue to exceed long-term projections. As well, cemetery customers continued the recent trend of lower-end inventory item purchases.

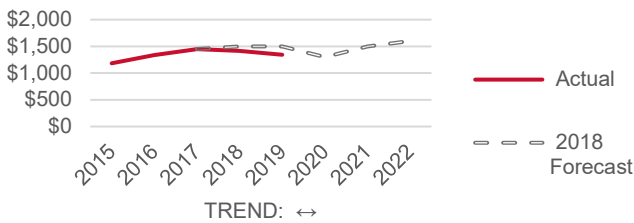


# How is the Service performing against plan expectations

Cemetery Sustainability (% of cemetery revenues used for perpetual municipal cemetery maintenance and operations)



Cemetery Interment Sales (Burial plot, cremation and mausoleum interments sales \$(000))



## Story behind the curve

### Cemetery Sustainability

City Cemeteries aims to transfer 40 per cent of revenue to a Perpetual Care Fund each year. This is based on an industry best practice.

This fund pays for cemetery maintenance, including turf care and monument rehabilitation.

Ongoing growth of this fund will lessen the need for future mill rate support.

### Cemetery Interment Sales

This revenue represents burial plot, cremation and mausoleum interment sales.

Revenues were down slightly in 2018 and 2019 from earlier projections due to lower casket and cremation plot sales. Also, in light of a continued sluggish economy, we are seeing fewer advanced-planning customers and more customers trending towards lower-cost inventory items. Casket plot sales are meeting targets, while cremation plot and columbarium niche sales continue to exceed long-term projections. Our burial plot and cremation niche fees remain on average or below the competitive market.

As previously planned, gradual price increases will continue to be implemented to specific products to help support cemetery operations and the growth of the Perpetual Care Fund.

Given the pattern of the past few years, we are forecasting minimal revenue increases in the coming years.

We will also transition to new cemetery lands in both the north and south (ideally in the next five years).

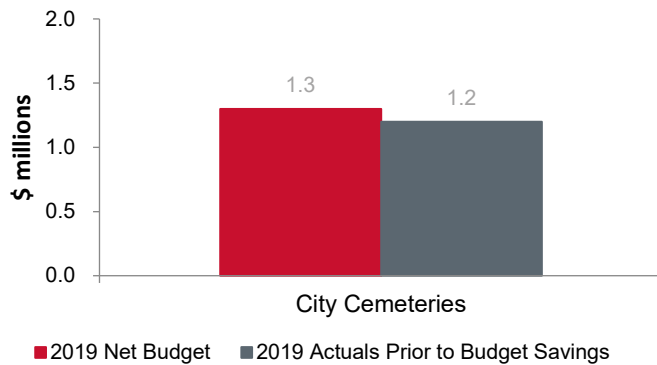
Establishing our business in a new customer catchment area in the south will likely impact short-term revenues and this is reflected in our forecast.

Turn the Curve strategies include product price reviews and marketing opportunities.

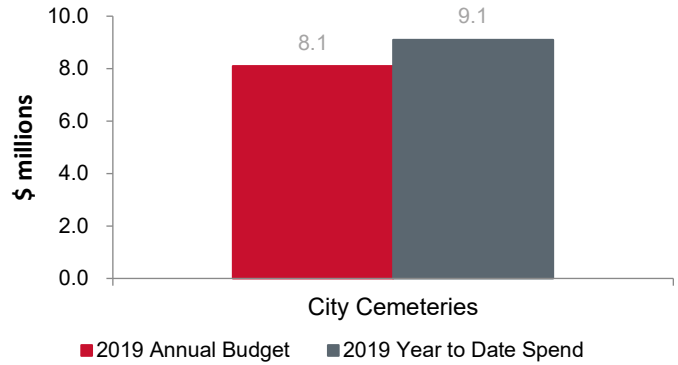


## Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



## Highlights

### Operating Budget

Operational variances in 2019 are the result of temporary position vacancies.

### Capital Budget

The largest expenditure in the 2019 capital budget was the purchase of land for a future cemetery to serve citizens in northern Calgary (\$7.5 million). A major focus in 2020 will be concept design work on the new north cemetery and regional park.

Construction of the new Prairie Sky Cemetery in south Calgary was the other major capital project in 2019. The capital budget advancement in 2019 was the result of work being completed ahead of schedule on this project. Prairie Sky Cemetery will be operational in the fall of 2020.

# City Planning & Policy

Led by: Calgary Growth Strategies

## Description:

The City Planning & Policy service provides specialized planning expertise to guide and enable growth and change in Calgary. The goal of the growth and change is to build a city of attractive communities that meet the various lifestyle choices of our diverse citizens and employment areas that support continued economic prosperity in Calgary. We engage with communities and the development industry to develop the long-range vision for the city and the detailed growth plans that reflect the goals of individual neighbourhoods. While looking forward, we also preserve and protect Calgary's unique heritage buildings and the sustainability of our environment.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Two key guiding documents for growth and development were completed. The 2019 Growth Strategy Monitoring Report and the Guidebook for Great Communities will provide us with tools to grow and develop our city as it evolves and changes.

The Service kicked off the Multi-Community Local Area Plans project that will replace today's +250 policy documents with 42 modern, consistent and enabling community plans. Three multi-community plans are in progress: North Hill (Area 5 pilot), Westbrook (Area 10) and Heritage Communities (Area 31).

Two key business-friendly Land Use Bylaw changes were introduced. One supports pop-up and interim business uses, the other enabled the sale of edibles in retail cannabis stores throughout the city. These further supplement business-friendly actions taken by the service line through the Centre City Enterprise Area.

The service line also made final process and bylaw amendments to enable secondary suites across the city and in doing so, increased housing choices for all Calgarians.

Finally, the service took action on connecting planning and investment and work began on developing new growth funding strategies and approaches.

### Service Challenges

The key challenges confronting the delivery of the service line's objectives lie in change management and financial uncertainty. The service line is developing new tools, policies and approaches in various areas towards developing great communities in Calgary. This requires involvement and support from our stakeholders. Supporting numerous, initiatives simultaneously and adapting to the proposed changes in the given timelines has been challenging. City budget reductions have required a reconsideration of some initiatives and their delivery timelines. Ongoing economic challenges has affected the land development and building industry and their ability to advance their plans.

### What are we watching?

Calgary's economy and growth is in a state of uncertainty. This demands innovative solutions and a departure from some well-established behaviours. Our teams will focus on providing effective tools to support growth and change that allows Calgary to better attract private capital investment, retain and create jobs in the land development and building sectors, and build a great city to attract businesses and residents.

Our efforts to provide user-friendly, enabling tools will continue. This includes the delivery of a renewed land use bylaw in the upcoming years. In 2019 the service line made significant progress on the potential approach and format. To undertake the significant work that delivering a new bylaw requires, a mid-cycle budget request will likely be necessary

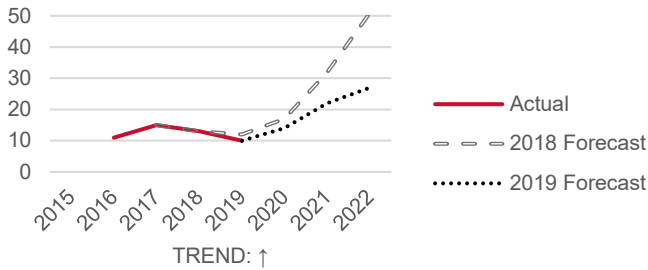




# How is the Service performing against plan expectations

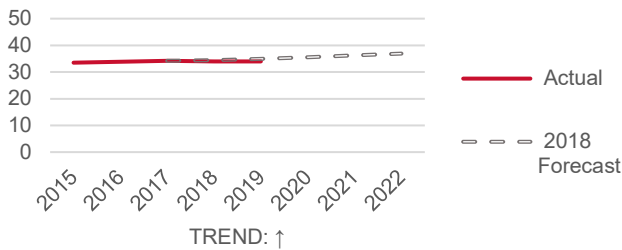
## Story behind the curve

Per cent of Calgary's land area addressed in local area plans completed in last four years (%)



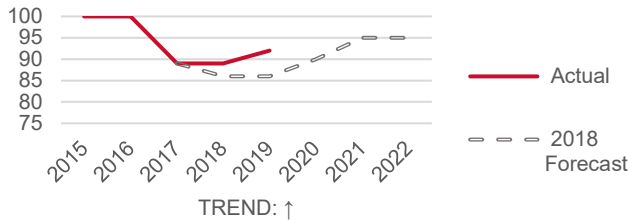
The service line has continued work on new local area plans and the transition to the approach of multi-community plans. This will deliver modern plans to more communities in Calgary. The forecast has been adjusted as decreasing regarding how many new plans the service will be able to deliver each year. This reflects experience gained in the pilot initiatives regarding the time and resources required for each plan.

Per cent of MDP intensity targets reached in strategic growth areas (%)



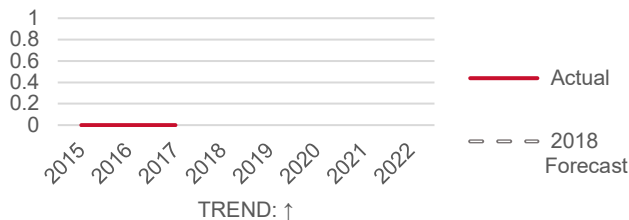
We continue to see demand in strategic growth areas and a continued increasing trend regarding achieving the Municipal Development Plan's intensity targets. A slight correction is required to reflect the slower pace of population growth and development activity due to the ongoing economic situation.

Per cent of Local Area Plans that did not need amendments within four years of approval (%)



The steady forecast for this performance measure reflects the fact that the Service Line is piloting a new approach to local community plans that contain multiple communities in one plan area. The first of these plans will be completed in 2019 with approximately 4 completed per year thereafter. Completion of the pilots and new generation of plans will put us on the path to our proposed increasing performance.

Per cent of Calgarians that had opportunity to participate in community planning (%)



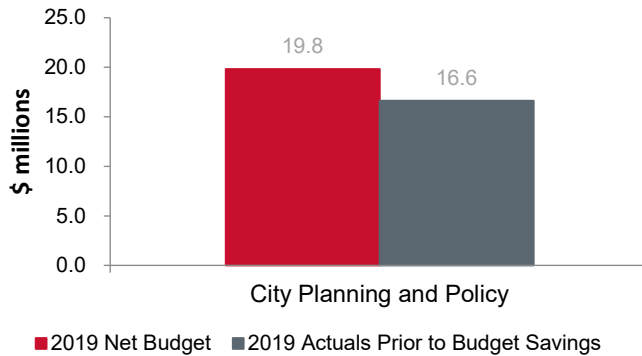
The Service Line has introduced many new approaches towards engaging Calgarians in the planning of their communities. However, this performance measure continues to prove challenging because it is difficult to develop reliable data to truly monitor progress in this area. While we can monitor how many people may have actively participated, this does not reflect how many Calgarians had the opportunity, but did not participate. Further work is required to measure this and we may have to reconsider this performance measure entirely.



## Operating & Capital Budgets

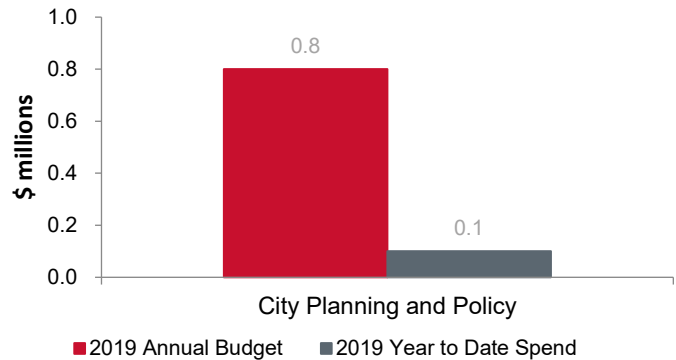
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$3.4 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

The 2019 favourable operating variance in City Planning and Policy is mainly due to reduced spending in contract & general service costs, materials and equipment as well as salary and wage savings.

City Planning and Policy has contributed \$3.4m to the corporate budget savings account (BSA) for the year ended 2019.

The Next20 project spending for 2019 was \$218k with remaining \$102k of unspent budget carried forward to 2020. The project is on track to be completed by June of 2020, and spending is forecasted to be less than budget.

Downtown Improvement Project - \$600k of 2019 capital budget, of which \$81k was spent mainly for the Centre Street Bridge enhancement and tree removal at 1st Avenue and 8th Street SE.

2019 capital budget for City Planning and Policy Service Improvements Project of \$200k was not spent. Project will be reviewed in 2020.

# Development Approvals

Led by: Calgary Approvals Coordination

## Description:

The Development Approvals service reviews and approves all land development proposals to enable development and redevelopment within the City. This service works towards maintaining Calgary as a great place to invest in land development and redevelopment while ensuring those investments contribute to building a vibrant city. The positive contributions a development has to the urban fabric, context of the surrounding community along with proposed timelines and objectives of the customer are all taken into consideration when an application is reviewed to maximize benefits while meeting regulatory requirements.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

After conducting a risk analysis with industry, The City is now accepting Developer Surety Bonds. This ensures The City is protected in the event of Developer default but comes at a reduced cost and other benefits for developer's balance sheets. This 'Made in Calgary' approach is now being replicated across Canadian municipalities.

Development Approvals will enable efficient approvals for customers through increased collaboration and more digitized processes. The Digital Collaboration project, a key effort for 2020 and beyond, will help us enhance collaboration and strengthen relationships between The City, partners, citizens, communities and customers.

In 2020, Development Approvals plans to introduce a new form of Development Agreement and Developer Tiering structure that will reduce barriers to market entry while managing The City's risk exposure.

### Service Challenges

Economic and market changes are forcing many of our customers to revisit applications with the aim of reducing costs. While these proposed changes don't necessarily impact the quality of the development, they often propose non-standard design or engineering elements that require additional analysis.

While Development Approvals maintains historically high levels of performance, a plateau has become evident in the multi-disciplinary review process. Systematic improvements will be considered and initiated in 2020 focusing primarily on governance, process, technology, and culture

### What are we watching?

Forecasts indicate that residential growth will continue in both developed and developing communities. Development Approvals is focused on the changing markets and evolving needs of our customers. Through collaboration and partnership, this service will ensure all new and redeveloping communities are vibrant and sustainable.

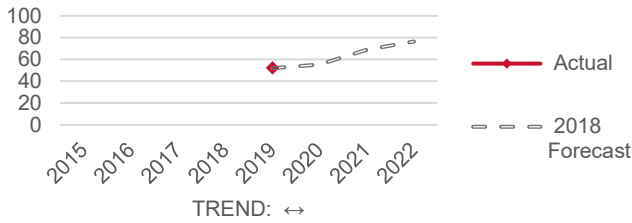
Citizens and communities expect a consistent review of development applications that is transparent and want to be meaningfully engaged on development proposals.

By approaching our relationship with the development industry and citizens as a partnership we will actively work to make our approval system easier to access and more customer-centric.

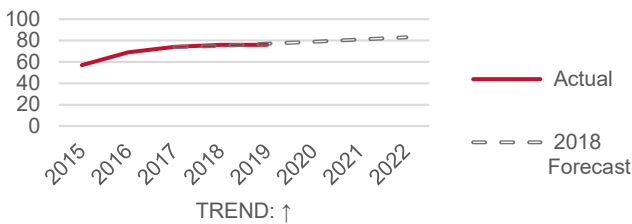


# How is the Service performing against plan expectations

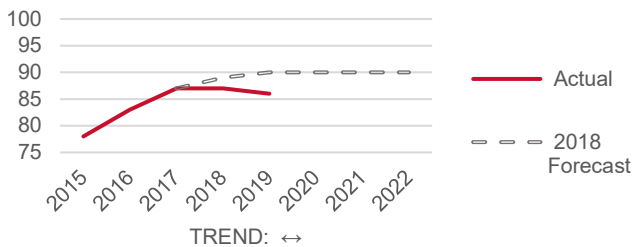
Per cent of significant development proposals that exceed expectations based on the Urban Design Rating at the time of decision. (%)



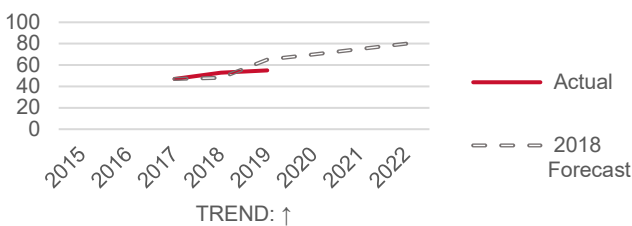
Per cent of multidisciplinary development applications where decision timeline commitments were met. (%)



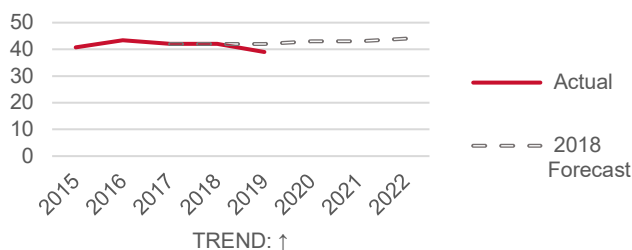
Per cent of technical development applications where decision timeline commitments were met. (%)



Per cent of development agreements that have been in place for six years or less. (%)



Per cent of public facing female staff involved in decision making on development applications. (%)



## Story behind the curve

### Percent of significant development proposals that exceed expectations:

In 2019, 52% of significant development proposals approved “exceed expectations” and an additional 43% meet basic urban design quality expectations. Through the review process, 37% of significant projects demonstrate improved urban design quality from submission to approval. Ongoing data collection/analysis is identifying opportunities to further improve urban design quality and determine where additional clarification in the review process may be required. Ultimately, the intention is for all “significant development proposals” to exceed urban design expectations at the time of decision.

### Per cent of multidisciplinary development applications where decision timeline commitments were met:

Consistent performance gains seen over the past several years have leveled off in 2019. Applications are becoming more complex, with market conditions often requiring non-standard design elements which take considerable resources to review. Efforts are underway to modernize the underlying technology and processes supporting the service line to address the performance plateau.

### Per cent of technical development applications where decisions timeline commitments were met:

Performance has declined from Q1 to Q4. For technical applications, performance dropped two percentage points while year-to-date file volumes are up 33% from last year. Reallocation of staff to the technical planning area and bolstering issues management support is expected to improve the performance over time.

### Per cent of development agreements that have in place for six year or less:

The City has implemented two process enhancements to improve Development Agreement close-outs: however, there is low uptake by developers to utilize these processes during the construction season. This metric is expected to improve as consultants focus on contract management during the winter months.

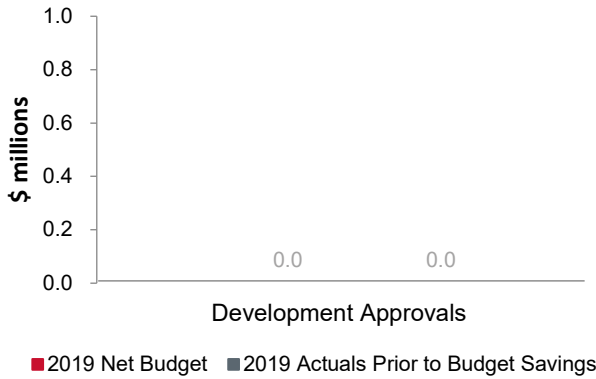
### Per cent of public facing female staff involved in decision making on development applications:

Although this metric has declined three percentage points since 2018, 78% of female staff who left CPAG were either promoted or moved to temporary assignments within The Corporation. External hires were 50% male and female. The creation of an exit interview survey is underway to better understand and track the reasons for movement or turnover of all staff. In 2019, the Women in Planning & Development Program hosted several events to promote awareness about gender equality and inclusion. In addition, several projects are underway including the review of existing composition of interview panels, creation of interview resources, and formation of an exit interview survey.

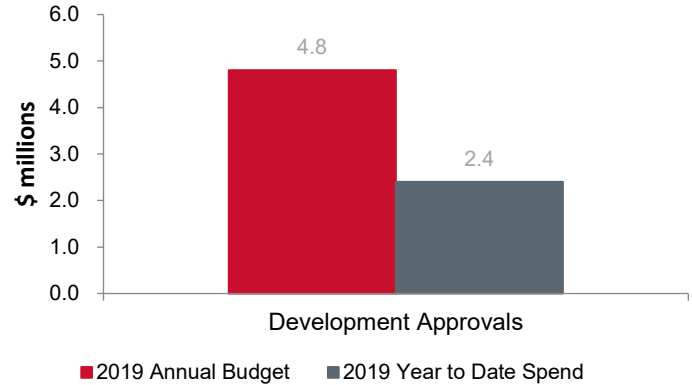


# Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



## Highlights

The 2019 favourable operating variance in Development Approvals is mainly due to salary and wage savings from intentionally managing the workforce. Development Approvals' savings are fully offset by increased transfer to Planning & Development Sustainment Reserve to a net zero variance.

Capital Working Space Initiatives - \$1.7m 2019 capital budget is inclusive of plans to provide a working space that facilitates employees' ability to meet citizen, customer and community needs. 2019 spend of \$1.1m includes space updates to the Municipal Building fifth floor as well as the closure of the East Lake depot and move to the Whitehorn depot.

Service Improvements Project - \$3.1m 2019 capital budget is dedicated to service improvements for Development Approvals, representing the kick off of the Digital Collaboration project, which will enhance collaboration with customers and citizens and modernize The City's Development Approvals service line. This project ramped-up in late November 2019 with the confirmation and award of a vendor. Spending of \$1.3m includes Development Approvals online services project, Digital Collaboration project, Public Infrastructure - Financials project and the continuous process improvement initiatives contained within the Industry City work plan.

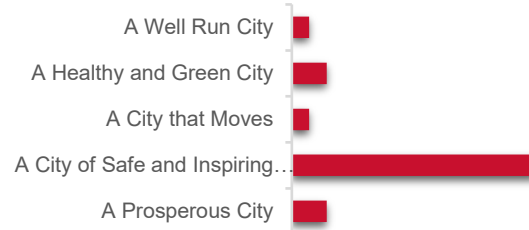
# Emergency Management & Business Continuity

Led by: Calgary Emergency Management Agency

## Description:

Beyond emergency response activities, our service is also legislated to ensure preparedness for and recovery from emergencies, disasters and business disruptions. Coordinating the efforts of The City, businesses, non-profit groups, government agencies and citizens, we help the city withstand emergencies. Collectively, we evaluate and educate on disaster risk, create preparedness networks, coordinate emergency planning and help represent public safety. We oversee business continuity planning in The City to support the delivery of essential services during and after an emergency. We support regional and national disaster response with Canada Task Force 2, Alberta's disaster response team.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

A report on Calgary's disaster risk was released to inform investment decisions on prevention and mitigation. A supporting website was launched to educate Calgarians on the disasters that pose the greatest risk to the city and individual communities. The new Ready Squad program launched to teach kids aged seven to 12 how to prepare for the emergencies that may occur in Calgary. Information on the city's risks were also shared with Council's Emergency Management Committee throughout the year by panels of experts from across organizations and sectors. The risk presentations were compiled with additional updates to form the report on the *Status of Emergency Preparedness in Calgary*.

Canada Task Force 2 was deployed to help coordinate support for wildfire operations in High Level and Mackenzie County. A new Mobile Command Centre was commissioned and first deployed at the Grey Cup. The Emergency Operations Centre was opened to monitor this event as well as the Stampede Parade. A number of tabletop exercises were completed in advance of these events to test plans. Tornado and mass casualty exercises were held to test Agency member plans and practice response procedures.

### Service Challenges

In a disaster, City staff will be reassigned from regular duties to assist with response. Applying usual business principles to disasters or having a lack of adequate training reduces The City's ability to efficiently minimize disaster impacts. These challenges are trending upward due to the current City budget environment, including fewer staff and higher staff turnover. Some socioeconomic factors also challenge citizen preparedness and resilience. These factors can negatively influence overall societal resilience to shocks and amplify otherwise low-impact events into disasters, resulting in more demand on already strained City services.

### What are we watching?

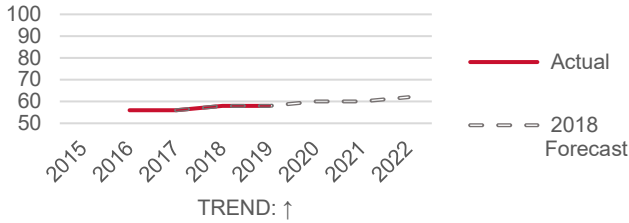
The frequency of disasters and complexity of impacts is increasing, a trend not likely to reverse soon. Some impacts can be mitigated, but Calgary, along with all other Canadian cities, is not adapting quickly enough to address the risk environment. This indicates the need for more resilient development and design. CEMA has identified additional hazards that require further pro-active risk management strategies to decrease the impact and likelihood of these disasters. Increased investment in disaster mitigation is needed to keep pace with the increasingly complex risk environment, especially the challenges associated with climate change.



# How is the Service performing against plan expectations

## Story behind the curve

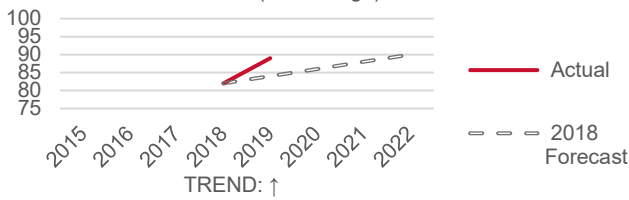
Resources with effective work arounds to allow City services to continue providing essential services after a disruption (Percentage)



### Resources with effective workarounds

This measure is collected biennially as it aligns with a larger corporate business continuity process of assessing areas of resilience and vulnerability in the Corporation. The 2019 value represents the last collected data point in 2018. The figure will be updated in 2020.

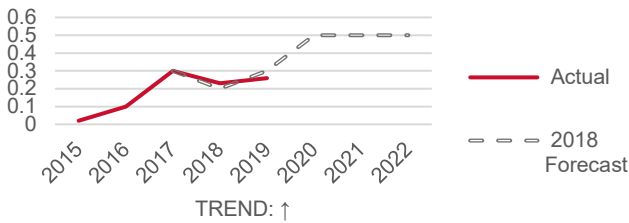
Percentage of citizens completing individual, family, and community preparedness courses through Ready Calgary who feel more prepared for emergencies (Percentage)



### Percentage of citizens completing courses who feel more prepared for emergencies

The main drivers of the successful programming in 2019 were the release of the youth-focused Ready Squad course and the enhanced community engagement calendar that included participation in over 50 distinct events.

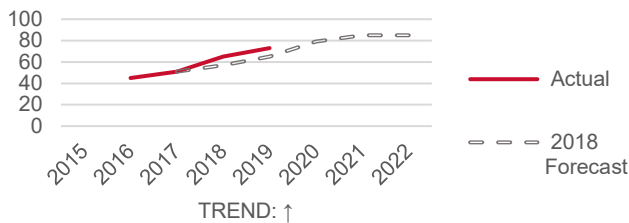
Population The City can provide basic needs for immediately following an emergency (Percentage)



### Population for which The City can provide basic needs

The 0.03% increase over 2018 translates into the ability to support 500 more displaced citizens following an emergency. Storage is becoming an issue so significant work was done to establish options and efficiencies with Supply resulting in less actual purchasing of basic needs items this past year.

Agency members who have three members trained in emergency operations (Percentage)



### Agency members with three trained members

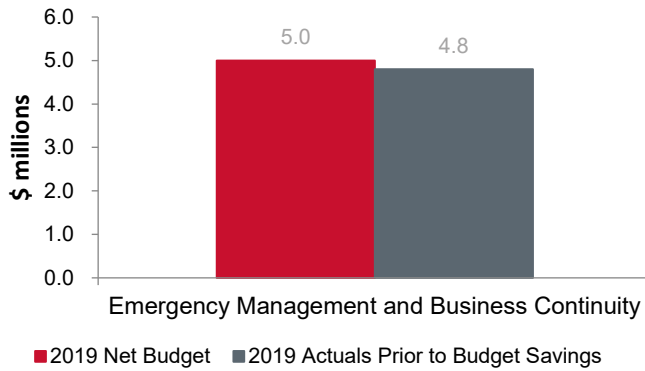
There was less turnover of CEMA members this past year than expected. When coupled with scheduled training, this allowed the percentage of members trained in emergency operations to exceed expected performance.



## Operating & Capital Budgets

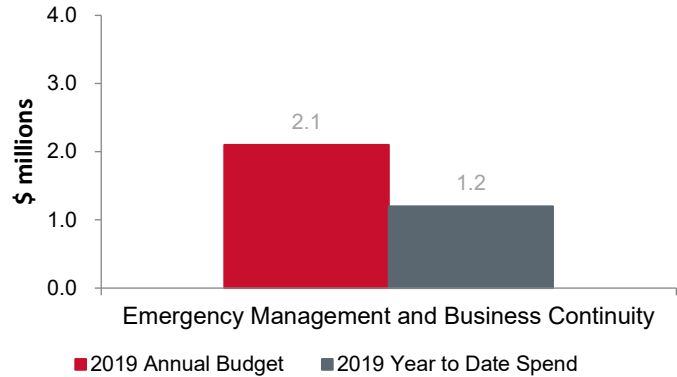
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.1 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

Emergency Management and Business Continuity ended 2019 on budget.

### Capital Budget

In 2019, progress was made on all capital programs and projects managed by CEMA, including investments to refresh technology in the Emergency Operations Centre and for disaster response equipment, including Emergency Social Services and infectious disease management supplies.

Variance between planned and actual budget is due to a delay in the update to the Common Operating Picture, the mapping system used to visually represent the location and impacts of an event or disaster to assist in effective response and recovery efforts. Additionally, CEMA experienced delays in the design to modify its disaster supply storage facility.



# Fire & Emergency Response

Led by: Calgary Fire Department

## Description:

Serviced by 41 fire stations and 1,298 firefighters, this service provides life-saving emergency assistance to 1.26 million Calgarians and visitors across 848 square kilometres. Service encompasses responding to fire and fire-related incidents, critical medical interventions, motor vehicle collisions, hazardous conditions, specialized technical rescues including water rescues, calls for public service assistance, and need for community risk reduction through fire prevention activities.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2019, crews responded to 62,900 incidents, of which 35,219 were critical medical interventions. 91% of first-in unit responses at critical medical interventions and 85% of first-in unit responses at fire suppression incidents were within 7 minutes, both improvements over 2018 performance. Flame spread was confined to the room or object of origin 71% of the time, a 3.5% improvement over 2018. Technical rescue teams were cross-trained and relocated to a north and south station to enhance safety outcomes for citizens and firefighters, and to improve service effectiveness. East Macleod Station is scheduled to open in Q2 2020, and will provide response coverage and service to 23,500 Calgarians. This will mark the first use of a modular design solution for a temporary station, which can be moved and reused once a permanent structure is constructed. The solution is expected to be a more efficient use of resources.

### Service Challenges

Calgary continues to experience population growth, new community development, changing demographics and new risks to communities. CFD is experiencing challenges assembling the effective response force (ERF, minimum 12 firefighters and necessary equipment) within 11 minutes at serious and escalating fire suppression incidents 90 per cent of the time. In 2019, the arrival of the ERF within 11 minutes was achieved 79 per cent of the time. This translates to a performance gap of nearly 2 minutes from the long-term target. The assembly of the ERF is the most critical measure for both firefighter and public safety as this will be the resources dispatched to what is often a serious and escalating event where the weight of the initial attack will determine the outcome. Further challenges in 2019 included the loss of a rescue unit and four medical response units,

### What are we watching?

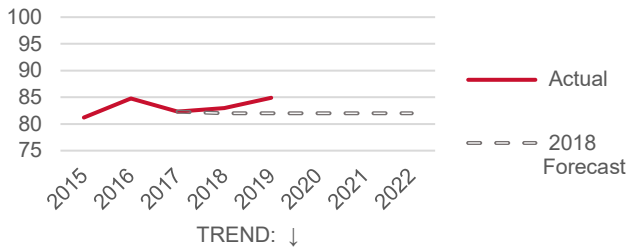
Fires today spread faster, burn hotter, cause more damage to property, and pose a higher risk to firefighters and public due, in part, to changes in building design and construction as well as contents. CFD watches several trends, including response performance, technology opportunities, risk levels, growth areas (vertical and greenfield), population dynamics, demographics, weather, and construction types. The core and east corridor continues to experience higher call volumes than the city-wide average. CFD continues to analyze and redeploy resources to meet changing demands and risks in Calgary, including the largest redeployment of apparatus in the history of the department to offset the impact of budget reductions in 2019 and strive to maintain response performance city-wide.



# How is the Service performing against plan expectations

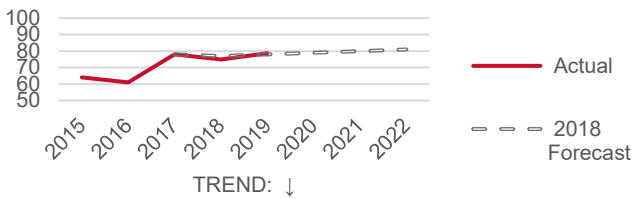
## Story behind the curve

First-in unit emergency response within seven minutes to fire incidents (Per cent time achieved)



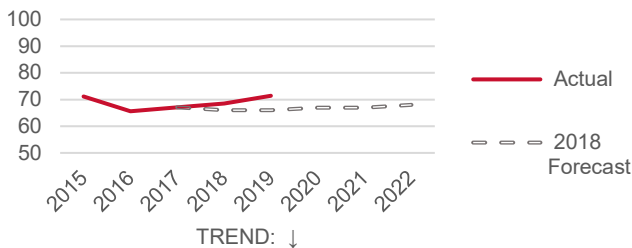
The percentage of first-in unit emergency responses within 7 minutes to fire incidents is improving due to concerted efforts within CFD to leverage new and existing procedures, policies, and technology. By focusing on performance elements within the Department's control, including service level agreements with 9-1-1 and technology solutions, CFD aims to continue this upward trend towards the long-term target of 90%.

Arrival of 12 firefighters and necessary equipment within 11 minutes at serious and escalating fires (Per cent time achieved)



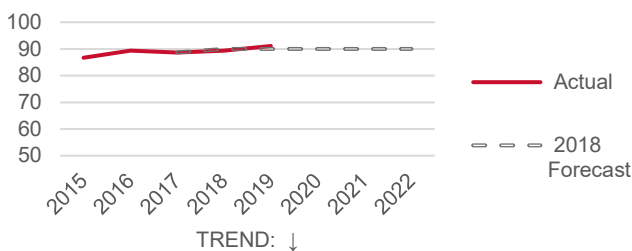
CFD continues to face challenges in meeting the effective response force target of 11 minutes, 90 per cent of the time for serious and escalating fires that require additional firefighters, equipment and apparatus from across the city. This is due to a combination of factors, including resource and apparatus staffing constraints, call volumes, and incident density. With the amount of change experienced in 2019, including the removal of a rescue unit and four medical response units from service, the postponement of a recruit class, and the reduction and subsequent reinstatement of 20 positions approved during One Calgary to improve ERF performance, it is difficult to predict the impact to performance trends.

Flame spread limited to within the room or object of origin (Per cent time achieved)



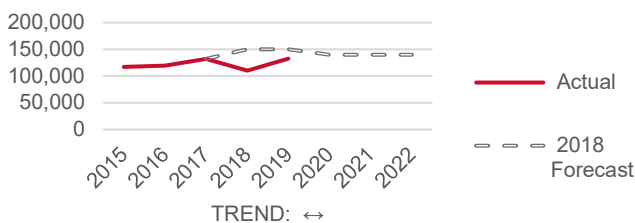
An industry standard measure for the effectiveness of fire-related response times is containing the fire spread to room or object of origin. The per cent of times where flame spread has been limited to the room or object of origin is improving steadily. This trend is expected to continue if response times continue to be maintained or improved.

First-in unit emergency response within seven minutes at critical medical incidents (Per cent time achieved)



A combination of competing priorities, including increased training requirements resulting from new legislation, is straining frontline firefighter resources. CFD recognizes that the best strategy for fighting fires and reducing fire injuries is to prevent them from occurring, and is investigating options to deliver education at the community level, including leveraging frontline firefighters to deliver fire and general safety education.

Fire prevention engagements by firefighters (Number of face to face citizen engagements)

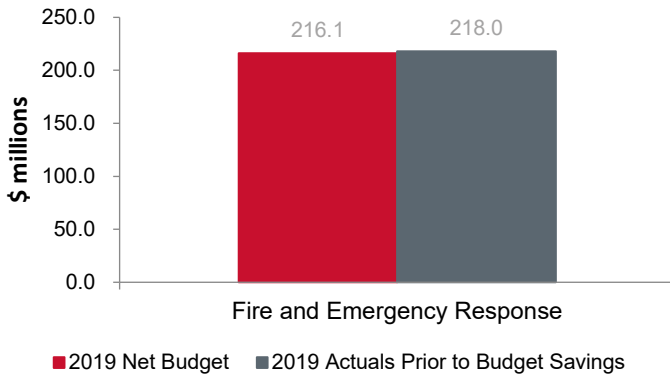




## Operating & Capital Budgets

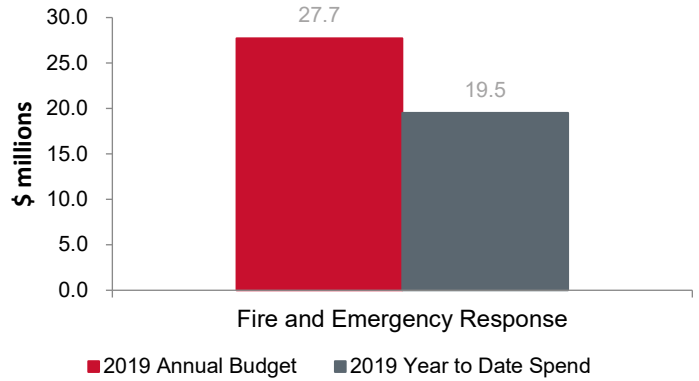
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

Higher than budget spending in salaries, wages and benefits relates to the budget reductions in July 2019 (55 FTE's & \$9.3 million) which was partially offset by cancelling a recruit class of 40 FTEs and will be addressed in full through attrition.

### Capital Budget

The lower than anticipated capital spend was a result of delays in Integrated Civic Facilities Program projects and a review of equipment lifecycle.

# Fire Inspection & Enforcement

Led by: Calgary Fire Department

## Description:

This service provides fire inspections of commercial, industrial and assembly structures, fire code consultation and related technical services to enhance public safety, compliance with legislation, minimize fire-related risks, and protect lives, property and the environment. All fires are investigated in accordance with the Safety Codes Act to identify trends, code changes and product recalls for community risk reduction efforts.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2019, Fire Inspections and Enforcement undertook 16,469 inspections and 131 permits and compliance monitoring services to meet legislated obligations under The City's Quality Management Plan. 2019 also marked the beginning of the risk-based inspections pilot, and with the hiring of an additional safety codes officer, 261 risk-based inspections were completed. The reinspection fee is now being used to deter multiple reinspections. In 2019, 24% of business license inspections required reinspection to gain compliance. Inspections and Enforcement staff engaged customers to gather feedback and subsequently identified opportunities to help business and building owners navigate the complex Fire Code. As a result, new guidelines were developed for cannabis processing, mobile refueling, and micro distilleries.

### Service Challenges

Increasing risks in the city are impacting the demand for Fire Inspections and Enforcement services. In 2019, the service experienced a 9% increase in inspection activity over the same period in 2018, straining current staffing levels. As Calgary continues to grow and develop more rapidly in the periphery of the city limits, the geographic area to be covered by Inspections and Enforcement also strains resources. Inspection activities take longer, impacting the workload capacity. The economic downturn and slow recovery is impacting business owners, and financial pressures are leading building and business owners to perform less maintenance and proactive safety work. This increases risk levels across the city.

### What are we watching?

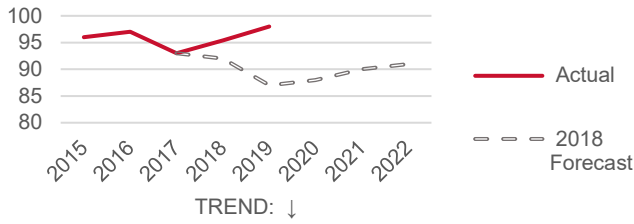
Fire Inspections & Enforcement is watching several trends and risks across Calgary. These include fire in buildings, code compliance and community risk levels. Risk is increasing due to several factors including reduced maintenance on building life safety systems following the economic downturn, the increased vacancy rate, ageing infrastructure, fire-prone business activities (such as paint booths), and careless behaviours that increase the risk of fires (i.e. careless cooking and smoking). Of the 500,000 buildings in Calgary, about 20,000 are considered high risk. With new legislation and bylaws related to cannabis and short-term rentals, CFD is seeing an increase in the demand for inspection and enforcement services.



# How is the Service performing against plan expectations

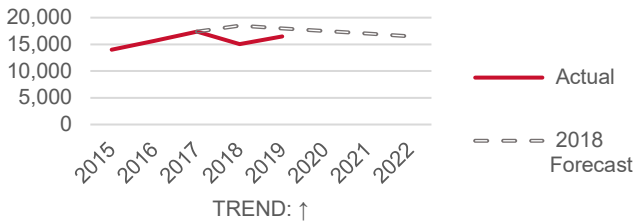
## Story behind the curve

311 Customer service requests completed on time (Per cent)



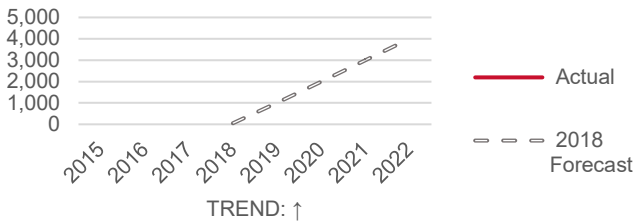
The percentage of 3-1-1 Customer Service Requests (CSR) completed on time has been on an upward trend since 2017. The service is currently experiencing an apparent increase in the number of 3-1-1 CSRs, as well as an overall increase in the inspections workload. Furthermore, fire inspectors have been assigned to the risk-based inspections pilot, decreasing the number of inspectors available to respond to CSRs.

Fire safety inspections performed by Inspectors (Number)



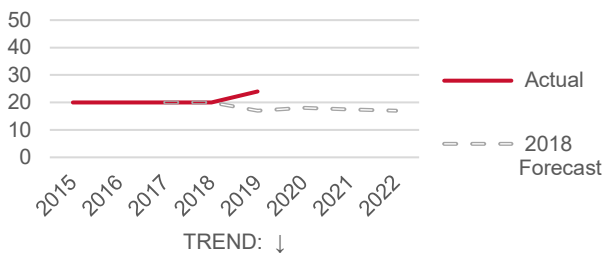
Completion rates are expected to decrease, but the magnitude of the impact will depend on how quickly the risk-based inspections ramp up, and whether additional inspectors can be hired to manage the additional workload. The number of inspections by fire inspectors increased by 9.3% between 2018 and 2019. Potential causes for this increase in activity include ageing infrastructure, reduced maintenance on building life safety systems due to the economic downturn and increased vacancy rates, and new legislation and bylaws related to cannabis and short-term rentals.

High-risk occupancy inspections completed (Percentage)



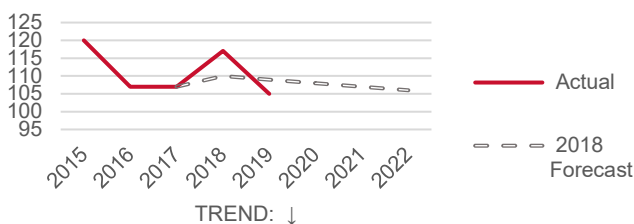
The service also embarked on pilot of a proactive risk-based inspection model, increasing the number of inspections per year. The upward trend in inspection activity is expected to continue as demand for inspection services increases alongside the expected implementation of a risk-based inspection model following the pilot. Data for the percentage of high-risk occupancies in Calgary inspected was not available for 2019. The risk-based inspection model continues to evolve, and the methodology and data set for this performance measure is a work in progress. Reporting on this performance measure for 2019 and 2020 is anticipated to be ready by beginning of Q1 2021.

Re-inspection ratio (Per cent)\*



Reinspection ratio Increased by 4% between 2018 and 2019, despite the implementation of a reinspection fee. High risk occupancies incurred more reinspections compared to other structures, possibly due to these buildings having a higher number of compliance issues. As the number of high risk occupancies inspected increases, the reinspection ratio may also increase. This should stabilize once a critical mass of high risk occupancies is inspected and with support from the reinspection fee program\*.

Number of Structure Fires in Commercial/Industrial/ Multi-family Occupancies (Number)



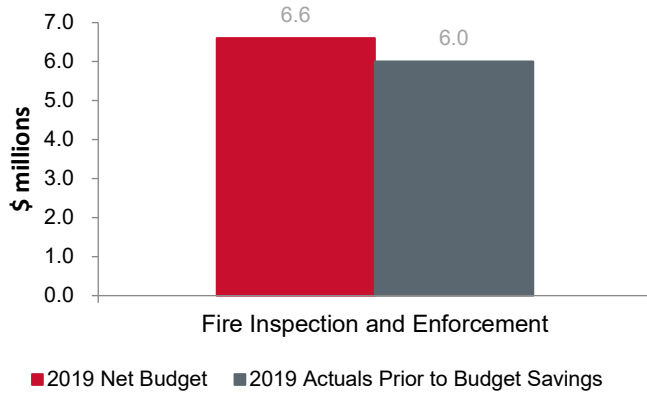
\* Due to an input error, the values for this performance measure as shown in the 2019 – 2022 Service Plans and Budgets document were mis-represented. The values shown in this graph have been corrected.



## Operating & Capital Budgets

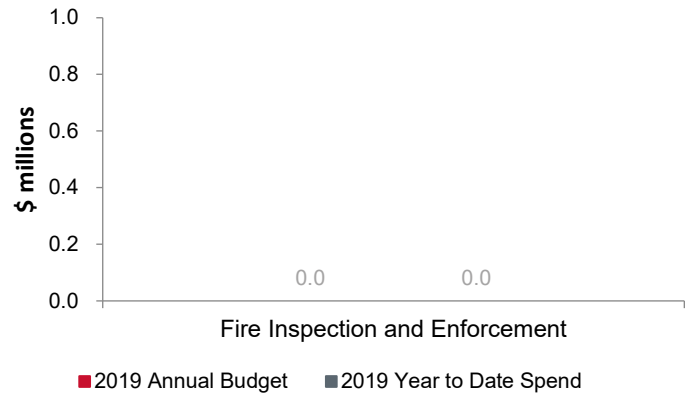
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

Savings resulted from intentionally managing the workforce. Redirected to support Fire Emergency Response.

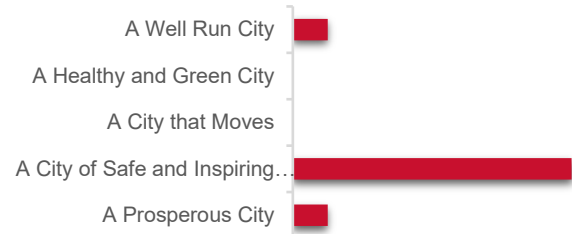
# Fire Safety Education

Led by: Calgary Fire Department

## Description:

This service provides fire and life safety education to prevent fires and reduce risk to citizens, property and the environment.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Fire Safety Education developed a risk-based assessment that identified opportunities in Calgary's most vulnerable communities to provide guidance on where to focus specific education and risk reduction activities. In 2019, Community Safety Officers focused on educating 47,673 individuals considered to be part of vulnerable populations in the city. In response to the increasing diversity of communities in Calgary, Fire Safety Education translated Home Safety brochures into 5 of Calgary's non-English speaking communities' languages. CFD also partnered with Empower Me to improve fire safety in multicultural and multilingual communities. Empower Me ambassadors used CFD materials to share fire safety messages in their communities, overcoming previous communication barriers.

### Service Challenges

The ratio of Community Safety Officers to citizens in Calgary has been consistently lower compared to other municipalities. This has challenged CFD to explore alternatives to ensure that all Calgarians, especially vulnerable populations, receive the vital fire prevention and life safety information they need to keep their family and home safe. The delivery of high-value, high-impact, experiential education for vulnerable populations is resource intensive, impacting the capacity of Community Safety Officers to attend more events in the community and have higher volumes of general contact with citizens. CFD continues to leverage frontline firefighters to deliver general community education through school evacuation drills and other face-to-face engagements so that Community Safety Officers can focus on working with vulnerable populations.

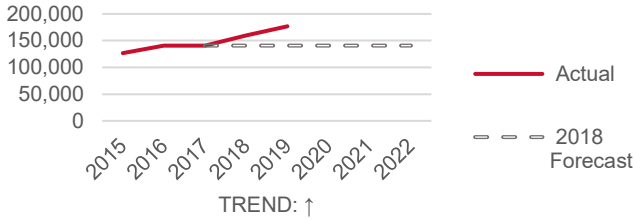
### What are we watching?

Fire Safety Education is watching several trends, and the needs of communities are evolving as evidenced by the increase in overall emergency incidents. Demographic shifts suggest a need to provide education to an ageing population and their support network. CFD will continue to provide life safety education programs for older adults, low income families, children and new Canadians. Fire safety preparedness is more important now than ever before as fires in new construction homes burn faster, hotter and produce more toxic smoke due to design factors, construction materials and contents. This has serious safety implications for citizens and firefighters.

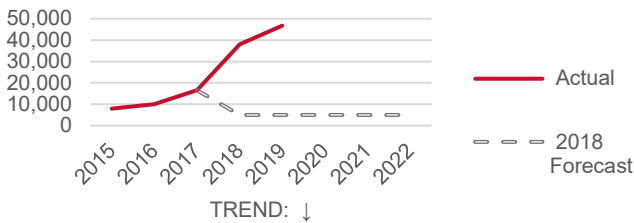


# How is the Service performing against plan expectations

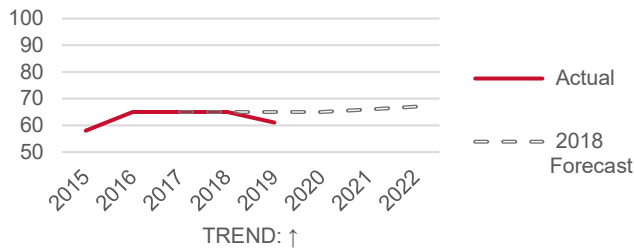
Calgarians contacted annually about safety through non-emergency initiatives (Number)



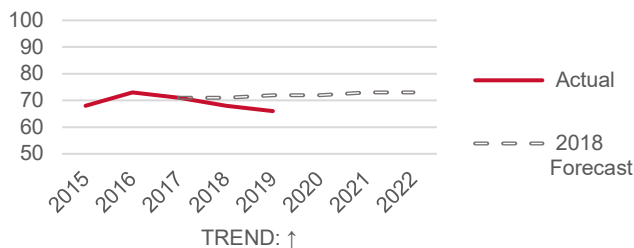
Number of higher risk Calgarians receiving fire safety lessons (e.g. seniors, new Canadians, children, etc.)



Per cent of contacts who improved their knowledge of how to spot hazards and prevent fires



Per cent who said my family has discussed what to do in the event of a fire



## Story behind the curve

Fire Safety Education strives to reach one in nine Calgarians annually with safety information through non-emergency initiatives. CFD worked closely with Communications to translate home safety brochures into 5 of Calgary's non-English languages and partnered with Empower Me, equipping ambassadors with CFD materials to share fire safety messages in their multicultural, multilingual communities. Educational materials and props were provided to assist firefighters in delivering more general community education with the aim of freeing up Community Safety Officer capacity to deliver more experiential education to vulnerable populations in Calgary. Prioritizing targeted education efforts for vulnerable populations is expected to have the greatest impact on overall fire prevention and community safety over time.

While overall contacts with citizens about safety and fire prevention are increasing, the per cent of contacts who improved their knowledge about hazards and fire prevention, and the per cent who said their family has discussed what to do in the event of a fire is decreasing. CFD will continue to watch this trend closely, but potential causes include a decrease in quality of the contact experienced by citizens who participated in the survey. Contacts with CFD could include station tours, post-emergency contact, attendance at community events, and specialized programs. The type of education that is delivered across the different modes of contact would vary substantially, affecting the outcomes. For example, specialized programs delivered by Community Safety Officers occur over a longer period of time, with specific learning outcomes and goals, leading to higher quality contact overall. These types of programs represent contact with a smaller proportion of the population, compared to higher volume, rapid contacts at major events, where more citizens are reached but the opportunity for education is limited.

CFD recognizes the value of fire safety education, and plans to continue working with internal and external partners to engage more Calgarians and influence them to adopt safer and more responsible behaviours. Over time, Fire Safety Education expects to see a continuation of the upward trend in increased awareness about general fire safety preparedness.

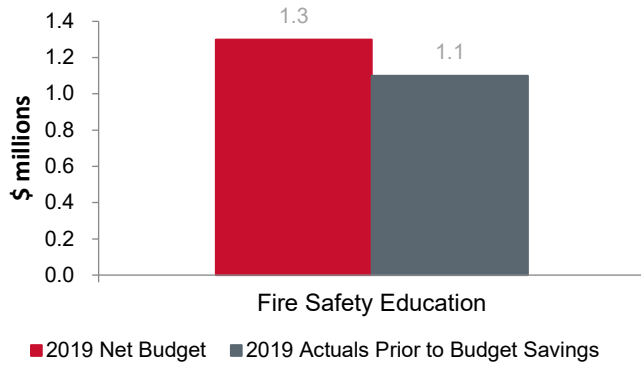




## Operating & Capital Budgets

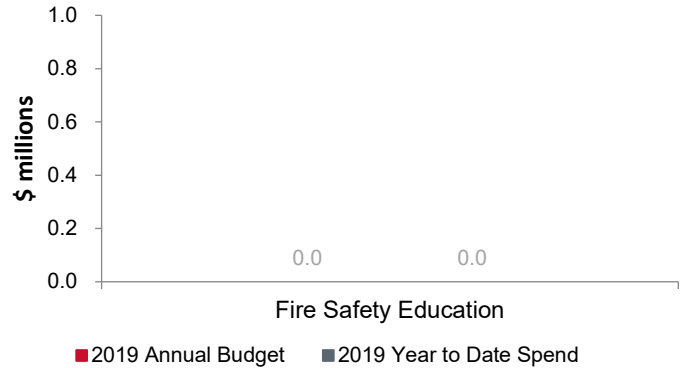
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

Savings from donated smoke detectors were redirected to support Fire Emergency Response.

# Neighbourhood Support

Led by: Calgary Neighbourhoods

## Description:

We build the capacity of Calgarians in neighbourhoods by working with residents and other community stakeholders to foster social inclusion, economic participation and an increased sense of belonging. We support community groups operating on City-owned land, including contributing funding for capital maintenance of community facilities and amenities to ensure that all residents have a variety of public spaces in which to create and develop social connections with their neighbours. By supporting residents and stakeholders in navigating and aligning City resources, we work to address community needs. We apply an equity lens to guide our work so that no resident or neighbourhood is left behind.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2019, Neighbourhood Support continued to support residents' economic resiliency and social inclusion. Through the Community Social Work program, over 170 community activities were run that focused on social inclusion and economic participation. Staff also worked with residents and partners, including St. Mary's University, on animating Truth and Reconciliation with over 50 educational, community and cultural initiatives.

The Community Hubs initiative provided welcoming public spaces that connected residents, strengthen social bonds and created opportunities for resident-led community initiatives such as neighbourhood grants and community and skill building events.

With the release of the Community Profiles in 2019, Neighbourhood Partnership Coordinators (NPCs) were able to share community demographic information with Community Associations (CAs) to inform their planning and increase their ability to represent the diversity of residents within their neighbourhoods. NPCs partnered with The Federation of Calgary Communities to deliver Volunteer Recruitment Workshops to CAs and City staff in order to support community groups in engaging volunteers to maintain long term stability.

### Service Challenges

The sustained economic downturn creates increased demand for support and continues to be a key challenge for Neighbourhood Support.

The increasing diversity of Calgary's population also means a greater need for work around social inclusion in neighbourhoods. There is a risk that the service will be unable to respond to increased demand for support which could exacerbate issues within neighbourhoods.

In addition, the service works closely with community partners to help achieve outcomes. A decrease in partner capacity could put programs such as community hubs and volunteer initiatives at risk.

### What are we watching?

Diversity is expected to increase with immigration accounting for 2/3 of population growth. To foster inclusion and social cohesion, community groups need to remove barriers to participation through culturally sensitive and accessible services.

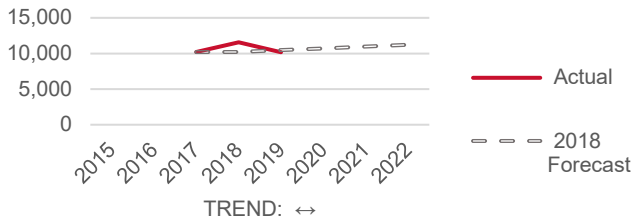
As the elderly population grows, isolation among seniors is a trend that will inform work with neighbourhood based partners.

The financial sustainability of Community Associations (CAs) is critical to their ability to meet the needs of residents. If provincial grants for CAs are reduced, it could impact CAs' ability to not only fund capital projects, but also cover operating costs.

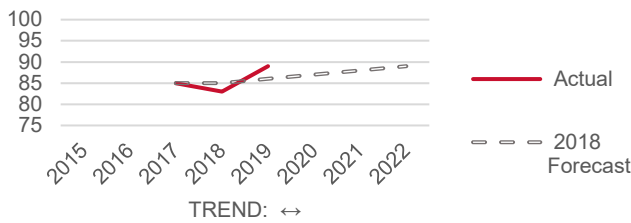


# How is the Service performing against plan expectations

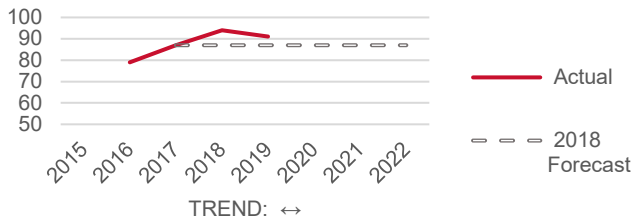
Number of Hours Volunteered by Residents in Neighbourhoods (Number)



Percent of Resident Volunteers Who Feel They Can Make a Difference in Their Neighbourhood (Percent)



Percent of CAs/SRGs Who Feel Their NPC Positively Impacts Their Overall Level of Functioning (Percent)



## Story behind the curve

Neighbourhood Support increases capacity in neighbourhoods by creating conditions for residents to contribute through leadership and volunteer opportunities, building their individual skills, confidence and experience and connecting them with one another.

In 2019, over 10,000 volunteer hours were contributed to neighbourhood work by residents. Although a decrease from 2018, this is likely due to a focus by the service on conducting comprehensive neighbourhood assessments to better understand the needs of residents which reduced the amount of direct resident-led programming that occurred in 2019. The trend is expected to reverse in 2020 as we build greater capacity among residents and apply the information obtained from the assessments to our community development work, and advance the community hub model in additional neighbourhoods. Of those volunteers that were active in their community, 89% feel that their contributions are making a difference.

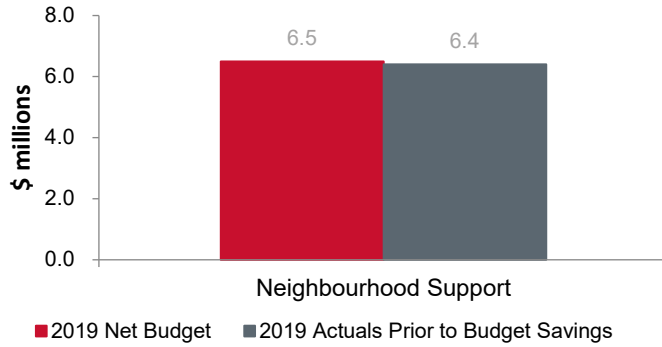
Neighbourhood Support also builds capacity among community groups with 91 per cent of Community Associations (CAs) and Social Recreation Groups (SRGs) stating that their Neighbourhood Partnership Coordinator (NPC) positively impacts their overall level of functioning. Although 2019 is slightly lower than 2018, both years have exceeded the forecast. This continued high level of performance is a product of significant investment by NPCs in assisting CAs and SRGs in developing business plans in recent years. Of the 121 community associations with a lease or license of occupation with The City, 97% (or 117 groups) were rated as low risk in terms of organizational health. In determining risk ratings primary weighting was placed on items that are foundational to organizational health: business plans, policies and procedures and annual audited financial statements. Given that, Neighbourhood Support is refocusing their efforts to support CAs and SRGs to increase access to public spaces, connect these groups to residents and in turn, residents to their neighbourhoods.



# Operating & Capital Budgets

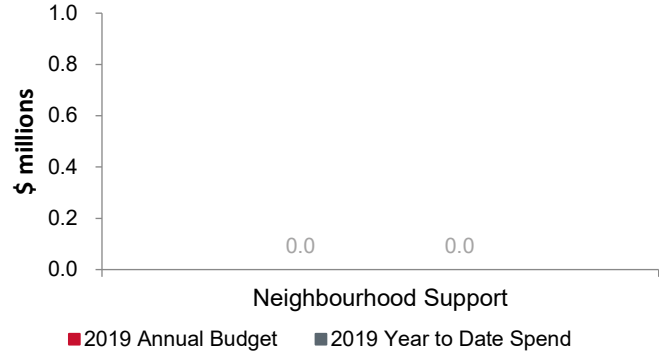
## Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

The \$97 thousand favourable variance is the result of temporary position vacancies in 2019.

### Capital Budget

Neighbourhood Support has no capital budget.

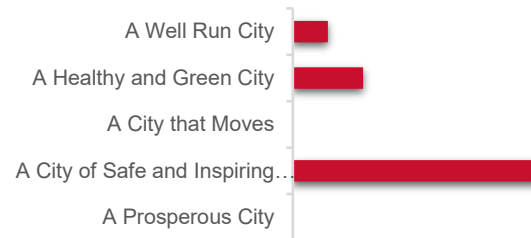
# Pet Ownership & Licensing

Led by: Calgary Community Standards

## Description:

Pet Ownership & Licensing provides citizen education on responsible pet ownership and regulates owners under the Responsible Pet Ownership Bylaw (RPO). Licensing and shelter services are directed to dogs and cats to ensure recovered animals are cared for and reunited with owners, or adopted into new homes. No-fee spay/neuter services are offered to qualified low-income pet owners as part of the Fair Entry program and support compliance of the RPO by reducing unwanted litters of animals. Peace officers create resolutions for citizens and safety by responding to animals complaints/concerns.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The approval of Livestock as an Emotional Support Animal represents positive alignment with the changing needs of citizens. Calgarians struggling with mental illness and other emotional distresses can now explore therapy options granted through the Emotional Support Animals which historically remained inaccessible. Calgary represents the forefront as one of the first municipalities in Canada to recognize livestock as an Emotional Support Animal.

The animal shelter operations review is underway and has identified multiple objectives which will seek to improve licensing revenue performance, evaluate alternatives to the adoptions operating model and conduct a review of hours of operation for the shelter. The outcomes will streamline service delivery and create alignment with outcomes developed through the review of the Responsible Pet Ownership Bylaw.

### Service Challenges

With potential changes to the operations of the animal shelter and the Responsible Pet Ownership Bylaw, citizens will need to be educated on changes to pet ownership responsibilities. Volunteers resources (e.g. PALS, Off-Leash Ambassador Program) remain an effective method of building compliance and identifying issues when staff resources exist to facilitate coordination of volunteer work.

### What are we watching?

The proposed Evanston off-leash area pilot project delivered by Parks has concluded and a decision in Q1 2020 will determine if citizens will have access to a new off-leash area. If approved, the park will expand opportunity for engagement with citizens in growing communities but require staff, or volunteer, resources to support positive pet outcomes within the community.

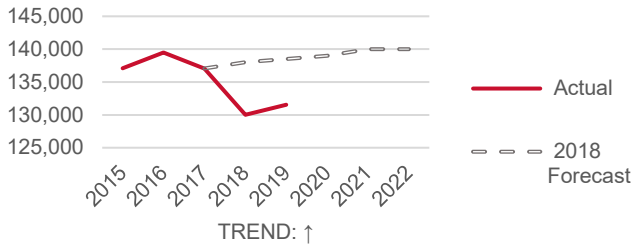
Shifting citizens expectations of the service continue to create opportunities and challenges for Pet Ownership & Licensing. The review of the Responsible Pet Ownership Bylaw will present options to build alignment with citizens needs while re-examining the importance of past standards.



# How is the Service performing against plan expectations

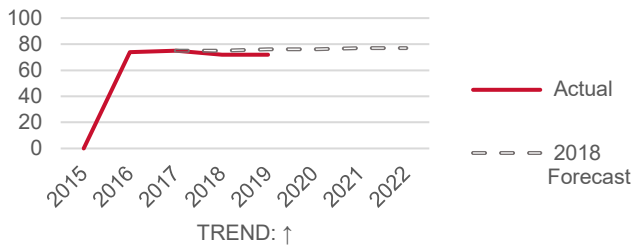
## Story behind the curve

Number of pet licences issued (Number of licences)



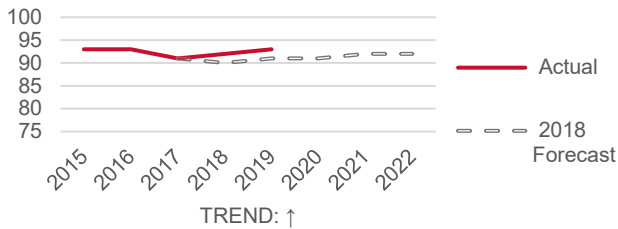
Improvements to shelter operations and service delivery for recovery, socialization and adoption of pets will complement the review of the Responsible Pet Ownership Bylaw and build alignment with citizens needs. The forecast demonstrate increased licensing activity as community development and population growth is met with improved service delivery through the Responsible Pet Ownership Bylaw Review.

Per cent of dogs licensed in Calgary (Percentage)



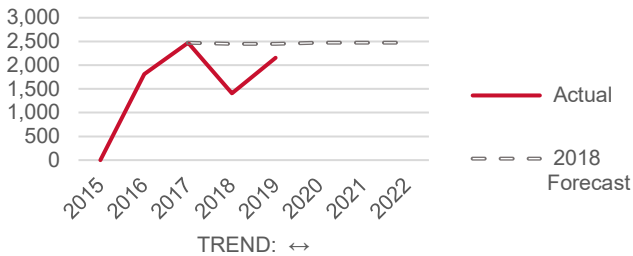
Calgary's population continues to grow as the local economic outlook improves. Approval of 14 new communities across Calgary over the next budget cycle will see an increase in the number of dogs licensed in proportion to population growth and pet ownership trends.

Per cent of citizens satisfied with the job the City is doing in providing animal control services for stray animals and pet licensing (Percentage)



Citizen satisfaction remains high considering increased demands as the number of pet licenses has grown year over year. The Hybrid Officers model has enabled for improved service delivery to resolve pet issues and the approval of Emotional Support Animal program grants new options for citizens to seek wellness through pet ownership.

Number of volunteer hours contributing to public awareness programs (e.g. PAWS PAL, Off-Leash Ambassador Program) (Number of hours)



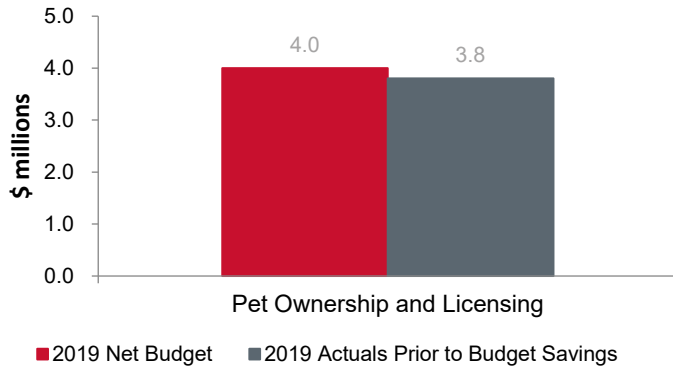
Volunteers are an integral role to community engagement and offer education to citizens across 151 off-leash spaces. At the end of 2017, the Council Innovation Funding for the volunteer program concluded which marked a decline in volunteer hours as engagement and retention activities for volunteers subsided. Forecasted trends identify program limitations for future volunteer expansion based on budget restrictions which contrast increased citizen advocacy for new off-leash spaces.



## Operating & Capital Budgets

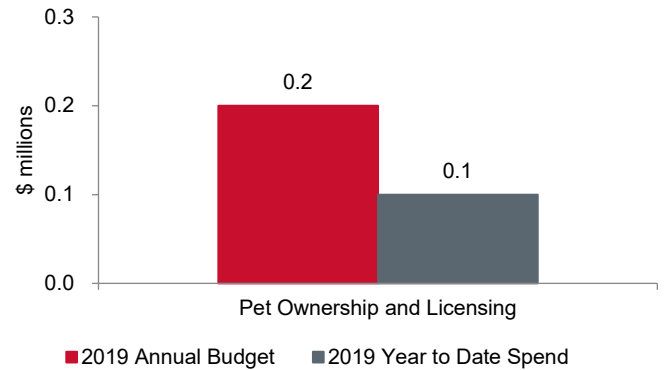
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.1 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

The small favorable variance of \$214 thousand is mainly due to staff vacancy savings from intentional workforce management to aid in bridging Fire's 2019 budget reduction deficit. Preliminary organizational work has started on the Responsible Pet Ownership Bylaw review but citizen engagement will not occur until 2020. The one-time budget of \$300 thousand was carried forward to 2020.

### Capital Budget

Pet Ownership & Licensing's capital budget funds equipment lifecycle for both the animal enforcement group and the animal clinic/shelter area. Vendor procurement delays affected the 2019 year end spend rate.

# Police Services

Led by: Calgary Police Service

## Description:

The Calgary Police Service (CPS) strives to create a community that is safe, diverse, inclusive and inspired. Working in partnership with our communities, we provide police services such as crime prevention and education initiatives, early intervention programs, law enforcement and criminal investigations.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

**Crime and Safety:** Drugs continue to be a driver of crime and disorder in Calgary. There have been numerous operations targeting drug supply and trafficking, resulting in seizures of weapons. Crimes of opportunity gave rise to a high volume of vehicle thefts, robberies and break and enters.

The CPS continued to work with community partners to provide solutions to safety concerns. Our partnerships tackled cyber-threats, sexual violence, fraud and economic crime, gun violence, addictions and mental health, domestic violence, and traffic safety.

The CPS engages with Calgarians on topics from crime prevention through to traffic safety. Engagement included Coffee with a Cop, Canine Unit and Diversity Unit social media, fraud prevention and theft awareness, and other high-profile campaigns.

**Our People:** In June 2019, Mark Neufeld became the Chief Constable of the Calgary Police Service. Maintaining current staffing levels allows the CPS to respond to the needs of Calgarians when required. Five recruit classes began in 2019, resulting in 104 new police officers hired. One class was cancelled due to the budget reduction to police services.

**Organizational Performance:** Technology is being leveraged to improve police operations, including body-worn cameras, mobile solutions, upgraded motor vehicle systems, officer direct data entry, electronic health record software, and upgraded facial recognition.

### Service Challenges

Police services are impacted by changes to the provincial budget 2019 and municipal budget 2019 and 2020. This resulted in cuts in training, permanent elimination of the auxiliary program, a hiring freeze and reduced capacity to invest in crime fighting technology.

Continuous legislative changes, such as Bill C-75, requires the CPS to make changes to processes and procedures that impact frontline officers.

The CPS workplace has struggled with low morale and allegations of harassment and bullying. The 2019 employee survey results show signs of improvement in this area.

With recent retirements at the senior level, the CPS Executive team is being rebuilt.

### What are we watching?

The City Centre communities continue to see increased rates of crime and disorder compared with the rest of the city. Numerous initiatives have started to address the increasing presence of methamphetamine, violence, and acquisitive crime. The CPS is actively working to combat the increase in violence and targeted shootings associated to gang and illicit drug trade, domestic violence and the sustained high volume of break and enters, stolen vehicles, and thefts.

The CPS Service Optimization Review will provide recommendations in 2020 on patrol deployment and shift scheduling, as well as infrastructure capital planning.

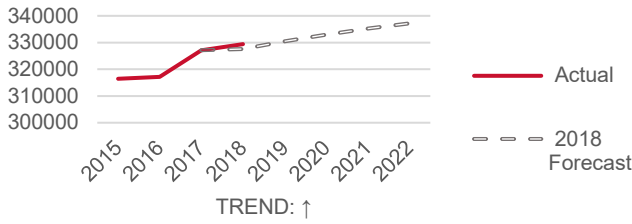




# How is the Service performing against plan expectations

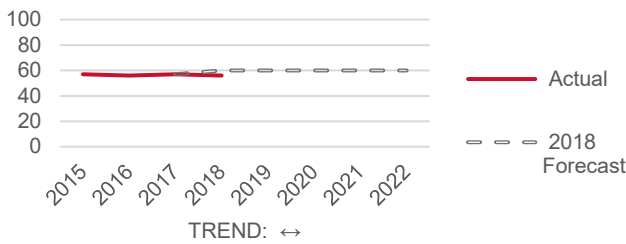
## Story behind the curve

Number of calls for service attended by police  
(Number of calls)



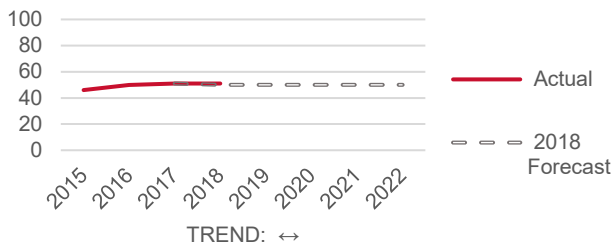
As projected, the number of calls for service attended by police has increased by one per cent since 2017, to reach 329,410 calls attended in 2018. A high number of calls for service attended are related to traffic stops, suspicious persons, check on welfare, theft, unwanted guests, and domestic violence incidents.

Proportion of calls for service attended by police (Per cent of calls for service)



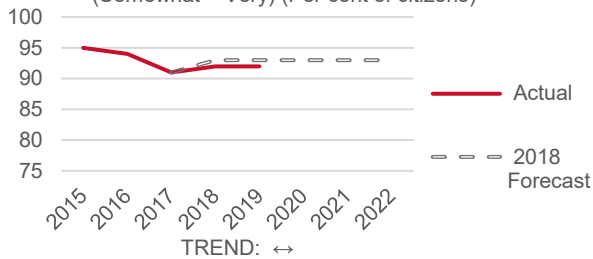
With the reduction in the police services' budget in 2019, there have been no additional resources added to the frontline. The CPS, however, is committed to maintaining the current level of service and is proactively exploring alternative solutions to respond to non-emergency events. This includes expanding online reporting, and more efficient ways to respond to shoplifting events and non-emergency collisions.

Proportion of emergency calls (priority 1) responded within 7 minutes (Per cent of calls for service)



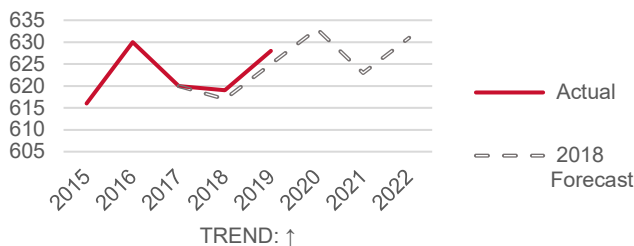
The total number of calls for service has increased by three per cent between 2017 and 2018, to reach 584,743. The CPS attended an average of 59 per cent of calls in 2019 (year-to-date as of the third quarter). Since the attendance rate is influenced by the number of frontline officers available, the CPS will be challenged to maintain the 60 per cent target of calls attended.

Proportion of citizens who are satisfied by the CPS (Somewhat + Very) (Per cent of citizens)



Seven minutes is the set target for responding to emergency (priority 1) calls. In 2019 (as of the third quarter), officers have met this target 51 per cent of the time. The average response time in 2019 was 8.5 minutes. The top events related to priority 1 calls were serious injury collision, home invasion in progress, house break and enter in progress, and 9-11 hangup.

Citizens to Officer Ratio (Ratio)



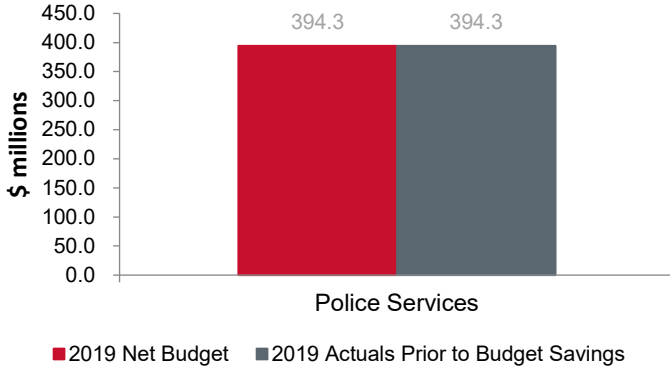
As reported by The City of Calgary Citizen Satisfaction Survey, 92 per cent of Calgarians were satisfied by the Calgary Police Service in 2019, which is an improvement of one per cent from 2017.

The ratio of citizens to officers has increased from 619 to 628 between 2018 and 2019 due to the fact that the number of authorized police officers has remained unchanged while the city's population has increased. This ratio is an indication of the capacity of the police service to provide the same level of service as the population increases.

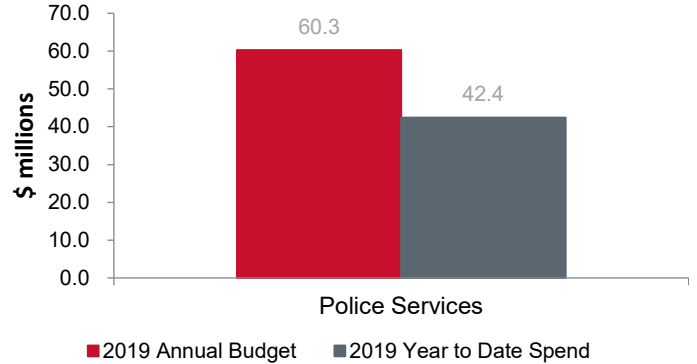


# Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



## Highlights

The CPS continues to implement the Human Resource reforms identified in the Calgary Police Commission's 7-Point Plan, recruiting initiatives, the Service Optimization Review and Use of Force Review recommendations that will have an operational and organizational impact.

In July 2019, City Council requested a reduction of operating budget by \$7 million, as part of the overall \$60 million reduction. The CPS absorbed the reduction through least harm categories, while protecting occupied positions. In turn, the CPS has focused on managing cashflow by creating efficiencies and slowing general spending, while still focusing resources on the dedicated reforms and reviews having organizational impact. In addition, we had to prepare for the potential reduction scenarios in the November budget adjustment and prepare to address any funding shortfalls in 2020.

At the end of 2019, the CPS revenues were slightly below target budget, mainly due to Alberta Law Enforcement Response Teams (ALERT) vacancies.

Recoveries were favorable from the Motorola radio cost-sharing program and the Municipal Cannabis Transition Program.

Expenditures were in alignment to budget. Salary and wages were favorable from vacancies, the civilian hiring freeze, cancellation of a recruit class, and increased sickness and accident recoveries. Further, savings also occurred in fuel expense. These savings were offset with unfavorable variances for overtime, professional services and building maintenance. Overtime is higher than expected as compared to the previous years due to workload and ongoing operations, and is being monitored and managed to reduce and offset any unfavorable variances.

Capital investments into infrastructure, technology and equipment spend rate at the end of the year was 70 per cent, which is below the 90 per cent target due to delayed procurement of new equipment.

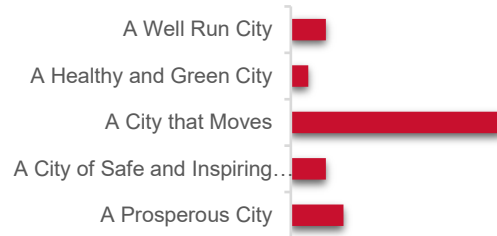
# Parking

Led by: Calgary Parking Authority

## Description:

Manages municipal parking resources and facilitates movement and access to businesses, services and homes for the benefit of Calgarians. This is achieved by providing paid on-street and off-street parking, the enforcement of the City's parking policies and bylaws, administration of permitted parking, and space management for special events.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The MyParking App was updated in July 2019 - residential parking permits are now integrated; users can start and end visitor parking sessions within the app. Ratings of the app have increased significantly for both Android and iOS.

Construction commenced on the 9th Avenue Parkade in partnership with the Calgary Municipal Land Corporation and Platform. The 9th Avenue Parkade was designed to not only service parking needs in the East Village, but also multi-modal users. This is a future-focused development designed to accommodate the next generation of use.

The Calgary Parking Authority is currently working on streamlining customer service delivery to increase workforce efficiency as well as improve quality of customer service.

### Service Challenges

Balancing the technological changes in the parking industry with the needs of our customers and stakeholders remains a challenge. The Parking industry is evolving quickly, adapting to customer requests for customized services including app technology, reserved parking, and payment options. Improving the pace of innovation and implementation will continue to align the services provided with industry best practices.

### What are we watching?

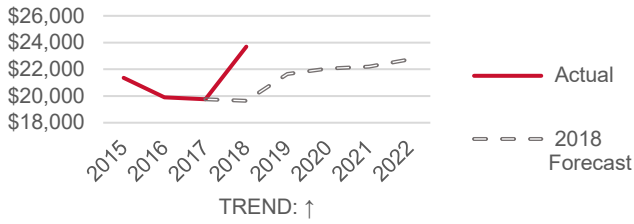
The economic downturn continues to be an important trend to monitor, as the associated loss of jobs in the downtown core resulted in both a decrease in parking demand and an increase in parking supply.

Attention is also being paid to multiple technological advances and the impact they could have on this service. Some, such as electric vehicles, will have to be accommodated within the existing service. Others, such as automated vehicles, may require a significant overhaul to how the service operates and what it offers. This is a consideration when making long-term investments, such as ensuring new parking structures can potentially be converted for other uses or to serve a different composition of customer vehicle fleets.



# How is the Service performing against plan expectations

Financial Return to the City of Calgary (\$ return to the City of Calgary ('000s))

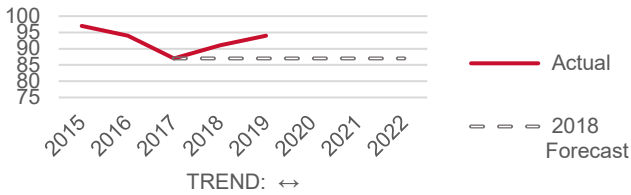


## Story behind the curve

### Financial Return to the City of Calgary

The financial return to the City of Calgary increased in 2018 beyond both the forecast and proposed amounts. This can be attributed to lower costs such as property tax, staffing and wages and equipment costs as well as other realized efficiencies. An increase in investment income in 2018 also contributed to the higher financial return.

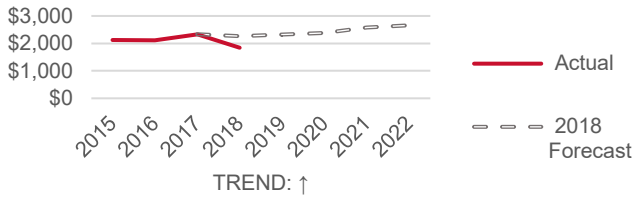
Positive Customer Perception (% of Customers surveyed who are overall satisfied with their experience)



### Positive Customer Perception

Positive Customer Perception has increased beyond the forecast and proposed amounts due to a number of factors. These factors include greater security presence in the Calgary Parking Authority's parkades and improvements to the MyParking app.

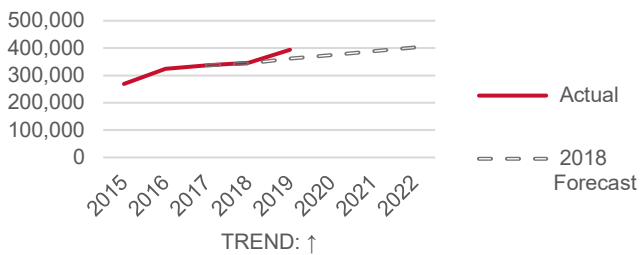
Total Cost per Paid Parking Space Managed (Total cost, per space, for on-street, off-street surface and off-street structure parking.)



### Total Cost per Paid Parking Space Managed

The decrease in cost in 2018 was due primarily to lower equipment costs. There may be fluctuations for this performance measures as equipment purchases may vary from year-to-year, and is still projected to increase in 2021 due to the anticipated opening of the new 9th Avenue Parkade in the East Village. Work will continue to find efficiencies to keep costs low.

Enforcement tags issued per year (Number)



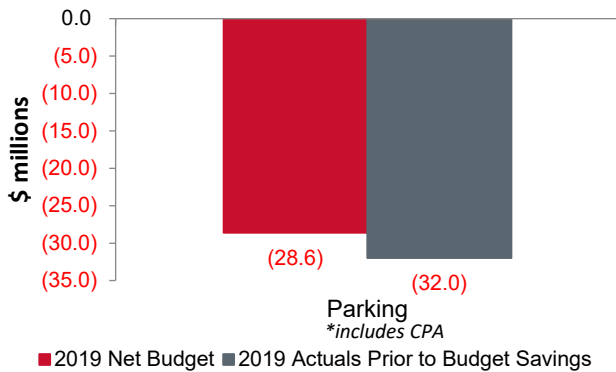
### Enforcement Tags issued per year

The decrease in use of foot patrol enforcement in favour of photo enforcement has led to an increase in the number of tags issued in both 2018 and 2019. 2018 was also the first year in which the electronic residential parking permit program was in place for the full year; the enforcement of residential parking permits zones has become far more efficient.

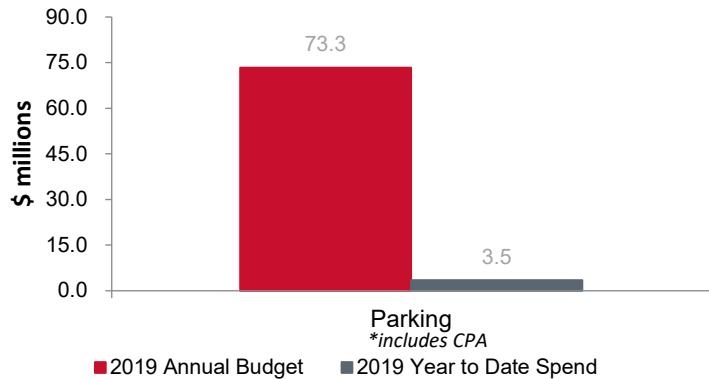


# Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



## Highlights

Operating revenue in 2019 saw favourable variances for investment income, enforcement revenue and on-street parking revenue. Operating expenditures were lower than budgeted due to lower salaries and wages and lower property taxes.

A large portion of the budgeted capital costs (\$62.4 million) for 2019 can be attributed to the construction of the 9th Avenue Parkade. Due to the nature of the financing arrangement for construction of the parkade, Calgary Parking Authority has not reported amounts advanced as capital. Amounts advanced to the builder as of December 31, 2019 total \$23.8 million. The project is expected to be completed by the end of 2020.

Some major projects also saw minor delays resulting in lower than budgeted capital expenditures, such as the Impound Lot reconfiguration and the James Short parkade renovation. Work will continue in 2020.

Two phases of engagement were completed on the comprehensive residential parking permit program review. This collaborative project will develop clearer policy around residential parking with the goals of financial sustainability, improved efficiency, alignment to the Municipal Development Plan/Calgary Transportation Plan and improved customer service.

# Public Transit

Led by: Calgary Transit

## Description:

The Public Transit service line provides a network of train and bus transportation for citizens and visitors to Calgary to get from place to place safely, reliably and affordably. The service includes rapid transit service by bus and CTrain, local bus routes and a support system that keeps customers safe, comfortable and informed.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

For Public Transit service, 2019 was an eventful year with many new initiatives. Key highlights of 2019 are as follows:

- Provided over 2.8 M hours of public transit service with ridership over 100 million
- Stoney Garage – CT's CNG facility was made operational in March 2019.
- A pilot on Mobile Ticketing Application was completed and implementation of phase one is underway
- On-Demand Transit service pilot is underway.
- Additional service was implemented in Actively Developing Communities.
- Four MAX routes were implemented in 2018-19.
- Completed a 2019 Transit Service Review.
- TransitWatch Text application launched for public safety.
- Sustaining Low Income Transit pass in 2019.

Public Transit also achieved an operating budget reduction of approx. \$9.2 million. This reduction came from reviewing business processes for efficiencies including engagement with external partners and department leaders for cost saving ideas; reviewing vacant and filled positions & organizational structure; identifying investment avoidance as a result of service efficiencies; and service reduction using a least harm approach. Another \$0.985 million was already included as efficiencies within CT's One Calgary budget

### Service Challenges

We are monitoring closely and make adjustments to achieve efficient service delivery through varying economic conditions, operating and capital funding variability and changing customer expectations.

Reduction to service over the past couple of years was aligned with ridership in different time periods/locations and helped address the need for budget reductions. We will be closely monitoring the service demand and make adjustments accordingly.

Additionally, reduced capital budgets have put further strain on assets required to deliver the service. We will be closely monitoring the performance of our assets to ensure safe & reliable service.

### What are we watching?

Technological advancements, the emergence of transportation network companies, and other innovative service delivery is changing the transit industry.

On-demand service pilot is currently underway and will be evaluated in 2020 to see if it will be able to provide with an efficient and effective alternate service delivery method.

A pilot of mobile ticketing application has been successfully completed and phase one of this application will be rolled out to customers in 2020.

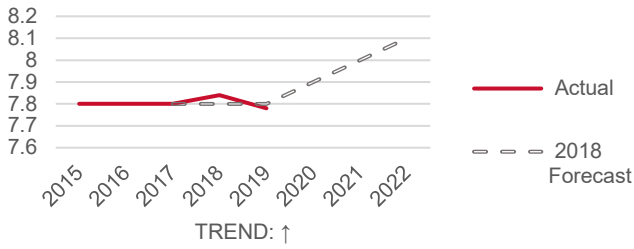
Other alternate service delivery methods, as outlined in 2020 efficiencies/budget reduction, are currently being evaluated.



# How is the Service performing against plan expectations

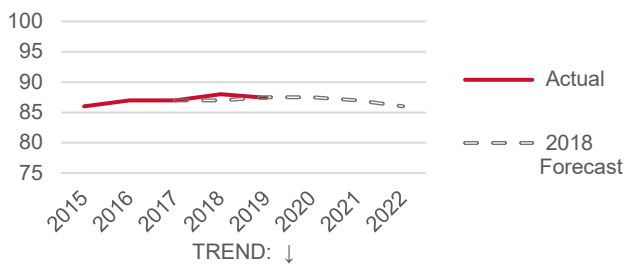
## Story behind the curve

Safety – Customer Commitment index (Rating Score)



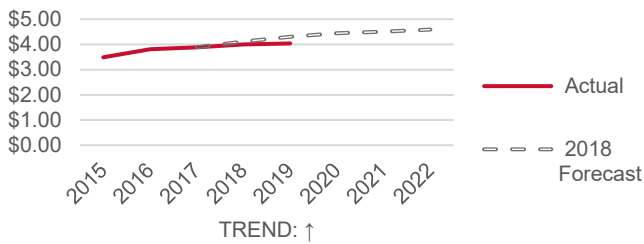
**Safety:** Customer safety is given a top priority at CT. In 2019, customer safety index was maintained at 7.8. Additional PSE officers were hired and TransitWatch text application was successfully launched for customer safety.

Reliability - On time performance (Percentage)



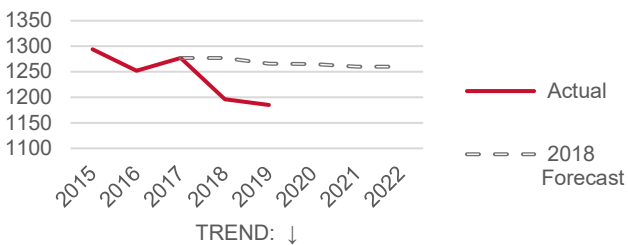
**Reliability:** The on-time performance of service is as projected for 2019 at 87%. We are closely monitoring our assets as there may be impacts of reduced capital funding on service levels of service reliability in the following years, as investments required to sustain the existing fleet, infrastructure, buildings and technologies will not be fully available.

Operating Cost per Trip (\$)



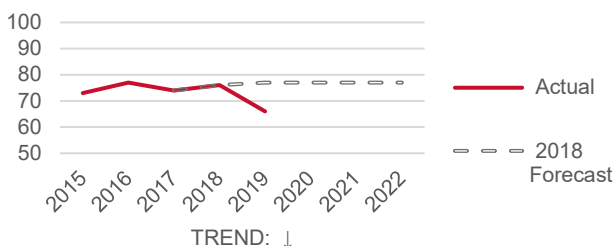
**Operating Cost/Trip:** Operating cost per trip has improved as the service has been optimized internally through transit service reviews, MAX service investments, and other service changes. The ridership has increased gradually and has contributed in keeping the cost per trip lower than projected. CT focused on reducing the back of the house expenditures before making any service reductions to contribute to budget reductions. These factors helped with keeping the cost per trip lower than what was projected originally.

Bus GHG Emissions (Kg CO2 per 1000 km)



**GHG Emissions:** Opening of CNG Facility (Stoney Transit Facility) in early 2019 and purchase of CNG buses to replace older buses has contributed to the reduction of GHG emissions as outlined in this measure.

Percent population within walking distance of Base & PTN Transit Service (Percentage)



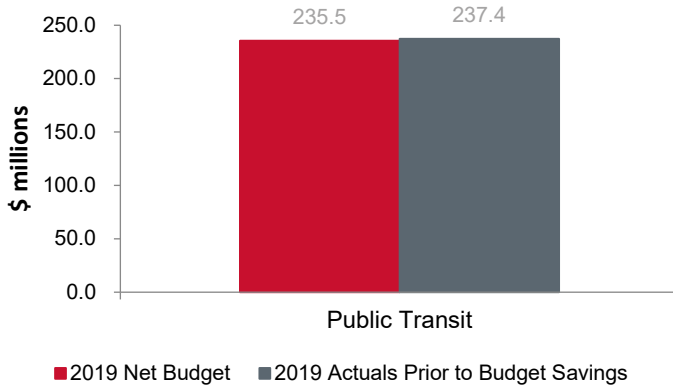
**Percent population within walking distance of Base & PTN Transit Service:** In 2019, despite the overall strategy to avoid impact to service from budget reductions, there still was reduction in service that impacted the total base and Primary Transit Network (PTN) service investments. Newer areas in the City with no service or introductory public transit service also impact this measure. Total public transit service is maintained at covering 95% of the population with no change between 2018 and 2019.



# Operating & Capital Budgets

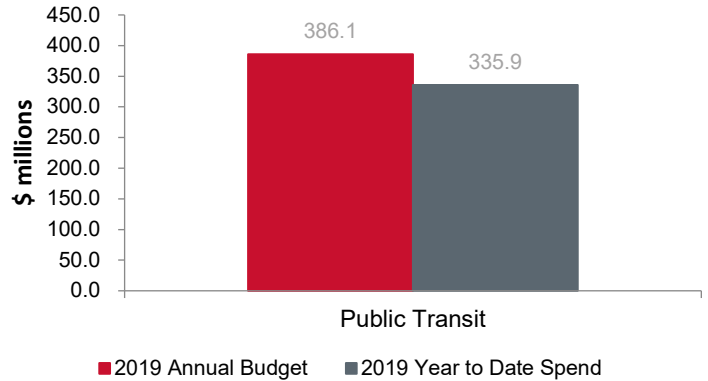
## Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

For Public Transit, we are \$1.9 million unfavorable primarily due to lower fares and reserved parking revenue. The majority of the key investments of 2019 are mentioned above in service highlights section.

### Capital Budget

In 2019, a total of 87% of the capital budget was spent, and remaining has been committed. Due to limited budget allocated to Public Transit service, budget was utilized to maintain State of Good Repair in many cases. Key capital budget investments/projects for 2019 are listed below:

**Stoney CNG Facility:** CNG facility was operationalized in March 2019, paving the way for CNG buses.

**MAX Network:** SW MAX service network was completed in November 2019.

**Bus & LRV Purchases:** 70 new CNG buses were ordered in 2019 and 40 of those buses were received by Dec 31, 2019. Remaining 30 buses will be received in Q1 2020. The new buses will replace the buses that are over their planned life. A new order of 15 LRVs has been placed in December 2019 utilizing One Calgary funding to replacing aging fleet of U2s.

**Crossing improvements:** In 2019, some crossing improvements were completed at Marlborough, Rundle, 6th Ave Crossing, Olympic Plaza Switches and few other crossings and switches.

**Access Improvements:** This project helped improve accessibility deficiencies that present challenges for transit customers accessing LRT stations and along pedestrian access corridors on Transit property. In 2019, Fish Creek, 6 St, 7 St & 8 ST Stations were completed.

**Other infrastructure maintenance work:** Some other regular maintenance work included LRT signals and traction power maintenance, garage equipment, major structures improvements/repairs including CP tunnel repairs, Anderson pedestrian bridge rehabilitation, and LRT station and platform refurbishments.



# Sidewalks & Pathways

Led by: Roads

## Description:

We plan, design, build and maintain the active transportation network that people use to get around Calgary every day. Sidewalks, pathways and protected on-street bikeways connect our communities providing Calgarians with safe and accessible year-round opportunities to walk, cycle, run, ride and use mobility devices throughout the city. These networks support travel for any reason, including to work, school, social or recreational, or commercial activities. Safety and accessibility are key elements for making walking and biking more attractive options for moving around Calgary. We are constantly working to make sidewalks and pathways more inclusive, safer and easier to use.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2019 we focused on safety, accessibility, and active mobility options to keep Calgarians moving. Pedestrian safety continues to be a primary focus area. We completed 100 intersection and crosswalk safety reviews, 75 crosswalk improvements, and a lighting analysis at key crossings. 123 Traffic Calming (TC) curbs were deployed to 32 locations and made pedestrian signal improvements along the 36 Street NE LRT corridor, which reduced pedestrian wait times by 35%. The Active and Safe Routes to School program was launched and has identified improvements around 10 schools.

We are also continuing to improve pedestrian accessibility. In 2019, we delivered the first full year of the snow and ice control pilot to support pedestrian accessibility, and to date have met all timeline targets. 1,143 priority Transit locations were cleared as part of our snow and ice control program. In response to citizen requests we developed a plan to address safety issues on pathways, and reconfigured barriers to improve accessibility on engineered walkways. We installed 56 new audible pedestrian signals, retrofitted 159 pedestrian crossings with wheelchair ramps, installed seven new tactile pads in sidewalks, and completed two new adaptive sidewalks using temporary materials. Streetscape master plans were completed for five Main Streets projects, allowing them to proceed to detailed design and then construction, and Council approved the 5A principles (Always Available for All Ages & Abilities) to guide future Pathway & Bikeway plans.

Calgary was the first city in Alberta to launch an e-scooter program, with the fastest adoption rate of any launch city in the world. The first full year of the e-scooter/e-bike pilot saw 915,000 rides by 150,000 unique riders, and we will continue to monitor the pilot until its conclusion in October 2020.

### Service Challenges

Reduced lifecycle funding of assets such as Plus 15's may impact future network operations. Although we completed three Plus 15 rehabilitation projects in 2019, more than forty other Plus 15's are over 50 years old and reaching the end of their service life. This also limits our ability to retrofit older parts of the city to current standards, for example to ensure that the pedestrian network is accessible for all Calgarians.

2018 and 2019 have produced two of Calgary's highest snowfall years which appears to be part of a larger trend of increasing snowfalls. The scale and nature of seasonal weather variations has a significant effect on the scope and scale of the work needed to keep Calgary moving safely.

Quickly adapting municipal and provincial legislation to support new forms of micromobility has been a challenge.

### What are we watching?

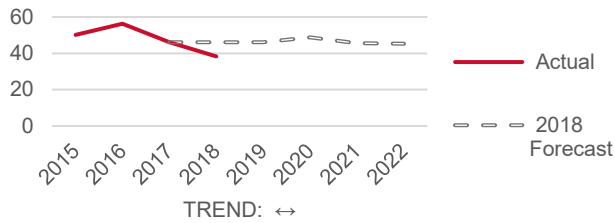
We are monitoring and adjusting to many trends that impact the delivery of sidewalks and pathways. Safety for all travelers, of all modes, ages and abilities continues to be top of mind. Citizens are increasingly calling for the adoption of a comprehensive Vision Zero program that will reduce injuries and fatalities on Calgary's road, sidewalks and pathways networks. We are closely watching for changes in behaviour and new technologies and business models, as rapid adoption can strain efforts to quickly change to legislation to keep Calgary moving. Growth is driving a need to expand the network to connect communities, and to balance the needs of different users where streets intersect with sidewalks and pathways.



# How is the Service performing against plan expectations

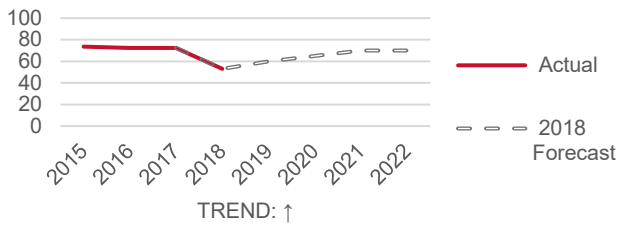
## Story behind the curve

Pedestrian/Cyclist Injury Collision Rate (Number of Injury collisions involving walking or biking per 100K residents)



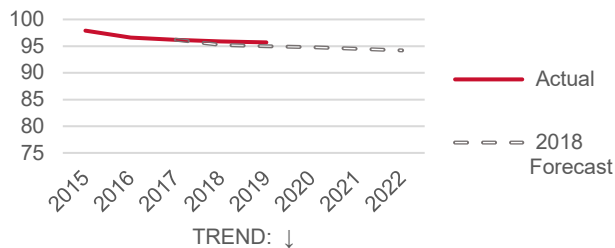
**Pedestrian/cyclist injury collision rate:** Safety is Council's top concern with respect to all modes of transportation. While everyone has a role to play in safety, we target improvements based on engineering, education, enforcement, engagement, and evaluation through the Safer Mobility Plan (SMP). The pedestrian and cyclist collision injury rate dropped substantially in 2018, driven mainly by a decrease in the number of collisions involving cyclists. However, the number of major injury and fatal collisions decreased only slightly, from 178 in 2017 to 176 in 2018. We will continue to invest in safety-related projects including video-based conflict analysis to identify improvements; focused application of mitigation measures; engagement and awareness activities related to speed; and support for Calgary Police Service (CPS) targeted enforcement activities.

Citizen Satisfaction with Snow and Ice Control on Sidewalks (% Satisfied with walking, jogging and running pathways & sidewalks)



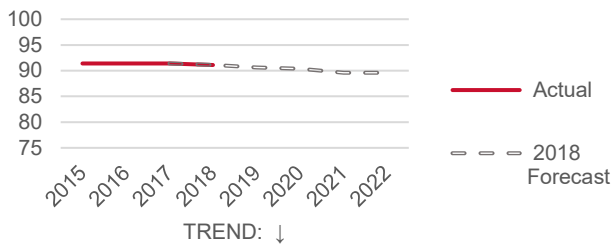
**Citizen satisfaction with snow and ice control:** To date we have achieved the snow response timeline targets set out in the pilot to deliver a higher level of snow and ice control along City sidewalks and pathways. The original source of data for this measure, the Roads annual survey, was discontinued for 2019 budget savings. We will investigate other low-cost options to gauge satisfaction. General snow removal is captured in the corporate Citizen Satisfaction Survey, and overall satisfaction increased from 59% in 2018 to 69% in 2019.

Sidewalk and Pathway Condition (% Sidewalks and pathways in good or very good condition)



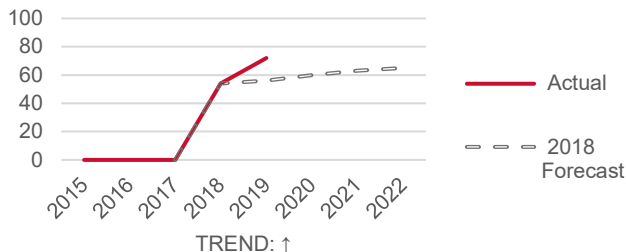
**Sidewalk and pathway condition and satisfaction:** The trends for condition and satisfaction continue to show a gradual decline as capital budgets are not expected to keep pace with lifecycle needs.

Sidewalk and Pathway Satisfaction (% of citizens satisfied with sidewalks and pathways)



**Bike route connectivity:** Improved data quality and the addition of some small but high-value missing links have resulted in an improvement beyond our initial forecast. We will develop a new methodology and forecast prior to mid-cycle adjustments. Council's approval of the 5A principles (Always Available for All Ages & Abilities) will further support the buildout of a safe and protected cycling network, which also supports our goals around reducing collisions involving cyclists.

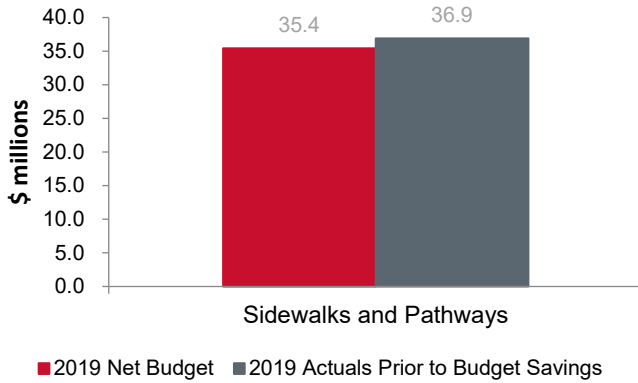
Bike Route Connectivity (% of population within 400m of all ages/abilities bike route)



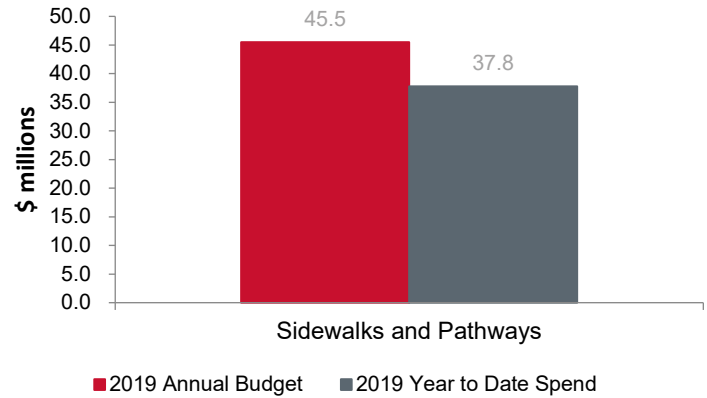


## Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



## Highlights

The \$1.5 million unfavourable variance in Sidewalks & Pathways was offset by a \$1.8 million favourable variance in the Streets service. This resulted as some work shifted from the Streets service towards a greater emphasis on Sidewalks & Pathways, including an increase in sidewalk repairs adjacent to repaving projects (delivered in conjunction with the Streets service), and a greater volume of repairs to excavations in sidewalks (with concurrently fewer repairs to pavement). 2019 brought more than 190 cm of snow, the 4th highest snowfall since 1988. This led to higher costs in both snow and ice control on sidewalks and pathways, and spring sweeping activities to remove the material that was laid down during winter.

In 2019 we made significant investments in improving mobility for Calgarians with a capital spend of 83 per cent of available capital budget. Community mobility improvements were completed in Midnapore, Erin Woods, Bowness, East Village, Inglewood and the Beltline. Several designs were also completed for community mobility projects to be built in 2020. Pedestrian safety projects included 23 new rectangular rapid flashing beacons (RRFBs, 23 side-mounted flashers, and 1 overhead flasher. Two pedestrian bridges were replaced with major maintenance completed on one pedestrian bridge and three Plus 15s, and 23.2 km of sidewalk and 8.6 km of pathway were replaced.

# Specialized Transit

Led by: Calgary Transit

## Description:

Specialized Transit provides door to door shared-ride transportation through specialized buses, vans and taxis for Calgarians with disabilities who are unable to use conventional Calgary Transit service some or all of the time.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

For Specialized Transit service, following are the key milestones that were achieved in 2019:

- Delivered over 1.2 million trips in 2019, an additional 33K Shared Ride trips to customers over and above 2018 trips
- Initiated preliminary work on Integrated Service Delivery model.
- Enhanced version of web booking tool operationalized.
- Stabilized use of new scheduling software by GIRO.
- Provided 99.9% of all customer trip requests.

In addition, Specialized Transit achieved a total budget reduction of about \$2.8 million in 2019. This budget reduction came from reviewing business processes for efficiencies; reviewing vacant positions & structure; and service related efficiencies using least harm approach. Another \$0.259 million was already included as efficiencies within CT's One Calgary budget.

### Service Challenges

We are monitoring closely for efficient service delivery through varying economic conditions, operating and capital funding variability and changing customer expectations.

In 2019, due to increasing demand in service, additional 33K trips were delivered, over 2018 trips. This demand is increasing at a 3% - 3.5% rate annually with changing customer demographics, customers over 60 years of age now represent approximately 45% of all trips .

We will be closely monitoring the service demand and make adjustments to service accordingly. Additionally, reduced capital budgets have put further strain on an aging fleet.

### What are we watching?

Technological advancements and other innovative service delivery methods are changing the transit industry. We will initiate a pilot of an Integrating Service Delivery model in 2020 to identify any efficiencies that can be achieved, improved service delivery and the viability of this model.

Review possible acquisition of low-floor accessible vehicles for para transit.

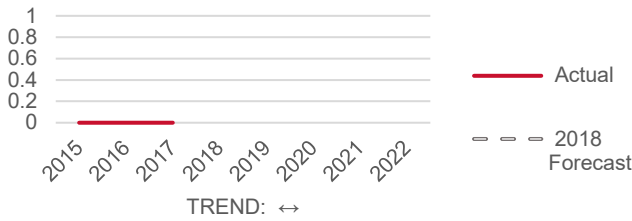
Exploring additional options to grow our Travel Training program.

We will be closely monitoring the performance of our assets to ensure safe & reliable service.



# How is the Service performing against plan expectations

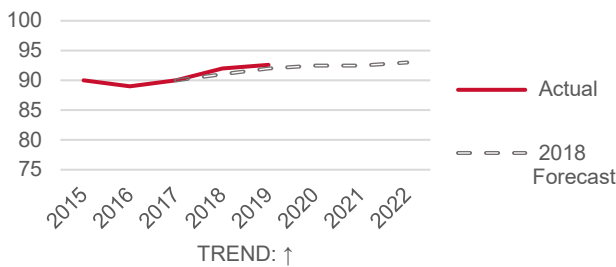
Safety - (To be monitored in the future under customer commitment initiative) (Rating Score)



## Story behind the curve

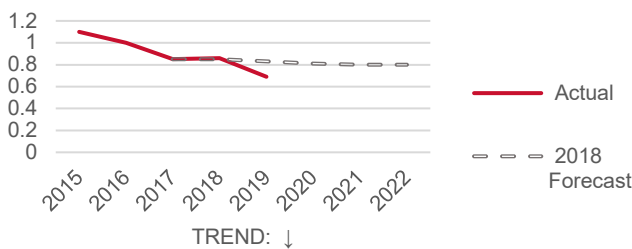
**Safety:** This measure was anticipated to be included in CT's customer commitment initiative, but has not yet been included. We will work on this measure in 2020 to review and report accordingly.

Reliability - On Time Performance (Percent)



**Reliability:** On time performance of service continues to improve. In 2019 was 92.6% on time for the year. We will continue to focus on service reliability and will closely monitor the performance of our service providers. The impact of reduced capital funding on service levels and of service reliability is uncertain and will be monitored closely.

At Fault CSRs per 1000 trips (Count)

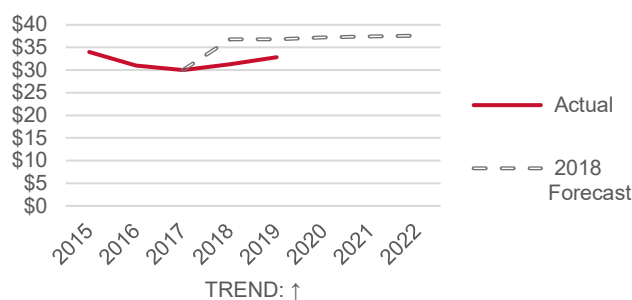


### At Fault Customer Service Requests (CSRs) per 1000 trips

For 2019, there has been an improvement in at fault CSRs. 2019 at fault CSRs were 0.69 per 1000 trips. Various initiatives with Specialized Transit team has helped improve this measure, such as;

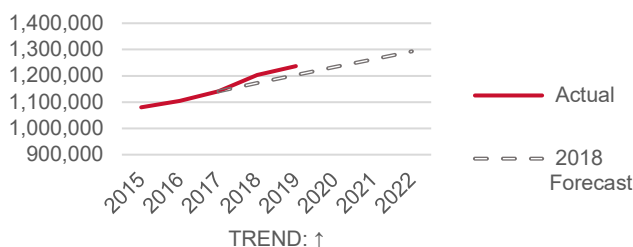
- Targeted training to specific issues
- Organizational realignment, allowing for greater driver oversight.
- Strengthened relationships with contracted service providers.

Operating Cost per Trip (\$)



**Operating Cost/Trip:** Operating cost per trip is better than projected as there has been reduction in overall costs. CT focused on reducing the back of the house expenditures without impacting service levels. This strategy, in combination with increased trip demand helped reduce cost per trip. With this budget reduction, there is risk in our ability to accommodate demand if it increases over our trip projections.

Number of Trips (Count)



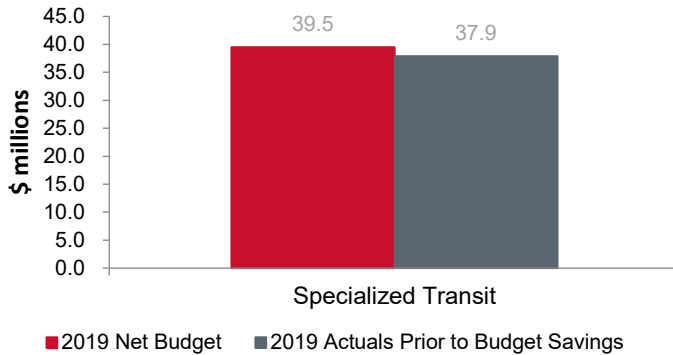
**Number of trips:** In 2019, 33,279 trips over 2018 trips were provided. This increase in demand is due to changing demographics and is anticipated to increase further in future years. We will continue to monitor this.



# Operating & Capital Budgets

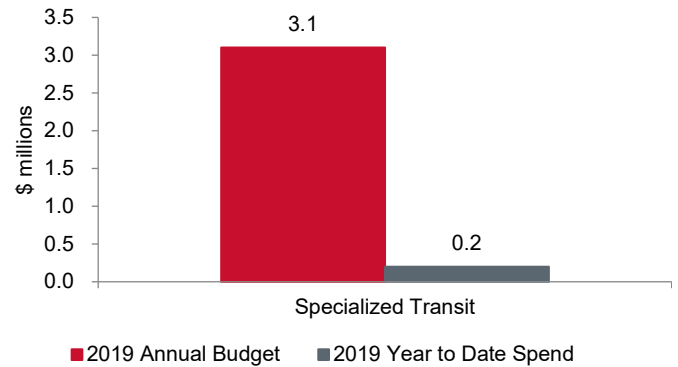
## Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.4 million



## Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

For Specialized Transit, we are \$1.6 million favorable primarily due to efficiencies related to workforce management (efficient managing of internal and external contracted service providers). Out of \$1.6 million variance, \$500 thousand is from increased revenue. Key milestones achieved in 2019 include:

Delivered over 1.2 million trips in 2019, an additional 33K Shared Ride trips to customers over and above 2018 trips Initiated preliminary work on Integrated Service Delivery model.

Enhanced version of web booking tool operationalized.

Stabilized use of new scheduling software by GIRO.

Provided 99.9% of all customer trip requests.

In addition, Specialized Transit achieved a total budget reduction of about \$2.8 million in 2019. This budget reduction came from reviewing business processes for efficiencies; reviewing vacant positions & structure; and service related efficiencies using least harm approach. Another \$0.259 million was already included as efficiencies within CT's One Calgary budget.

### Capital Budget

Capital budget for Specialized Transit was primarily used for upgrades/maintenance of systems under Customer Service Technologies program. The systems and hardware included in this program are: Giro/Access, Mobile Data Computer (MDC), Onboard Cameras, CTA web booking, Mobile Payment (integrated with CT Fixed Route), ACE System, Incident Management System (integrated with CT Fixed Route), and general hardware requirements for operations (including servers, phones, and toughbooks).

# Streets

Led by: Roads

## Description:

Streets connect places and allow for the movement of people, goods and services throughout Calgary. People drive, cycle and ride throughout Calgary every day to commute to and from work or school, for social or recreational activities, and to move goods and services. Streets provide critical access for emergency services and the right-of-way for all underground and overhead utilities, and space for on-street parking supports businesses and residential users. Streets support nearly every City service provided to citizens. Streets provide important links for cycling and pedestrians, and support transportation agencies like Calgary Transit, taxis and other private operators.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2019 we focused on road safety, completing major mobility projects, and delivering our day to day operations to keep Calgarians moving. Road safety was a major theme as Calgary hosted the 2019 Canadian Association of Road Safety Professionals (CARSP) Conference with a Vision Zero theme. Seven traffic safety project evaluations showed a nearly 50% reduction in overall collisions and a 75% reduction in injury collisions.

Several major projects were completed or reached major milestones in 2019, including four ring road connectors, the Symons Valley Parkway extension, and a major link in Airport Trail NE extension as the section from Metis Trail to 60 St was opened to traffic. We are continuing to plan for future transportation needs with the completion of the North Calgary Regional Transportation Study, and the Goods Movement Strategy is moving to implementation in 2020.

Pavement management is a key focus area as we monitor changing conditions and make the best use of our reduced lifecycle budget. In 2019 we finished the 17 Avenue SW reconstruction project, resurfaced 186 lane kms of paved roadways, and fixed more than 16,000 potholes. We continue to manage winter driving conditions and responded to 30 snow events and over 190 cm of snow, which was 47 cm more than the 5-year average. The Seven Day Snow Plan was executed with a 97% on-time completion rate.

A focus on infrastructure resilience resulted in 98% uptime for remote traffic signal communications, improving our ability to remotely maintain signal timing. Signal retiming was completed at 25 intersections along 5 corridors, and on 13 projects supporting Public Transit reliability, intersection reconfigurations, and major network upgrades.

### Service Challenges

Reduced lifecycle funding for critical street light repairs and roadway pavement is impacting service levels. Substantial investment is needed to prevent major failures and mitigate higher reconstruction costs. Continued city growth adds to long term capital lifecycle needs.

2018 and 2019 have produced two of Calgary's highest snowfall years which appears to be part of a larger trend of increasing snowfalls. The scale and nature of seasonal weather variations has a significant effect on the scope and scale of work needed to keep Calgary moving safely.

### What are we watching?

We are monitoring and adjusting to many trends that impact the delivery of streets, including: an increasing focus on safety, the impact and frequency of severe weather events, and legislative changes made by other orders of government. Citizen expectations are changing as demographics and behaviours evolve.

We are adapting our policies to support businesses that are looking for new and creative ways to use street space; the adoption of emerging technologies like electric vehicles; and to encourage new business models, for example the return of carsharing to Calgary. We are collecting increasing amounts of transportation data to support decision making, and assessing asset investment risks resulting from network growth and lifecycle management.

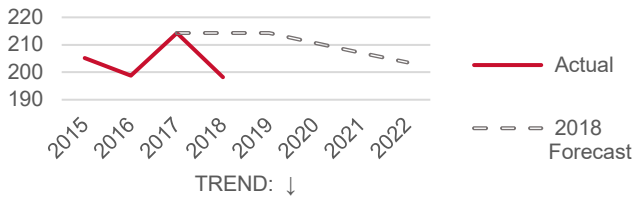




# How is the Service performing against plan expectations

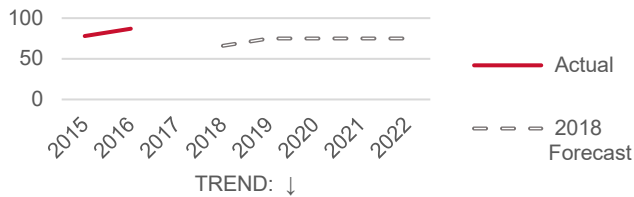
## Story behind the curve

Casualty Collision Rate (Number of collisions resulting in injuries and deaths for all travel modes per 100,000 residents)



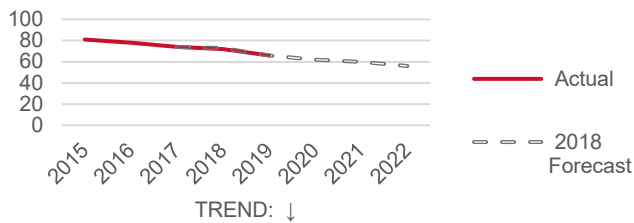
**Casualty Collision Rate:** Safety is Council’s top concern for all modes of transportation. While everyone has a role to play in safety, we target improvements based on engineering, education, enforcement, engagement, and evaluation through the Safer Mobility Plan (SMP). In 2019 we saw a 7.5 per cent reduction in casualty collision rate/100,000 population. We will continue our investment in safety-focused projects to address high priority intersections during the One Calgary business cycle, including network improvements; speed-related engagement and education; and support for Calgary Police Service (CPS) targeted enforcement activities.

Citizen Satisfaction with Snow & Ice Control on Streets (Percent citizens satisfied with level of snow and ice control)



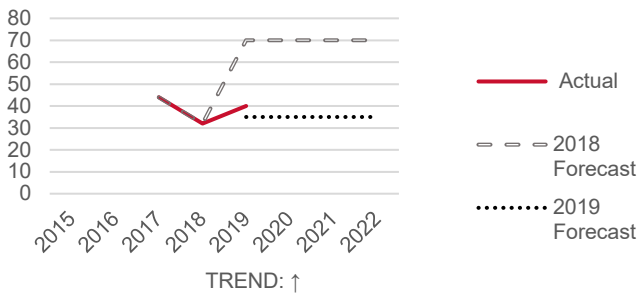
**Citizen Satisfaction with Snow and Ice Control:** Council’s Snow and Ice Control policy sets out the standards for keeping Calgary’s roads clear during the winter. Citizen satisfaction with snow and ice control on main roads is related to the frequency and severity of snow falls that occur in a given winter season. The Roads annual survey, source of data for this measure, was discontinued as part of 2019 budget reductions. Snow removal is captured in the corporate Citizen Satisfaction Survey, and overall satisfaction with snow removal increased from 59% in 2018 to 69% in 2019. We will continue to deliver snow and ice control per Council’s policy.

Pavement Condition (Percent pavement in good or very good condition)



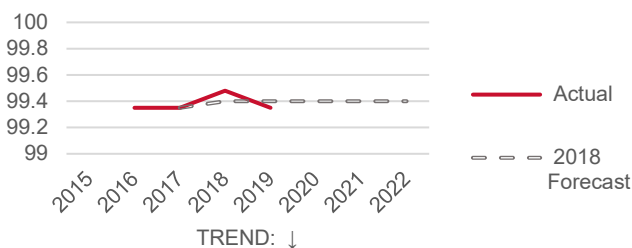
**Pavement Condition:** Pavement represents a replacement value of over \$9.8 billion. Lifecycle funding has not been sufficient to maintain overall pavement condition. From 2015 to 2018, overall condition dropped from 81% to 73%, and we are forecasting a further drop to 56% in 2022. This will result in accelerated deterioration and a heavier burden on maintenance activities.

Signal Timing Optimization (Number of signals optimized per year)



**Signal Timing Optimization:** Signal timing optimization of major corridors benefits travel time reliability, however benefits can be short-lived as traffic volumes and travel patterns change. 2019 projects included five corridor reviews, four intersection improvements, temporary timing projects to support ongoing major infrastructure upgrades, and signal priority support for Public Transit’s North and South Crosstown Bus Rapid Transit lines.

Street Light Uptime (Percent of streetlights on)



**Street Light Uptime:** There are nearly 100,000 street lights in Calgary and 500-1000 lights are out at any given time. The LED retrofit program reduced electricity costs and produced a low number of outages in 2018 which allowed us to exceed our target uptime of 99.4 per cent. Outages increased in 2019, and our goal is still to improve responsiveness to relay failures and complete preventive maintenance by replacing underground wire conduit.

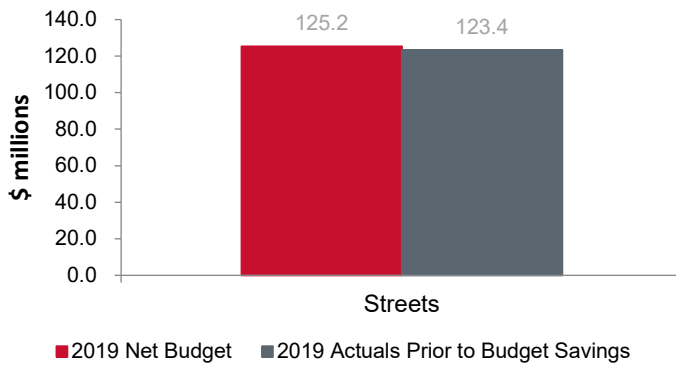




## Operating & Capital Budgets

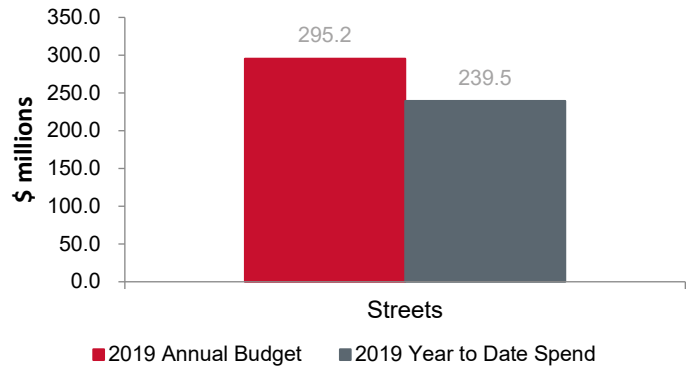
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

The \$1.8 million favourable variance in Streets was partly offset by a \$1.5 million unfavourable variance in the Sidewalks & Pathways service. This resulted as some work shifted from the Streets service towards a greater emphasis on Sidewalks & Pathways, including an increase in sidewalk repairs adjacent to repaving projects (delivered in conjunction with the Streets service), and a greater volume of repairs to excavations in sidewalks (with concurrently fewer repairs to pavement). Some bridge repairs were avoided because of planned lifecycle work which allowed for some operating budget savings. 2019 brought more than 190 cm of snow, the 4th highest snowfall since 1988. This led to higher costs to provide snow and ice control, which was partly offset by a reduced scope in the summer maintenance program.

In 2019 we made significant investments to improve mobility for Calgarians, with a capital spend of 81 per cent of our available capital budget. Major projects completed include four ring road connectors, the Symons Valley Parkway extension, and a major link in Airport Trail NE extension as the section from Metis Trail to 60 St was opened to traffic. Crowchild Trail upgrades are expected to be completed by the end of summer 2020.

# Taxi, Limousine & Vehicles-for-Hire

Led by: Calgary Community Standards

## Description:

Taxi, Limousine & Vehicles-for-Hire regulates drivers, vehicles and companies in the livery industry according to the requirements of the Livery Transport Bylaw. The service ensures drivers have the right qualifications and proper mechanically inspected vehicles, so passengers can have a safe ride. Livery peace officers ensure compliance and provide education to drivers by assessing complaints and focusing on resolutions that create fair and safe environments for drivers and passengers.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Taxi, Limousine & Vehicle-for-Hire addressed growing challenges connecting citizens with accessible transportation services. The Accessible Taxi Incentive Program (ATIP) program creates new levels of enhanced mobility and reduces social isolation for those with disabilities in Calgary communities. The program supports taxi drivers to outfit their vehicles with proper equipment to safely serve citizens with disabilities and aligns with social and demographic changes observed in Calgary.

The Wheelchair Accessible Vehicle (WAV) two-year pilot brings a new approach to connecting citizens with disabilities through a centralized dispatch system. Citizens have the options to conveniently access WAV services via website and mobile app that connects a request for accessible services with one of six partners. The closest available WAV is directed to the citizens call through a centralized dispatch, promoting an efficient use of accessible resources with citizen need.

### Service Challenges

Calgary's population and built environment continues to expand representing an ongoing need for transportation services that can accommodate an array of citizen needs. Engaging transportation providers and developing regulation to satisfy citizen requirements will need to be balanced as to capitalize on existing successes while preparing long term solutions which remain viable to industry stakeholders and regulators.

### What are we watching?

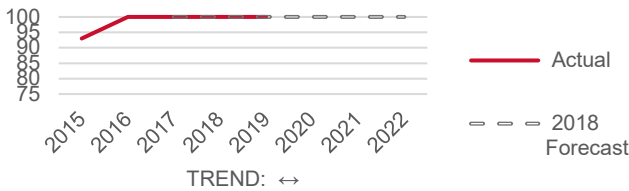
Demographic changes continue to shape the need for services as the increasing age of citizens, passengers with disabilities and cultural diversity require innovative approaches to improve options for personal travel through the use of an integrated transportation network.

Taxi, Limousine & Vehicles-for-Hire determine licensing standards and fees which need to be sustainable for industry stakeholders and the regulator. The review of the Livery Transport Bylaw will evaluate the current state of industry and regulation, proactively considering the development of new vehicle types and fleets (e.g. electric and autonomous vehicles). Recommendations will examine the role of Taxi, Limousine & Vehicles-for-Hire as a part of a larger transportation network available to citizens.

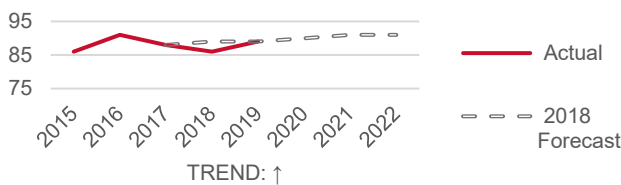


# How is the Service performing against plan expectations

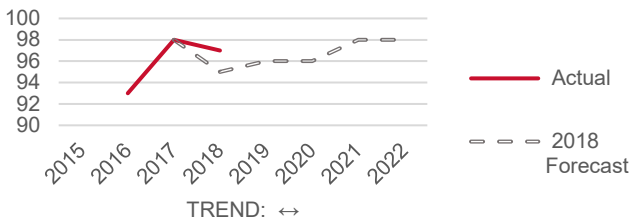
Per cent of livery related complaints resolved within 30 days (Percentage)



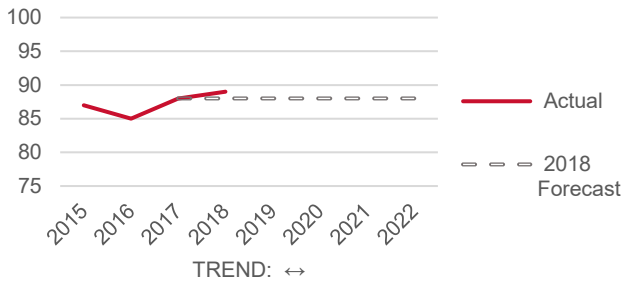
Per cent of customers served at Livery Transport Service counter within 15 minutes (Percentage)



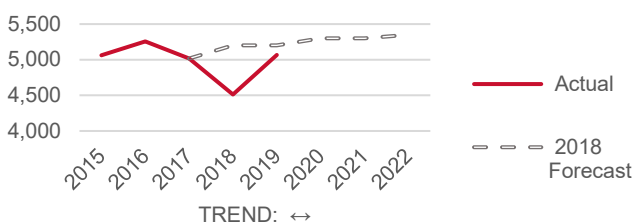
Per cent of customers satisfied with Transportation Network Companies services (Percentage)



Per cent of customers satisfied with Taxi/Accessible Taxi services (Percentage)



Number of taxi driver licences issued (Number of licences)



## Story behind the curve

The review of the Livery Transportation Bylaw coincides with changing needs demonstrated by both citizens and industry stakeholders. The forecast reflects proactive changes in regulation to support compliance standards and confidence with citizens in a changing industry.

The implementation of the e-learning platform for applicants to complete training remotely has created efficiencies for counter staff, promoting improved service levels to customers who require counter assistance. Forecasts reflect increased adoption of online services with industry stakeholders.

Expected changes to be made by the Livery Transportation Bylaw review will set new standards for compliance and regulation. The forecasted trends represent adoption and education required to assist citizens and stakeholders with recommendations identified from the Livery Transportation Bylaw Review.

The Livery Transport Fee Review was conducted in 2019 which included industry engagement, as a result the Customer Satisfaction Survey was not initiated.

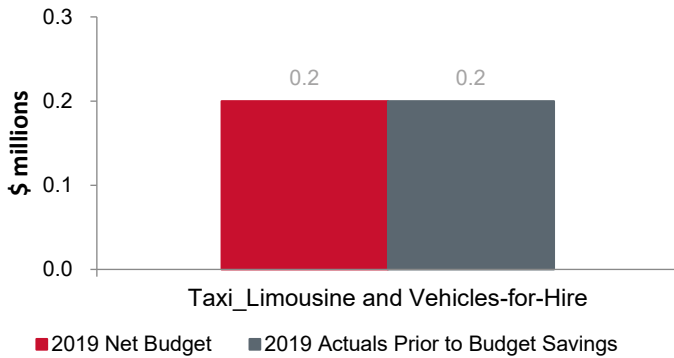
The delivery of a centralized dispatch system and Wheelchair Accessible Vehicles (WAV) pilot program will support citizens with disabilities. Forecasts reflect pilot program activity to create change for citizens with accessibility needs.

An increase in Calgary's population will welcome new taxi drivers into the industry. Driver migration will become more fluid as drivers choose between the existing industry and Transportation Network Companies (TNCs). Forecasts represent continued growth based on population and licensing.

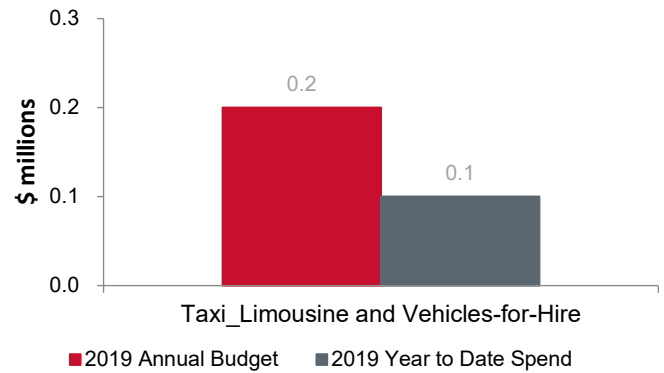


## Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



### Highlights

#### Operating Budget

Taxi, Limousine & Vehicles-for-Hire is a self-supported service line. Variances are offset to the Livery Transport Sustainment Reserve. The \$897 thousand operating surplus transferred to the reserve was mainly due to higher revenues and staff vacancy savings from intentional workforce management. The \$182 thousand tax-supported funding in 2019 is the first year of the two-year Accessible Taxi Centralized Dispatch project. The system went live December 4th and the remaining one-time funding of \$168 thousand was carried forward to 2020.

#### Capital Budget

The capital budget funds annual equipment lifecycle needs and technology improvements to enhance customer service.

# Environmental Management

Led by: Environmental & Safety Management

## Description:

Environmental Management provides corporate-wide leadership and support to City of Calgary services to manage environmental issues, risks, opportunities and trends associated with the delivery of public services. Climate resilience aims to address climate change risks including: impacts from severe weather on infrastructure, people and nature, greenhouse gas (GHG) reductions and energy management. We provide strategic leadership and programs to The City, citizens, and Industrial, Commercial, and Institutional (ICI) sectors. We also provide expertise to The City on identifying, assessing and managing contaminated lands to ensure the safety of citizens and workers.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

After four years of remediation and restoration, the 32-hectare Former Imperial Oil Refinery site, now Old Refinery Park, has officially opened to the public in southeast Calgary. The new park offers activities such as walking, cycling and disc golf. A boat launch is currently in development at the park.

The City's second annual Calgary Climate Symposium hosted 1,729 attendees and featured public events designed to empower Calgarians to reduce their contributions to climate change and help residents prepare for and adapt to a changing climate.

As part of the external governance approach for the Climate Resilience Strategy, the Calgary Climate Panel was established as an advisory network. The panel includes 18 organizations including the University of Calgary; industry associations like Building Industry and Land Development (BILD), Calgary Region and Building Owners & Managers Association (BOMA); the Calgary Airport Authority; ENMAX; and ATCO. This group has committed to preparing an annual independent report on its view of The City's Climate Program.

The City partnered with Empower Me to support diverse communities in reducing their household energy use and costs. In 2019, over 10,000 Calgarians were enabled to make changes to their homes and lifestyles and over 400 participants received Energy Savings Kits. This work reduced greenhouse gas emissions by over 3,300 tonnes, which is the equivalent to the energy used by 392 homes in one year.

### Service Challenges

Provincial funding opportunities have been reduced and federal funding options are limited by constrained eligibility criteria, restricting funding for innovative work related to climate mitigation and adaptation. Opportunities often come with municipal loan requirements and substantial reporting processes, reducing their potential benefit to The City .

Based on the results of a *Citizen Perception Survey*, 76 per cent of Calgarians have indicated that they are concerned about climate change, indication of citizens taking action remains at 51 per cent. The City will continue to enhance and diversify education about how citizens can actively mitigate climate change through individual actions and how they can begin to adapt to the changing climate.

### What are we watching?

The service continues to monitor provincial and federal legislative and policy changes, particularly provincial changes related to climate policy, red-tape reduction, contaminated site remediation and The City Charter.

In 2020, the price on carbon in Alberta's general economy will shift from an Alberta-based levy to a federally administered pricing system. While the 2020 price is known, the use of collected funds is not yet announced by the federal government.

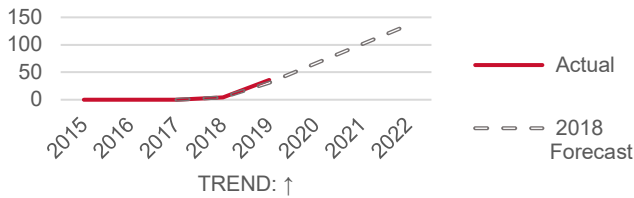
The Municipal Development Plan and Calgary Transportation Plan are being revised in 2020 and will include updates based on emerging impacts of climate change on land use and transportation.



# How is the Service performing against plan expectations

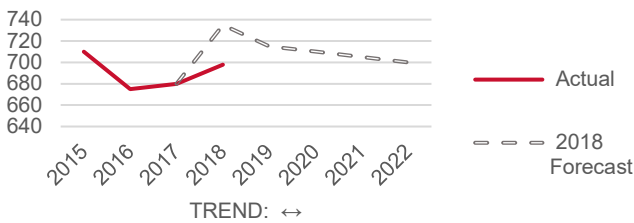
## Story behind the curve

Climate Mitigation and Adaptation Actions Implemented (Cumulative total climate strategy actions implemented)



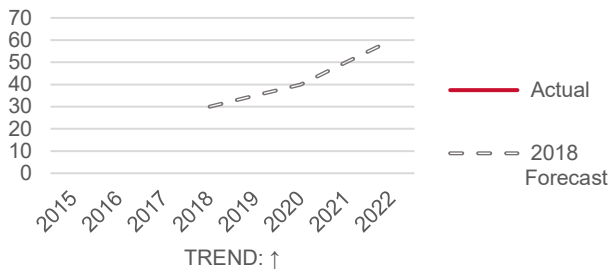
The City's Climate Mitigation and Adaptation Action Plans contain defined actions over the next 10 years, and outline The City's role in carbon and energy management and in reducing climate risk in Calgary. These plans include 244 actions across The Corporation and build on the strength and initiative of existing partnerships and new collaborations. By the end of 2019, 36 actions were completed as forecasted.

Corporate Greenhouse Gas (GHG) Emissions (Kilotonnes of carbon dioxide (CO<sub>2</sub>) equivalent)



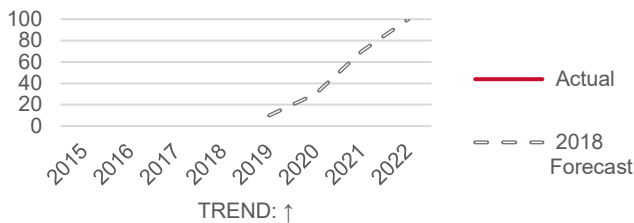
Corporate GHG emissions data for 2019 will be available mid-year. We expect that emissions decreased in 2019, in part due to the opening of the Stoney Compressed Natural Gas Bus Storage and Transit facility, which is water and energy efficient. The facility includes a combined heat and power system that utilizes waste heat and is designed to accommodate solar photovoltaic panels on the roof. In addition, The City has constructed a landfill gas collection facility at each of our active landfills with the last facility completed in late 2018. These facilities will reduce GHG emissions by approximately 70,000 tonnes annually.

Climate Resilience Awareness in Calgary (Percentage)



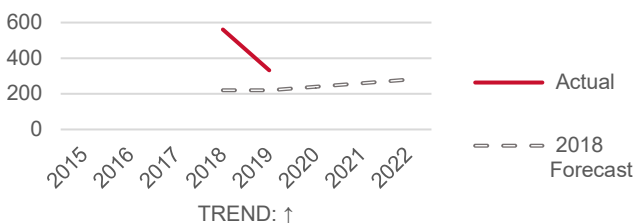
This new performance measure was approved as part of the Adjustments to One Calgary Service Plans and Budgets in November 2019. Although The City has monitored environmental corrective actions for several years, the scope and method of measurement is changing in January 2020. A baseline for this performance measure will be established in 2020.

Environmental corrective actions completed on time (Baseline TBD 2019) (Percentage)



Environmental site assessments reduce unknown liabilities. Reviews identify contaminated sites and, where warranted, assessments are carried out to determine the extent and impact of the contamination. Management plans are implemented for sites that pose an unacceptable risk to the environment and/or human health. The number of reviews vary from year to year based on many factors (e.g. complexity/nature of environmental risks, number of land transactions and capital projects). Because the sites reviewed in 2019 were generally less complex and consequently, more sites were investigated than originally forecast.

City-Owned Sites Reviewed to Identify Potential Contamination (Number of sites)

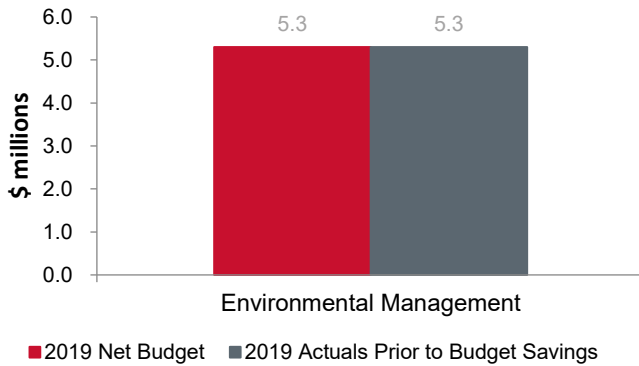




## Operating & Capital Budgets

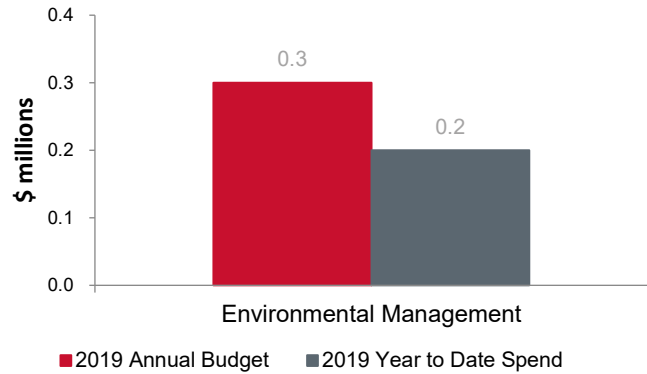
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0.2 million



## Highlights

Environmental Management's operating budget is slightly favourable, mainly due to savings in Salary and Wages from delay in filling vacant positions and savings from Contract & General Services. This favourable variance is partially offset by the net year-end top-up provisions for the Environmental Booked Liability and Former Imperial Oil Refinery (FIOR) Liability. The favourable variance of \$27 thousand has been contributed to the Budget Savings Account.

Capital spending in 2019 was on consulting work to support climate change projects, as well as the design and build of an Environmental Management System technology application.

# Parks & Open Spaces

Led by: Calgary Parks

## Description:

Our service plans, builds, maintains and stewards an accessible parks system. We conserve and promote biodiverse ecosystems and cultural landscapes. We provide Calgarians with nature in the city and safe, inclusive, social and active opportunities. The park system includes regional and neighbourhood parks and the river valleys. Park amenities include playgrounds, picnic sites, spray parks, outdoor skating, toboggan hills, off-leash areas and year-round activities at Devonian Gardens. We support park volunteers and deliver environmental education programs. Neighbourhood sport opportunities include soccer, baseball, cricket, tennis, basketball and skateboarding.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Central Memorial Park was activated with concerts, fitness classes, gardening tutorials and other programs. The new park programming is part of a collaborative effort with the police, community groups and area businesses to get more people enjoying the park and decrease social disorder. Calgary Parks was able to offer 164 unique experiences to over 9,500 participants at the park.

Reader Rock Garden was designated as a National Historic Site. This federal program protects unique sites contributing to Canada's history and cultures. The designation further recognizes Reader Rock Garden's "exceptional and creative achievement" as a cultural site and William Reader's role in exploring the horticultural possibilities in western Canada.

A universally accessible playground opened at Shouldice Park. Built by Canadian Tire Jumpstart Charities and The City, the playground features imaginative spaces that children of all abilities can enjoy together.

The 52<sup>nd</sup> Annual Pathway and River Cleanup attracted 2,500 citizens who volunteered their time to keep our city beautiful by picking up garbage along our pathways, green spaces and river banks.

### Service Challenges

General parks maintenance levels will be lower citywide due to budget adjustments in 2019 and 2020. This will result in longer grass, more weeds, less irrigation, etc.

Managing conflicts between coyotes and Calgarians remains a challenge. The City absorbed the provision of this service due to no provincial wildlife management initiatives in place. The City is proactively (and seasonally) communicating with the public on how to successfully co-exist with urban coyotes. The City is also challenged by an increasing public expectation for coyote control on private property – something The City does not have the authority (or resources) to do.

### What are we watching?

Due to capital constraints, Calgary Parks continues to explore alternative funding and partnership opportunities to deliver on community and Council desires to increase accessible playgrounds and naturalization initiatives in our parks.

Calgary Parks is considering scaling back naturalization and biodiversity targets and commitments due to no capital funding to carry out this work in 2019-22. Internal collaboration between business units (through a corporate restoration program) is being developed to leverage internal resources. Parks is also supporting Roads' efforts to naturalize boulevards to reduce long-term operational costs.

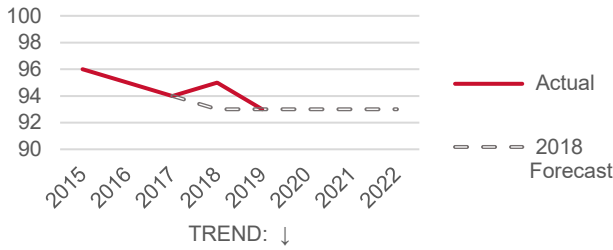




# How is the Service performing against plan expectations

## Story behind the curve

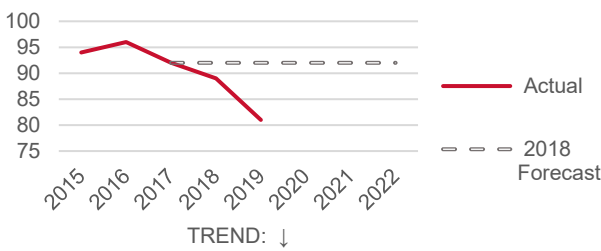
Citizen Satisfaction (% of citizens satisfied with parks, playgrounds and other open spaces)



### Citizen Satisfaction

Citizen satisfaction scores remains high for parks, playgrounds and open spaces. Satisfaction is forecasted to decline for 2020-22 due to less capital funding, aging infrastructure and lower park maintenance levels. Turn the Curve strategies include identifying further efficiencies, partnership opportunities and alternative revenue sources (sponsors, donors, etc.).

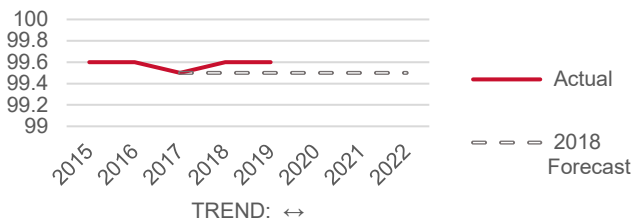
Parks Asset Condition Ratings (% of Calgary parks infrastructure in acceptable condition)



### Asset Conditions Ratings

A decline in condition of parks infrastructure (playgrounds, benches, trails, etc.) was predicted as a result of capital funding constraints in 2019-22. Turn the Curve strategies include stretching out lifecycles of some items (benches, garbage cans, etc.) by refurbishing them in-house. As an efficiency measure, Calgary Parks transitioned to using software-based projections of condition ratings for some assets not inspected annually. This led to lower than anticipated ratings for the past two years. As well, a lower 2019 score is partly due to Calgary Parks refining some asset lifecycles to more accurate levels. For example, trails and parks equipment are now at 10-year-or-less lifecycles rather than a Tangible Capital Asset default of 15 years.

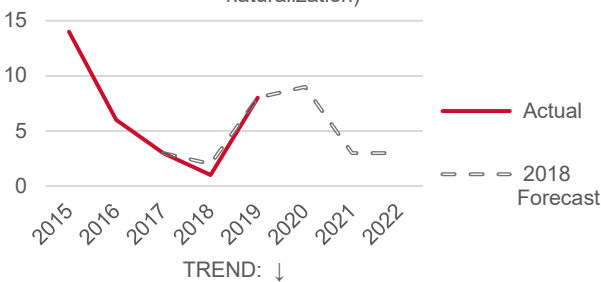
Proximity to Parks (% of citizens that have access to parks within a five-minute walk or 400 metres)



### Proximity to Parks

The Municipal Development Plan directs Administration to provide parks within a five-minute walk for Calgarians from their residences.

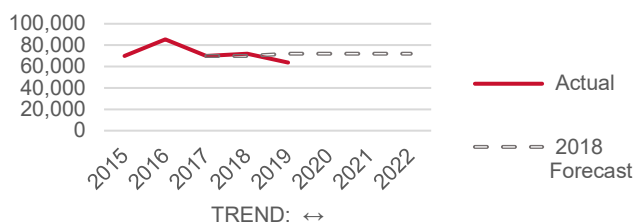
Naturalization (# of park hectares per year under naturalization)



### Naturalization

Due to capital constraints in the One Calgary budget, there will be no new major park naturalization projects in 2019-22. New projects in 2021-22 will be funded through internal efficiencies or partnership opportunities, such as supporting Roads' efforts to naturalize boulevards.

Parks Program Participants (# of Parks education or volunteer program participants)



### Parks Program Participants

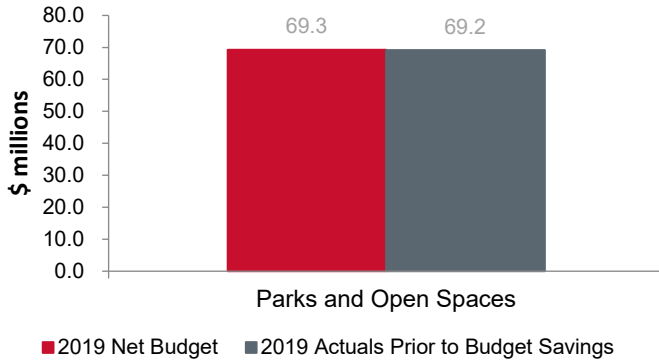
Public participation numbers were lower in 2019 mainly due to lifecycle renovations and classroom closures at the Inglewood Bird Sanctuary visitor center. The nearby Walker House and tents (in summer) are being used as temporary classrooms during construction. New programs at Central Memorial Park to activate the park had 9,525 participants. Program participant satisfaction ratings remains strong at 99%.



# Operating & Capital Budgets

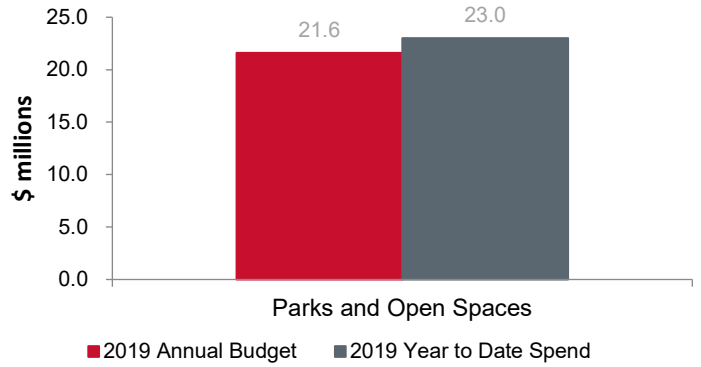
## Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

A favourable variance of \$95 thousand was due to higher than anticipated permit revenues.

### Capital Budget

The \$1.5 million budget advancement in 2019 was due to unanticipated construction costs at Century Gardens.

Capital work underway in 2019 included the development of Haskayne Legacy Park in the northwest, South Highfield flood mitigation work and the redevelopment of Century Gardens in the downtown core.

A capital milestone in 2019 was the opening of Dale Hodges Park. This collaborative City project transformed a former gravel pit into a beautiful Bow River valley natural area featuring wetlands (for stormwater management), integrated public art, wildlife habitat, cycling/walking trails for cycling and walking and scenic lookout points. The total investment over the project was \$26.8 million.

Major projects in 2020 include: phase 2 of Haskayne Park (road and park development), East Eau Claire Promenade and Plaza (landscape design improvements and flood resiliency) and Bow-to-Bluff Park development (park and pathway improvements).

# Recreation Opportunities

Led by: Calgary Recreation

## Description:

We shape Calgary's recreation landscape, create vibrant communities, and inspire people to be active and healthy by leading and investing in Calgary's recreation sector. We provide opportunities for citizens to participate in a variety of recreation, sport and leisure activities through programs, drop-in activities, rentals and bookings at City and Partner-operated facilities.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Calgary Recreation's latest facility at Seton, Brookfield Residential YMCA, held its grand opening January 14, 2019, increasing from 56% to 64% of Calgarians who have equitable access to suitable, publicly funded aquatics and fitness amenities.

A newly developed Recreation Relationship Management Framework, aligned with the Investing in Partnerships Policy, will help advance work with our partners.

Calgary Recreation's essential service delivery of capital approved projects is underway, including Max Bell Arenas and Sir Winston Churchill Aquatics facility improvements, upgrades to Recreation infrastructure on the Glenmore Reservoir, installation of an Artificial Turf at the Genesis Centre, and COSPA contractual lifecycle grant.

ZBR Implementation Plan went to PFC on 2019 Oct 8 (PFC2019-1246) as part of CI's Update on Activities Related to the Strategy for Improving Service Value. Calgary Recreation has determined that the Council-approved recommendations in our ZBR report will result in a projected revenue generation of \$1.8 million over four years and cost savings between \$131,000 and \$374,000 annually. Further, implementation of the commitments will lead to increases in customer satisfaction, sustainability of Recreation opportunities, and continuous improvement.

### Service Challenges

Corporate Coordinated Operations Management (CCOM) service negotiations with Facility Management required an extension, leading to a delay in the recreation workforce review. Teams are reviewing upcoming milestones and stakeholders required for work to continue and will continue to evaluate timelines.

Some work that was planned for 2019 had to be deferred to 2020 due to resources being redeployed to attend to department, corporate, and council priorities and direction.

### What are we watching?

At Beltline and Inglewood pools, we are preparing new pricing options, targets for operating and capital support, and community infrastructure needs in these areas and how service is provided.

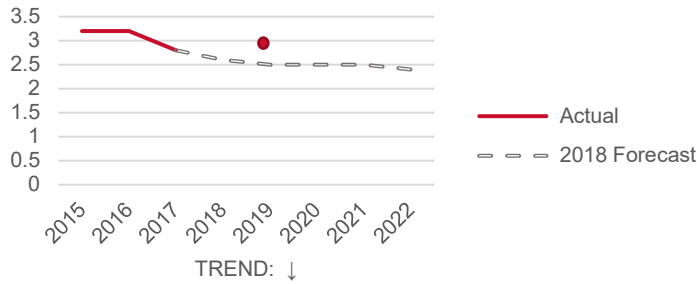
The transition of staffing with CCOM changes could impact Calgary Recreation's services.

Responding to ZBR Commitments, a modernized Pass Model is implemented. There is a risk with software being able to meet the needs of customers and deliver on financial and other reporting requirements. We are monitoring software performance.



# How is the Service performing against plan expectations

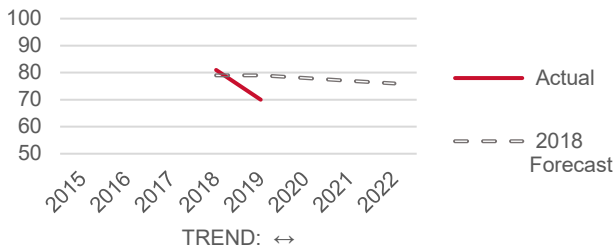
Visits for children and youth participants to City recreation programs, services and facilities. (Per capita, children and youth)



## Story behind the curve

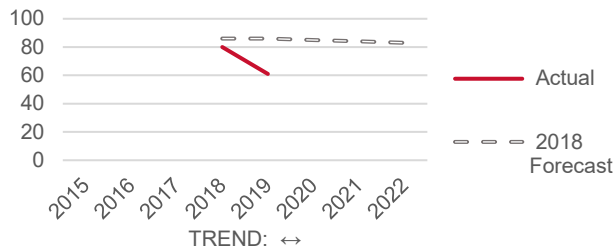
While the number of participant visits to Calgary Recreation amenities has been declining over the past few years, 2019 participation has leveled off with a decrease of less than one per cent in both total participant visits and visits by children and youth. To target our priority customer segments, Recreation Opportunities focused on increasing the number of children who pass Swim to Survive, which was up in 2019.

Customers that agree Recreation provides good value for money. (Percentage)



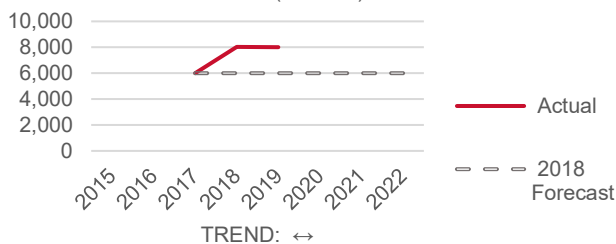
Without targeted capital investment in the aging City-operated facilities, and as population increases in new and existing communities, population access to suitable and equitable publicly funded recreation opportunities will stagnate. City-operated facility performance will continue to decline because aging facilities are not built to meet service requirements. Seventy-one per cent of Recreation's building portfolio is in poor or critical condition, does not meet service need and requires renewal. Overall customer experience declined as expected. Decreases were also seen in customers who report recreation opportunities create a stronger sense of community and value for money.

Customers that report recreation opportunities create a stronger sense of community in Calgary. (Percentage)



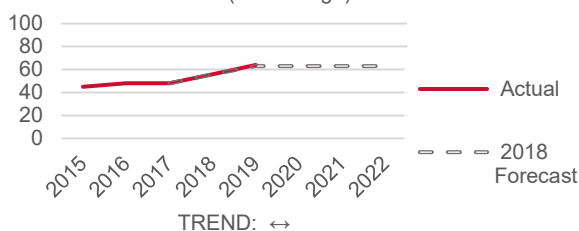
Recreation Opportunities had a decline in customer experience. The percentage of customers that agree Calgary Recreation provides good value for money decreased by nine per cent, and percentage of customers that report recreation opportunities create a stronger sense of community in Calgary decreased by 20 per cent. While it is difficult to pinpoint the root cause, aging facilities now compared with the new facilities built in the past four years, and the continued depressed economic climate, contribute to the decrease in customer experience.

Calgary Recreation participants who pass Royal Lifesaving Society Swim to Survive standards (Number)



Calgary' economy continues to be slow to rebound and many Calgarians are still facing economic challenges. Awareness of the Fair Entry process and Calgary Recreation's Fee Assistance program continues to grow. As anticipated the enrollment of Calgary Recreation's Fee Assistance is increasing. For the 4th year in a row we will surpassed our year end target. We continue to look at new opportunities to engage low income Calgarians in physical and creative activities.

Calgarians that have equitable access to suitable, publicly funded aquatics and fitness amenities. (Percentage)

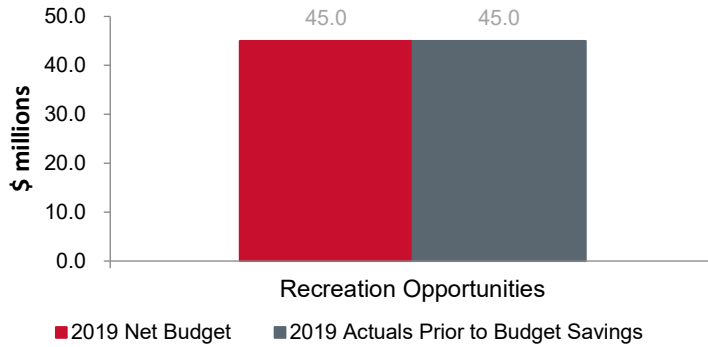




## Operating & Capital Budgets

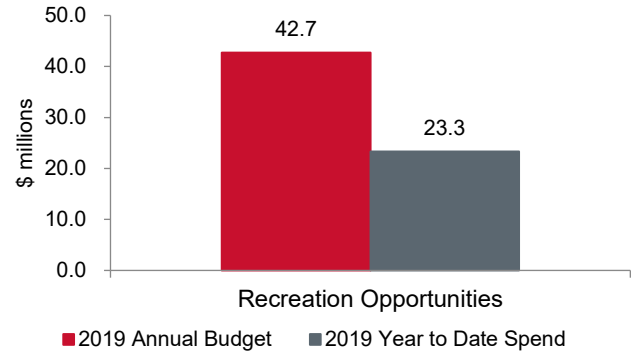
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0.3 million



## Highlights

### Operating Budget

Recreation Opportunities ended 2019 on budget with minimal variance.

### Capital Budget

Recreation Opportunities spent \$23.3 million of its \$42.7 million (55%) capital budget. The end of program savings from the completed construction of the four new recreation facilities (Seton, Rocky Ridge, Quarry Park and Great Plains) makes up most of this difference.

# Stormwater Management

Led by: Water Resources

## Description:

This service ensures that property is protected from flooding and ensures our watersheds are healthy by working with citizens and partners. The stormwater management service manages water from rain or snow/ice melt by either collecting, storing, or moving it into the nearest river or creek through storm drains, pipes and ponds. To ensure Calgarians are prepared for flooding, we work with the community and other orders of government. We monitor the river to determine water quality and quantity, assess river bank health, and we are involved in land use and development issues that can impact our water quality and flood risk.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In collaboration with the development industry, work has been completed to identify key short, medium and long-term stormwater initiatives to better understand the challenges related to development in established areas. A better understanding of the complexities of the stormwater issues and contributing factors is needed to enable more practical, and innovative solutions.

As of 2019 all flood recovery projects are considered completed and all outstanding work funded by provincial recovery programs have been closed out. The City of Calgary continues to deliver flood mitigation projects and develop flood awareness programs to build Calgary's flood resilience.

Citizens are seeking greater engagement on flood barrier and drainage improvements in their communities. The Water Utility is exploring a broader range of options for citizen dialogue, including community group representation and design assessments.

### Service Challenges

The Province announced a cut of \$81 million in flood mitigation infrastructure funding as part of its October budget. The Water Utility is assessing these impacts and will provide an update to Council in April 2020 on how to proceed during mid-cycle adjustments. Two major projects, the Downtown Barrier and Upper Plateau Separation have been impacted but will proceed as scheduled with partial funding from Alberta Community Resilience Program.

While the 2019 capital budget was \$79 million, actual spending was \$45 million. This was largely due to schedules being adjusted on projects with unanticipated site conditions and regulatory requirements.

### What are we watching?

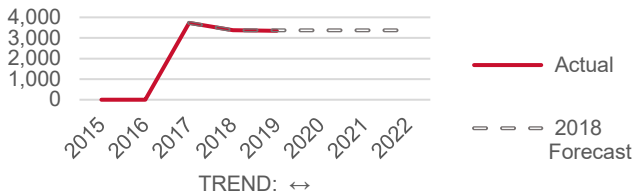
Significant changes since 2005 drive the update to Calgary's Stormwater Strategy. These drivers include a changing climate, more customer focused service delivery, evolving regulations and a maturing regional approach to growth planning. Stormwater has also been identified as one of the top risks to Calgary's source water quality.

Phase 1 engagement was completed in Q1-Q3 and involved the participation of 80+ internal and external stakeholders. The engagement focused on stakeholder needs and identified a vision, principles and goals for the Strategy. Phase 2 seeks input on strategic actions to achieve identified goals.

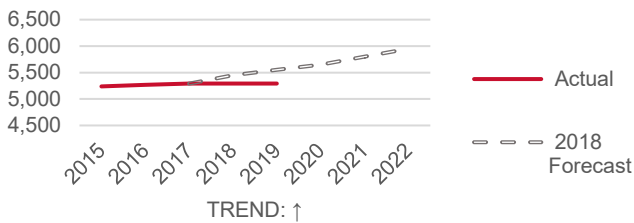


# How is the Service performing against plan expectations

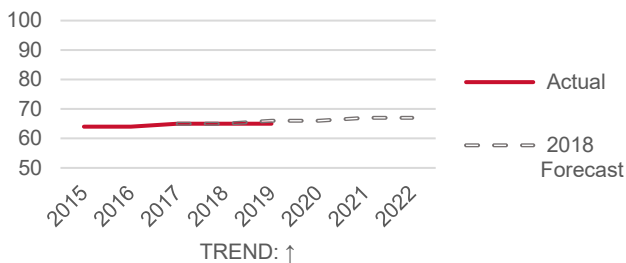
Number of flood prone properties (Properties at risk of localized flooding for 1 in 100 return period) (Number of properties)



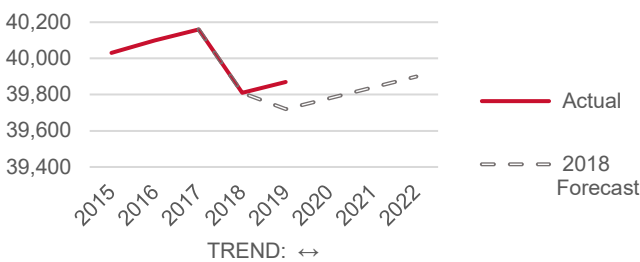
Properties at risk of river flooding for 1 in 100 return period (Number of properties)



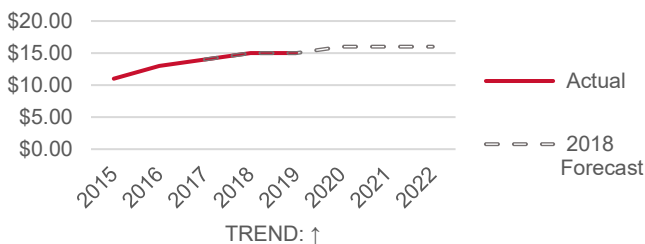
River bank areas that are healthy (Percentage)



Stormwater quality entering the Bow river (Kilograms of sediment)



Typical monthly stormwater bill for all customers (\$/month)



## Story behind the curve

### Value: Reduces Risk

A key strategy in this area is implementing the Community Drainage Improvement program which typically focuses on reducing local flooding in older communities. As projects are implemented, data will be available to show improvements to the curve.

### Value: Resilient

Properties at risk of river flooding remained the same in 2019. Key strategies include advocacy for land use policy that supports flood resiliency, continued engagement with the Province on the Flood Mitigation Plan, and capital investments such as barriers and outfalls. The curve is expected to worsen if strategies are not implemented to address risk of flooding.

### Value: Environmental

The Riparian Action Program 2026 target is to improve city-wide riparian health (achieve 72 per cent average riparian health score). Healthy river banks (riparian areas) are integral to maintaining a healthy river system and can play a role in slowing flood waters. Key activities are increased monitoring of river bank sites, rehabilitation of unhealthy sites and education for stakeholders and citizens on the value of these areas.

### Value: Environmental

Efforts are required to ensure long term mitigation of sediment loading to the river. Key strategies include increasing knowledge to maintain and operate stormwater infrastructure, proactive risk-based education to address erosion and sediment control and improved customer and stakeholder engagement to address barriers to stormwater infrastructure development. Although the value increased in 2019, a new wet pond built in November will result in improved 2020 performance.

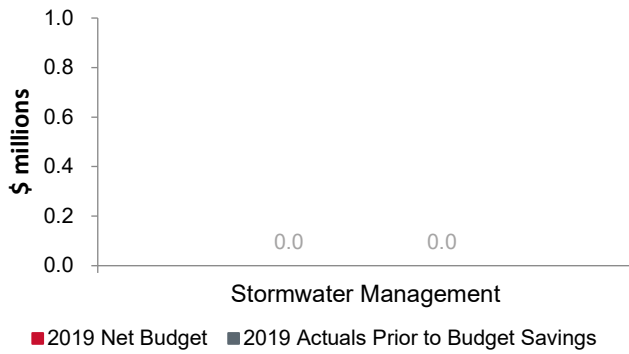
### Value: Cost

A typical single family stormwater bill in 2019 was \$15.43. Climate change will alter how and when Calgary's watershed receives precipitation, affecting both water quantity and quality. To balance the social, environmental, and economic pressures, the Community Drainage Improvements program is increasing flood resiliency in targeted communities. With recent changes in provincial funding, the ability to deliver the current capital investment plan will be significantly impacted. Review and reprioritization is required to manage cost impacts.

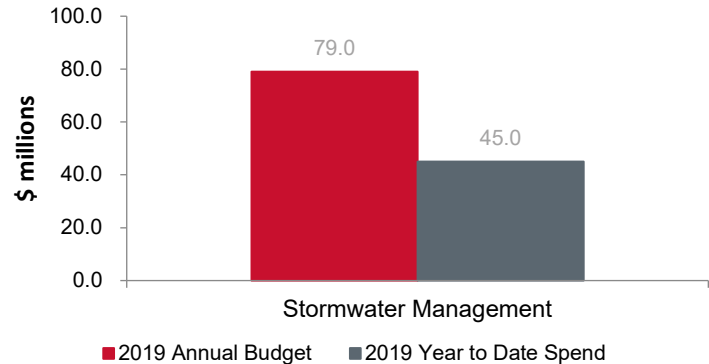


## Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



### Highlights

The Stormwater Management service is self-supported. The year-end variance is zero after transferring the operating surplus of \$32.7 million to reserve. The transfer to reserve, used to fund capital expenditures and offset future borrowing, was larger than the budget of \$22.2 million primarily due to Offsite Levies as well as savings in Salaries & Wages from delays in filling vacant positions, reduced interest charges and depreciation compared to budget.

Closing out 2019, the capital budget was \$79.0 million with an actual spend of \$45.0 million (or 57 per cent). Capital investments focused on improving watershed health and mitigating flood risks to our customers. Projects within the accelerated Community Drainage Improvements initiative progressed as planned. Project schedules were adjusted for some projects (e.g. Riverbend Storm Pond, Priddis Slough Outfall) in response to unanticipated site conditions and regulatory requirements.

Examples of major capital investments include:

- Sunnyside lift stations (\$6.4 million 2019 project spending). Two stormwater lift stations are being upgraded and built to increase pumping capacity, better safeguard the community and infrastructure against flooding, and reduce the potential of electrical failure. Construction is expected to be completed in 2021.
- Bebo Grove Dry Pond and Storm Trunk (\$9.6 million 2019 project spending). A new storm pond is being constructed to reduce flooding impacts to the Woodbine and Woodlands communities and improve the quality of water discharged to Fish Creek.



# Urban Forestry

Led by: Calgary Parks

## Description:

Urban Forestry manages public trees to improve air quality, reduce stormwater runoff, provide shade and cooling, provide wildlife habitat, increase property values and create stress-reducing environments for citizens. We plant trees to replace those lost to construction and natural decline. We also plant trees to increase the urban canopy for future generations. We receive public trees from the development industry. We water newly planted trees to ensure healthy establishment and prune trees to increase their lifespans and to reduce tree/branch failures during storms. We protect trees by reviewing construction and development projects. We promote tree stewardship to citizens.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The City implemented a GIS-based program to increase our efficiency of watering newly planted trees by 40%.

City trees withstood a significant September 2019 snowfall, with no major tree losses or damages. This improved resilience to severe weather is a result of our higher prioritization of tree inspections and pruning since 2014.

In 2019, the Branching Out pilot project launched with the Calgary Board of Education. Four Grade 5-6 classes (one from each quadrant of the city) learn about trees and tree care while planting and caring for their own trees. The project planted and mapped 375 trees on private property across the city.

Public tree education and outreach highlights in 2018 and 2019 include almost 1,100 tree care community workshop participants and 3,000 new trees planted by community volunteers in city parks.

In October, eight City urban forestry staff supported Winnipeg's recovery from an extreme heavy snowstorm (similar to Calgary's 2014 Snowtember storm) that caused downed trees, power outages and road closures throughout Winnipeg. Winnipeg's mayor visited City Council to formally recognize Calgary's contributions.

### Service Challenges

Urban Forestry is able to replace dead trees with new trees in 2019-22 (and maintain the current urban canopy level) thanks to add package funding allocated in November 2018. However, due to capital funding constraints for tree planting in 2019-22, there will be no overall growth in the number of City trees. This will result in a negligible increase towards achieving the MDP's long-term tree canopy target.

To maintain the urban canopy, The City needs to replace approximately 3,500 trees per year due to natural lifecycle attrition. To grow the urban canopy and meet long-term MDP targets, The City needs to plant 7,500 trees each year (3,500 replacement trees and 4,000 new trees).

### What are we watching?

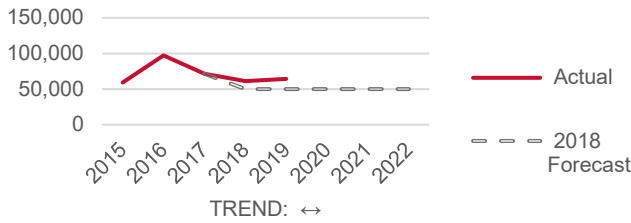
Samples of several troubled trees were analyzed in 2019. Results to date have been negative for fungus or parasites. The most-likely problem for these trees was the warmer, drier weather in January 2019 followed by severe cold in February 2019. Full impacts of this weather-related stress may not be seen for one or two more years.

The threat of severe weather is always on our radar. For example, forecasts for a potential drought required staff to investigate strategies for tree watering, including watering mature trees that could be at risk due to prolonged hot and dry weather.

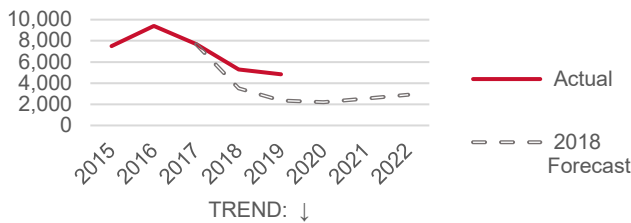


# How is the Service performing against plan expectations

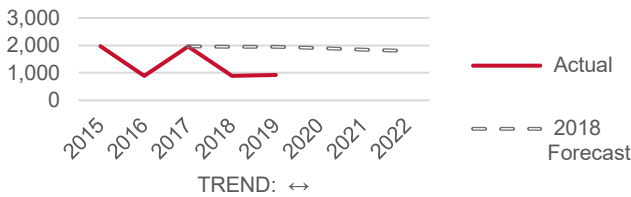
Trees pruned and/or assessed (# Trees pruned and/or assessed)



Trees planted to replace lost trees and expand the canopy (# Trees planted)



Tree emergency response service requests (# of 3-1-1 service requests generated from severe weather events)



## Story behind the curve

### Trees Inspected/Pruned

#### Risk-based tree Trees Inspected/Pruned

Risk-based tree inspections and pruning continues to be a priority. The number of trees pruned in 2018 and 2019 are higher than forecasted because of a Turn the Curve strategy to shift resources to tree inspections and pruning. This proactive work increases the resilience of the urban forest and leads to improved lifespans for trees and less damages from severe weather, such as extreme winds or early seasonal snowfalls. The City also inspects and waters newly planted trees in new developments that demonstrate stress. Note that totals in 2018-19 are down from previous years, as a result of the end of one-time funding in 2015-17 to recover from the 2014 Calgary Tree Disaster.

### Trees Planted

We exceeded both our original forecast and Turn the Curve projections for tree planting in 2018 and 2019. For 2019-22, Urban Forestry was allocated \$7.5 million over four years in additional add-package capital funding. This funding will plant 3,500 trees per year to maintain the size of our existing urban canopy (by replacing the number of public trees typically lost in a year to natural lifecycle decline). Prior to receiving this add package in November 2018, our projections for tree planting in 2019-22 were based on the allocations of \$3 million in capital funding and \$1.4 million in operating funding. We now have adequate funding to maintain the current urban canopy throughout 2019-22. As well, we will continue to initiate public- and private-sector partnerships to increase trees planting on both city and private land.

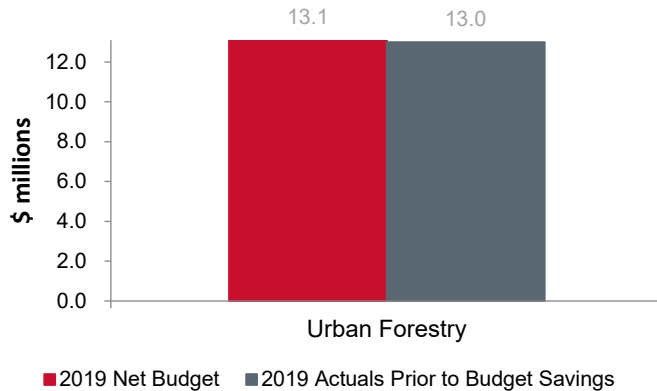
### Tree Emergency S.R.s

By implementing our strategy to increase proactive pruning, we continue to anticipate fewer 3-1-1 tree emergency service requests than in previous years. This is despite an anticipated increase in severe weather events. Inspections and pruning continues to be a priority. The number of trees pruned in 2018 and 2019 are higher than forecasted because of a Turn the Curve strategy to shift resources to tree inspections and pruning. This proactive work increases the resilience of the urban forest and leads to improved lifespans for trees and less damages from severe weather, such as extreme winds or early seasonal snowfalls. The City also inspects and waters newly planted trees in new developments that demonstrate stress. Note that totals in 2018-19 are down from previous years, as a result of the end of one-time funding in 2015-17 to recover from the 2014 Calgary Tree Disaster.

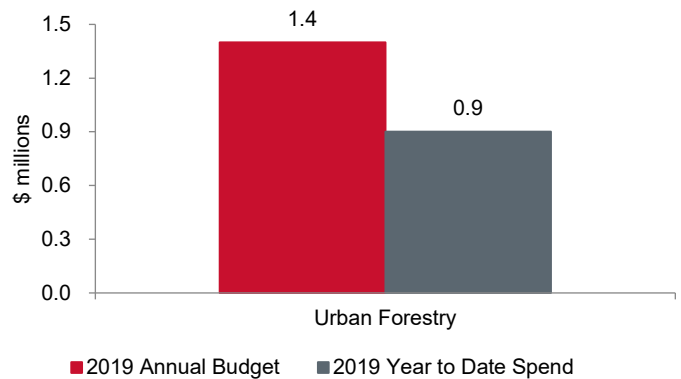


## Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



## Highlights

### Operating Budget

A small favourable budget variance (\$48 thousand) in 2019 was due to temporary position vacancies.

### Capital Budget

The favourable capital budget variance (\$500,000) in 2019 was due to high rain amounts and less tree watering required.

Urban Forestry's capital budget in 2019 went towards tree lifecycle replacement work (tree planting and watering newly planted trees).

Capital funding levels in 2020-22 will allow for planting approximately 3,500 trees per year which will only replace those City trees lost to natural attrition. The result is Calgary's Urban Canopy will, at best, have a negligible increase towards the Municipal Development Plan's target of 14-20%. The urban canopy is currently at 8.25%.

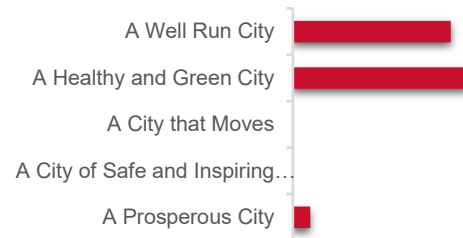
# Waste & Recycling

Led by: Waste & Recycling Services

## Description:

The Waste & Recycling service collects waste, manages landfills, operates waste diversion programs and facilities for waste generators and haulers in Calgary and the region. We enable Calgarians to reduce waste generated and remove waste safely from their homes, businesses and communities to protect public health and the environment. Through participation in waste reduction and diversion programs and education, customers are empowered to properly dispose of materials. We work collaboratively with customers and stakeholders to lead the community toward zero waste while achieving the Council approved target of 70 per cent diversion across all sectors by 2025.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Waste & Recycling (W&R) implemented a new financial model in 2019, which reduced tax support by \$20 million. The Waste Management Charge was removed and customers are billed for each of the three cart-based services on the utility bill to increase transparency.

The Green Cart Program service level was adjusted to an every-other-week winter collection schedule from November through March and weekly collection from April to October, to manage seasonal food and yard waste volumes. Waste management facilities have also adjusted operating hours for the summer and winter months.

W&R accelerated the optimization of the Community Recycling Depots by reducing eight locations in November of 2019 as part of budget reductions and will report back to Council in Q1 2021 with a program update.

The blue and green cart spot check program was launched in May as a way to reduce contamination, protect equipment and staff and maintain high quality recycling and compostable materials in the Blue and Green Cart Programs. Using an education first approach, 208,000 households were reminded of acceptable materials that can be placed in the carts.

### Service Challenges

Recycling market volatility that started with the changes in China's import policy continues to impact recycling markets. The impact has been global, and markets continue to evolve and change in response. W&R has been working closely with our recycling processor as they continue to diligently seek new markets and partners to ensure that Calgary's materials are recycled. Clamshell plastics were a challenge in the first part of 2019, but has since been addressed.

The City would have been significantly shielded from market volatility for all recyclable packaging products if an Extended Producer Responsibility program was in place in Alberta.

### What are we watching?

W&R is watching the quantity and composition of residential garbage to quantify the impacts of a Tag-A-Bag program when implemented.

Council also directed Administration to develop a Residential Waste Collection Mixed Service Delivery Pilot for up to 25 per cent of residential black cart collection and report back in Q2 and Q4 2020 on results of a request for proposal and timeline for implementation.

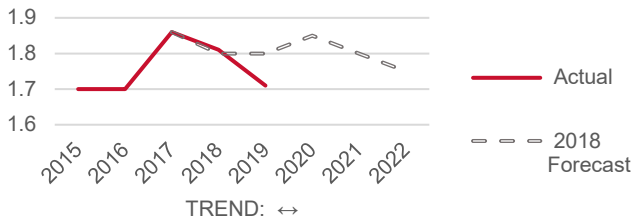
Focus on injury prevention has resulted in significantly improved safety performance in 2019. W&R will continue to prioritize safety through active health and safety committees to better understand injury causes and psychological safety impacts to employees.



# How is the Service performing against plan expectations

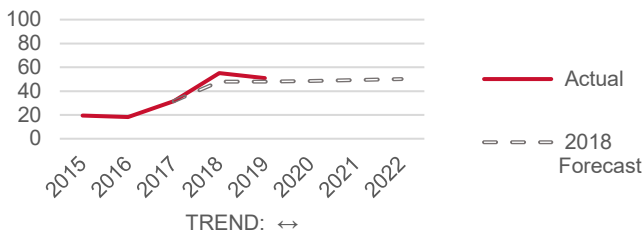
## Story behind the curve

Average Response Time for a Waste & Recycling Service Request (Days)



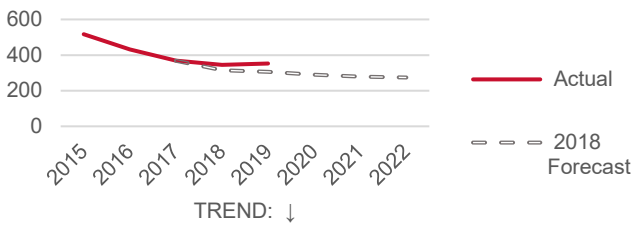
Average Response Time for a Waste & Recycling Service Request is the average days a customer waits to receive an initial response after submitting a service request. This measure can be affected by factors such as extreme weather and changes to programs. Service request volumes increased in 2017 and 2018 following the roll out of new programs and policy changes. Volumes are now trending downward and have stabilized as customers adjust to the changes. Volumes are expected to increase following implementation of the Tag-A-Bag program in 2020.

Per cent of Residential Waste Diverted from Landfill Through Blue and Green Cart Programs (Per cent)



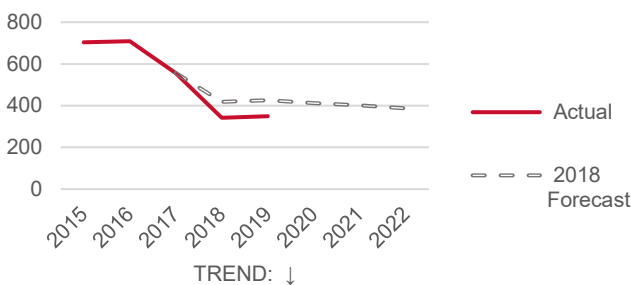
Per cent of Residential Waste Diverted from Landfill through Blue and Green Cart Programs represents the per cent of residential waste that is diverted from landfill through the Blue Cart and Green Cart Programs out of the total waste generated by single-family households. This measure continues to outperform the forecast, and has returned closer to anticipated levels in 2019 as the Green Cart Program matures and compost volumes continue to normalize.

Annual Waste Disposed at City of Calgary Landfills per Person (Kilograms per Person)



Annual Waste Disposed at City of Calgary Landfills per Person monitors the total amount of garbage disposed of at the waste management facilities managed by The City of Calgary, including waste from private haulers. This measure does not capture waste that is generated in Calgary and disposed of at facilities not managed by The City of Calgary. This measure is affected by improvements in waste diversion, changes in customer behavior, the economy, and waste flow within the province. The forecast attempts to estimate the impact these factors will have on waste generated in Calgary, but actual results are higher because more waste than expected was disposed of at City of Calgary facilities in 2019.

Annual Black Cart Waste Collected per Household (Kilograms per Household)



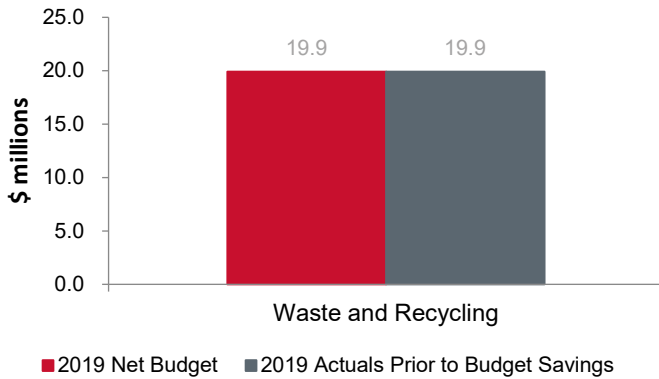
Annual Black Cart Waste Collected per Household monitors the amount of garbage collected from single-family homes through the Black Cart Program. Waste collected has been reduced by approximately 50 per cent following the rollout of the Green Cart Program and change to every other week garbage collection, and results for the program continue to outperform forecasts.



## Operating & Capital Budgets

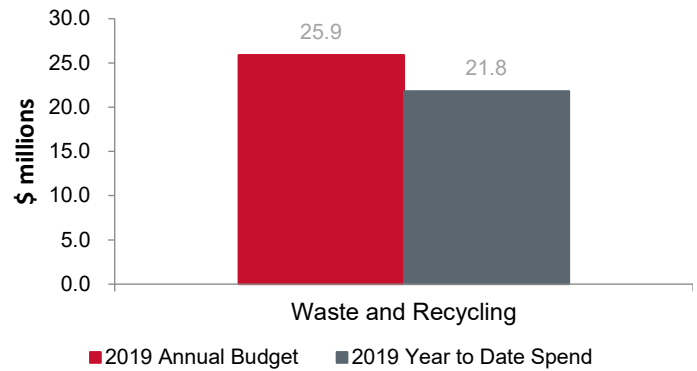
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

The Waste & Recycling service is funded through a combination of tax-supported and self-supported activities. Tax-supported activities had a net overall variance of zero with an actual spend of \$19.9 million. Self-supported programs had a year-end variance of zero after transferring the operating surplus of \$22.9 million to reserve. The transfer to reserve was larger than the budget by \$13.7 million, primarily due to savings in Salary & Wages, Material, Equipment & Supplies and Utilities as a result of continuous efficiency improvements across the service. The reserve is used to fund capital expenditures and landfill closure and post closure care liability costs.

Closing out 2019, the capital budget was \$25.9 million with an actual spend of \$21.8 million (or 84 per cent). Capital investments focused on infrastructure required to process and dispose of waste materials, environmental protection systems, Waste Management Facility internal access roads and fencing, and infrastructure related to facilities and equipment.

2019 major capital projects (with 2019 actual spending) include:

- Remediation \$13.3 million
- Facilities and General Equipment \$3.0 million
- Carts, Bins and Containers \$1.7 million
- Landfill Gas and Stormwater Management Infrastructure \$1.1 million
- Waste Management Facility Internal Roads and Fencing \$922 thousand
- Capping & Cell Construction \$862 thousand
- IT Applications \$602 thousand

# Wastewater Collection & Treatment

Led by: Water Resources

## Description:

This service ensures that over one million customers in Calgary and the region can trust that their wastewater is taken care of and the health of the river is protected. The wastewater collection and treatment service collects water from toilets, sinks and drains, treats it, and returns it to the river. This service protects public health and our rivers by ensuring the necessary investments are made in treatment plants, pipes and people to keep pace with the needs of a growing population. For example, the Bonnybrook Wastewater Treatment Plant is undergoing upgrades to address wastewater demands and regulations that will serve future generations of Calgarians.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

We're a big, growing city on a small river and it requires ongoing investment to meet regulatory requirements. In 2019, The Government of Alberta renewed Calgary's wastewater operating approval for the next ten years. Following substantial collaboration and negotiation with provincial regulators, this is a major milestone for The City of Calgary. The renewal helps optimize operational efficiency while ensuring our commitment to a clean and healthy river.

There are significant capital investments underway in the Wastewater service. Two of the largest projects, Bonnybrook Wastewater Treatment Plant and Inglewood Sanitary Trunk, have upgrades that are on schedule. The upgrades increase Calgary's capacity to collect and treat wastewater from a growing population, meet environmental targets, and improve flood resiliency.

### Service Challenges

There is increasing awareness of hazardous gas, such as hydrogen sulfide, releases in the wastewater system. These hazardous gases significantly limit safe access for employees. In response, The Water Utility is working with our large industrial customers to understand this risk and is putting mechanisms in place to protect our staff and the public.

The nature of the Wastewater line of service is capital intensive. With rising capital investments required to maintain highly reliable systems, meet regulatory requirements, and protect the rivers and the environment, an increased emphasis on service efficiency and process improvements is vital.

### What are we watching?

Climate change will alter how and when we receive precipitation. In Calgary's watershed a change in river flow may impact the dilution of wastewater effluent. Pressures and timing for growth and regional servicing will impact available capacity.

To maintain rates at affordable levels, reductions were made to capital maintenance that increase risk of sewer backups in homes and businesses. The impact of these reductions will be monitored closely.

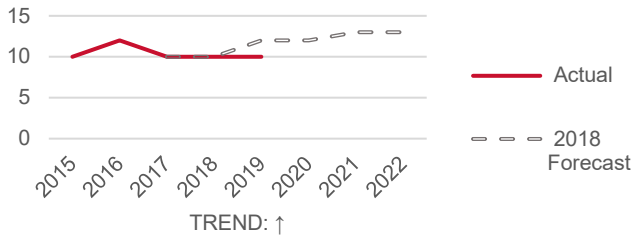
The Water Utility is committed to maturing its safety culture and safety performance.



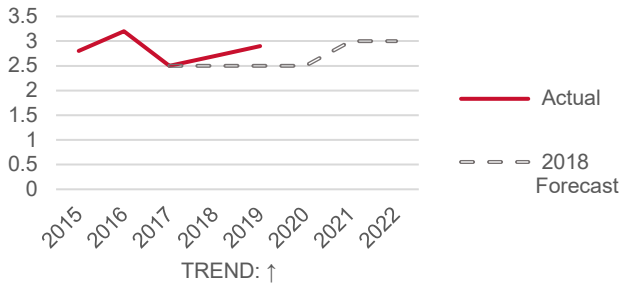
# How is the Service performing against plan expectations

## Story behind the curve

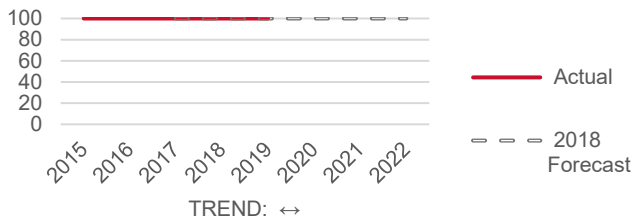
Properties impacted by interruption to wastewater service per 1000 (Number)



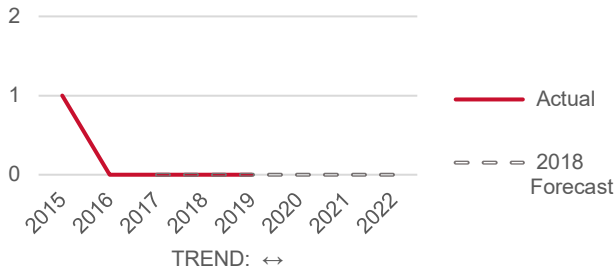
Time it takes to restore wastewater service (Hours)



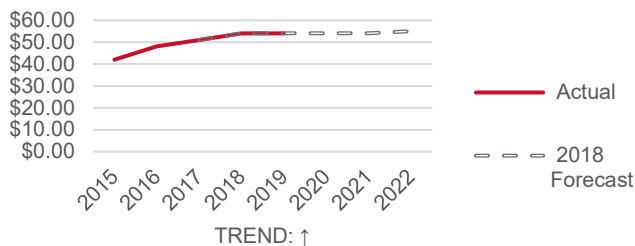
Regulations met for treated wastewater returned to the river (Percent of time)



Sewage releases from the collection system that reached a waterbody, which has resulted in regulatory enforcement actions (Number of releases)



Typical monthly single family wastewater bill (\$/month)



### Value: Reliability

A wastewater backup can be due to many factors such as clogs in sewer pipes, tree roots or collapsed drains. Although this metric has slightly improved, it is important to note that the number of sewer backups has remained relatively unchanged. The improvement in this metric is driven by a growing city (the denominator of the equation). Key strategies to improve performance are: continued infrastructure upgrades, and increasing capacity and efficiency in capital investment programs.

### Value: Responsiveness

It currently takes an average of 2.9 hours to restore wastewater service to a customer. It is anticipated that this curve will climb slightly due to a growing city and an increase in the number of properties who experience wastewater service interruption. Key strategies to address the curve are: invest in no dig technology to minimize customer disruption and improve operational response to meet customer needs.

### Value: Quality

In 2019, 100 per cent of regulations were met. Significant investments are required to comply with regulations, service a growing city and ensure a healthy river for all Calgarians and downstream river users. These investments include growth at two of our wastewater treatment plants and working to strengthen relationships with regulators and our industrial customers.

### Value: Environmental

In 2019, there were zero releases. There are important investments planned to sewer trunk pipe upgrades that reduce the risk of sewage releases from the collection system. In addition, we will continue monitoring sanitary trunks that run close to water bodies, including rivers and streams. It is anticipated that this measure will remain at zero.

### Value: Cost

A typical single family wastewater bill in 2019 was \$54.43. Calgary is a large, growing city located on two small rivers. To maintain the health of the rivers, ongoing investment is required to meet regulatory requirements. As the city grows, the demand for treatment processes will continue to increase. To keep rates affordable, the service is focused on finding efficiencies and process improvements to offset the additional operational and maintenance costs that a growing infrastructure base requires.

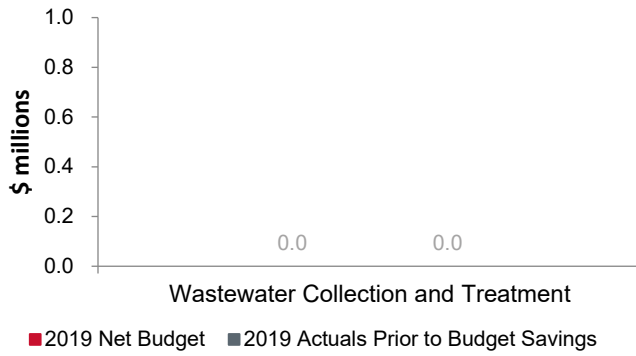




## Operating & Capital Budgets

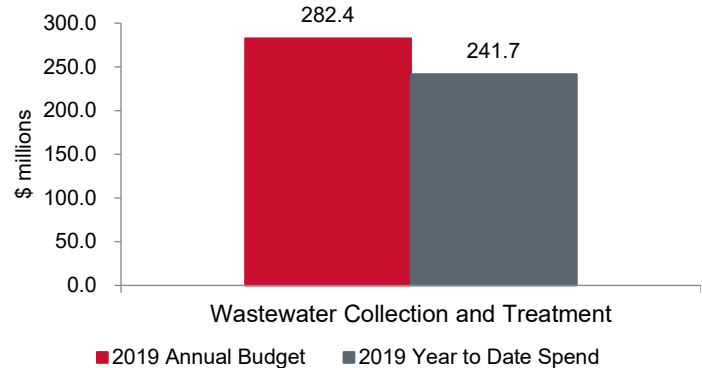
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

The Wastewater Collection & Treatment service is self-supported. The year-end variance is zero after transferring the operating surplus of \$274.7 million to reserve. The transfer to reserve, used to fund capital expenditures and offset future borrowing, was larger than the budget of \$132.0 million primarily due to Offsite Levies as well as savings in Salaries & Wages from delays in filling vacant positions, reduced interest charges and depreciation compared to budget.

Closing out 2019, the capital budget was \$282.4 million with an actual spend of \$241.7 million (or 86 per cent). Capital investments were delivered to upgrade linear infrastructure to maintain high levels of sanitary service for our customers and to increase treatment plant capacity for our customers.

Examples of major capital investments include:

- Bonnybrook Plant D Expansion (\$124 million spending in 2019). We are investing over \$1 billion in extensive upgrades and expansions to the Bonnybrook Wastewater Treatment Plant to protect the environment, increase energy efficiency, and accommodate our city's future growth until the mid-2030s.
- Inglewood Sanitary Trunk (\$49 million spending in 2019). The existing sanitary trunk that carries wastewater from North Calgary, Airdrie and Cochrane to the treatment plant is nearing capacity. This new trunk is critical to maintaining a high-level of sanitary service to Inglewood and surrounding communities. The project is using microtunnelling (connecting pipes underground rather than digging large trenches) to reduce traffic and community access impact.

# Water Treatment & Supply

Led by: Water Resources

## Description:

This service ensures access to drinking water now and for generations to come. This service treats and delivers water to customers, ensuring reliability and availability. It protects public health and ensures long-term sustainability of water resources. Water is our most valuable natural resource. Plants, pipes, pumps and people work 24/7, 365 days a year to protect public health by providing clean drinking water for over one million Calgarians and the region. Calgarians are able to turn on the tap and receive safe and clean drinking water thanks to a dedicated team of experts and forward-thinking investment in infrastructure.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In February, crews responded to approximately 300 water outages resulting from frozen pipes. With extended extreme winter temperatures, frost levels moved to unusual depths of 2.5 to 3 metres (8 to 10 feet). Emergency operations were activated so service partners, equipment and resources could be optimized to support Calgarians. City staff worked on site with multiple strategies to restore water to impacted residents and businesses.

The Water Utility was faced with a prolonged salt shortage through 2019 following a sudden shutdown of a key salt mine in The City's supply chain. A continent-wide salt shortage meant the Water Utility could not guarantee treated water production over an extended period. Salt plays a fundamental role in chlorine generation for potable water production at The City's two water treatment plants. A risk management program was created to ensure an uninterrupted supply of chlorine for the Water Utility. This work included alternate supply chain chemical sourcing and modification of delivery systems to extend the life of existing salt storage. The risk management plans allowed the service to maintain uninterrupted production throughout the salt shortage.

### Service Challenges

As Calgary's population continues to grow, so does the demand on the rivers. With a finite supply of water, the Water service must operate wisely, considering future supply and demand risks. With water conservation efforts embraced by Calgarians, the service has been able to delay investments in treatment capacity and plant upgrades. The service continues to face revenue pressures as a result of lower per capita residential consumption and unpredictable weather patterns. In response, cost reducing methods have been identified through proactively deferring capital maintenance investments, efficiency opportunities and continuous innovation.

### What are we watching?

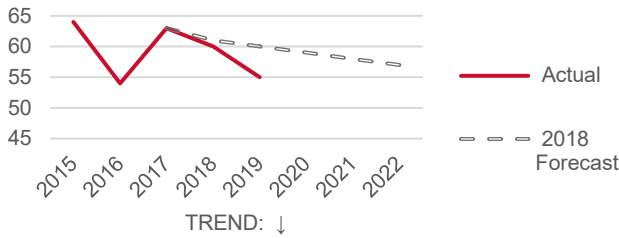
Climate change will alter how and when we receive precipitation in Calgary's watershed. The City's water supply will be impacted by an increased likelihood of flood events and multi-year drought conditions. Water supply and demand will need to be managed effectively, and water storage capacity will become increasingly important. In addition, there is uncertainty on the expectations for water supply service in the region. Changing regulatory expectations and associated processes and documentation mean flexibility in operational planning is required.



# How is the Service performing against plan expectations

## Story behind the curve

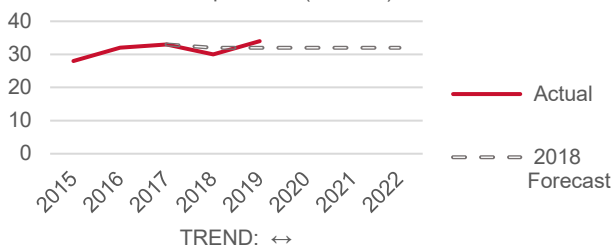
Average time to restore water service during a main break (Hours)



### Value: Responsiveness

It is expected that time to restore service will improve in the next four years as operational improvements are realized. Additionally, the water service will improve operational practices during water service interruptions and communication to impacted customers. The 2018 and 2019 decreases are mainly a result of updated data collection as the total time to restore water service can be more accurately calculated.

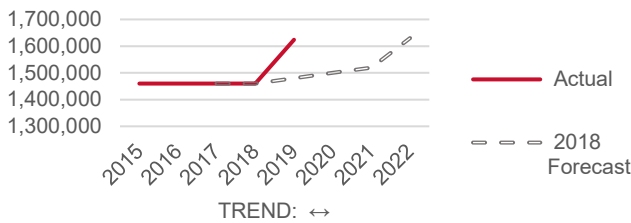
Properties impacted by interruptions to water service per 1000 (Number)



### Value: Reliability

It is expected that this measure will be maintained in coming years. The success is due to the benefit of past investments to reduce water main breaks, and a focus on pipe valve repair to ensure continuity of water service. The Water Utility will continue to implement risk based operational maintenance plans to minimize customer disruption.

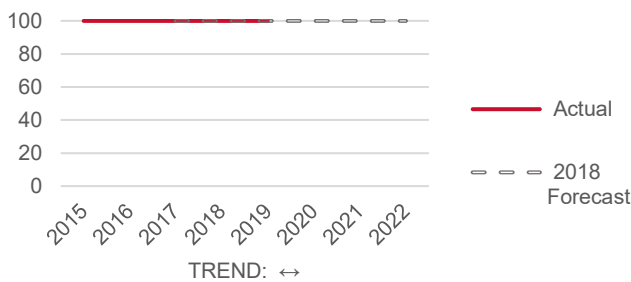
Total population Calgary can provide water to on peak day (Population)



### Value: Sustainability

Calgarians expect that the city's water supply is managed for the future. Over the long term, key strategies include increased peak day demand conservation programming, regional supply planning, monitoring growth and capacity of water treatment plants, and increasing the ability to address water loss in the system. The increase between 2018 and 2019 is a result of an adjustment in planning criteria for per capita maximum day demands.

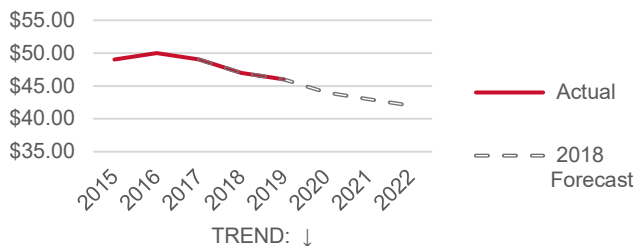
Regulations met for treated drinking water quality (Percent of time)



### Value: Public Health

Operational planning and increasing documentation are required to meet regulations and process requirements. Key strategies in this business cycle to maintain compliance include evaluation and mitigation of risks to water quality events occurring, implementation source water protection activities, strengthening relationships with regulators and doing more to optimize water treatment assets and resources.

Typical monthly single family water bill (\$/month)



### Value: Cost

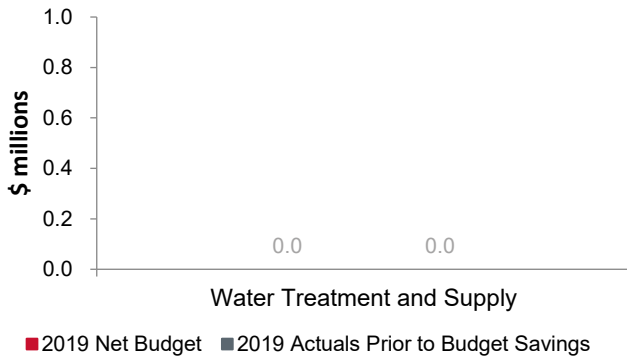
As Calgary's population continues to grow, so does the demand on the rivers. With a finite supply of water, the service needs to operate wisely and consider future water demands. Due to water conservation measures embraced by Calgarians, the line of service has been able to delay investments in treatment capacity and defer costly plant upgrades. These actions have resulted in the ability to keep rates low for our customers.



## Operating & Capital Budgets

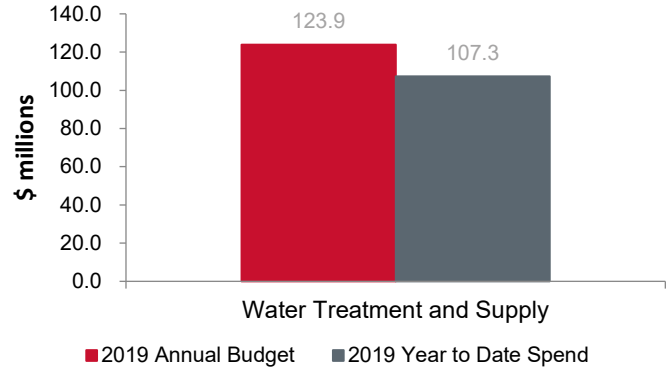
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

The Water Treatment & Supply service is self-supported. The year-end variance is zero after transferring the operating surplus of \$108.4 million to reserve. The transfer to reserve, used to fund capital expenditures and offset future borrowing, was larger than the budget of \$81.7 million primarily due to Offsite Levies as well as savings in Salaries & Wages from delays in filling vacant positions, reduced interest charges and depreciation compared to budget.

Closing out 2019, the capital budget was \$123.9 M with an actual spend of \$107.3 million (or 87 per cent). Significant progress was made to advance the delivery of capital investments to support growth in new communities and maintain existing assets within the water treatment plants and linear infrastructure network.

Examples of major capital investments include:

- Glenmore Dam Improvements (\$21 million spending in 2019). An iconic structure and one of Calgary's oldest landmarks, the Glenmore Dam has been integral to Calgary's water infrastructure system since the 1930s. An upgrade and refurbishment are needed to replace aging components and extend the lifespan of the structure. When complete, a new steel gate and hoist system will provide additional reservoir storage which reduces the risk of drought impacts and improves flood resiliency for the lower Elbow River.
- Northridge Feedermain (\$27 million spending in 2019). Through development, the area of Keystone Hills continues to grow and there is a need to deliver water to homes and businesses in the area. The project used microtunnelling (connecting pipes underground rather than digging large trenches) to reduce traffic impacts when crossing Stoney Trail.

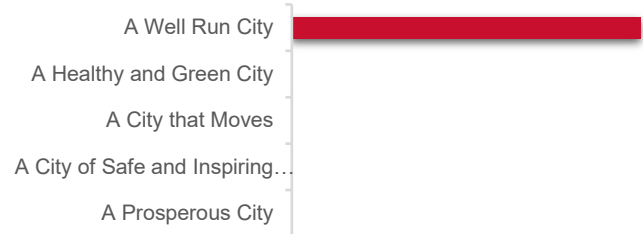
# Appeals & Tribunals

Led by: City Clerk's Office

## Description:

This service provides an impartial process for citizens to challenge property and business assessments, decisions of the development and subdivision authorities, and certain other decisions made by The City of Calgary.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Implementation of **paperless hearings** at the Assessment Review Board (ARB) saved the printing approximately to two million pages in 2019 and provided better tools for members to handle some types of evidence. This initiative has brought about a more effective and cost-efficient process for dealing with the ARB's large volumes of evidence.

The City Clerk's Office and ARB established a partnership with the Canadian Legal Information Institute (CanLII) and began a new practice of publishing **ARB decisions on CanLII.org**, providing greater transparency and access to ARB decisions at no cost.

A new **collaborative scheduling process for ARB hearings** was introduced in 2019, which was led by the City Clerk's Office in general consultation with the ARB General Chair. Feedback from stakeholders was gathered in Q3 and Q4 2019, ensuring that stakeholder received timely, responsive communication, and had input on improvement of the process.

The City Clerk's Office supported efforts to **eliminate costly newspaper advertising** of Subdivision and Development Appeal Board (SDAB) appeals, saving approximately \$50 thousand annually, while still meeting public notification needs for Information about appeals.

After deferral in 2018, Long-Term Tax Support rates were set by Council for the Appeals & Tribunals service, through the Adjustments to the One Calgary Service Plans and Budgets in Q4 2019. Some changes to fees were made.

### Service Challenges

The timing of the Phased Tax Program implementation in June caused disruption to the scheduling and hearing of non-residential assessment complaints. The City Clerk's Office exercised its discretion to provide refunds of complaint fees in cases where non-residential complaints were withdrawn prior to July 12th. Approximately 85% of non-residential complaints filed in 2019 were withdrawn or otherwise settled without a hearing.

The backlog of cannabis store development permit appeals received by the SDAB in a surge in Q3 2018 was finally resolved in Q2 2019; however, much of work and associated costs were borne in 2019.

### What are we watching?

Implementation of 2020 and 2021 Phased Tax Programs, and the timing of those decisions, may impact the volume of non-residential complaints which require adjudication. Shifting of tax burden from non-residential to residential accounts may also impact complaint volumes in 2020 or, more likely, 2021, once impacts of tax changes are apparent to account holders.

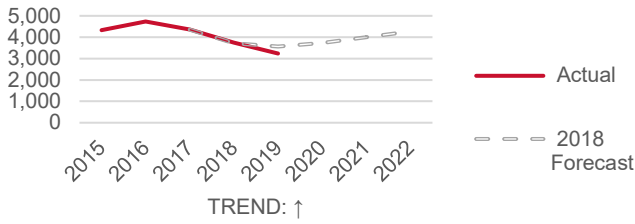
In 2020, an Evidence Disclosure Portal system will become available and will provide participants to ARB hearings with better tools for managing disclosure transactions associated with their complaints.

Work to improve ARB and SDAB websites planned for Q3 and Q4 2020 should support better transparency and improve public understanding and confidence in participating in tribunal hearings.

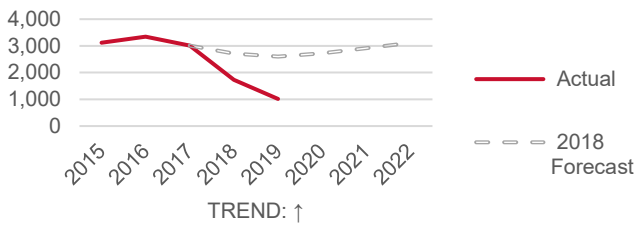


# How is the Service performing against plan expectations

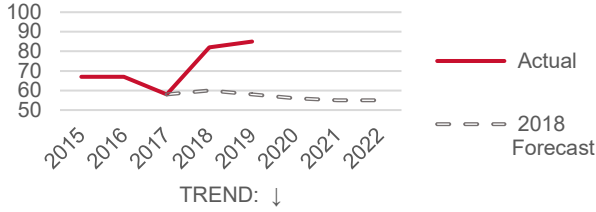
Filing volume (Number of cases filed across all tribunals (annual))



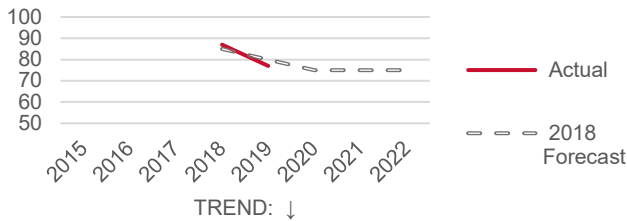
Decision volume (Number of cases filed across all tribunals (annual) upon which a decision was issued.)



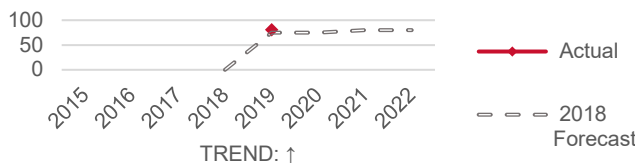
Timeliness Compliance rate (Percentage of cases for which the decisions issued by the tribunals in the last 12 months were published within the relevant legislated timeline.)



Board member satisfaction rate (Percentage of board members who indicated that they support the receive from the administrative staff was "very good" or better)



Participants' information satisfaction rate (Percentage of hearing participants that reported they were adequately informed as to board process and expectations of them as a participant)



## Story behind the curve

Filing volume for 2019 decreased due to a high number of agreements between The City's Assessment Business Unit and tax agents during the Advance Consultation Period in 2018, and so there were even fewer non-residential assessment complaints filed in 2019. The volume of development and subdivision appeals remained relatively low in 2019, at levels very similar to those of 2018. Approximately 1.7% of development permits were appealed, lower than in previous years where rates as high as 3.8% occurred. Finally, the low number of License and Community Standards Appeals continued in 2019.

Decision volumes in 2019 were lower than anticipated due to the relatively low volume of assessment complaints, and due to the high withdrawal and settlement rates for non-residential complaints.

Timeliness compliance was better than anticipated in 2019 due to a relative scarcity of cases requiring the issuance of written decisions by the tribunals.

Board member satisfaction rates with support from administrative staff was slightly lower than in 2018. The ARB caseload required numerous changes to members' schedules and implementation of paperless hearings imposed technological and procedure change on the Board. Offsetting these factors was the success of staff in engaging members as technology and process improvements were implemented. Finally, 2019 saw the conclusion of a long and intense period of adjudication and decision-making for members of the SDAB, as they worked closely with staff supports to resolve the cannabis retail store development appeal backlog.

The participant information satisfaction rate is narrowly above target, reflecting opportunities to improve online resources for participants and prospective participants in tribunal processes, so that they can approach participation with greater familiarity and confidence. The greater number of hearings in Q3/Q4 2019 allowed for a significant improvement from mid-year 2019.

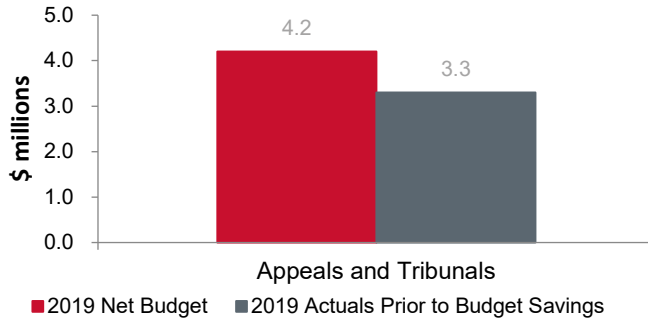


## Operating & Capital Budgets

### Net Operating Budget and Actuals

as of December 31, 2019

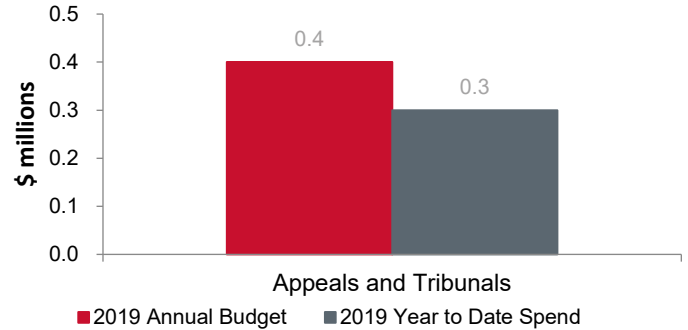
2019 Contributions to BSA of \$0.5 million



### Capital Budget and Spend

as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

The 2019 favourable variance of \$0.9 million can be primarily attributed to fewer Assessment Review Board (ARB) hearings due to the Phased Tax Program, and the reimbursement of 2018 costs relating to the Municipal Cannabis Transition program.

Capital funds spent in 2019 were carried forward from Action Plan (2015-2018). The work focused on the launch of paperless hearings and the development of the Evidence Disclosure Portal and MyID integrations at the ARB. Approximately 75% of the \$500 thousand in funding has been spent to date. The projects are expected to conclude in 2020.

# Citizen Engagement & Insights

Led by: Customer Service & Communications

## Description:

This service plans and executes safe, fair and accessible opportunities for citizens and stakeholders to provide input on City programs and services, and overall quality of life in Calgary. It collects new and existing data, and integrates multiple sources to provide insights on citizen and stakeholder values, assumptions, beliefs and expectations. This data is used to create meaningful and actionable insight to inform City decision-making, policy creation, mitigate risks, identify opportunities for continuous improvement, and drive accountability and transparency for Calgary's citizens.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Delivered 300+ engagement activities, representing an increase in demand of 50% since 2017 while reducing expenditure by 25% over the same period. In addition, more than 33,000 participants provided input through research activities.

Launched the Applicant Outreach Toolkit for developers and communities to enable more predictable engagement by industry, applicants and The City.

Focused on a geographic area (North Hill) to enable more strategic, efficient engagement across a number of business units and projects.

Continued focus on program-level engagement planning to increase efficiency and predictability in engagement outcomes and processes (i.e. Affordable Housing).

Launched the Inclusive Engagement Guide. This living document collects best practices, examples and tools to enable better engagement for all potential participants.

Initiated the Budget Conversations strategy, to provide Administration and Council with deeper insights on the values and priorities of citizens to provide context for budget decision making.

### Service Challenges

Demand for project-level engagement and research continues to grow. Servicing this demand at current resource levels is unsustainable especially when new program level and community relations demands are considered.

Safety of staff and participating members of the public continues to be an ongoing concern as civility both online and in-person degrades.

Citizen measures for trust and reputation have dropped significantly in the last two years, causing skepticism and doubt on the objectivity of research results.

### What are we watching?

Community engagement as a means to build relationships and inform more focused and relevant project engagement.

Ongoing opportunities to implement inclusive engagement and targeted research to support strategies and key objectives.

Increased What We Did reporting to show citizens the impact of their input.

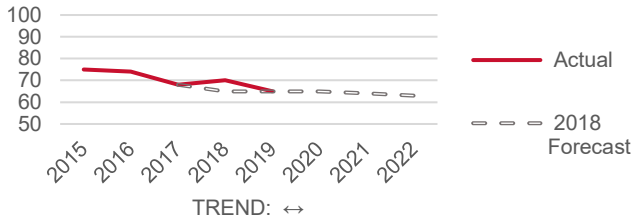
Continuing to identify opportunities to do engagement earlier in project lifecycles to maximize opportunities for input.





# How is the Service performing against plan expectations

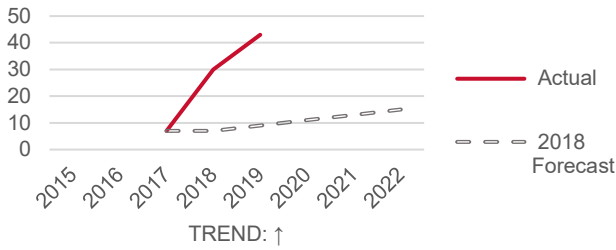
Opportunities for citizen input (Percentage of citizens who say that The City uses input from Calgarians in decision making about City projects and services)



## Story behind the curve

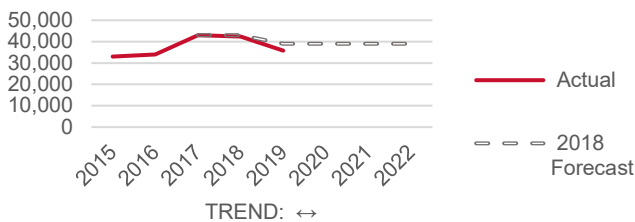
In fall 2019, just under two-thirds (65%) agree “The City uses input from Calgarians in decision making about City projects and services.” Although this represents a statistically significant drop from fall 2018, the measure is for the most part on par with other previous survey waves. Calgarians want to see more information about how their input is being used – or if it is being used. The statistically significant drop in fall 2019 from fall 2018 may appear for a number of reasons, including ongoing media coverage that may be shaping perceptions of how citizen input influences decisions and the desire to provide input in cases where input is not currently being solicited.

Engagement projects that include What we Did reports (Percentage)



Citizen Engagement’s continued focus on reporting back to stakeholders on how their input has been used resulted in a year over year increase in 2019 vs 2018. We are seeing an increased prioritization across administration regarding the value and importance of letting stakeholders know how their input has been used, which is often integrated into overall project communications.

Research participants (Number of research randomized survey participants)



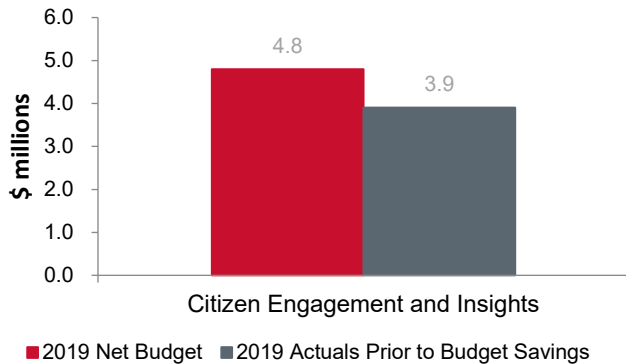
There were 33,562 randomized research participants in 2019. This was drop of 6,598 participants when compared to 2018. We attribute this drop to a number of factors: reduced client budgets, cancelled projects, new Supply processes, and the new 2019 RFSO which resulted in the Corporate Research team starting its research season late in the season. This forecast reduction is in part an effort to reduce non-essential research activities.



## Operating & Capital Budgets

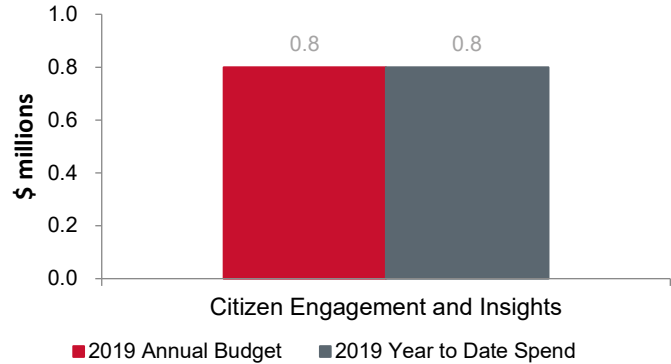
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.9 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

Citizen Engagement & Insights has a positive operating variance of \$905 thousand in 2019. The positive variance is primarily due to lower than budgeted costs in salary and wages, delays with procurement and a reduction in requests from some business units as a result of their own budget reductions.

Citizen Engagement & Insights reduced its operating budget by \$432 thousand in July 2019 reductions and \$87 thousand in planned One Calgary reductions for a total reduction of \$519 thousand in 2019.

The Citizen Engagement & Insights capital budget is overspent by \$10 thousand in 2019. The variance was a result of implementing necessary scope changes for intake of CSC work and financial recovery. The capital budget shortfall is partially offset by unspent capital budget in the Corporate Research Segmentation project, which was put on hold due to uncertainties in operational resources.

# Citizen Information & Services

Led by: Customer Service & Communications

## Description:

Citizen Information & Services provides two-way information and services for Calgary citizens, businesses and visitors through The City's primary contact channels: 311 and the calgary.ca website. Through day-to-day information, interactions and transactions, this service gathers valuable customer and citizen feedback to help The City prioritize, develop and modify services to better meet the needs of citizens and customers. By providing easy-to-access information and services, 311 and calgary.ca help The City speak in a collective voice and build trust with citizens that their municipal government is efficient and well-run.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Citizen Information & Services provides a key point of contact for citizens; in 2019 311 managed over 1 million contacts and calgary.ca received over 22 million unique visits.

A focus on improvements has resulted in 17 enhancements and the addition of 6 services to the 311 Calgary App. Above regular sustainment and maintenance Calgary.ca has completed 18 digital improvement projects in 2019, with an additional 6 planned for 2020. New software has improved The City's ability to solicit Voice of Customer feedback as well as provide enhanced analytics to better understand user behaviour and anticipate user expectations.

In 2019, 311 received the Province of Alberta Municipal Award of Excellence in Innovation for the deployment of 311 live maps and made available 311 data from 2012 onwards to The City's open data catalogue.

Citizen Information & Services continues to provide clear and accessible information to all citizens through translation for both 311 and the web. Work continues to implement guiding principles that support the Digital Services Policy governing The City's online information and services.

The next version of Calgary.ca will feature a new software platform which enhances security, increases scalability and resiliency while modernizing content management and marketing capabilities. This new platform is set to launch by Q4 2020. This new City web presence will better align user expectations with service owner needs and keep pace with advancements of technology.

### Service Challenges

The service area is challenged to meet increased customer expectations for intuitive, easy-to-access information and services.

Changes in operational priorities across The Corporation affect 311's ability meet service targets as set out by Council.

Calgary.ca is challenged to balance client demands with user experience and ongoing improvement work.

### What are we watching?

Shifting client priorities and budgets may have a cascading effect that reduces service line resources and impacts the ability to deliver new technology and improvements to citizens.

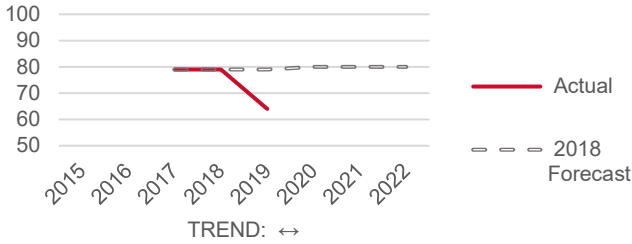
The service line continues to explore opportunities to provide consistent information and services across city platforms to ensure citizens receive accurate and relevant information.

We continue to monitor evolving technology (mobile, artificial intelligence, chat, channel preference, etc.) for opportunities to automate tasks and create capacity to meet growing resource demands.



# How is the Service performing against plan? expectations

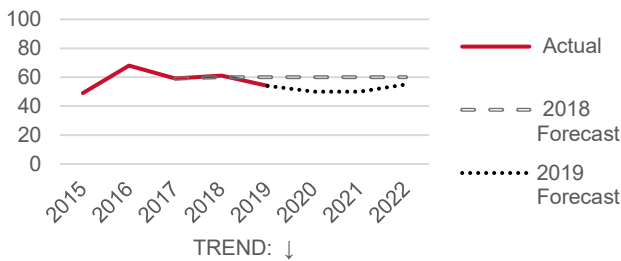
Easy to find information (Percentage of citizens)



## Story behind the curve

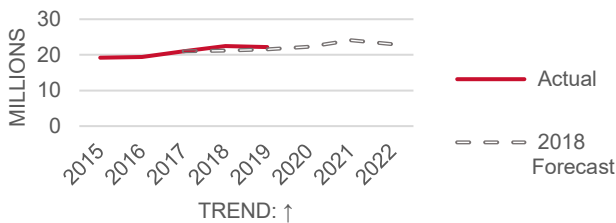
A new Voice of Customer tool was introduced in 2019 along with a new method for calculating 'easy to find information' scores. The 2019 score establishes a new benchmark that future years will be measured against. We are expecting a decrease in this score for the end of 2020 as we migrate content on to a new platform for Calgary.ca

Telephone Service Factor (TSF) (Percentage of calls)



A new Census partnership during peak call volume season along with delays to replace vacant staff positions throughout the year contributed to a decline in Telephone Service Factor when compared to 2018. It is anticipated future performance may be negatively impacted due to budget reductions incurred by this service line in 2019 and 2020.

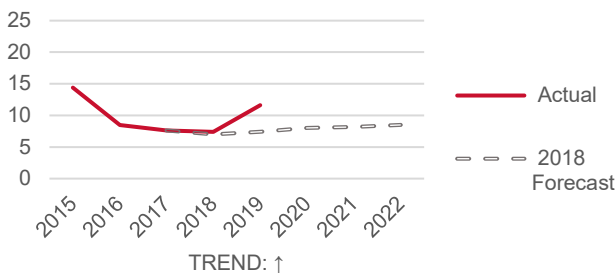
Visits to City websites (Total visits to City websites and applications)



We expected visits would plateau in 2019, and we expect this 'leveling off' to continue over the next few years. Although overall internet usage continues to increase, users are accessing City of Calgary information on sites other than Calgary.ca. With the new Calgary.ca platform coming in 2020, we will increase our focus on managing City information and pushing it out to multiple platforms, so citizens can access our online information and services how, where and when they choose.

In 2019, visits to Calgary websites decreased (-1.2%) compared to 2018, however there was an overall increase (+1.3%) in page views.

311 calls abandoned (Percentage of calls abandoned)

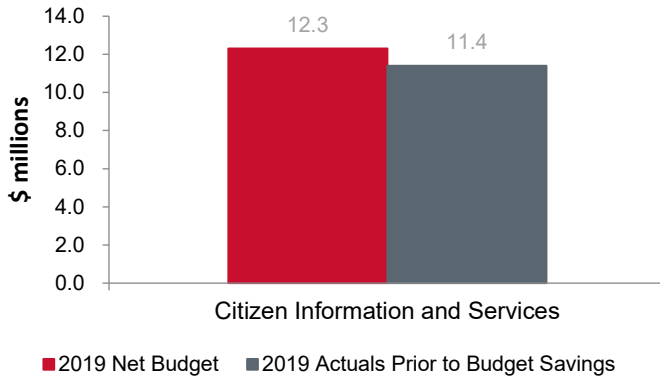


Longer waits contribute to higher abandonment rates. Citizens waited an average of 1.85 minutes to get through to 311 in 2019. A call back feature along with web chat is being investigated to help improve this measure.

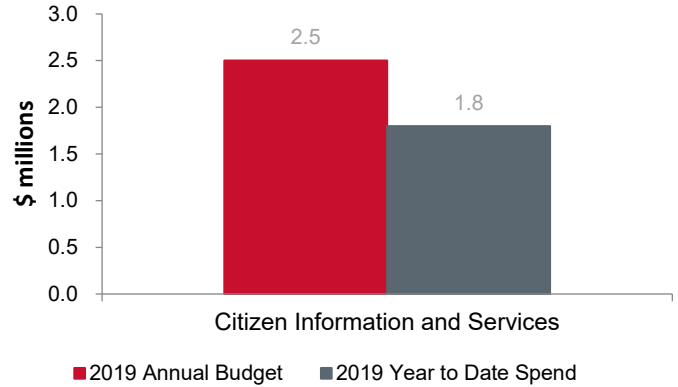


# Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0.9 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



## Highlights

Citizen Information & Services has a positive variance of \$865 thousand primarily due to reduced expenditures in salary and wages, computer software, contractor and business expenses. Lower salary and wage costs were due in part to vacancies as well as delayed approvals for on-call hiring in 311.

Citizen Information & Services reduced its operating budget by \$197 thousand in July 2019 reductions and \$249 thousand in planned One Calgary reductions, for a total of \$446K reductions in 2019.

The Citizen Information & Services capital budget was underspent in 2019 by \$753 thousand. The positive variance is due primarily to:

- 311 software and upgrade delays. Upgrades are scheduled to be deployed in Q1 2020.
- In Customer Service Tools & Technology, focus on Verint Speech Analytics delayed the full implementation of Web Chat. Options for Web Chat were started in Q4 2019 and are carried over into 2020.
- Unspent capital budget in Calgary.ca 3.0 project is due to existing operational resources supporting the work where possible. The Calgary.ca 3.0 project is currently scheduled to be delivered on-time in 2020.

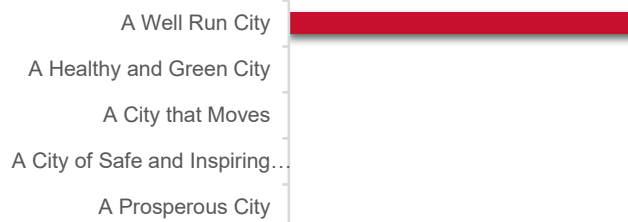
# City Auditor's Office

Led by: City Auditor's Office

## Description:

The City Auditor's Office provides independent and objective assurance, advisory and investigative services to improve governance, risk management and control processes at The City of Calgary to enhance public trust. Council, through the establishment of the Audit Committee, mandated the roles and responsibilities of the City Auditor and the City Auditor's Office through Bylaw 48M2012-Schedule C, Bylaw 30M2004, the City Auditor's Office Charter AC2016-0247, and Whistle-blower Policy CC026. These Bylaws and Charter include requirements supporting professionalism, full administrative authority, unrestricted access to municipal records, appropriate level of audit coverage and annual plan approval.

## Connections to Citizen Priorities



## City Auditor's Office Accountability Framework

City Auditor's Office standard practice, in accordance with Audit Committee bylaw 48M2012, is to provide public reporting on our accountability, delivery against our performance measures and budget spend through quarterly and annual reports to Audit Committee.

City Auditor's Office reporting is available via the City Auditor's Office public [website](#).

# Corporate Governance

Led by: Deputy City Manager's Office

## Description:

Corporate Governance works to build a resilient city and organization by executing on the strategic direction established by Council and Executive Leadership. We are responsible for developing Corporate strategic plans and negotiated agreements with other orders of government and partners; we provide the administrative policies, frameworks, rules and standards to direct service delivery; we minimize exposure to legal, financial, reputational and health and safety risks, all of which support the achievement of organizational objectives.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The Resilient Calgary strategy was approved by Council. Initiatives underway include awareness and education of Natural Infrastructure, Equity on Boards, Talent for Emerging Economies with Calgary Economic Development, 5G Readiness, Living Labs Strategy governance model, and the Future of Calgary Centre City in support of the Downtown Strategy. Infrastructure Calgary undertook a review of capital plans to optimize infrastructure investments in a constrained capital environment.

The City launched the federal YYC Matters election advocacy strategy which focused efforts on Transit Funding; Revenue Sharing / Direct Funding to Cities; Economic Strategy for Calgary Pipelines & Energy; Mental Health & Addictions and Local Housing during the federal election campaign period. The City participated in many Government of Alberta consultations and actively participated in the Calgary Metropolitan Regional Board meetings.

An administration policy framework was developed including standardized templates and guidance to improve the effectiveness and clarity of policies and enable assessment of adherence to external legislation.

Specific governance and policy work included an update of the Occupational Health and Safety policy to meet Provincial Certificate of Recognition requirements; support of compliance to new legislative requirements such as Joint Worksite Health and Safety Committees and incident reporting; and approval of new Procurement and Inventory policies.

### Service Challenges

The change in the provincial government has created the need to build new relationships with Ministers and Deputy Ministers. The provincial legislature brought forward many omnibus bills with direct impacts on The City. The lack of consultation and the speed of change have limited the ability to advance The City's interests.

Increased volume and complexity of work along with decreased funding continues to stretch constrained resources. Priority setting of Corporate Governance work may be challenged.

### What are we watching?

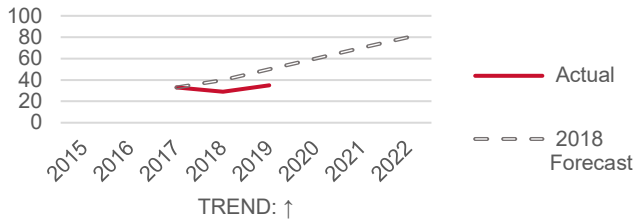
Resilience is working to identify future uncertainties and drivers to support our organization and community in working towards more resilient outcomes. We continue to monitor governance and policy directions from other levels of government to understand how they may impact The City. Through the launch of a corporate-wide Environmental Management System, designed in collaboration with customers and partners, The City will have a consistent framework for managing environmental risks and continually improving environmental performance. We will continue to monitor the impact of staffing constraints on workplans and priorities.



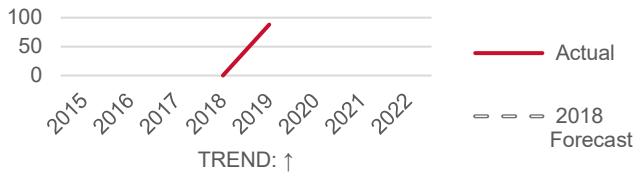
# How is the Service performing against plan expectations

## Story behind the curve

Percent of administrative policies reviewed and revised as per policy review due date (Percent)



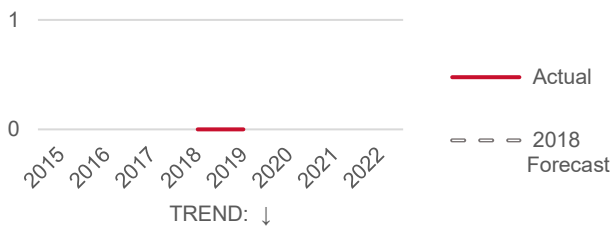
Percent of course participants who identified an increase in understanding of corporate governance related policy, procedure and process requirements as a result of training (Percent)



Number of corporate governance areas that have an increase in maturity (Count)



Number of engineering non-compliance occurrences (Count)



A significant amount of foundational work on the Administrative Policy library was undertaken in 2019 with the intent of improving consistency and completeness of the library. Foundational elements include a new template and guidelines document, a policy review process, and the formation of a corporate governance committee which will approach administration governance collaboratively. Procurement and Warehousing completed a review of 19 procurement policies, Fleet Management Services completed a review of two fleet policies, the TCA policy was reviewed by Financial Support, and the Military Leave for Reservists Policy was reviewed by HR. At the end of 2018 only 29% of policies were up-to-date; while at the end of 2019 35% are up-to-date. There are a significant number of policies that will be rescinded in 2020 once new administration policies that have been approved by ALT come into effect. This will drive a further improvement to the performance measure.

Assessment of participant's increase in knowledge was initiated with the roll-out of the corporate learning management system. The measure reflects the responses of 130 employees over nine courses that had a policy element. The high level of participants who indicated an increased understanding of policy, procedure or process indicates that the training is well targeted and communicated.

Work regarding the maturity of governance practices among the Corporate Governance contributing services is on the 2020 service workplan.

Number of engineering non-compliance occurrences is a measure of the number of closed APEGA complaint investigation reports where The City is found to be non-compliant. In 2018, two reports were closed and The City was found to be compliant in both cases. There were three complaints under investigation in 2019 that remain under investigation which precludes the 2019 performance measure being finalized.

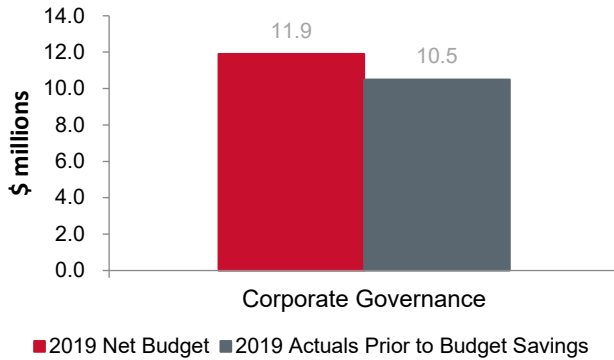




## Operating & Capital Budgets

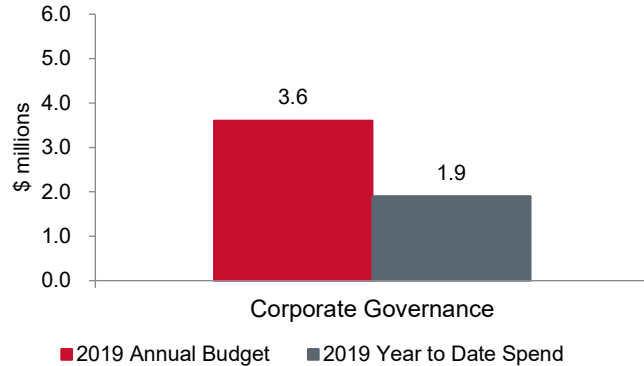
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$1.1 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating

Corporate governance ended the year at \$1.379 million favourable variance. These variances were spread out over 14 business units but can be generally attributed to the following

- Vacancy savings due to intentional management of the workforce and general staff turnover- \$666 thousand
- Savings in discretionary spending categories such as Business Expenses and Consulting due to intentional management of funds and general delay in consulting projects due to resourcing constraints - \$454 thousand
- Unspent membership fees due to the delay in setup of the Calgary Metropolitan Region Board - \$259 thousand

### Capital

The Investment Optimization Program is the only capital program under Corporate Governance. Within the program there were 24 projects of which only one is carrying forward to 2020 with expected completion in 2020. The remaining funds will be relinquished to the capital budget savings account at that time. The unspent capital of \$1.7 million in these projects can generally be attributed to

- Funds remaining after project completion generally due to rescoping of work or remaining contingency funds \$992 thousand
- Cancelled projects due to resourcing constraints or reprioritization \$708 thousand

# Corporate Security

Led by: Corporate Security

## Description:

Corporate Security's service line protects The City's employees, Mayor, Members of Council, citizens and visitors, information, assets and infrastructure, and assists in the provision of public safety. We have two functional categories of service, cyber security and physical security. Under these categories, Corporate Security has 50 subservices.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2019, Corporate Security's (CS) Physical Security team partnered with other agencies in responding to security incidents. There were increases compared with 2018 requests: 12% more calls to CFD, 16% more calls to CPS, 35% more to EMS & 18% more to the DOAP team.

In terms of safety security incidents, CS revived 10 individuals from overdosing, 90% more than 2018. CS responded to approx. 180 medical responses requiring first aid, a 40% increase. CS saw an 85% increase in needle debris requiring disposal and 40% more calls to 911.

In 2019, CS issued 33% more trespass notices & secured 70% more unsecure gates/doors compared with 2018. CS installed/configured over 300 access readers. The preceding figures depict Calgary's current economic climate and the societal security implications.

In 2019, CS' Information Security team saw an increase in the number of cyber incidents. This is attributed to better detection capabilities & staff who are reporting incidents. While the percentage of possible privacy breaches between 2018 & 2019 remain similar, the number of confirmed breaches is lower. By increasing awareness, with early reporting CS has been able to contain possible breaches.

### Service Challenges

In 2019, there were various external factors contributing to the incidents, losses and issues Corporate Security had to respond to, which increased the service requests they received. These factors included Calgary's economic climate, an increase in drug use, crime and other societal factors. Despite this, CS continued to effectively collaborate and partner with other internal business units and external agencies in its response.

While Cyber threats continued to increase and evolve, CS automated some of its processes to improve detection and its incident response.

Internally, CS went through organizational changes, budget cuts and the uncertainty associated with this. However, CS maintained its service delivery.

### What are we watching?

CS is focusing on a risk based approach to security, transitioning its strategic approach and its subservices to reflect an Enterprise Security Risk Management (ESRM) framework for security management. CS is adapting its current approach to reflect this updated philosophy and believes the change more accurately reflects The City's goal to make Calgary a great place to make a living, and a great place to make a life.

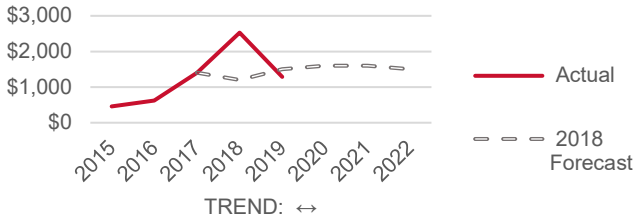
Implementing ESRM requires establishing a new Security Steering Committee that will address security through three working groups. These groups will focus on one-time and ongoing security risks regarding human resources, investigations & access.



# How is the Service performing against plan expectations

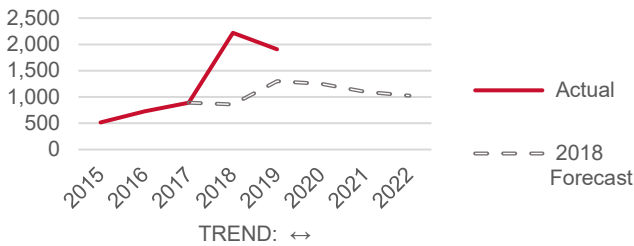
## Story behind the curve

Total identified losses to public assets (Approximate dollars (000's))



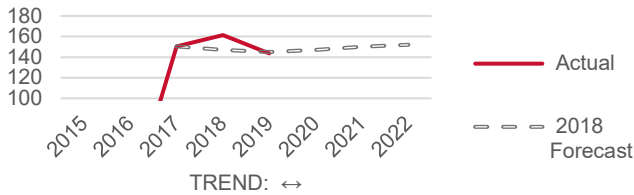
There is a variance in the reported loss between 2018 and 2019 as the investigation files started in 2019 are not all complete; therefore, the losses associated with those are still being calculated. Losses reported in 2018 were significantly higher compared with 2017. This is attributed to Calgary's economic climate, and the resulting increase in drug use & crime.

Incidents (new measure) (Number of incidents)



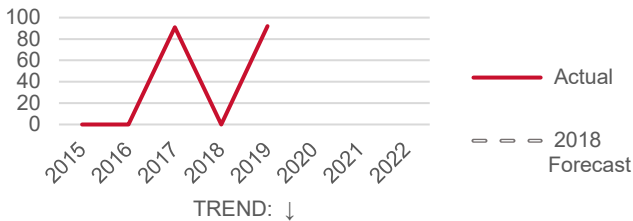
The number of incidents has significantly increased since 2017. This is attributed to various factors including better detection and reporting. We are proud of staff who have brought concerns to us for investigation and resolution. While this is a positive factor, some of the negative factors contributing to these incidents (as noted above) include Calgary's economic climate, increase in drug use and the resulting societal factors.

Corporate Security's Employee Satisfaction (The City's Employee Engagement Survey index rating (Corporate Security's score))



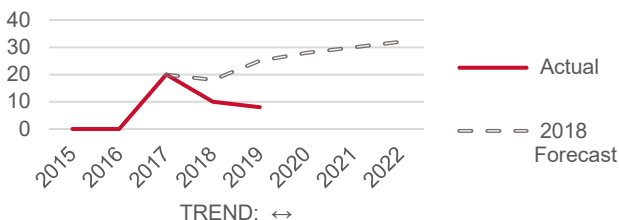
In 2019, unplanned changes in leadership, no pay increases for ME employees and significant budget reductions are factors that contributed to a decrease in the employee satisfaction scores. However, the BUs engagement committee continues its efforts to help address the gaps identified in the survey. Leadership communication has also increased to address this.

Corporate Security's Client Satisfaction (new measure biannually) (Overall satisfaction rating (%age))



The vast majority of Dept ID owners are satisfied with the service they received from CS (92%, including 42% who are very satisfied; on par with 2017 figures). They attribute their satisfaction to the department providing fast and efficient service. Most say CS meets their expectations (63%), with small numbers saying it exceeds expectations (10%) or falls short (12%). These figures are steady from 2017. This survey is done biannually.

Data breaches / information disclosures (new measure) (Number of data breaches / information disclosures)

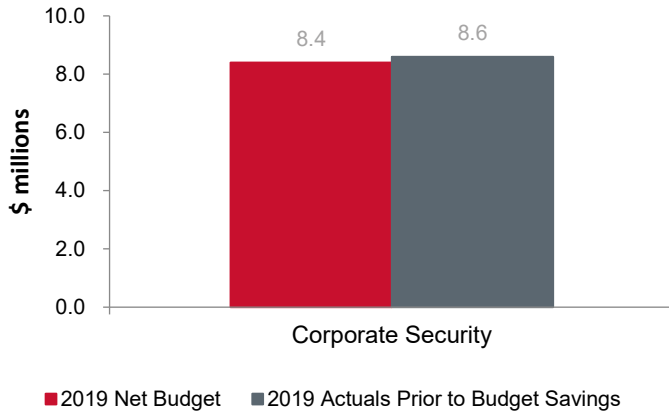


While the percentage of possible privacy breaches involving information technology and systems remains similar between 2018 and 2019, the percentage of confirmed breaches is considerably lower. This is due to the fact we've increased our educational and awareness efforts, which has resulted in early reporting. As a result, The City has been able to contain possible breaches before significant impacts occur.

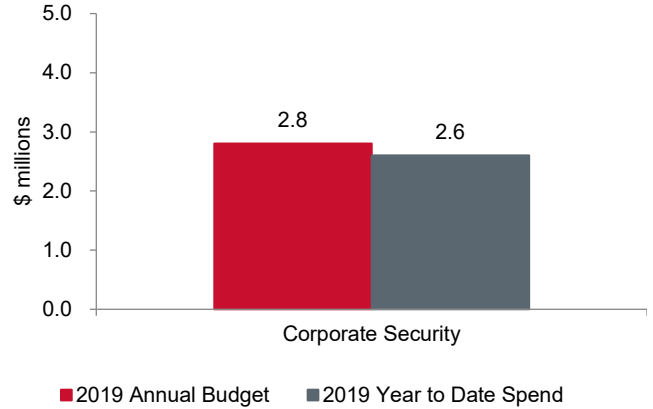


## Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



### Highlights

#### Corporate Security Operating Budget

The unfavourable variance of \$0.2 million is primarily attributed to unbudgeted guard services' overtime costs.

#### Corporate Security Capital Portfolio Budget

Corporate Security achieved a 92% spend rate on its Capital Portfolio and successfully completed the following projects in 2019:

- Public Safety Network Upgrades and Expansion project
- Visitor Management & Emergency Mustering project
- Archer Phase II
- Commend Station Upgrades
- Information Management Project

Corporate Security also had to address its capital variance. In response to the changing economic environment in Calgary, Corporate Security identified growth positions and operating impact of capital to address our portion of Council's request to reduce The City's operating budget by \$60 million. This approach was undertaken to incur the least harm identified in Council's guidelines for reductions.

As a result, Corporate Security's Information Security program incurred significant impacts due to the loss of critical resources necessary for the sustainment of in-progress projects. The decision was made to defer these projects to future years and relinquish the unused budget back to The City.

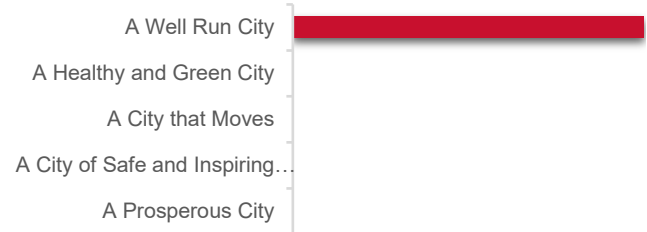
# Council & Committee Support

Led by: City Clerk's Office

## Description:

Council & Committee Support (CCS) provides the structure by which the City of Calgary's legislative decision-making meetings and protocol functions are conducted.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2019, this service continued providing expert procedural advice and meeting management support to an increased number of hours of Council and Committee meetings, as well as an additional five newly-created Committees.

The annual Boards, Commissions and Committees recruitment campaign generated 806 applications for Council's consideration. While the applicant survey indicated that the percentage of applicants identifying as a visible minority decreased, the rate remained higher than the population average. Unconscious bias training was provided to Board Chairs and Members of Council. At the annual Organizational meeting, Council filled 136 vacancies with citizen applicants for 20 Boards Commissions and Committees.

Continued efforts were made to enhance transparency and focus on public access. During Budget week, a daily summary of proceedings allowed the public, Council and Administration to follow the debate and track proposed amendments. A new process was introduced for the release of confidential information once any legislative or privacy restrictions had been met. For the first time, child-minding services were provided during a public hearing.

Protocol led a successful 25th annual Calgary Awards, as well as a growing number of events and activities. A new intake process for visiting delegations and study tours was implemented. Flags of Treaty 7 Nations and the Metis Flag are on permanent display in the Council Chamber.

### Service Challenges

This service is challenged with increasing complexity, volume and velocity of work across all sub-services. Additional Council committees have required support resources.

There are demands to enhance transparency and ensure effective processes are in place to manage the release of information in a timely and legislatively-appropriate manner.

There are also demands to ensure greater collaboration and coordination of events, including ensuring the right protocol tools are available and The City is represented appropriately for events involving the Mayor and Council.

### What are we watching?

Ensuring transparency will continue to be a focus of this service and will drive innovation within the legislative framework.

Technology may be harnessed to help deliver transparency as well as efficiency, including Initiatives such as electronic voting in Council and Committee meetings, and moving towards paperless agendas.

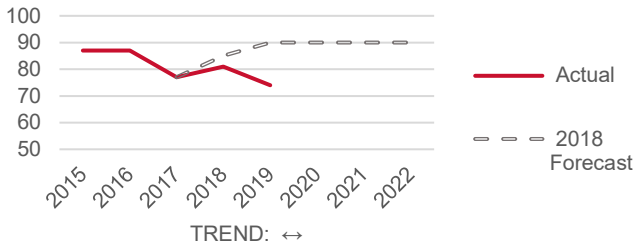
Effective policies and procedures are key to supporting Council and Committee and require regular environmental scans to assess changes to legislation, municipal trends, and demands from the public, Council and Administration.



# How is the Service performing against plan expectations

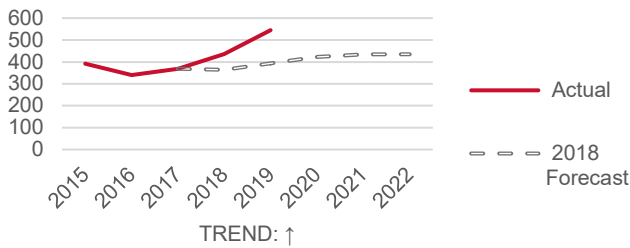
## Story behind the curve

Accurate and on-time minutes publication rate (Percentage)



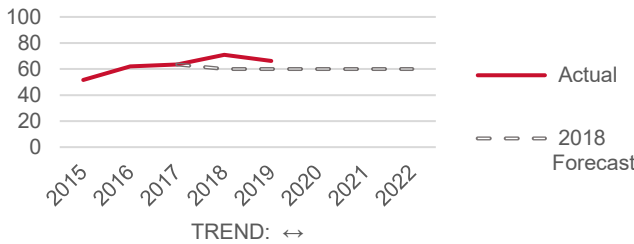
An increasing number of Committees, combined with staff turnover, has presented challenges to both the accurate and on-time publication of minutes. While Committee minutes continue to be completed on time (84%), complex Council meeting minutes remain a challenge (37%). Training and process refinement are expected to improve performance.

Protocol events and activities (Number)



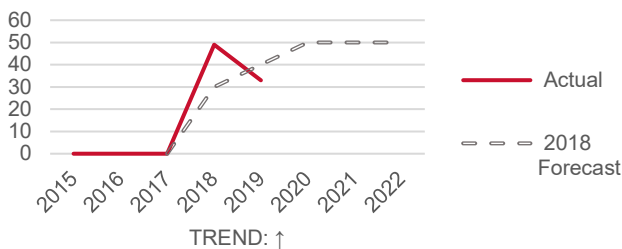
While there has been some growth in the overall number of Protocol events and activities, increasingly such activities have become more complex and require more time to research and execute. As greater tools become available, such as the new intake for visiting delegations, it is expected that both the public and Administration will make greater use of Protocol services.

Hours of Council and Committee meetings (Hours per month)



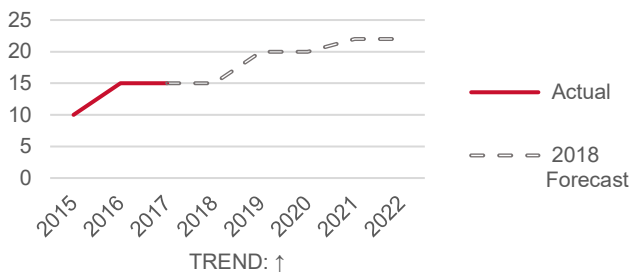
The hours spent in legislative meetings dropped somewhat in 2019. In part, the decrease in hours can be attributed to Council no longer considering individual secondary suite applications, as well as the disbandment of the 2026 Olympic and Paralympic Winter Games Assessment Committee's in early 2019. Additionally, Consent Agenda procedural changes were implemented and reduced the number of items from committee being debated at Council. The scale of meeting hour decrease was partially off-set by the introduction of new five legislative committees in 2019.

Diversity of Boards, Commissions and Committee applicants (Percentage)



The Boards, Commissions and Committees recruitment campaign used a broad approach to ensure marketing reached a variety of groups and stakeholders. While both the response rate to the voluntary survey and the rate of applicants identifying as a visible minority decreased, the rate remained somewhat higher than the proportion of Calgary as a whole. Unconscious bias training was provided to Board Chairs and Members of Council, and the survey data will continue to inform future campaigns.

Volume of Outreach (Hours)



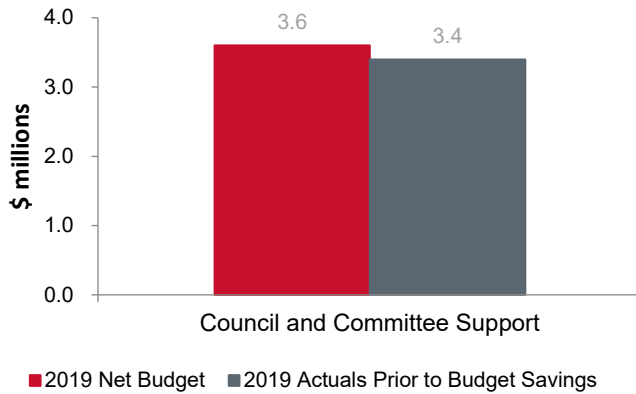
Several key outreach activities took place in 2019. In March a group of media students at SAIT learned about Council processes. In September; a 'She Governs' mock Council meeting introduced nearly 30 young women to municipal governance. In November: an educational evening for Calgary Local Immigration Partnership was held, introducing participants to City Hall.



## Operating & Capital Budgets

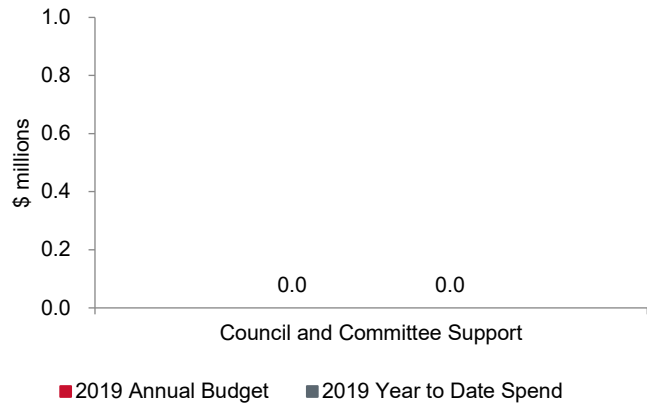
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.1 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

Council and Committee Support's favourable operational variance of \$0.2 million is primarily attributed to spending less than anticipated on salary and wage and operational audiovisual services.

\$20K out of a budget of \$43 thousand in capital funding for audiovisual upgrades was spent in 2019. The funding was approved as part of Action Plan (2015-2018) and carried over. The remaining \$24 thousand out of a program budget of \$600 thousand will be spent and the portfolio closed out in 2020.

# Data Analytics & Information Access

Led by: Corporate Analytics & Innovation

## Description:

Data Analytics & Information Access (DA&IA) provides citizens and employees Geographic Information System (GIS) platforms, innovation and data hubs for The City. It connects customers with authoritative, reliable, consistent, tabular and location-based data. With broad service areas such as support services for emergency management response and recovery as per the Municipal Emergency Plan, emergency dispatcher's routing and mapping, open data for citizens and businesses, and advanced analytics, customers are enabled to make proactive data driven decisions to improve services, reduce costs, increase value and save time.

Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Data Analytics & Information Access has been providing citizens with data and information through online channels including Open Data Catalogue, CityOnline and Map Gallery. Overall, Open Data Catalogue added 32 new datasets. In 2019, our map gallery platform has reported 996,228 visits.

Multiple data analysis projects were completed and provided to customers to enable informed decisions, and to improve service value. This includes community indicators dashboard, Transit targeted improvements, and safety workplace analysis for both Roads and Transit.

Imagery capture for 2019 was completed on schedule. The data collected will fulfill the requirement to update and deliver detailed and accurate imagery information and products. Imagery updates are critical inputs for corporate business units' operations, and contractors working on City capital construction projects. Further, a long range plan to refine the Corporate Imagery Program was developed.

The Corporate Geospatial Technology Plan was completed and presented at the Corporate Technology Committee. This plan will ensure geospatial technology investments are aligned and provide the best value for the dollars invested.

The City of Calgary continues to represent excellence in Geographic Information Systems (GIS) program development, holding the top spot in North America for the Public Sector Digest, Geospatial Maturity Index (GMI) ranking for the second year. The City of Calgary ranked fourth in Open Cities Index for our Open Data program.

### Service Challenges

Limited resources to deliver increasing service requests for locational intelligence and data insights.

Ability to attract and retain specialized workforce.

Time limits for limited term positions when projects are planned to deliver within a longer time period (i.e. capital projects lasting greater than 2 years).

Service is reprioritized for recovery funded work first.

New Corporate eCommerce solution required additional time for the RFP development to ensure we select the right solution for multiple use cases.

### What are we watching?

Opportunities to use existing data to uncover further insights to improve service value.

Patterns of how people are using City services in relation to technological development.

Exploring artificial Intelligence to identify opportunities and leverage its full potential and contribution to City operations.

*Design Thinking and Human-Centered Design* methodology trends, used in problem solving and service design, focused on a human perspective to improve service value and customer experience.

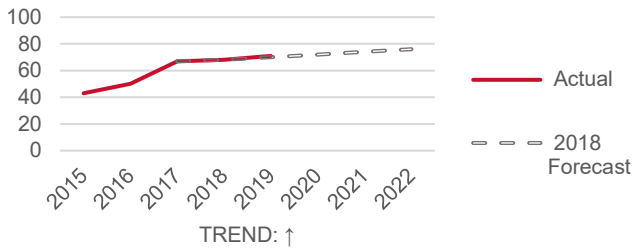




# How is the Service performing against plan expectations

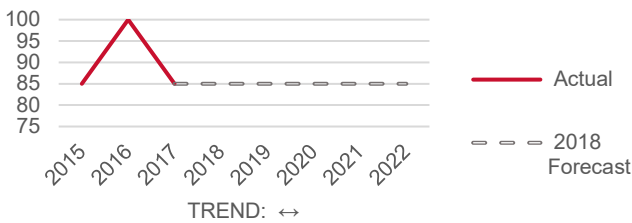
## Story behind the curve

Per cent of City of Calgary business units that have data sets in the Open Data Catalogue (Per cent)



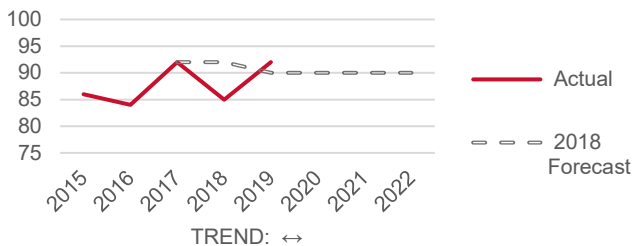
The Open Data team continues to engage with business units to increase the number of data sets available in the Open Data Catalogue. There were numerous activities that supported this work including changes in information Management and Security Policy, internal community of practice and learnings from other major municipalities across Canada.

Per cent of customers satisfied with data formats delivered in the Open Data Catalogue (Per cent)



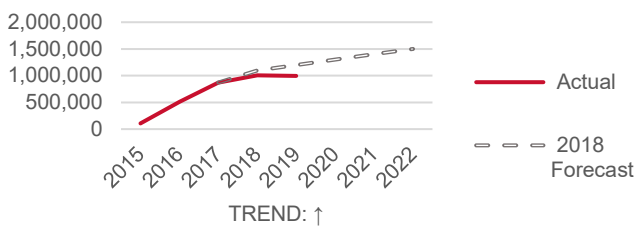
Per cent of customers satisfied with data formats delivered in the Open Data Catalogue is no longer measured. With the new Open Data platform this measure is disabled and Open Data team is looking into more applicable measures to report on.

Per cent of customers satisfied with ease of navigation CITYonline website (Per cent)



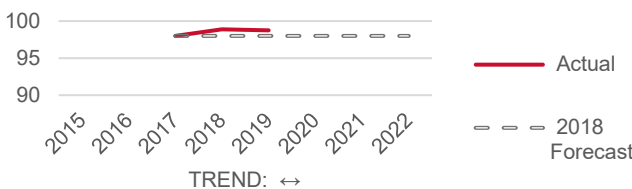
Per cent of customers satisfied with ease of navigation CITYonline website met expected performance of 92%.

Number of users that view products on maps.calgary.ca (Number)



The Map Gallery will be maintained and updated in a timely manner over the next four years. The trend is decreasing due to fewer GIS experts available to support the work. As well, decreased budgets have impacted the ability to provide new data to Citizen facing service lines.

Per cent of Geographic Information System (GIS) Production Services uptime 24 hours/ day. 7 days/week (Per cent)



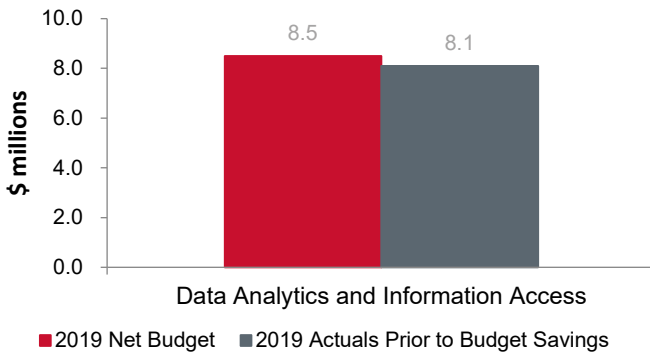
Geospatial Business Solutions strives to deliver the highest possible server and service uptime for GIS systems, however we are dependent on increasingly complex underlying City of Calgary technology infrastructure.



# Operating & Capital Budgets

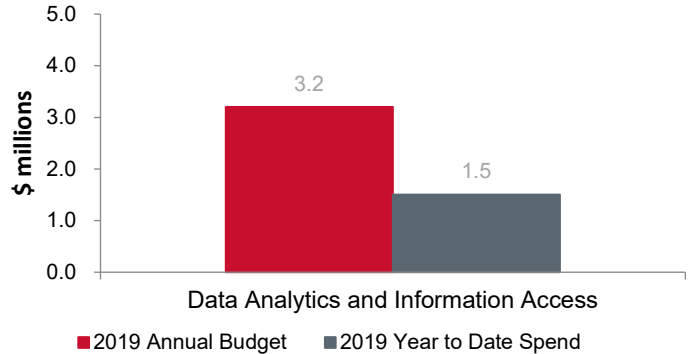
## Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.1 million



## Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0.6 million



## Highlights

### Operating

The Data Analytics and Information Access service line favorable variance of \$0.4 million is primarily due to higher than anticipated mapping and analysis revenues of \$0.2 million and lower than expected spending on hardware and software purchases of \$0.2 million.

### Capital

The capital spent on the Data Analytics and Information Access service line capital projects is at 45%. Update in major capital Investments include:

City Online Next Generation year end spend was 6%. At the directions of the Digital Governance Committee, the Request For Proposal (RFP that was planned to be published in Q1 2019 was delay until Q4 2019. Additional, time allowed to examine the Corporate need for an ecommerce solution. After this research analysis was concluded, the RFP was adapted to emphasize a corporate tool that can be repurposed for multiple use cases.

Further, the Corporate GIS Upgrade Project year end spend was 44%. Project chartering and planning were completed and Corporate GIS infrastructure was upgraded including: servers and databases. The project experienced delays in hiring a project manager. Additionally, numerous project team resources were required to shift their focus onto unplanned higher priority initiatives. Project work from 2019 has been incorporated into the 2020 project plans with project schedules and plans adjusted to ensure completion of essential deliverables.

Lastly, the Corporate Imagery Project year spend was 68%. Highlights of the year include: project charter and plan completion, delivery of the 2019 Orthophotos and 2018 LiDAR Digital Elevation Model (DEM to the Corporation and the annual capture of the Digital Aerial Survey and Oblique imagery. Due to early and multiple snow events, the full 2019 LiDAR data capture was not completed and is now scheduled for capture in fall of 2020.

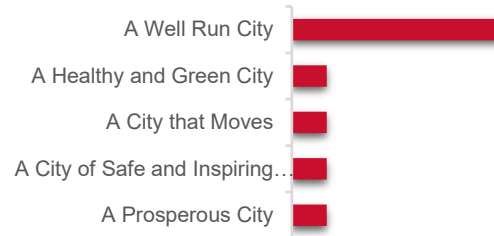
# Executive Leadership

Led by: City Manager's Office

## Description:

Executive Leadership works to secure the trust and confidence of citizens, Council and employees by setting strategic direction and priorities, ensuring financial sustainability, and proper use and management of public resources through Corporate oversight. This service fosters high performance with the use of a performance management system, and promoting a culture of accountability, transparency, collaboration and resilience.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

David Duckworth was appointed as City Manager on 2019 August 30. He provided his vision to Council in a presentation on 2019 October 7 where he outlined his priorities and focus areas as City Manager.

The Calgary's Comeback strategy was launched on 2019 October 7. Calgary's Comeback brings together several initiatives under one umbrella to help demonstrate the action we are taking as a municipal government to support Calgary's economy.

Due to retirements Law, City Clerk's Office, and Corporate Security business units moved under the leadership of the City Manager.

Two Senior Management Team (SMT) meetings and a meeting of the Corporate Management Team (CMT) were held to ensure cross-corporate alignment and information sharing. A commitment was made to continue these meetings in 2020 with two CMT and four SMT meetings already scheduled.

The Business & Local Economy Team joined the City Manager's Office with a mandate to continually Improve City services to foster Calgary's business environment, innovation ecosystem and help build the foundation for business success.

Presented an inventory of 245 sub-services to Council and proposed an approach to sub-service reviews. 7 reviews were completed with the results being presented to Council.

Completed Council's direction regarding optimizing committee mandates that included developing improvements to the notice of motion process.

Reported to Council twice on the top risks facing The City and the management response strategies to address these risks.

### Service Challenges

Several Senior Management Team (SMT) positions are vacant due to retirements with approximately 25% of the SMT in acting capacities. The number of leaders in acting capacities has led to some uncertainty within the organization, however it also creates an opportunity to review the organizational structure with a focus on becoming more nimble, agile, responsive, and collaborative.

Decreased consulting budget may limit the amount of resources available to undertake projects aimed at finding and implementing service improvements.

The high volume of last minute, custom work directed by Council during the course of the year strained resources already committed to approved projects and required reporting.

### What are we watching?

Executive Leadership is accountable for the Principal Corporate Risks. The five risks being carefully monitored by the Administrative Leadership Team in 2020 include: Financial, Health & Safety, Infrastructure Management, Political, and Reputation.

The service is monitoring all the measures in the plan to ensure that progress towards desired results is achieved.

The service is closely monitoring measures related to public trust and confidence for both citizens and the business community.

The service is monitoring the results of the Corporate Employee Survey, including specific measures related to employee pride in the workplace.

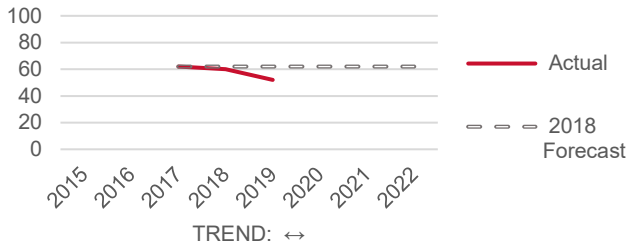
The service is monitoring the community indicators that quantify the quality of life in Calgary.



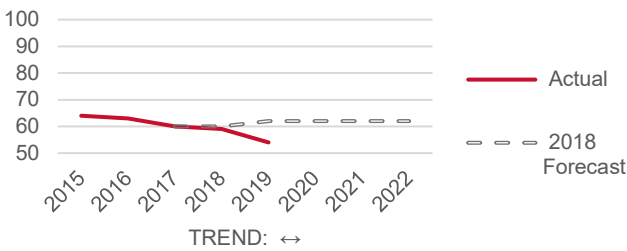
# How is the Service performing against plan expectations

## Story behind the curve

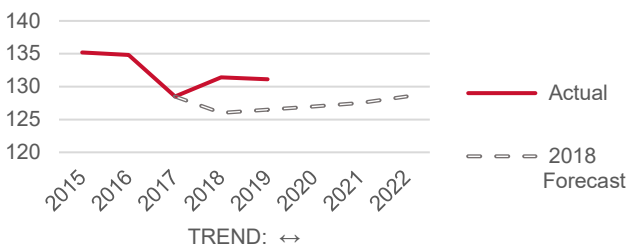
Citizen trust in City of Calgary (Percentage)



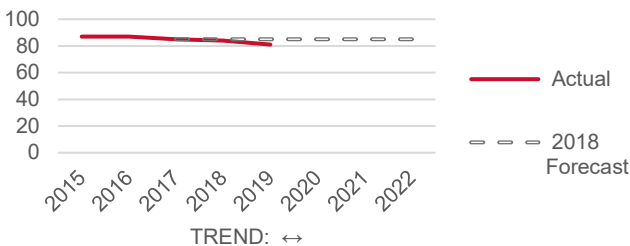
% of citizens who indicate they get good value for property taxes (Percentage)



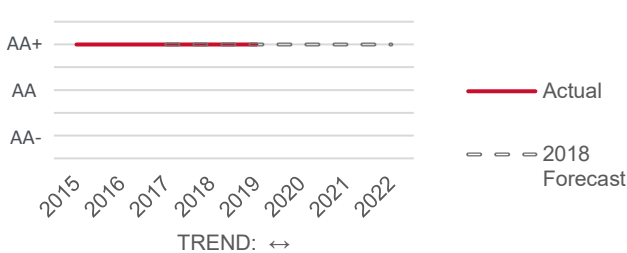
Employee satisfaction index



% of employees who say they are proud to work for The City of Calgary (Percentage)



City of Calgary's Credit Rating (Agency rating)



Calgary's economic downturn had a significant impact on the community and reduced revenue for the organization and its partners. The City has responded by shifting its focus to supporting the economy, keeping Calgarians working and reducing costs. Despite fiscal pressures and increased demand for City services The City has maintained its AA+ credit rating.

The overall results from the Corporate Employee Survey indicate The City continues to be a great place to work. Employee satisfaction has remained virtually unchanged year-over-year at 131.1. Employee engagement scores remained the same as 2018 at 74 points out of 100. The mental health index and the inclusion index also both stayed the same with 73 and 71 points, respectively. The number of City employees who agreed or strongly agreed that they are proud to work at The City of Calgary has dropped slightly by four points compared to last year and we will be keeping a close eye on this over the next year. There has been increased public scrutiny of City employees in the media which may have impacted this measure.

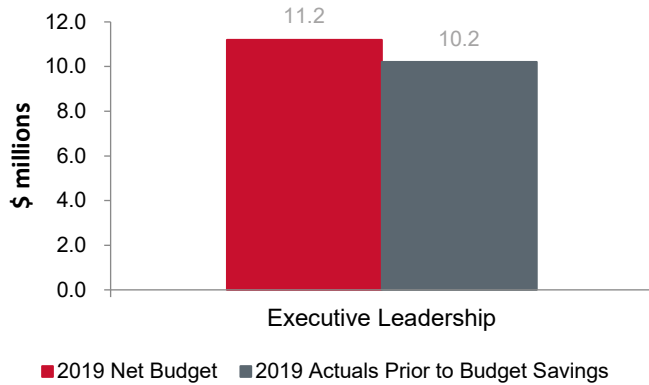
Administration will continue its intentional management of performance through the Executive Leadership service and Administration's Commitments to maintain stability in the organization through this period of economic uncertainty and increased need for organizational capacity for change.



## Operating & Capital Budgets

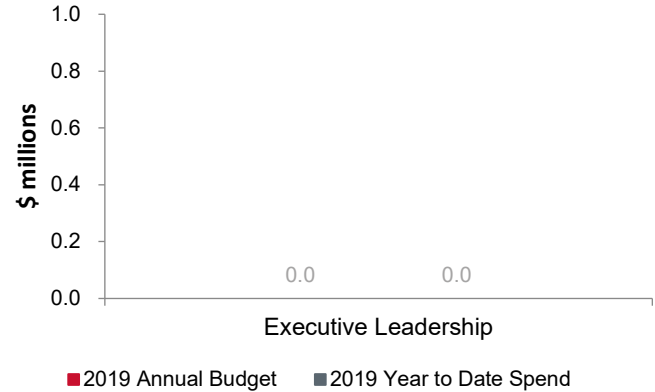
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.4 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

Favourable operating variance of \$1.0 million is primarily attributed to savings in salary and wage, and business expenses, as well as lower consulting costs due to ZBR delays

There is no capital budget allocated to Executive Leadership in the One Calgary Service Plans and Budgets (2019-2022).

# Facility Management

Led by: Facility Management

## Description:

Facility Management plans, builds and operates The City's civic facility portfolio of workplaces and civic spaces. We steward a diverse portfolio of 275 civic facilities, totaling 4.22 million square feet. Through comprehensive professional facility management services, we create and enable positive experiences for staff to deliver effective and quality services to citizens. Facility Management is responsible for two key transformational corporate initiatives: centralization of operations and maintenance, and integrated civic facility planning. Our stewardship portfolio has grown over 185 per cent as a result of these initiatives and will continue to grow significantly through the 2019-2022 budget cycle.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

One of the main focus areas for Facility Management (FM) in 2019 was the on-going implementation of the Corporate Coordinated Operations and Maintenance (CCOM) Program. This will provide the opportunity for service lines to focus on the delivery of their core services to citizens and customers by transferring facility operations and maintenance services to FM. This year we transitioned operations & maintenance of 173 buildings from Calgary Fire Department (CFD), Calgary Community Standards (CCS), and Parks. FM continues to seek efficiencies and a major success of the past year was the consolidation and optimization of janitorial vendor contracts.

In conserving & protecting our heritage assets on behalf of the Corporation, FM concentrated on the preservation and maintenance of the Historic City Hall, Rouleau House, Alexandra School & Capitol Hill Cottage School.

Collaboration with Corporate Security to identify technological solutions & efficiencies in building security, enabled a reduction of building security staff at FM facilities. The FM Project Management Office completed 21 capital projects that were 100% audit compliant on time and on budget.

### Service Challenges

The Coordinated Operations and Maintenance Program will result in the transfer of numerous assets to FM that are currently in critical to fair condition (60% of the City's Total Corporate Portfolio is in critical to fair condition, 2017 ISR). FM will need to balance the constrained capital environment with the investment needs of aging infrastructure that is deteriorating in condition during each budget cycle.

### What are we watching?

FM is watching the current fiscal environment to understand how it will impact our ability to deliver on our service line. One of our mitigation strategies is to continue to pursue efficiency opportunities, with a focus on the consolidation and optimization of vendor contracts.

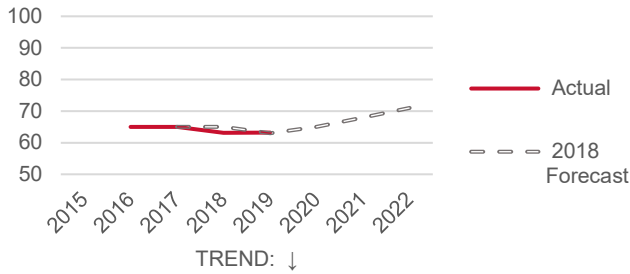
FM is looking into emerging building technologies that focus on climate change and resiliency to prepare our portfolio for potential future challenges.



# How is the Service performing against plan expectations

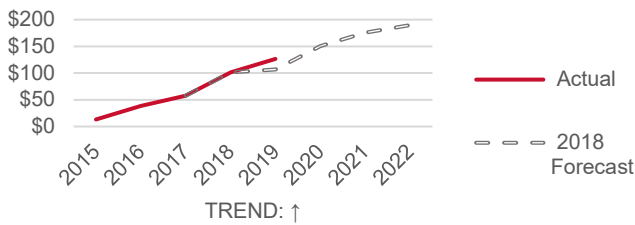
## Story behind the curve

Employee Satisfaction with Work Space (Percentage)



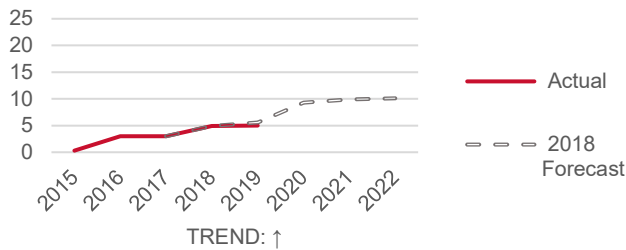
In 2019 employee satisfaction with workspace increased slightly above the forecast to 63.25%. This indicates that the ongoing Space Optimization projects facilitates greater collaboration between teams, supports flexible workplaces and spaces while increasing employee productivity.

Deferred Maintenance of Facility Management Portfolio (Millions of Dollars)



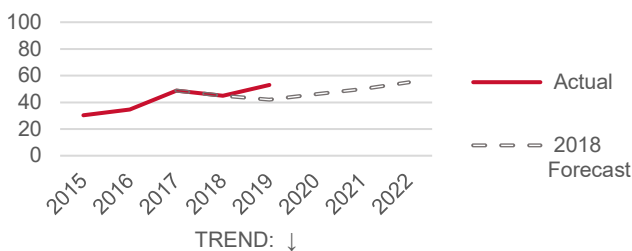
The trend for the cost of deferred maintenance of FM's portfolio is increasing as constrained budgets impact the ability to deliver planned ongoing maintenance. As FM absorbs additional facilities and operations & maintenance services under CCOM, these costs are expected to increase and may be compounded.

Facility Management Portfolio in Poor & Critical Condition (Percent)



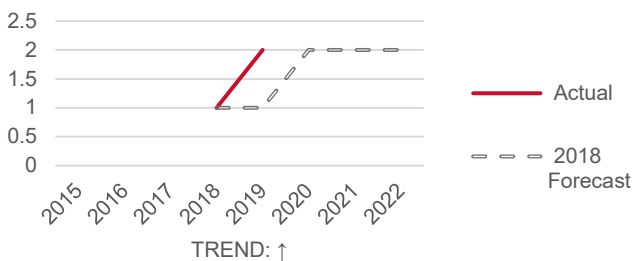
FM stewards a total 262 properties of which 5% are deemed to be in Poor or Critical condition. As more facilities are added to FM portfolio through the CCOM operations & maintenance transfers the total percentage of buildings in poor & critical condition are forecasted to increase.

Proportion of Work Orders That are Preventative Maintenance (Percentage)



The percentage of the proportion of work orders that are preventative maintenance increased in 2019 to 53% as a result of onboarding new facilities. However, FM was able to reduce the non-critical, low risk preventative maintenance work orders by 8000 through proactive planning & timely execution of preventative tasks coupled with efficient utilization of available resources and streamlining related workflows.

Responsiveness to Urgent Work Orders (Days)

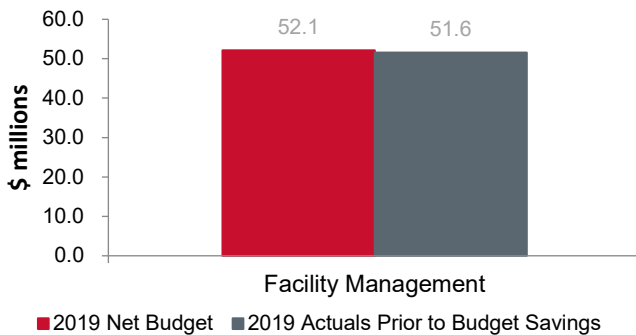


In 2019 FM met the proposed target response time to urgent work orders of 2 days. This is a result of a streamlined work order system that captures and expedites the assignment & completion of urgent work orders.

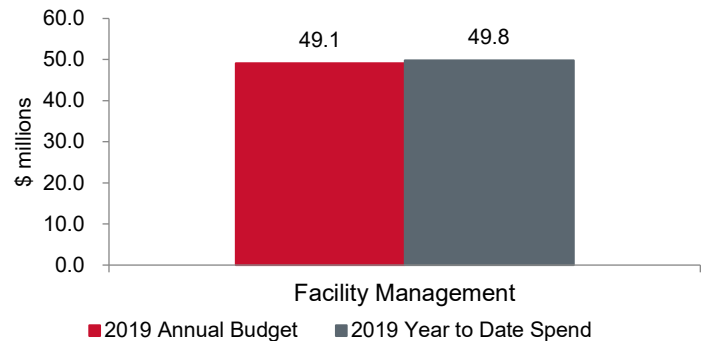


## Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0.6 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



## Highlights

### Operating

Facility Management was \$0.564 million favourable, prior to budget savings contributions. This is as a result of intentional workforce management, reduced spending in business and contractual expenses, and lower utility costs due to temperature variability.

### Capital

Facility Management achieved a 101% spend rate, with a capital spend of \$49.8 million for 2019. FM spent \$14.1 million on high priority lifecycle investments and asset sustainment for Parks, Calgary Fire Department, Facility Management and Recreation focused on critical health and safety projects and supporting service line delivery. The Capital Conservation Grant (CCG) lifecycle reimbursements for community based projects amounted to \$11.3 million, supporting community associations' buildings and amenities. Facility Management continued the preservation of heritage assets with an overall investment of \$12.2 million, major projects included investment of \$6.5 million in the Historic City Hall, \$1.2 million spend on Rouleau House and \$1 million spend on YWCA Foundation.



# Financial Support

Led by: Finance

## Description:

This service provides sound leadership in financial planning and budgeting, reporting, measuring services' financial performance and monitoring adherence to financial plans. This service also provides investment management, non-tax revenue billing and collection, and payments for goods and services provided to The City.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Financial Support provided financial expertise and analysis that supported significant budget recommendations and decisions including the approval of the BMO Centre Expansion and the Event Centre projects.

The City maintained its AA+ and AA (high) ratings with S&P Global Ratings and DBRS respectively throughout the downturn, with strong budgetary performance and prudent fiscal management, particularly debt and reserve management practices cited as key contributors.

Accounts Payable continues to work with partners across the Corporation to reduce payment cycle times and ensure timely payments to our suppliers, which supports their financial well-being.

The City of Calgary's budget was recognized with the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA). The award is considered the highest form of recognition in governmental budgeting.

The City of Calgary received The Canadian Award for Excellence in Financial Reporting as established by the GFOA for the Year ended December 31, 2018. This award demonstrates continued effort by Financial Support to go beyond the minimum requirements of generally accepted accounting principles, as set by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure for the citizens of Calgary.

### Service Challenges

Increased complexity and volume of work coupled with limited resources required prioritization of projects and client inquires.

System limitations compounded by resource constraints have resulted slower response times than desired.

### What are we watching?

Financial Support will monitor the pace of economic progress in Calgary to provide recommendations for the appropriate fiscal policy response as the economy evolves and an assessment of the impact on City finances.

Federal and Provincial funding and legislative changes to ensure compliance and possible impact on City processes, ability to maintain infrastructure, services and potential impacts to debt levels.

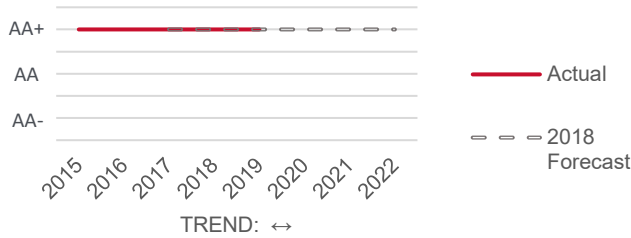
Ability to attract and retain skilled, knowledgeable employees as a key contributor to successful succession management.

Employee morale continues to be monitored in this challenging environment.



# How is the Service performing against plan expectations

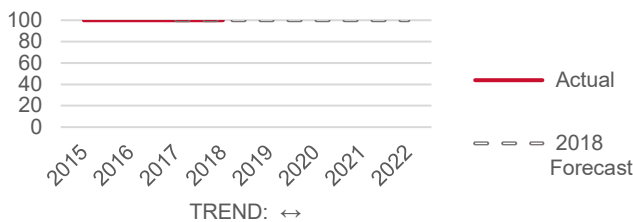
City of Calgary's Credit Rating (Standard and Poor's)



## Story behind the curve

Credit ratings measure credit worthiness and affect The City's ability to borrow. A higher rating translates into a lower cost of borrowing. The City maintained its AA+ with S&P Global Ratings throughout the economic downturn. Strong budgetary performance and prudent fiscal management, particularly debt and reserve management practices cited as key contributors.

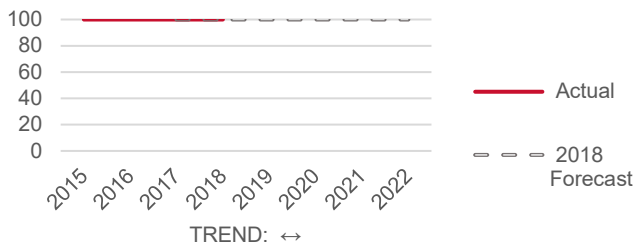
Unmodified External Audit Opinion with no Unaddressed Audit Findings (%)



The City strives for an unmodified opinion issued by the external auditor annually and it is based on audit evidence obtained about the amounts and disclosures of the financial statements. Ongoing monitoring of new Public Sector Standard Accounting Standards to be implemented in future budget cycles is important so that there are sufficient financial and operational resources to implement internal controls and processes that enable The City to continue to achieve an Unmodified Audit Opinion.

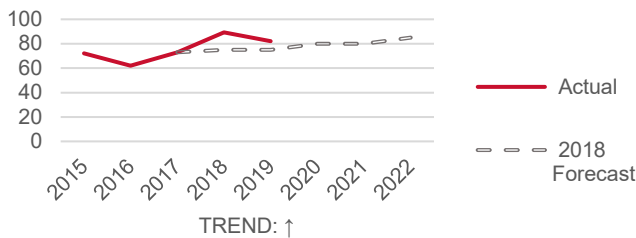
Note: The 2019 results will not be available until May 2020 and will be updated during mid-year adjustments.

% of Compliant Reports Issued (%)



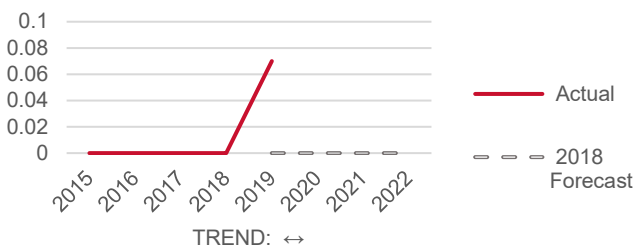
Financial Support receives compliance reports each fiscal year with opinions expressed by accredited external parties on The City's performance, processes and policies. Historically, The City has been 100 per cent compliant for these audits and deliverables in terms of compliance, quality and timeliness will continue to be achieved. Maintaining investments in systems and people ensures that compliance programs and annual audits are conducted in accordance with expectation, minimizing risk to The City as a whole.

Percentage of Invoices Paid within 30 days (%)



The City prides itself on its reputation and the relationships it builds with vendors. Processing invoices is highly coordinated reaching many levels and across the entire organization. All invoices and billings issued to The City are centrally received by the Accounts Payable division for processing. This reflects The City's well managed cash flow and the priority with which it treats vendor payments.

Bad debt write-off as a per cent of billed revenue (%)



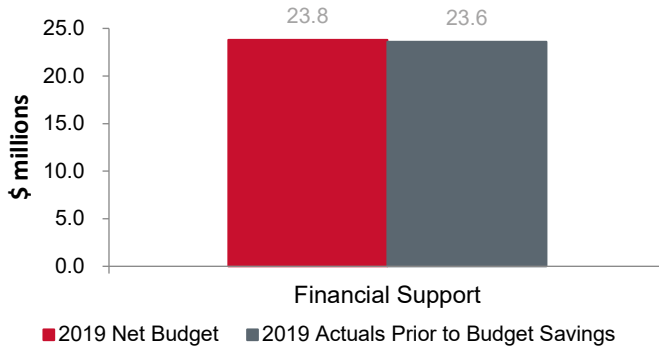
The City's performance for bad debt write-offs as a per cent of billed revenue for the corporate portfolio in 2019 was 0.07 percent. Ensuring collections of The City's receivables is critical to managing The City's overall cash flow. The City of Calgary has consistently outperformed most of its Municipal Benchmarking Network Canada (MBNC) peers on this metric in recent years.



## Operating & Capital Budgets

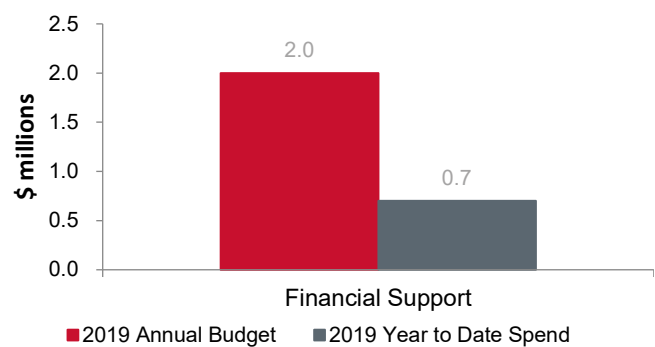
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.2 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Net Operating Budget Summary

The net favourable operating variance of \$0.2 million achieved by Financial Support is primarily due to savings in salary and wages resulting from intentionally managing the workforce and lower spending on business expenses.

### Capital Budget Summary

The 2019 capital spend was 33%. Capital projects in progress includes:

- Hyperion Financial Planning and Budgeting System - In September 2019 the Operating Budget application went live
- Telephone based Payment Solutions anticipated to be completed in 2020
- Document Solution projects expected to be completed in 2020
- Investment Management System 2022 scheduled completion
- Tangible Capital Asset (TCA) Project Costing projects anticipated completion in 2022

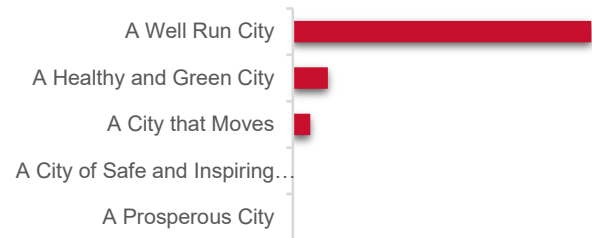
# Fleet Management

Led by: Fleet Services

## Description:

Fleet Management enables sustainable City service delivery through the life cycle management of vehicles, equipment and components. This includes the acquisition, disposal, maintenance and repair of assets, as well as engineering, manufacturing and fleet safety governance.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Increased emphasis on safety at Fleet Services (Stop and Think campaign, annual Safety Summit, employee Safety Awards), resulting in a 70% reduction in LTD claims in 2019.

Drafted the new Fleet Management Policy and Fleet Operator Safety Policy. The Fleet Management Policy provides oversight and structure to current fleet management practices and The Fleet Operator Safety Policy ensures governance of operator safety and green driving practices at The City of Calgary. These policies are going forward for approval in the first quarter of 2020.

Patented the multi-purpose truck design with slip-in components and are currently negotiating a licensing agreement.

Identified internal operating and financial efficiencies through intentional management of overtime, safety, and capital borrowing to reduce our customer lease costs.

Established a City of Calgary Fleet Leaders Forum with all fleets (Calgary Transit, Calgary Fire Department, Calgary Police Service) to increase collaboration, share best practices, lessons learned, and opportunities for synergies.

Consolidated the process for hiring on-demand fleet (with and without operators) to address peak seasonal demand of City operations. The new contract with a single provider has improved efficiencies and reduced administrative costs.

### Service Challenges

Vehicle utilization continues to be a challenge. Fleet will launch the Flex Fleet car share project in 2020 to increase utilization and reduce the fleet by 150 units by 2023.

Vehicle life can be extended but results in increased depreciation liability. The Fleet Services Reserve was broadened to offset losses at time of sale for these units.

CFOS data quality has been a challenge. Fleet and IT will implement a Governance model and sustainment plan to address this, and investigate new technologies in 2020.

The Learning Management System created issues with Green Permit certifications, renewals and restrictions. Fleet and HR are working together to find a solution.

### What are we watching?

Alternative fuel options (electric, CNG, bio-diesel, hybrids) are being investigated. Fleet and Waste & Recycling will pilot a CNG/Electric hybrid refuse truck in 2020, and two electric cars will be put into service as part of the Flex Fleet project.

New telematics solutions to improve data quality, data capture, and the ability to report on green driver behaviours such as idling, speeding, acceleration, etc. will be investigated in 2020.

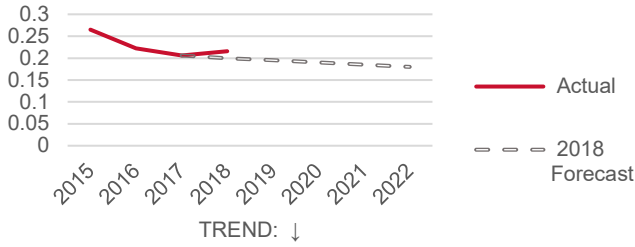
Facility and resource planning is underway in response to the decision to outsource a portion of black cart collection, as well as other service level reductions.

Fleet will pilot a utilization-based preventative maintenance schedule with 200 light duty vehicles in 2020 that will reduce maintenance costs for our customers.

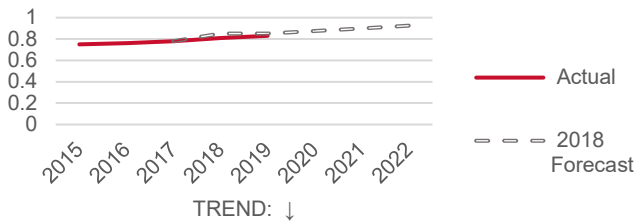


# How is the Service performing against plan expectations

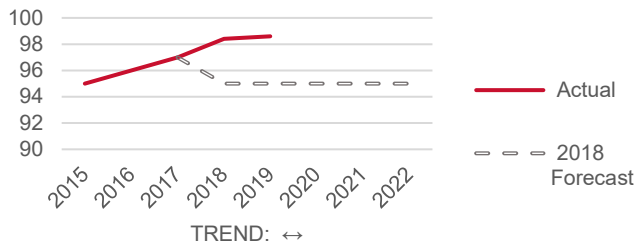
Carrier profile rating (Rating)



Total cost per light vehicle KM (lease and maintenance cost, not including fuel) (Dollars)



Uptime of critical and essential fleet (Percentage)



## Story behind the curve

The Alberta government uses Carrier profiles to measure and monitor on-road safety performance of commercial fleets. The rating is a combination of collisions, convictions, and inspections. Stage 1 monitoring by Alberta Transportation starts at a risk rating of 0.470. Fleet's rating is well below the stage 1 monitoring with a rating of 0.216 in 2018. Carrier profile rating for 2019 will not be available until June 2020 due to delayed provincial reporting.

Cost per light vehicle kilometer increased from \$0.81 in 2018 to \$0.83 in 2019. Total unit counts, lease costs and maintenance costs decreased slightly in 2018 and 2019. Total Light Fleet utilization (total kilometers traveled) decreased more significantly in 2018 and again in 2019 thereby increasing the total cost/km. Utilization of vehicles continues to be a challenge substantiating the need for the carshare and extended life projects to increase utilization and reduce costs

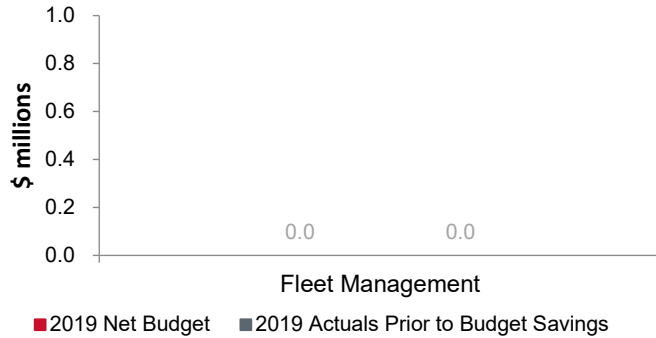
Uptime of critical and essential fleet was 98.42% in 2018 and 98.65% in 2019. An increased focus on planned maintenance has led to a higher level of uptime, reliability, reduced costs and decreased unplanned breakdowns.



## Operating & Capital Budgets

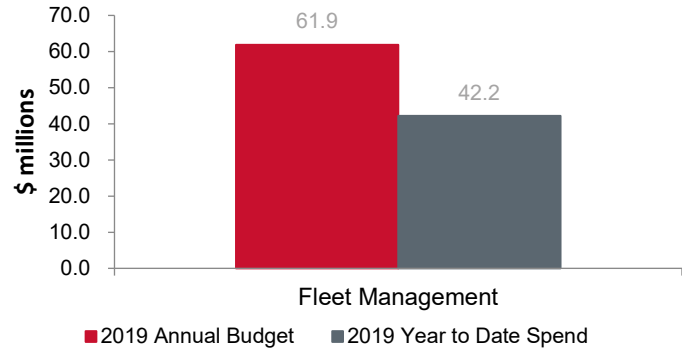
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating

Fleet Management is a self-supported service line and as part of the 2019 One Calgary initiatives Fleet provided a \$1.67 million savings to customers by reducing lease rates.

### Capital

Fleet's 2019 capital programs primarily consist of Acquisitions (\$50.9 million Budget) and Support Facilities (\$11 million Budget). Both are funded from self-supported debt. The acquisitions program ended the year with 8.9 M unspent capital, attributed to a larger than budgeted focus on asset optimization. Fleet's customers and Fleet continue to work together to optimize fleet composition and vehicle utilization taking into consideration the full cost of ownership. The support facilities program ended the year with \$10.8 million unspent capital. These capital dollars are rolled forward from the previous budget cycle and are being reviewed.

# Human Resources Support

Led by: Human Resources

## Description:

HR offers strategies, governance, programs and services to support the employee life-cycle, including: recruitment, onboarding, learning and development, compensation, pay, benefits and pensions, career planning, and performance coaching. HR also provides consulting in workforce planning and analytics, recognition, employee and labour relations, change leadership, inclusion and ethical behavior. HR strengthens the workforce and shapes the workplace by providing HR strategies, partnering to find solutions and advising on sound workplace practices. Our work serves to influence and reinforce desired corporate culture, leadership effectiveness and business performance to benefit all Calgarians.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Our service supports all employees and in 2019 we are proud to have co-led the creation of the Gender Equity, Diversity & Inclusion Strategy. Areas of focus include: leadership accountability, data-informed decision-making, education & awareness, and addressing barriers to participation.

HR Support also completed several initiatives to support employee development, including the launch of a learning management system and updated corporate leadership training. In 2020, employee training will also be updated.

On-going labour relations support was provided during a challenging year. We completed collective bargaining agreement negotiations with 8 of our Unions. And, we used data analytics to reinforce decision-making in workforce planning.

Finally, HR Support used technology to drive additional employee self-service efficiencies and enhance records management practices.

### Service Challenges

As we support all City services, we must be mindful that service levels may vary and change based on citizen priorities. This requires HR Support to be strategic in our service provision, but also agile and innovative.

HR Support must continue to maximize our resources to support all employees in the delivery of services.

Through the work of Executive Leadership, our organization will be evolving, and we must be positioned to embrace the opportunities and ready to address any challenges that may arise.

### What are we watching?

HR Support must stay focused in supporting all City employees in a manner that is thoughtful and strategic.

In 2020, we will launch a performance management system, which will cascade goals to all employees to strengthen skill sets and competencies. We will need to ensure this system is successfully implemented, as it will assist driving performance all levels of the organization.

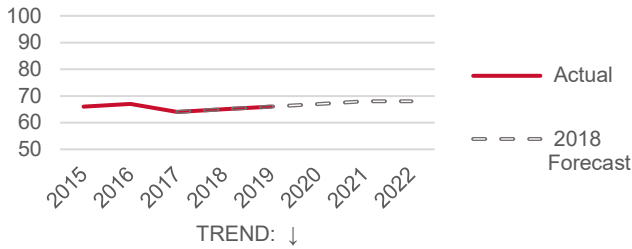
A total compensation review will also be completed, which will provide transparency, insight and context.

Finally, we will continue to monitor evolving legislation that may impact the employee experience.



# How is the Service performing against plan expectations

Corporate Employee Survey: Leadership Impact Index (Index score)

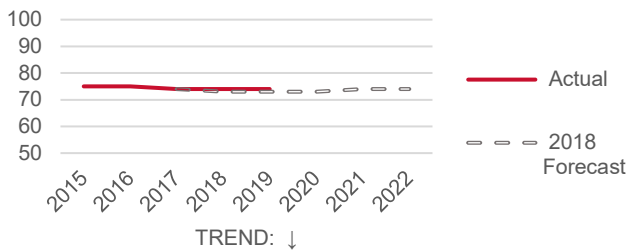


## Story behind the curve

We use Corporate Employee Survey results to highlight and inform overall employee satisfaction from a number of perspectives. In June, following mid-year budget reductions, we adjusted the trend for these measures from positive (original 2018 forecast highlighted in charts to the left with a dotted line) to the negative.

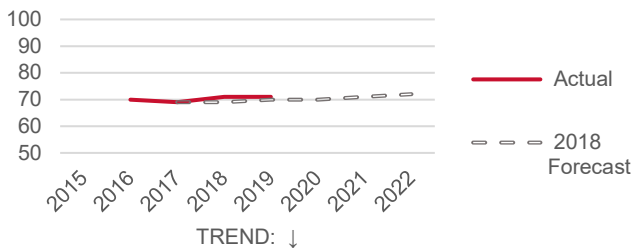
The City's Leadership Impact Index continues a positive trend. Employee perceptions show an increase in respect shown for employees' unique abilities, expertise, backgrounds and talents, encouragement of employees to take action when they see an opportunity, as well as efforts in increasing communications from the leadership team increased employee perceptions of leadership impact.

Corporate Employee Survey: Employee Engagement Index (Index score)



For the past three years, our Employee Engagement Index has held steady. This provides an indication that City employees continue to be engaged and motivated by their work they do and the contributions they make to making life better every day for our citizens.

Corporate Employee Survey: Inclusion Index (Index score)



Finally, our Inclusion Index score reflects the efforts The City has made toward diversity and inclusion, including: education and awareness activities on unconscious bias, human rights, cultural and generational differences, and accessibility.

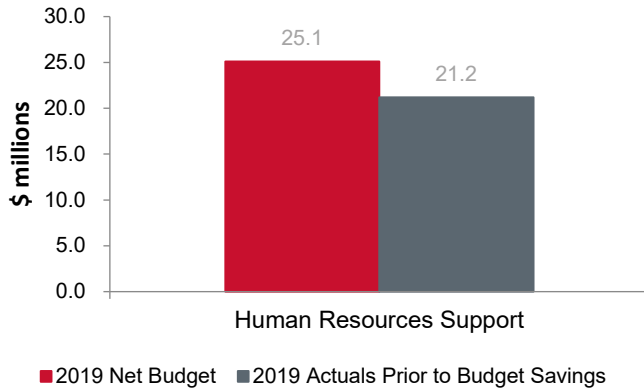




## Operating & Capital Budgets

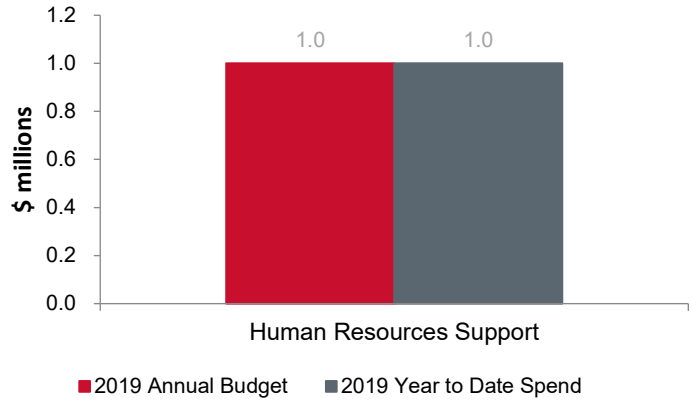
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$2.2 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

HR Support ended the year with a positive variance between our budget and actual spend. As this service is responsible for handling corporate-level work, there is the potential for unexpected requests pertaining to labour relations support, including arbitrations. In addition, expenses for corporate learning were minimized in 2019, as we were in the process of redeveloping our programs. It must also be noted that this positive financial variance is also offset by a negative variance within the Organizational Health, Safety and Wellness service.

Through our capital budget, HR Support launched a corporate learning management system, which incorporates a greater use of technology in supporting all leader and employee learning. This project work will be completed in 2020.

# Infrastructure Support

Led by: Corporate Analytics & Innovation

## Description:

Infrastructure Support (IS) provides specialized expertise and services to our customers in the planning, delivery, risk management and construction of infrastructure that enables delivery of service to citizens. These Include: Energy management including advisory services related to consumption and managing projects to achieve energy efficiency; Project planning, quality assurance and project management; Asset management to support lifecycle management and investment planning and budgeting; Field surveying reports and base maps to support land planning and infrastructure construction; Engineering services including oversight and compliance with regulation; and Manage access to City utility rights-of-way and infrastructure.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Project completed the develop and release of City of Calgary CAD standard for engineering drawings on horizontal infrastructure projects. Five hundred AutoCAD templates have been created and made available on Calgary.ca.

The City in partnership with Waste and Recycling Services, ENMAX Energy and the Province of Alberta jointly delivered Alberta's largest solar photo-voltaic project, directly connected to power operations at the Calgary Composting Facility. This solar project is expected to power an average of 1/3 of the composed facility's requirements. Also, nine energy audits have been completed with recommendations. Proposed energy conservation measures would lead to savings of over \$400 thousand annually.

Created and implemented new Project Management Quality Assurance standard and report. Asset Management advisory services added to asset data inventory to improve asset data management and to support implementation of an integrated Infrastructure Risk Management Framework.

Completed surveying activities on 581 infrastructure projects in support of transportation and utilities services.

Completed process design work to ensure The City is well positioned to efficiently manage applications from wireless service providers to access City assets for 5G network deployment (e.g. street light poles, city buildings).

### Service Challenges

Budget reductions are impacting resource availability. There has been additional demand for services such as those provided by the Corporate Project Management Centre and Corporate Asset Management.

Staff levels also make it difficult to meet increased interest in services that identify operational savings such as energy and lighting audits. Limitations have affected adoption rate of cost-saving initiatives recommended by the Energy Management Office.

### What are we watching?

We are watching changing customer requirements and demand to identify opportunities for new services or modification to service delivery.

This includes initiatives such as in-sourcing to reduce costs or assessing demand for new services such as Strategic Foresight.

Relationship with internal partners on application of and use of engineering services to meet engineering oversight requirements in areas such as vertical builds and project management as outlined in The City's Permit to Practice.

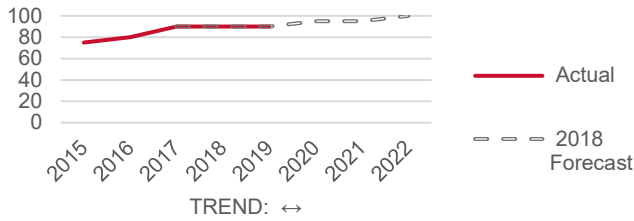
Additionally, we are assessing the impact of reduced consulting budgets on priorities and operations.



# How is the Service performing against plan expectations

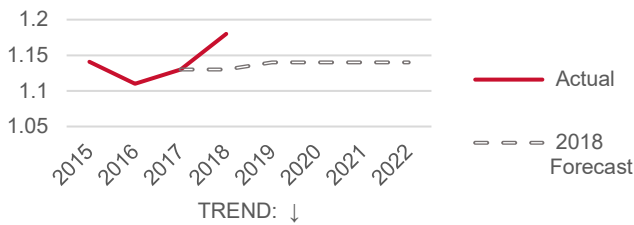
## Story behind the curve

Per cent of City of Calgary business units that have an increase in Asset Management maturity (Per cent)



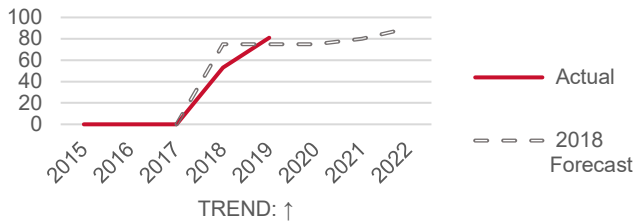
Maintain performance measure for Asset Management maturity. This measure helps business units to measure the understanding of The City's asset and its service performance.

Energy used to deliver all City services, per citizen (MWh per citizen (megawatt hours equivalency))



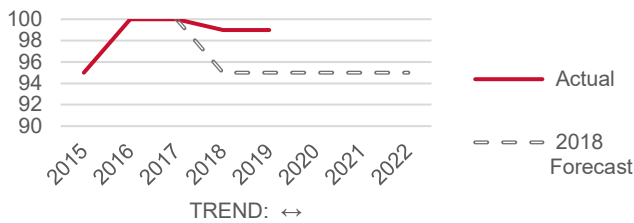
The trend for the last two years is constant. There is a minimal change in 2019 performance from 2018 as the operations are becoming more efficient at consuming energy.

Per cent of Utility Line Assignment turnaround times to meet processing time standards (Per cent)



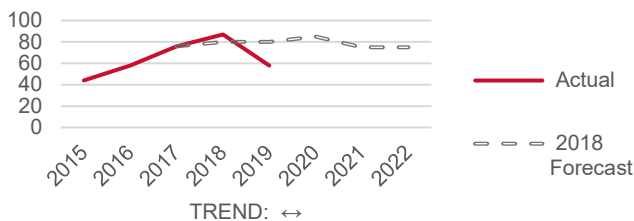
Utility Line Assignment turnaround time exceeded forecast performance in 2019. Overall, the quality of the applications has improved. This is a result of continued collaboration with the utility providers and strategic use of overtime when the numbers of applications increased.

Per cent of registered survey plans that are mapped within 21 days of receipt (Per cent)



Per cent of registered survey plans that are mapped within 21 days of receipt exceeding performance by 4%. Increasing use of the online submission form with immediate feedback of errors to the submitter eliminated additional processing time.

Per cent of external addressing service requests resolved within 10 days of receipt (Per cent)



There were many forces that caused this performance measure to perform below expected performance including longer than expected employee involvement in some projects, increased secondary suite workload, employee departures and funding/hiring restrictions.

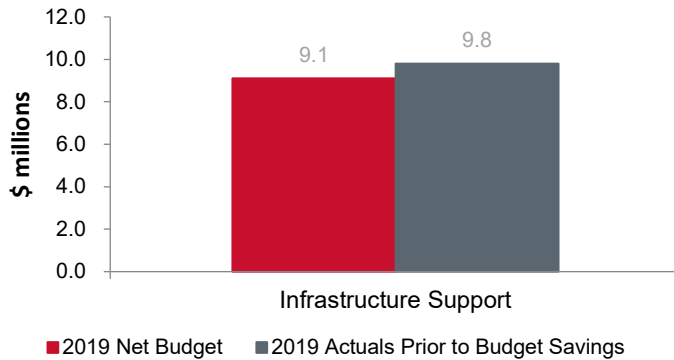


## Operating & Capital Budgets

### Net Operating Budget and Actuals

as of December 31, 2019

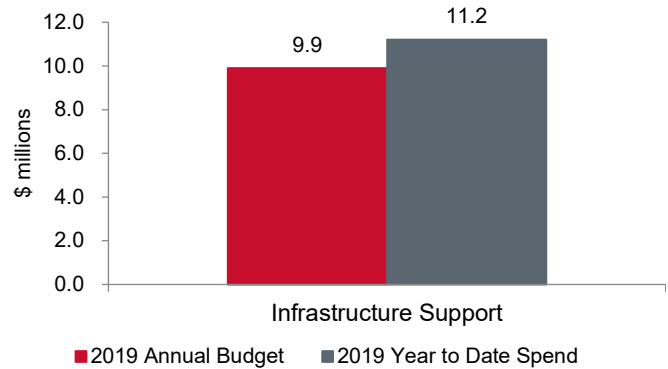
2019 Contributions to BSA of \$0 million



### Capital Budget and Spend

as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating

The Infrastructure Support service line unfavorable variance of \$0.7 million is primarily due to lower than anticipated recoveries on addressing and base mapping services of \$0.6 million, unbudgeted communication expenses of \$0.2 million, higher than expected spending on hardware and software of \$0.1 million, partially offset by surplus in Utility Line Assignment (ULA) revenue of \$0.2 million as a result of increased activity by Utility companies.

### Capital

The capital spent on Infrastructure Support service line capital projects is at 114%. The higher capital expenditures are primarily due to recording the Shepard Solar Park phase I and phase II capital expenses. The capital expenditures associated with the long term loan portion with Enmax and the grant received from Alberta Municipal Solar Program have been capitalized during the year for which the budget is due to be added in 2020.

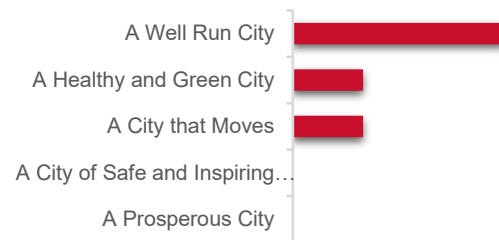
# Insurance & Claims

Led by: Law

## Description:

This service monitors the operational risks of The City and associated Boards and Authorities to determine cost-effective ways to eliminate, reduce, manage, transfer or insure such risks, and to manage the adjustment of claims either brought forward by the public or the corporation in a fair and equitable manner.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

- Completed a successful renewal of the corporate insurance program with limits, deductibles and premiums coming in at forecasted levels.

### Service Challenges

- Large weather events continue to occur more frequently and have impacted insurance rates
- The complexity of claims and the cost of settlements are increasing

### What are we watching?

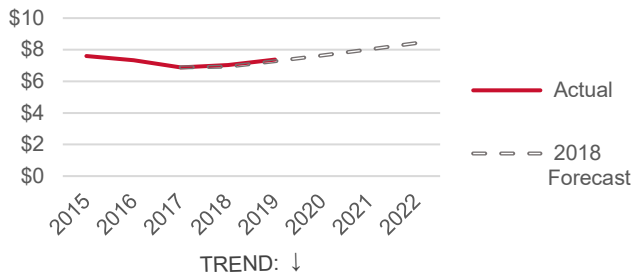
- Emerging risks: economic, technological and legislative
- Emergency preparedness and business continuity



# How is the Service performing against plan expectations

## Story behind the curve

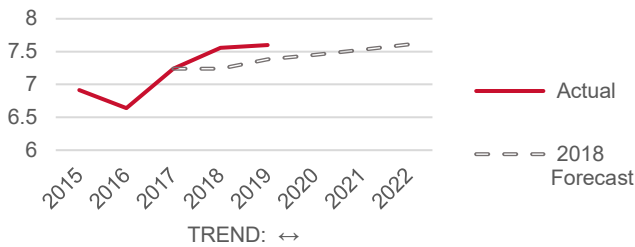
Funds Available for Insurance Premiums (in Millions)



### Funds Available for Insurance Premiums:

Large weather events such as hurricanes, wildfires and floods are continuing to occur more frequently and are having an adverse impact on commercial insurance rates. Both personal and corporate policyholders experienced a significant increase in property insurance premiums in 2020, and we expect this trend to continue in the coming years. The City's insurance program will continue to be marketed internationally to attract the most commercially reasonable rates, while balancing the changing needs of the corporation.

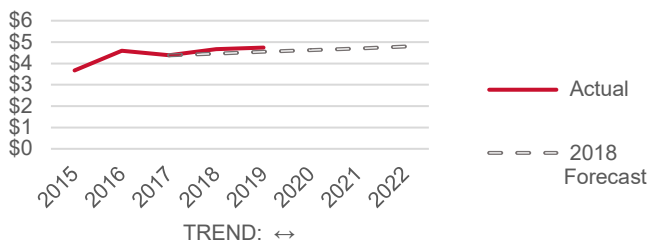
Number of Claims per 1000 Citizens



### Number of Claims per 1000 Citizens:

Given the economic environment in Calgary, we are not anticipating a significant growth in the number of citizens and, therefore, are not anticipating a significant increase in the number of claims per 1000 citizens. However, a large weather event may increase the number of claims being reported by citizens. In order to turn the curve, we will continue to educate citizens by using the external claims website and ensure proper training is provided to City staff to reduce the potential for claims.

External Recoveries by Year (in Millions)



### External Recoveries by Year (amounts collected from responsible parties):

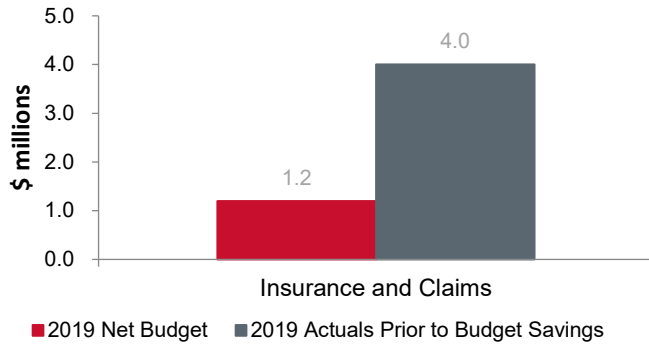
Inflationary costs for repairing damage to City assets are increasing at a rate of 1.8 per cent per year. Therefore, we expect our recoveries from third parties who are responsible for damaging City assets to increase at a similar rate. Adjusting staff are also becoming increasingly diligent and persistent in collecting from responsible third parties.



## Operating & Capital Budgets

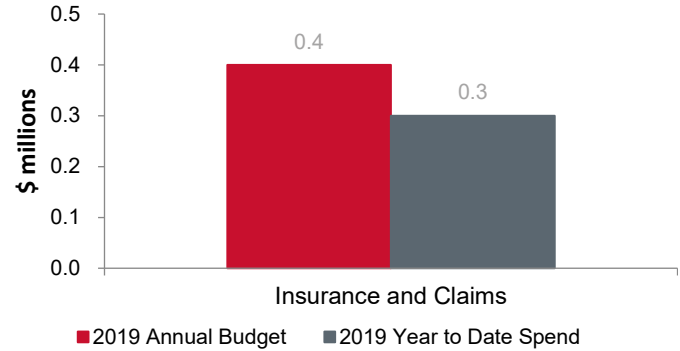
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget:

Unfavourable variance of \$2.8 million is primarily attributed to higher than budgeted net claims expenditures (claims paid, net of amounts recovered from at-fault third-parties)

### Capital Budget: RMC Riskmaster upgrade and technology enhancements

75% of total budget spent to-date. There are two major components of this project – \$300 thousand was allocated for the Web Form project, including conversion of paper incident forms to online forms, and \$100 thousand for upgrading other components of technology infrastructure, including data analysis, work automation and business efficiency tools.

As at December 31, 2019, development of the online collision forms for Fleet Services and Calgary Transit was near completion. Next steps include a formal User Acceptance Testing (UAT) and a 'go live' date tentatively scheduled for March 2020. This will be followed by a similar implementation for Police, as well as an upgrade to the existing online PDOR (Property Damage Occurrence Report) and the data upload portion of the project, all targeted for completion by end of June of 2020. The upgrades to the rest of the technology components will be completed by year-end 2020.

# IT Solutions & Support

Led by: Information Technology

## Description:

This service provides the technology, devices and infrastructure that underpins the delivery of all technology solutions for The City. This service develops and maintains both corporate-wide and line-of-business applications and improves and automates business processes to enable City business units to deliver internal and citizen-facing services.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

IT has opened up a new Business-to-Business (B2B) connection to enable Calgary Police Service to securely access City of Calgary applications. This connection is expected to save money by allowing a wider audience (CPS) to leverage The City's technology investments. This same B2B infrastructure will be utilized for future partnerships.

IT's focus on contract negotiations has resulted in significant savings for The City. Over \$3 million in estimated savings was achieved as part of the wireless telecom negotiations. An additional \$1.5 million in savings is expected over the next 3 to 4 years as a result of multiple vendor contract negotiations.

The City has been recognized as an industry leader in new wireless technology (LoRaWAN) and adopting new technologies to better serve citizens. Several proof of concept initiatives are underway using sensor technology to improve or simplify business processes. Examples of sensors currently being tested include utility manhole water level monitoring, light rail transit weight stack monitoring, sound / acoustic monitoring, and environmental monitoring.

### Service Challenges

Recent reductions to positions, operating funding, and capital funding are expected to result in a decrease in service levels in 2020 as client demand remains steady. Workloads for staff are expected to increase as work is re-assigned.

As IT moves to standardize levels of service and promote re-use of existing systems and platforms, IT anticipates challenges with meeting business expectations. Current mandates from the IT Zero-Based Review project may need additional organizational support to achieve cost avoidance targets.

### What are we watching?

Cyber security remains a top concern for The City. IT is focusing on decommissioning applications that are outdated, redundant, or unsupported to reduce risks associated with system failure and the ability to sustain aging technology. Business units are encouraged to re-use existing offerings for software and platforms to reduce complexity and support costs in The City's technology environment.

Emerging software / technology now includes Artificial Intelligence (AI) functionality. The City will be utilizing AI technology for help desks / chat bots, speech analytics, predictive analysis, sentiment analysis, device telemetry, and cognitive analysis starting in 2020. Initial pilot projects and proofs of concept are already underway.

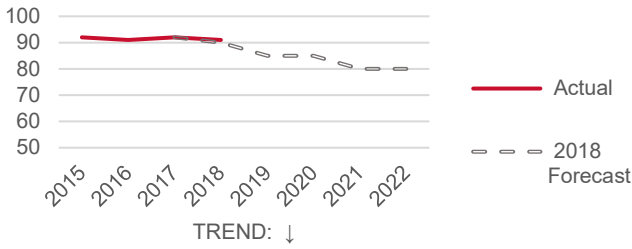




# How is the Service performing against plan expectations

## Story behind the curve

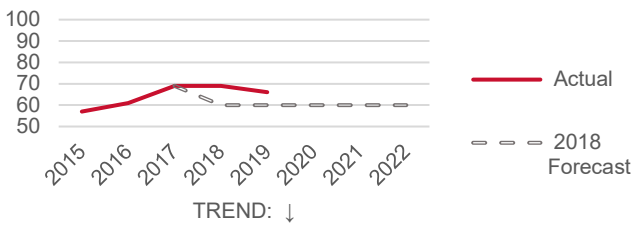
Overall Satisfaction with IT (Percentage)



### Overall Satisfaction with IT

IT has maintained a rate of overall satisfaction greater than 90 per cent since 2014. Results for 2019 are not yet available as work is currently underway for the annual client survey. It is expected that overall satisfaction will decline as a result of budget reductions in 2019 and 2020.

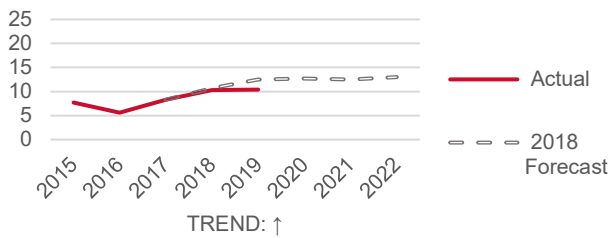
Percentage of IT Service Desk Phone Calls with First Contact Resolution (Percentage)



### Percentage of IT Service Desk Phone Calls with First Contact Resolution

First contact resolution is an industry standard for measuring call centre performance. All of IT's call centre service metrics, including first contact resolution, have seen negative impacts following budget reductions in 2019.

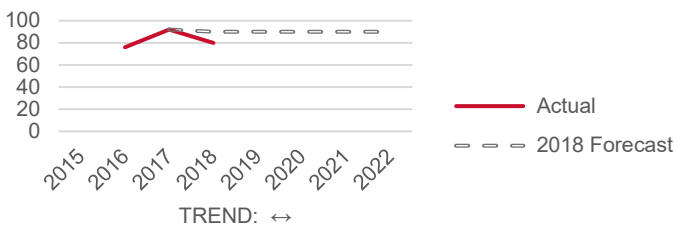
IT Software Expenditures as a Percentage of Overall IT Expenditures (Percentage)



### IT Software Expenditures as a Percentage of Overall IT Expenditures

Software expenditures were less than expected in 2019, resulting in a lower than expected value for this measure. The software expenditures were close to 2018 levels due to reduced software usage and better rates achieved through negotiations with software vendors. This trend is not expected to continue as software vendors have already indicated rates will be increasing in 2020.

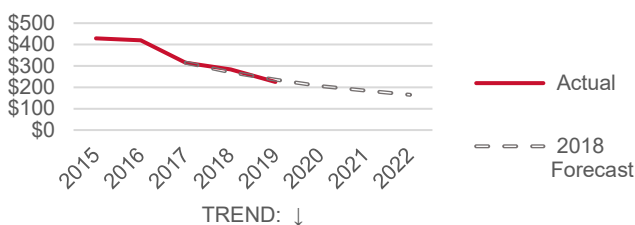
Benefits Realization of Technology Projects (Percentage)



### Benefits Realization of Technology Project

Demand for client projects is continuing. Business units are implementing IT solutions to help achieve efficiencies. Work with service areas to address scores that have decreased is already underway. Results for 2019 are not yet available as work is currently underway for the annual client survey.

City Network Gross Operating Cost per Connected Device (Dollars)



### City Network Gross Operating Cost per Connected Device

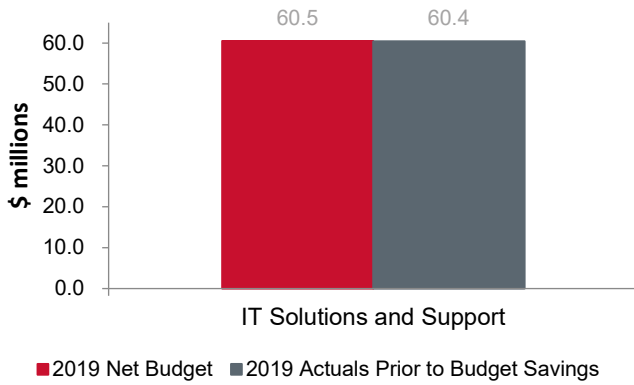
Total network operating costs remained static while the total number of network-connected endpoints has increased from 30,320 in 2018 to 37,266 in 2019.



## Operating & Capital Budgets

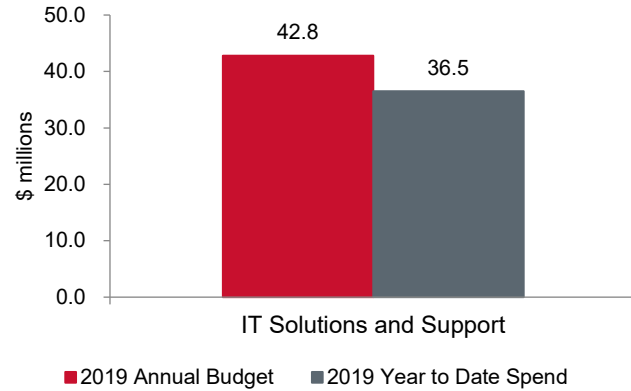
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.1 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

IT Solutions and Support ended 2019 with a small positive variance through the intentional management of the workforce and contractual services.

Capital budget is 85% spent primarily due to:

- Enterprise Support Systems (Program 735) - some lifecycle upgrades for the PeopleSoft infrastructure were deferred to 2020 to better align with service needs.
- IT Web and Mobile Initiatives (Program 744) - preliminary research and analysis along with a lengthy onboarding of vendors have resulted in projects implementation being delayed to 2020.
- IT Development Pool (Program 803) - some client projects were moved into 2020 to deal with resource constraints.

# Legal Counsel & Advocacy

Led by: Law

## Description:

Through Legal Counsel and Advocacy (LCA) we represent our clients in legal proceedings involving The City. We also support our clients' delivery of services to citizens through the identification of issues and risk, drafting legal documents, advising on legal and regulatory requirements, supporting informed decision-making, and developing solutions and strategies.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Completed the Law ZBR

Continue to provide a high level of service during a time where there was significant staff turnover and budget reductions.

### Service Challenges

Increasing volume, velocity and complexity of corporate and client matters that require legal advice.

Impact of the significant turnover rate on staff

Understanding the risk tolerance within Council, Administration and Clients

### What are we watching?

Potential changes in municipal legislation and the associated risks to The City

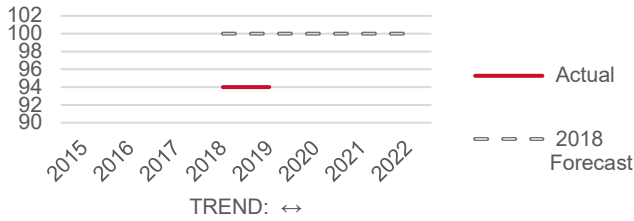
Staff turnover rate and the impact on the capacity for staff to meet corporate and client needs.



# How is the Service performing against plan expectations

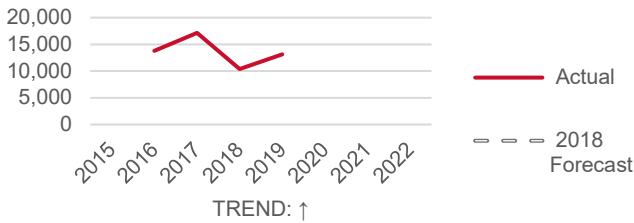
## Story behind the curve

Client Satisfaction (% Satisfied with Legal Counsel and Advocacy)



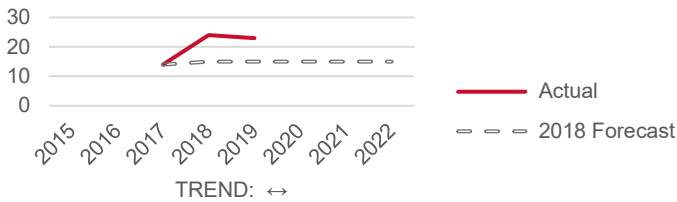
Client Satisfaction: Client satisfaction continues to be high for Legal Counsel and Advocacy as Legal Services. The results for 2019 have decreased slightly largely due to the impact of the increasing volume, velocity and complexity in files and the significant turnover rate. We will continue to work with our clients to understand their needs and provide a high value service.

Number of Legal Proceedings Involving The City (Number of Legal Proceedings)



Number of Legal Proceedings Involving the City: the number of proceedings have significantly decreased from 2017 to the present due to the ability to provide alternative solutions to the vulnerable sector of Citizens and Calgary reducing the number of court appearances. Based on the data available 2017 was a peak year within The City.

Number of Retainers for Outside Counsel (Number of Matters)



Number of Retainers for External Counsel: the number of retainers has increased in 2019 due to the impact of significant capital projects and the reduced capacity within Legal Services due to turnover.

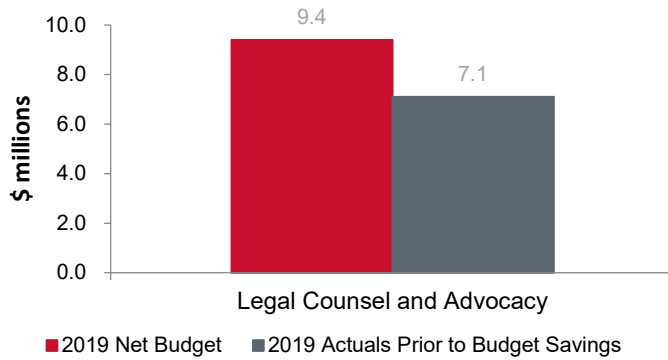


## Operating & Capital Budgets

### Net Operating Budget and Actuals

as of December 31, 2019

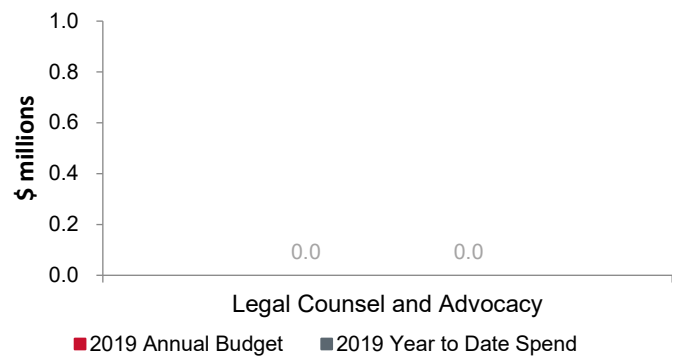
2019 Contributions to BSA of \$0 million



### Capital Budget and Spend

as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

Favourable operating variance of \$2.3 million is primarily attributed to salary and wage savings from position vacancies due to a high staffing turnover rate.

### Capital Budget

Legal Services is in the process of reviewing the current file management system and developing a RFP to find a solution that meets the needs for Legal Services and its clients.

# Mayor & Council

Led by: Office of the Councillors

## Description:

Mayor and Council are elected representatives responsible for creating the vision for Calgary and working with Administration to execute that vision and deliver services to Calgarians.

Audit Committee oversees the integrity of the City's annual financial statements, internal control processes, integrated risk management, Whistleblower Program and the performance of internal and external auditors.

Integrity and Ethics Office ensures Members of Council meet the highest standards of conduct when carrying out their public functions, including acting with integrity, avoiding conflicts of interest and improper use of influence and arranging private affairs in a way that promotes public confidence.

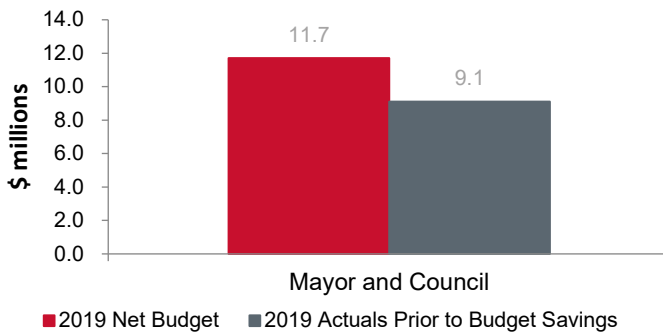
## Connections to Citizen Priorities



## Operating & Capital Budgets

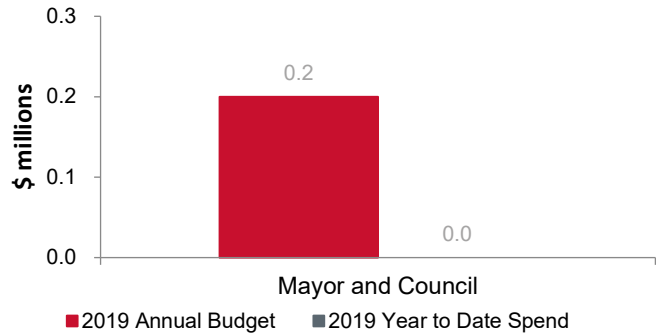
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget

The favorable variance is mainly due to Councillor and Ward office savings, staff salary savings, lower pension adjustment and lower contractual services.

### Capital Budget

A change in IT project managers in October 2019 resulted in a delay to the Relationship Management Solution project. The project which allows for accurate record keeping and tracking functions of incoming calls and issues to the Ward offices is expected to be completed by the end of 2020.

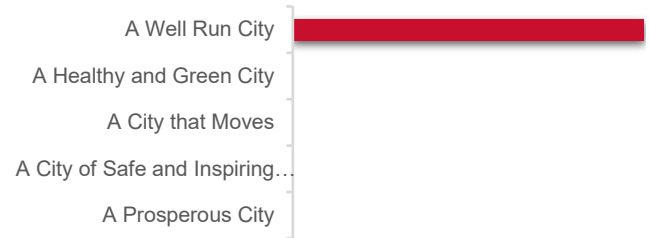
# Municipal Elections

Led by: City Clerk's Office

## Description:

The service conducts elections in a manner trusted by the public to elect candidates to office and allows all eligible electors to cast a ballot. This service also administers the municipal census and validates petitions.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The 2019 Census was successfully concluded in September. The census currently runs annually and provides demographic information used in analysis and planning activities.

The Election Four-year Program has been developed in readiness for the 2021 Municipal Election. The new program focuses on five service streams that deliver a professional and modernized election.

As part of the development of the four-year program, a business process review was conducted to identify gaps in our current processes and develop processes to meet new legislative requirements such as Third-party Advertiser registration and reporting.

A Ward Boundary review was initiated in 2019 and will continue through the first half of 2020. Any changes to the ward boundaries must be approved by Council will be in effect for the 2021 Municipal Election.

A Census Review also occurred in 2019 with the goal of identifying the value of the census for our partners.

The Election division is implementing technical enhancements for the 2021 Municipal Election. Two RPFs were issued in 2019 to support the enhancements.

### Service Challenges

On-going changes to legislation required monitoring of internal processes and procedures to ensure we remained in compliance.

In the fall, the Province of Alberta announced that it will no longer use civic census data as part of the calculation of grants received by The City. This has resulted in a Census Review included an analysis of the impact of this decision on the Civic Census program at The City. The review's results will be reflected in Q4 of 2022.

### What are we watching?

The Province of Alberta will be formulating a strategy to use alternate data sources to calculate municipal populations in Alberta. The City is hoping to provide input on the calculation.

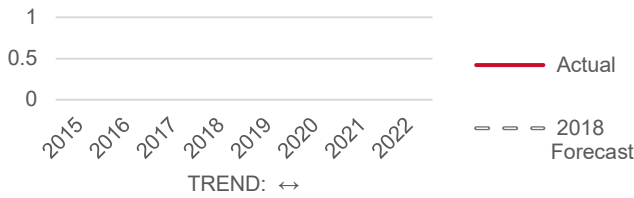
Promoting use of the Census Online portal is key to reducing the cost of the census. During the 2020 Census, we will refocus the promotion and advertising for census awareness for Census Online. The Census Review included an analysis of the impact of this decision on the Civic Census program at The City.

During recent Federal and Provincial elections, the desire for more advance voting opportunities for voters has become evident. This will be part of the strategy for the



# How is the Service performing against plan expectations

Elections Communication Effectiveness Rate (Rate of electors' familiarity with how, when, and where to vote. (Survey collected in advance of election day.))

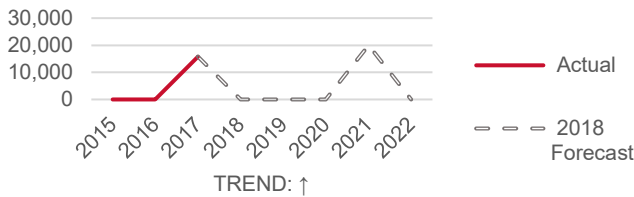


## Story behind the curve

### Elections Communication Effectiveness Rate

Outreach and communication to prospective electors is key to ensuring their ability to exercise their vote. No survey of the effectiveness of this outreach has been performed in the past. However, it is expected that these survey results would allow for more effective programming to be developed.

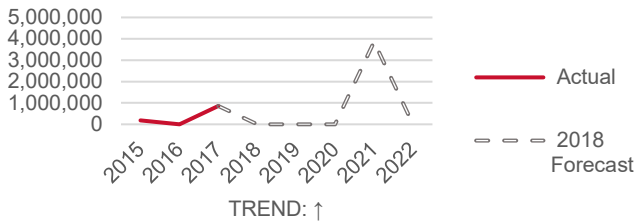
Number of election-related phone calls answered (Overall volume of telephone calls to the election office & 311)



### Number of election-related phone calls answered

The volume of calls received during an election may be indicative of several factors, including whether electors were adequately informed on the voting process, the perceived importance of the election, and how well-trained election staff were. During the 2018 Vote of Electors, calls to the Elections Office were forwarded to 311. A total of 841 vote-related calls were recorded by 311.

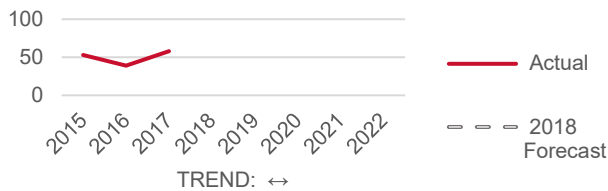
Election website visit volume (2013 & 2017) (Overall number of City of Calgary election website visits.)



### Election website visit volume (2013 & 2017)

The volume of website visits during an election may be indicative of several factors, including whether electors were adequately informed on the voting process, the perceived importance of the election, and how well-trained election staff were.

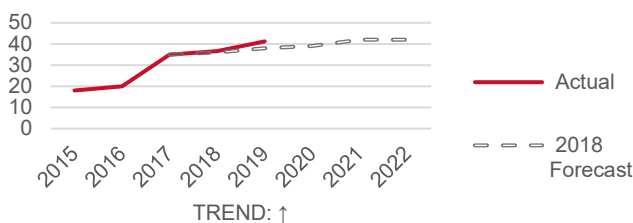
Voter turnout (2010, 2013, 2017) (Percentage of eligible electors who cast a ballot)



### Voter turnout (2010, 2013, 2017)

Voter turnout rates are driven by a number of factors. Whether someone will vote or not is influenced by, among other things, education, age, income and the perceived competitiveness and importance of the election. Elections Calgary focuses on ensuring voters are provided with adequate information and a variety of voting methods.

Online census completion rate (Percentage of households completing their census online)



### Census online completion rate

Providing the option for citizens to self-complete their census online is a cost-effective alternative to door-to-door collection. Online census completion has increased gradually since 2017 with 36.6% in 2018 and 41.2% in 2019. Targeted advertising will continue to encourage citizens to self-complete their census online.

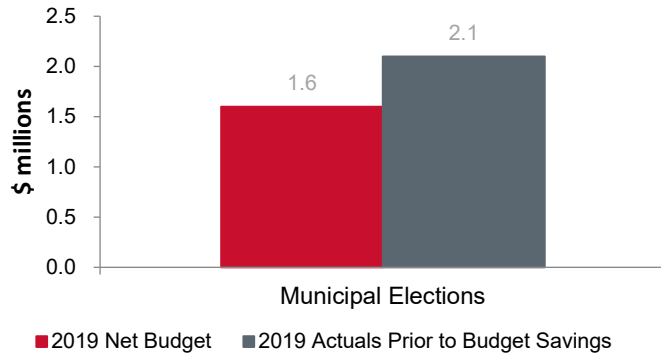




## Operating & Capital Budgets

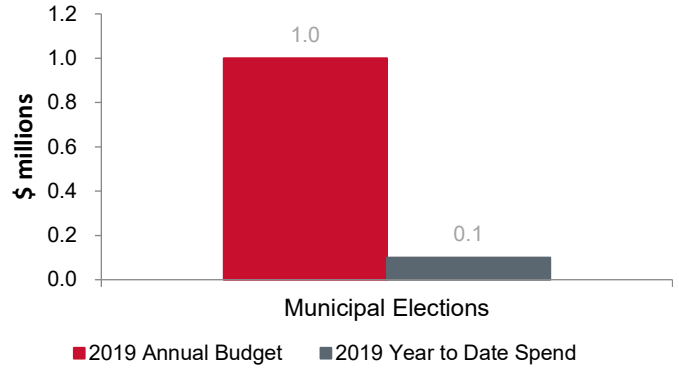
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

Municipal Elections' unfavourable operating variance of \$0.5 million is primarily attributed to non-recurring operating costs of capital projects and carry-over costs from the 2018 Olympic vote.

The finalization of business requirements delayed the publication of competitive procurement documentation for the Census & Election Software project and resulted in major capital expenditures that were planned for 2019 instead taking place in early 2020.

# Organizational Health, Safety & Wellness

Led by: Environmental & Safety Management

## Description:

Organizational Health, Safety and Wellness (OHSW) helps to protect the most important asset to our organization, our employees, who in turn provide most City services. We offer our employees health, safety and wellness support through programs and services such as: safety advisory support; mental health and wellness; occupational hygiene services, including ergonomics. When required, we also support our employees through claims management and returning to work. We provide strategic corporate leadership of health, safety and wellness risks and impacts in the delivery of our services, in order to optimize productivity and reduce injury.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The City undertook an external third-party audit of its occupational health and safety system. The Certificate of Recognition audit recognized that The City's health and safety management system meets provincial standards and establishes a solid framework for risk reduction. An action plan resulting from the audit is being developed to drive service improvements.

In early 2019, The City completed an initiative that optimized the allocation of safety staff resources. The customer-centric, risk-based approach evaluated existing resource allocation to better understand the current state and identify gaps. The initiative resulted in service improvements without the addition of any new resources. This was achieved through a realignment of staff to better support operational safety priorities.

The health, safety and well-being of our employees are central to our success as an organization. The Healthy Workplace Strategy, approved in early 2019, will inform and guide The City's approach to health, safety and wellness. The strategy focuses on:

- Improving health and safety outcomes through targeted risk management and shared accountability.
- Improving the employee experience within the health and safety system.
- Measuring performance and reporting outcomes to support continuous improvement and long-term sustainability.

### Service Challenges

Improvements to employee safety training are an example of an important initiative that has been delayed due to other priorities, resourcing challenges and organizational change. A collaborative effort to develop mandatory health safety and wellness training for leaders is a service priority for 2020.

### What are we watching?

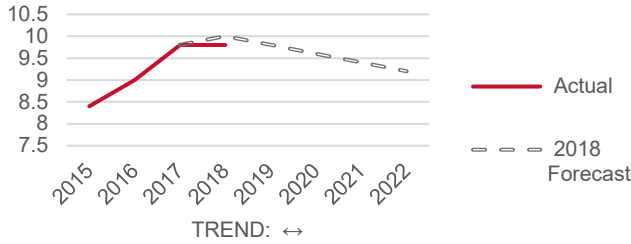
Psychological safety continues to be an important issue for The City. Traditionally, physical and psychological safety have been managed independent of one another. Awareness of the importance of psychological safety in the workplace has been growing and with legislative changes in 2018, have required a new approach. In response, a psychological safety governance working group has been formed to provide a coordinated approach to supporting employees and The City regarding accountability and responsibilities pertaining to psychological safety.



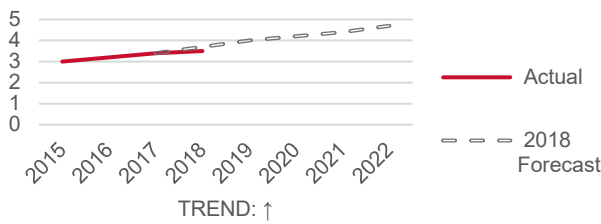
# How is the Service performing against plan expectations

## Story behind the curve

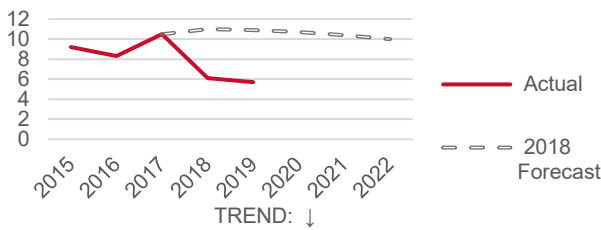
Employee Absenteeism (Days lost per employee)



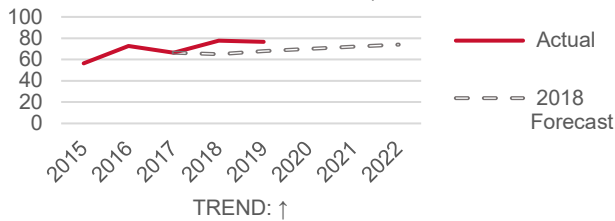
Claims Cost Ratio (Ratio of sickness and accident and Workers' Compensation Board compensation costs to gross salary and wages)



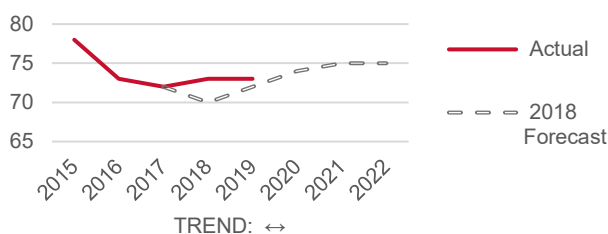
Lost Time Claim Frequency (Frequency per 200,000 exposure hours)



Employee Accommodation (Percentage of claims accommodated)



Corporate Employee Survey - Mental Health Index (Index score)



Organizational Health, Safety and Wellness looks at employee absenteeism as one measure to help us understand the health and wellness of our workforce. City employees continue to demonstrate dedication to the important work we do. It is important we continue to monitor absenteeism and work to positively influence employee health and resilience. Note: Data for 2019 is not yet available and will be stated in the Mid-Year Accountability Report.

The City's Workers' Compensation Board (WCB) claims costs increased in 2019, while sickness and accident costs decreased. WCB cost increases are primarily due to provincial legislative changes in September 2018. The City continues to work with the WCB on improving cost and case management, including trend identification and reporting improvements. Note: Data for 2019 is not yet available and will be stated in the Mid-Year Accountability Report.

The Corporation's safety performance improved in 2019 due to the implementation of recent strategic and tactical actions. A decrease in The City's Lost Time Claim Frequency demonstrates this improvement and is largely attributable to significant improvements in some of the operational departments and business units:

- Utilities and Environmental Protection: 23 per cent improvement between 2018 and 2019, with Waste & Recycling Services showing a 54 per cent improvement.
- Deputy City Manager's Office: 58 per cent improvement between 2018 and 2019, with Fleet Services showing a 64 per cent improvement.

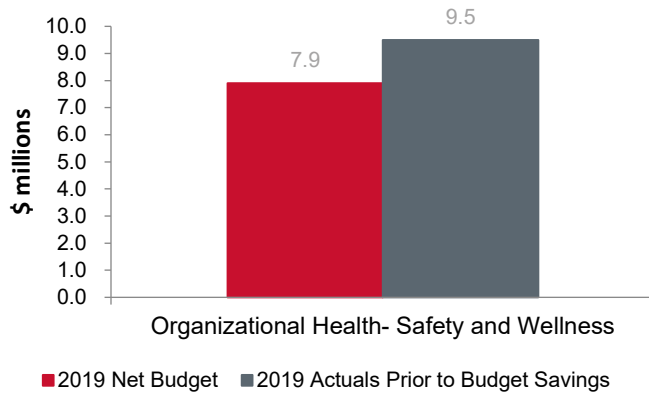
After an employee experiences a work-related injury or illness, The City coordinates their early and safe return to work by providing temporary modified work (i.e. accommodation) once they are provided with medical clearance. In 2019, 76.5 per cent of claims were accommodated, a slight decrease in accommodation rate from 2018. The City's accommodation strategy continues to focus on sustainable funding for temporary accommodations and targeted actions to improve the Return to Work employee experience.

The Corporate Employee Survey Mental Health Index measures a number of factors that support employee psychological health and well-being. The trend remains stable in part due to the success of improvement Initiatives focused on supporting psychological safety and wellness.

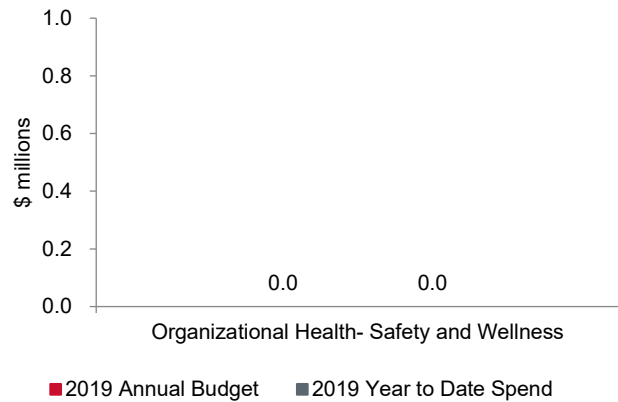


## Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



### Highlights

Organizational Health, Safety and Wellness is a shared service between Human Resources (HR) and Environmental & Safety Management (ESM). The 2019 operating budget is unfavourable and the shortfall is offset by a favourable variance in another service line within HR (HR Support Service). The unfavourable variance for OHSW is partially reduced by savings in salary and wages, as well as contracting services.

Capital spending in 2019 was for the re-design of the Safety Data Management System dashboard (version 2) and the purchase of safety equipment.

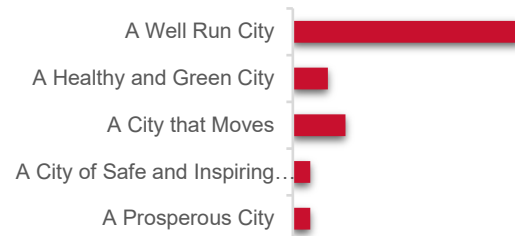
# Procurement & Warehousing

Led by: Supply Management

## Description:

Procurement & Warehousing offers procurement, inventory and warehouse services which deliver the best value for tax payers' dollars and promotes trust in The City of Calgary. This service provides Corporate supply chain activities: procurement of construction, consulting, inventory, goods and services; and planning, forecasting, physical inventory control, distribution, and end-of-life asset disposal. The service facilitates Corporate adherence to legislation and regulatory requirements. On behalf of the customers, this service line binds contracts between suppliers and The City through authority, delegated by the City Manager, under Bylaw 43M99 Section 5 Execution of Agreements.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2019, Procurement & Warehousing successfully completed the following for our customers:

- Managed 842 new procurements with a value of \$800,937,580;
- Completed 244 procurement and file renewals with a value of \$103,562,091;
- Processed 6886 Change Orders;
- Managed \$47,836,827 of corporate inventory;
- Sold and disposed of surplus City assets in the amount of \$5,322,773; and
- Sold \$70,413,041 items from corporate inventory.

Administrative Leadership Team approved the new Corporate Inventory Management Policy and the amalgamated Procurement Policy. Both policies provide oversight to Procurement & Warehousing governance and practices at The City of Calgary.

Implemented an employee engagement committee and intentional actions which resulted in a positive trend in our Employee Engagement survey.

Completed the COR Safety audit conducted by a third party vendor to assess our safety programs and services.

Completed the Warehouse and Inventory audit conducted by the City Auditors Office to assess the effectiveness of The City's management of inventory. Continued to implement efficiencies to improve service delivery.

Council provided direction to go forward with the renamed Benefit Defined Procurement program (formerly Social Procurement).

### Service Challenges

Resource challenges were a result of the policy development work completed this year, budget reductions, training and transition of staff. Year-end deadlines for procurement, purchase orders and corporate inventory created a large influx of requests to be processed in a short period of time.

### What are we watching?

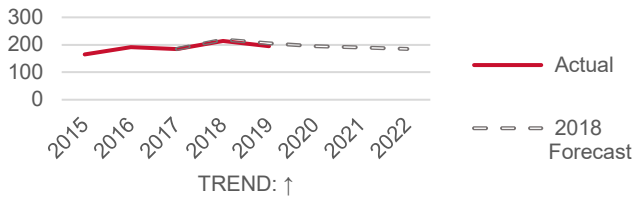
The service is diligently monitoring the public procurement landscape: new provisions of trade agreements, public procurement case law, auditor reports, tariffs, and emerging trends from other governments such as bid rigging and fraudulent activities.

At the same time, Procurement & Warehousing is actively seeking opportunities to further strengthen the 5-Point Plan (Agility, Alignment, Standardization, Effectiveness & Efficiency, Competition) reflecting the changes and emerging opportunities to be more business friendly (e.g. market-led proposals) and leverage social procurement and technological advances.

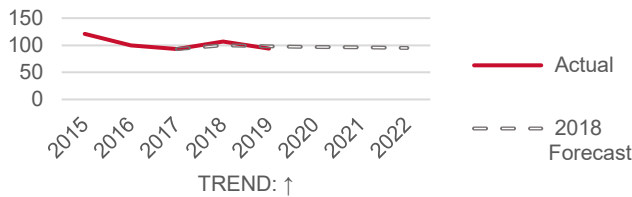


# How is the Service performing against plan expectations

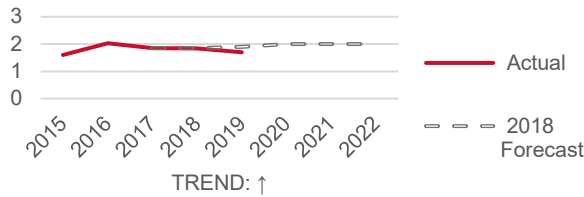
Request for Proposal Cycle Time (days) (Number of calendar days from initiation to award of Requests for Proposal (RFP))



Request for Tender Cycle Time (days) (Number of calendar days from initiation to award of Requests for Tender (RFT))



Inventory Turns per year (Warehouse efficiency ratio determined by value (\$) of items sold compared to the value (\$) of inventory items in stock, excluding critical spares)



## Story behind the curve

Request for Proposal (RFP) and Request for Tender (RFT) Cycle Time - Procurement & Warehousing is striving to reduce the time to contract suppliers while maintaining quality and compliance. RFP and RFT cycle time measures the time from receipt of request to the contract award date. The cycle time is comprised of activities from the procurement team, customers and contributors. Resource availability in procurement team, customers and contributors can affect cycle time.

RFP and RFT Cycle Time - has been impacted by: document review, rigorous evaluation and approval, strengthened contractual documentation, indirect budget reductions and changes in procurement complexity. (see What are we watching?). Due to the impacts the curve is forecasted to worsen, however, improvement to the procurement intake process (validate that customers are resource-ready), defining the cycle time measure (stages within the procurement), focusing on pre-engagement (upcoming requests, timing, priority, strategizing on the type of procurement, and opportunities for bundling), involvement in stage gating, reducing internal leadership review time (competency development of procurement staff and customers, and further RFP template/standard document development), improving the evaluation/negotiation process, and removal of non-value added activities (realizing current capital investment in a contract management system) are still in progress.

Inventory Turns - Procurement & Warehousing is striving to reduce the risk and liability of obsolete and non-moving inventory for The City. Customers require knowledge and budget to manage inventory. Inventory Turns measures the number of times that our inventory value is sold per year. A higher number indicates the inventory is turning more frequently which is more effective for The City. Inventory Turns has been impacted by: operational budget reductions impacting the ability to manage non-moving obsolete inventory, the need to stock parts for aging infrastructure (parts are no longer being manufactured) and obsolete items in inventory (awaiting disposition decisions). Due to impacts the curve is forecasted to worsen, however, we are continuing to collaborate with customers to: improve stocking decisions, improve material planning alignment with maintenance planning, develop inventory policies, and increase the consistency of application of inventory accounting process.

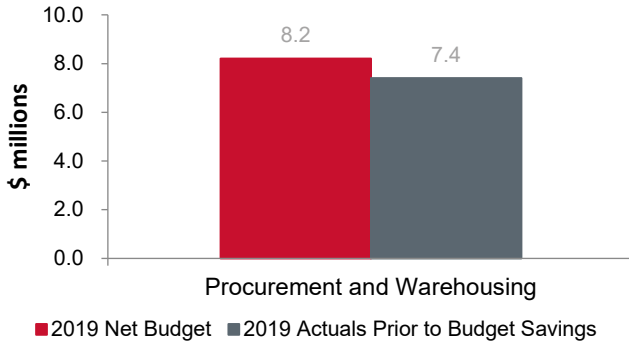


## Operating & Capital Budgets

### Net Operating Budget and Actuals

as of December 31, 2019

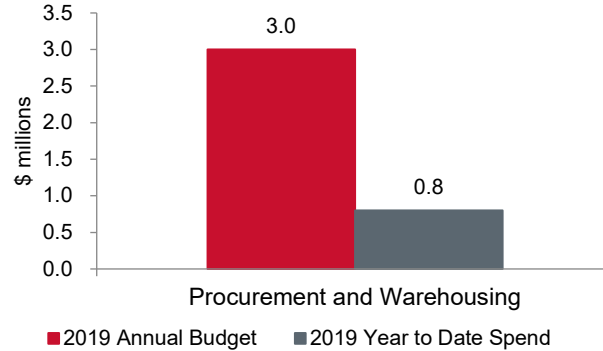
2019 Contributions to BSA of \$0.7 million



### Capital Budget and Spend

as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating

The operating budget variance is primarily due to cost savings initiatives as a result of the vacancy recruitment process (\$352 F), higher than budgeted volume of 3rd party Sales of Inventory (\$225 F), intentional management of discretionary spending (\$115 F), and savings of one time budget due to a temporary hold on the Social Procurement project (\$54 F).

### Capital

As part of the Business Applications and Technology Maintenance (4 year program), the radio frequency project completed the design and purchase of new software and hardware. The contract management system project and qualification/perform mgmt. project was combined into one project and we have completed extensive exploration of business and technical requirements and software solutions. The Fueling Systems Program completed the 2019 planned installation and life cycling of equipment. The Warehouse program continued to complete conditional assessments, corrective maintenance and upgrades of operational infrastructure and equipment. The Clothing Orders Online project continues to be executed as planned with the business and technical requirements being captured, software applications assessed and purchased. Variances for all programs are planned to be spent as a part of the overall 4 year plan.

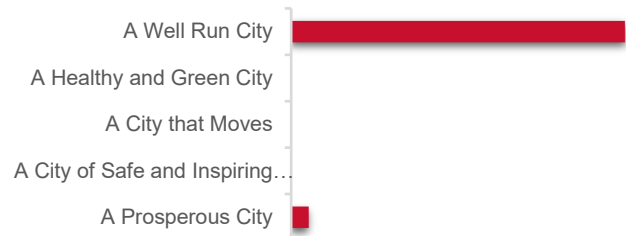
# Property Assessment

Led by: Assessment

## Description:

The Property Assessment service assesses properties within the corporate limits of the city of Calgary as a mechanism to fairly and equitably allocate property taxes. This directive is provided by the Government of Alberta's Municipal Government Act, its regulations and associated civic bylaws. This legislation largely directs the Property Assessment service's activities which, while broad and complex, can be summarized as the preparation, communication and defense of property assessments.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

The top highlights for the Property Assessment service in 2019 were:

1. The 2019 property assessment roll saw the best roll stability in over a decade with an estimated -0.41% in 2019 up from a low of -2.41% in 2017. The 2019 property assessment roll also saw the best per cent change from the base due to tribunal losses in recent history with an estimated -0.11% in 2019 up from a low of -1.05% in 2017.
2. Refined the Pre-Roll Consultation which resulted in more collaboration with non-residential property owners/agents and approximately 380 meetings. This refinement also manifested in a higher number of signed agreements than ever before with over 1,250 for a total sum of secured agreement values of over \$21 Billion in 2019. This directly and significantly reduced the financial and reputational risk to The City.
3. Provided expertise and information for Council driven committees and working groups such as the Financial Task Force, the Downtown Strategy Group and the Tax Shift Assessment Working Group.
4. Assessment has provided the option for property owners to receive eNotices in 2020 rather than having their property assessments mailed. As of 2019 November 30, approximately 25,000 property owners have signed up to receive an eNotice.
5. During the 2019 Customer Review Period customers had multiple channels to communicate with Assessment with approximately 93,000 website visits and 7,500 direct inquiries, which were decreases of 1.2% and 7.8% from 2018 respectively.

### Service Challenges

The Property Assessment service's top challenges in 2019 were:

1. The number of properties within Calgary is expected to grow between 1-2% per year from 2019-2022. Calgary already had the highest Property Count per Assessor (workload) of any other similar assessment jurisdiction in Canada before this additional workload growth and now Assessment's operating budget is being reduced.
2. Property Assessment will potentially have to operate in an increasingly complex environment due to an increased interest in tax relief programs.
3. The Assessment business unit's largest capital expenditure is the CIAO+ program which after initial slow progress has started making significant forward progress. Issues going forward could further delay this vital capital program.

### What are we watching?

The Property Assessment service is monitoring the following trends going forward:

1. Amplified attention in Property Assessment from all levels of stakeholders will require a continued focus on accountability and transparency.
2. Any volatility in the real estate market may result in a spike in inquiry and complaint volumes which could result in a workload increase and a corresponding financial risk to The City of Calgary.
3. Attraction, retention, succession management, training and staff development will be a key contributor to service success.

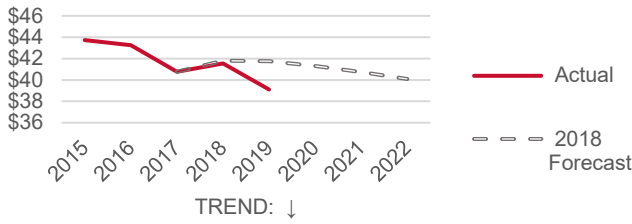




# How is the Service performing against plan expectations

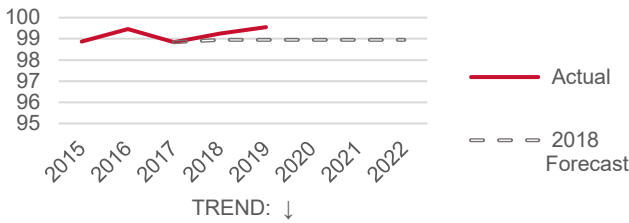
## Story behind the curve

Service cost per property assessment account (Dollars)



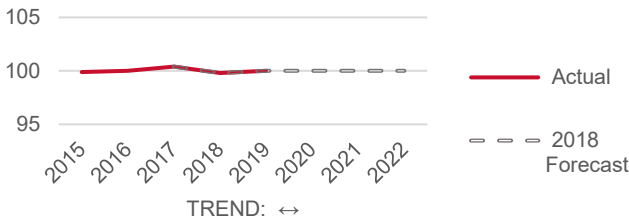
The service cost per property assessment account has trended down over the years and is expected to continue to do so as operating budgets do not keep up with account growth. The Property Assessment service is no longer able to maintain service levels due operating budget reductions and an increase in both the volume and complexity of accounts.

Per cent of the annual property assessment base maintained (Percentage)



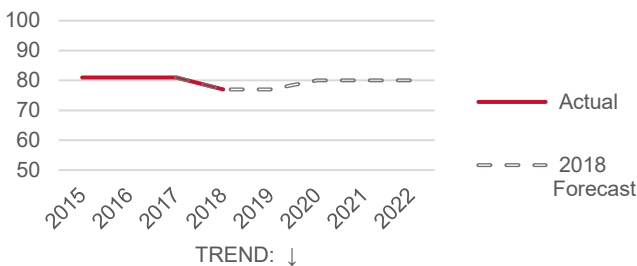
The per cent of the annual property assessment base maintained is how Property Assessment measures overall effectiveness of all parts of its operations. Results that move too far below 100 per cent erode The City of Calgary's ability to rely on the sizeable and stable property tax base to supply services. 2019 results are some of the best in recent history due to a number of factors including continued high-quality assessed values, the impact of the Municipal Non-Residential Phased Tax Program (PTP), and a new focus on collaboration with non-residential property owners.

Overall ratio of what properties are assessed at versus what those properties sold for (Percentage)



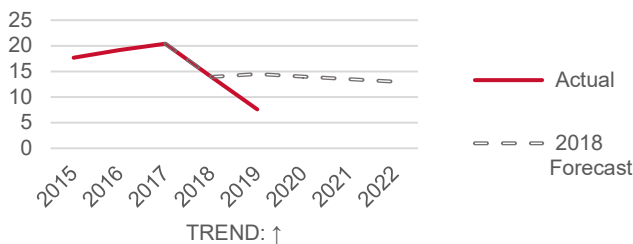
The overall ratio of what properties are assessed at, versus what those properties sold for, is the most fundamental performance measure that Property Assessment has to measure the quality of the assessment roll. Anything close to 100 per cent means that, on average, properties are selling for close to what they are assessed at. Performance measure results have stayed around 100 per cent for many years due to Property Assessment's continued focus on meeting and exceeding legislated standards.

Assessment customer satisfaction score (Percentage)



Property Assessment has historically conducted a customer satisfaction survey every two years. Results have stayed over a very healthy 80 per cent since 2010 but fell below this target in 2018. This negative trend is expected to continue as Property Assessment's operating budget isn't keeping up with the growth in accounts so, Property Assessment will make efforts to turn the curve to get back to the historical 80 per cent level. It should be noted that there were no results in 2019 to report and that in 2020 there will be an intentional move to a new survey format which will focus on obtaining more transactional and operationally useful information from customers.

Per cent of the total annual assessment base under formal complaint (Percentage)



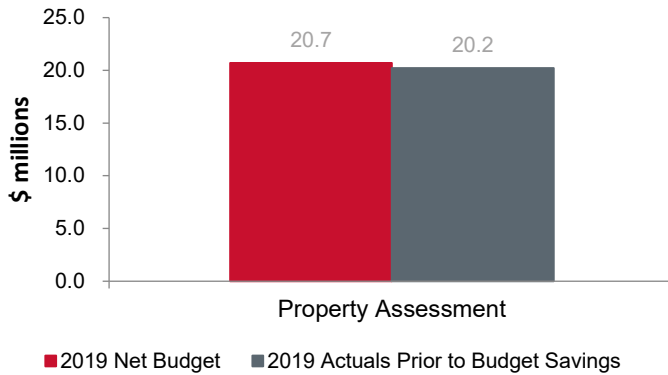
The per cent of the total annual assessment base under formal complaint had been steadily rising until significant efforts to turn the curve were made in 2017 and 2018 which led to strong 2018 and even stronger 2019 results. These results have directly led to historically low tribunal losses and the corresponding negative financial impacts to The City of Calgary have been minimized.



## Operating & Capital Budgets

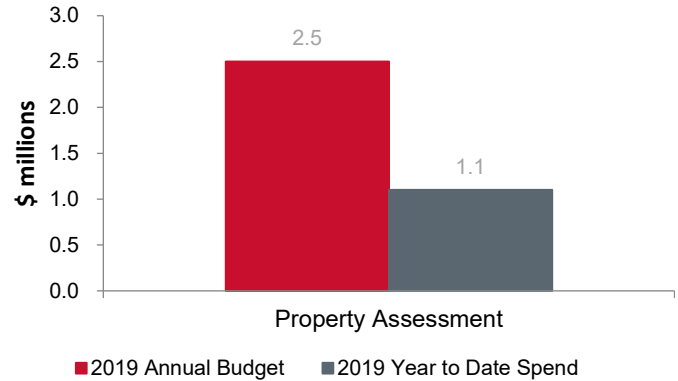
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.5 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

The financial highlights for the Property Assessment service for 2019 were:

1. The Property Assessment service's operating budget is almost 100% tax supported and approximately 90% of it is allocated to salaries, wages and benefits.
2. The Property Assessment service's only capital program has ramped up spending activity in 2019 as the vendor has started the development process.
3. Increased efforts to licence property assessment data created new revenue sources for The City. In 2019 this revenue was approximately \$460,000.

### Operating Budget Summary:

The Property Assessment service line favourable variance of \$0.5 million is due to savings in salary and wages, resulting from intentionally managing the workforce of \$0.7 million and IT/telecommunication expenses of \$0.2 million, offset by higher than budgeted postage costs of \$0.2 million and unbudgeted consulting work of \$0.2 million. Consulting costs were a result of work related to the recommendations from the independent review of non-residential assessment and appeal system as directed by Council.

### Capital Budget Summary:

The capital spent on Property Assessment service line is at 46% due to shift in deliverables from vendors from 2019 to 2020. Property Assessment capital project CIAO+ is in progress and to be completed in 2022.

# Real Estate

Led by: Real Estate & Development Services

## Description:

The Real Estate service negotiates and completes all corporate real estate transactions to maximize the economic and social benefits of The City's real estate portfolio. Surplus real estate no longer required for municipal purposes is sold; property required for capital infrastructure and community service projects is acquired; and the associated administrative, leasing and funding mechanisms that enable these activities are managed. Our service also includes management of the Revolving Fund for General Land Purchases, land policy and standards management, real estate advisory, land asset information management, coordination of strategic land planning, co-location, circulations and land transfers.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2019, sale of surplus lands reached a total of 36 transactions amounting for a total of \$24M in sales. All surplus transactions assist in contributing to corporate objectives, such as increased tax generation, reducing maintenance costs and, creating opportunities for economic diversity and recovery.

The Green Line real estate function has completed 82% on required land acquisitions between Inglewood/Ramsay and 126 AV SE.

Council approved the replacement of the Encroachment Policy CS008 to better align with best practices and business standards.

The Sales, Acquisitions, Leasing, Environmental (S.A.L.E.) Policy recently received Administrative Leadership Team (ALT) approval, which will increase transparency and define roles and responsibilities for business units.

A concerted management effort improved the sustainability, effectiveness and efficiency of the Revolving Fund for General Land Purchases creating capacity for future corporate projects.

Real Estate technology has advanced during 2019 with Customer Relationship Management (CRM). In addition, Real Estate continues with negotiations for a leasing & property management provider. These systems will further support sales, acquisitions, and leasing when both are implemented in 2020. Digitization of all Leasing and Property Management files occurred in 2019 in preparation of a new system rollout in 2020.

### Service Challenges

Real Estate faces various challenges including resourcing pressures, economic and market conditions, as well as the condition of the property management portfolio, which play a role in the ability to sell and / or lease properties and in our overall service delivery.

Revolving Funds repayments are anticipated to decline over the remainder of the business cycle. Capital funding from business units are changing, which impacts service delivery and cost avoidance for The Corporation as it pertains to opportunity purchases.

As a result of ongoing alignment reviews, a large number of Green Line land acquisitions are on hold.

### What are we watching?

Real Estate is continually monitoring purchasers' behaviours, market conditions, and evaluating multi-family and downtown metrics and we are closely monitoring Council's decisions regarding Green Line alignment and project scope.

From a cost savings perspective, we are looking at opportunities to reduce mill rate funding to reflect the current business climate and identifying any outstanding expropriations that may affect The Corporation and budgets.

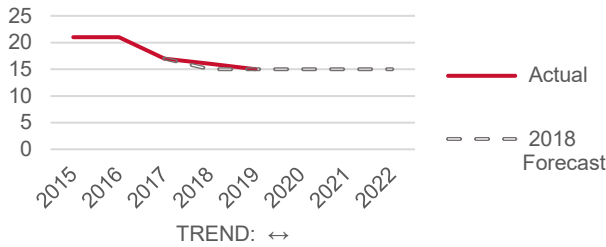
Real Estate is also working to identify the impacts the 5G project will have on land stewarding BU resources and Revolving Fund funding requests.



# How is the Service performing against plan expectations

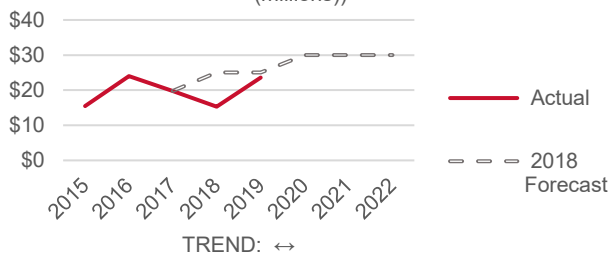
## Story behind the curve

Customer wait time for approved encroachment agreement/letter (Days)



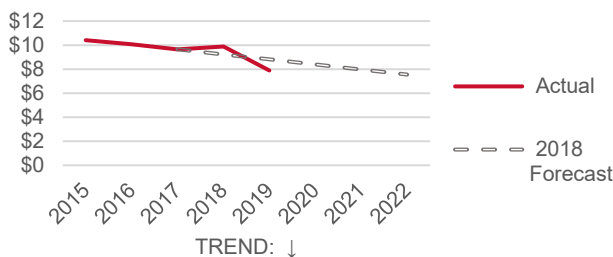
Wait time for encroachment agreements has significantly decreased as a result of continuous evaluation and efficiency measures.

Revenue generated from surplus parcels sold (Dollars (millions))



Approximately \$24 million worth of surplus parcels were sold in 2019. Highlights included various properties sold for Affordable Housing, residual land left from the West LRT project, and several properties from the Bridges project.

Revenue generated by active leasing agreements (Dollars (millions))



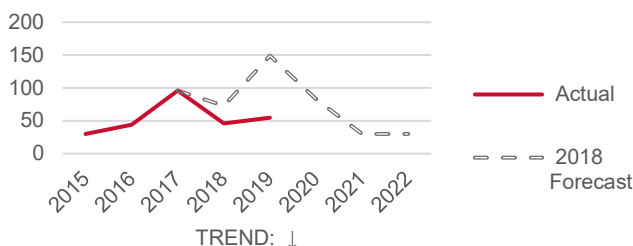
Revenue generated by leasing agreements has seen a decline in 2019 due to vacancies, increases in property management costs and the decommissioning and demolishing of buildings that are being lifecycled.

Property tax base contribution from surplus land sales (Dollars (millions))



The property tax base contribution from the sale of surplus land saw an increase of \$1.6 million in 2018. This is a cumulative metric as it takes time for vacant properties to be developed to its highest and best use, and realize the associated increase in taxes. In 2019, the cumulative tax contribution is estimated to be approximately \$7.3 million. This number is based on 2018 tax rates until the 2019 tax rates are finalized and released.

Number of acquisition transactions (Transactions)



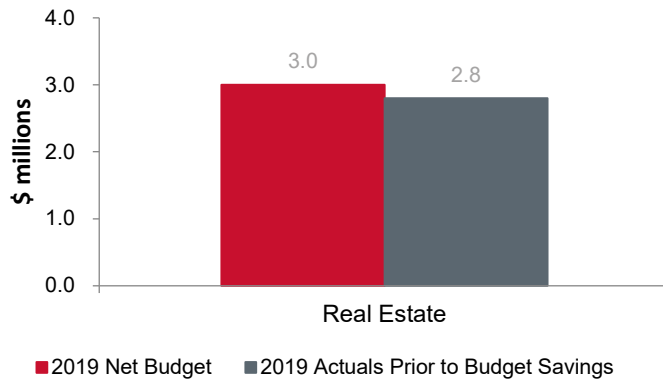
Total acquisitions in 2019 did not meet the projected forecast. This was a result of the Green Line project alignment review. Additionally, capital budgets and business unit requirements decreased causing delays in acquisitions.



## Operating & Capital Budgets

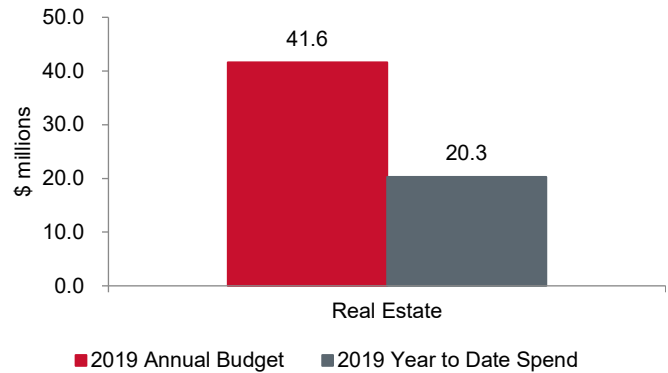
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.1 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

2019 saw a total of 36 sale transactions, resulting in \$24 million in gross sales. Transactions included land sales to affordable housing not-for-profit entities. There were a total of 54 land acquisitions completed in 2019 for a total cost of \$129 million. These land acquisitions were for the Green Line project and for other City business units needs. The acquisition of lands utilizing the Revolving Fund Reserve totaled to \$18.4M and were lower than the approved 2019 capital budget of \$35.7 million. It is expected that the capital plan for this business cycle will be fully executed in the remainder of the cycle.

There were 577 active leases under management in 2019 with gross lease revenues of \$8.2 million. The revenues from these active leases were below the lease revenue budget of \$9.9 million primarily due to office space rental market conditions in Calgary, the prolonged economic downturn and the investment requirements for some of the larger properties under our management. These market and portfolio constraints are expected to continue into the future and will impact future revenues. Real Estate plans to invest in the maintenance of its portfolio as part of the approved capital plan for this business cycle and actively market its portfolio to maximize the monetization of these lease spaces.

In addition to these active leases, Real Estate has 289 low end of market housing properties managed by the Calgary Housing Company. Net income from this portfolio is returned to Real Estate annually. A condition assessment of this portfolio is ongoing and there is an approved capital plan for the maintenance of these properties with some capital commitments already in-progress.

The capital program also includes the Corporate Land Strategy initiative to create greater efficiencies and add value to City land management, real estate and land development decisions. The Enhanced Rationalization program was launched in 2019 with the goal of identifying underutilized land assets and allowing the corporation to realize opportunities aimed at optimizing value from these land assets. These strategic programs are in their early stages and benefits and planned outcomes will be realized as they progress towards implementation. The low capital budget spending in 2019 is partly a result of these three programs.

Real Estate has approved capital programs in this business cycle for investing in technology projects to enhance governance, create workflow efficiencies and for the effective management of its leasing program. All of these technology investments commenced in 2019 and the capital spend has been slower than anticipated. We expect to achieve the planned scope and meet project timelines for all of these technology investments and to be within the approved budget envelope for these technology and modernization projects.

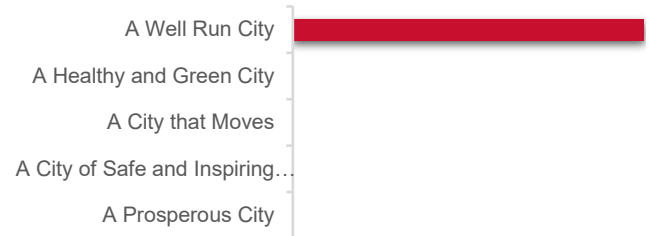
# Records Management, Access & Privacy

Led by: City Clerk's Office

## Description:

Records Management, Access & Privacy provides the framework and tools for the effective management, protection, preservation and release of records by the Corporation.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

In 2019, City Clerk's created a new division, Information and Privacy, encompassing access to information, privacy, records management and City Archives to enhance the information management lifecycle at The City.

In June 2019, Access and Privacy released two (2) new online self-managed training modules on Access to Information and Privacy Awareness to assist City employees in learning about their rights and responsibilities related to:

- access to information requests;
- privacy impact assessments;
- privacy complaints and breaches; and
- the collection, use, and disclosure of personal information.

Since the June 2019 release, 3,105 City employees have completed the at least one module online.

City of Calgary Archives welcomed a new Archives Coordinator in September 2019 to guide the City Archives program into the digital age. The Archives Coordinator will provide a roadmap for the preservation of digital records and access to digital content making the archives holdings accessible to a wider audience

In September 2019, the Corporate Enterprise Document and Records Management (EDRM) system was successfully upgraded. Following this upgrade, Information Management Services in November successfully resumed the disposition of physical records and introduced the disposition of electronic records

### Service Challenges

The City continues to grow the Privacy Program, with resources, tools and an upcoming Privacy Framework. To address both the increasing volume and complexity of PIAs, Information and Privacy will continue to focus on internal process reviews and online tool development to enhance service delivery. Information and Privacy will continue to collaborate with Corporate Security and Information Technology. With respect to privacy breaches, Information and Privacy will continue to focus on privacy awareness and training throughout the Corporation.

With the resumption of the disposition process, Information Management Services is facing a three (3) year backlog of records that have met their retention period.

### What are we watching?

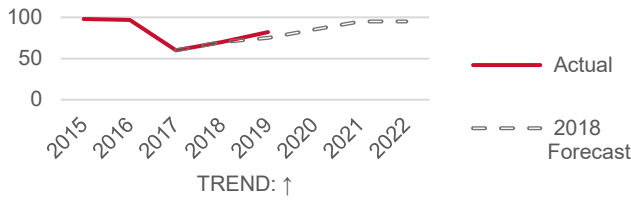
As use of technology and data analytics increases, combined with the growth of the Internet of Things ("IoT"), public concern may rise over privacy rights and how individuals' information is collected, used, stored and disclosed by The City. The City is watching privacy trends, in particular, the *General Data Protection Regulations* ("GDPR") and mandatory privacy breach notification requirements under Alberta's *Health Information Act*.

The City is watching how other archival institutions are preserving electronic content and making it available to the public. We are reviewing our current technology to determine how we can leverage pre-existing descriptive information to make our holdings more accessible in a timely manner.



# How is the Service performing against plan expectations

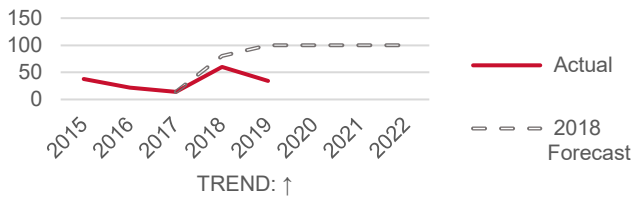
FOIP on-time rate (Percentage of concluded FOIP requests that were completed within the legislated timelines)



## Story behind the curve

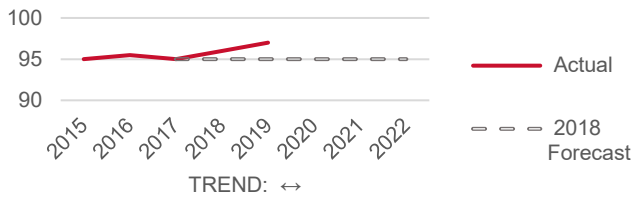
The improvement in the FOIP on-time rate is a result of returning to a full staff complement in Access and Privacy.

FOIP Training volume (Number of employees (PAs, Alternates & EAs) who received City of Calgary FOIP training in the listed calendar year.)



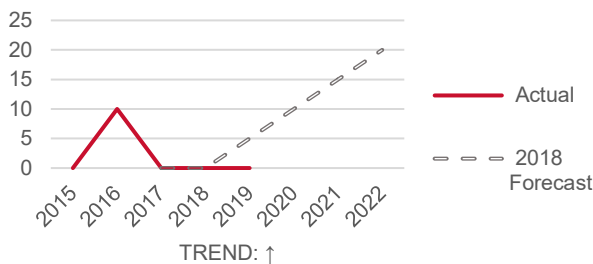
Reporting on only a sub-population of employees trained in-person on FOIP responsibilities has proven unrepresentative. While 34 EAs & PAs were trained in 2019, this measure does not reflect the 3,525 employees that were trained through a new online training module that launched in June 2019. A performance measure change will be recommended at mid-cycle that reports on all City employees trained.

Records management training satisfaction (Percentage of Corporate Records training attendees who rated the courses as good or excellent.)



Satisfaction rates reflect the content of the sessions and the training approach. Effective 2019 additional online corporate records management training under development.

Disposition compliance rate (Percentage of system-hosted records eligible for disposition that were submitted for disposition each year)

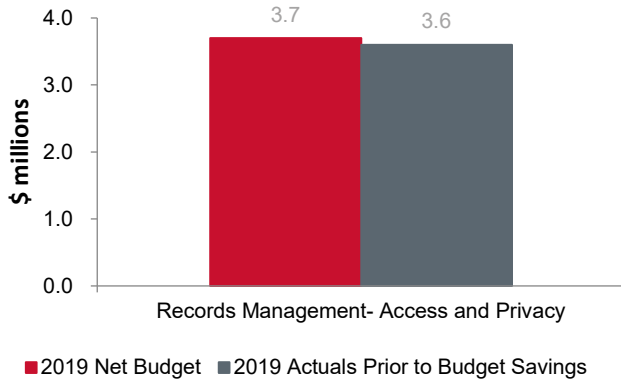


Disposition of records resumed on November 4, 2019, following the successful upgrade to The City's Enterprise Document and Records Management (EDRM) Content Server software in September 2019. Zero electronic records were submitted for disposition in 2019. A performance measure change will be recommended at mid-cycle adjustments to report separately on the disposition of physical and electronic records.

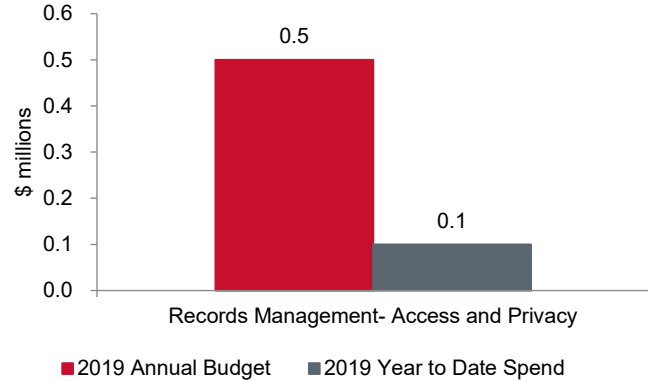


## Operating & Capital Budgets

**Net Operating Budget and Actuals**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0.1 million*



**Capital Budget and Spend**  
as of December 31, 2019  
*2019 Contributions to BSA of \$0 million*



### Highlights

A favourable operating variance of \$0.1 million is attributed primarily to spending reductions in salary and wage and other various business expenses.

The Content Suite Phase 2 program reached a major milestone with the launch of a new version of the Content Server software and the re-introduction of disposition processes. Planning work, including methodology and process design, were the source of much of the capital expenditure. Dependencies related to the delayed launch of the new version of Content Server delayed some anticipated spending into 2020.



# Strategic Marketing & Communications

Led by: Customer Service & Communications

## Description:

This service provides strategic marketing and communications consulting, strategy development, and delivery of communications and marketing tactics. These activities align The City's brand, serve to strengthen The City's reputation, and support revenue generating services. By using citizen, customer and employee data and intelligence, this service develops targeted messages, delivered through effective channels to reach desired audiences. This service is focused on raising awareness, achieving business outcomes, and demonstrating the value of City services in making life better in Calgary.

## Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Despite increased constraints, Strategic Marketing & Communications successfully provided communications and marketing services for thousands of City initiatives. The City was recognized with an IABC Gold Quill for cannabis legalization communications.

Governance and structural enhancements in 2019 realigned more resources in direct support of business units to develop and distribute department and business unit communications. In addition, more than 2,500 projects were reviewed to ensure alignment with The City's brand standards.

The "Calgary's Comeback" campaign was developed to coordinate and theme topics of key interest to citizens that focus on economic recovery including initiatives supporting local business, revitalizing the downtown, and fiscal responsibility. This initiative leveraged communications resources from across the corporation to deliver the campaign in an effort to increase transparency with citizens about The City's role in economic recovery.

A new proactive social media approach during the lead-up to budget deliberations resulted in more than 100 social media conversations where misinformation was corrected and facts disseminated about The City's business and budget planning process, mitigating the risk of growing public distrust of media and government.

Reduced expenditure on direct client communications resourcing from \$18 million in 2017 to \$16.3 million in 2019 while improving service delivery to clients.

### Service Challenges

This service delivers on-demand and often urgent/unanticipated marketing and communications requests. The budget for this service line is also 75% recovery based. While this results in excellent project or business unit-based focused communications and marketing, it can limit The City's ability to take a holistic One City, One Voice approach. Campaigns such as "Calgary's Comeback" are a positive example of how a more aligned, strategic approach can be utilized.

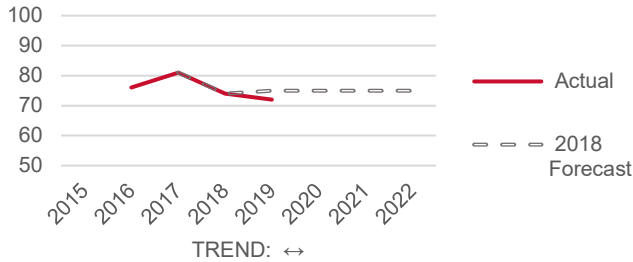
### What are we watching?

(1) Demographic shifts (accessibility, translation, interpretation); (2) Expectations around ease and timeliness of information in relevant channels and greater shift to digital channels; (3) Increased expectations for transparency and access to information; (4) Growing distrust of media and government, and the growth of online activism and influencers; (5) Increased need for data to inform recommendations; (6) The City not speaking and acting as One City, One Voice, due to misaligned messages, actions and direction; (7) Balancing Corporate direction with communication needs of service owners; (8) Service owner satisfaction with centralized service model, focused more on efficiencies and working within investment constraints; (9) Supporting revenue generation for services and initiatives.



# How is the Service performing against plan expectations

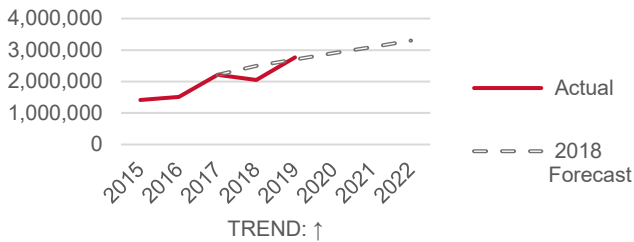
How well The City communicates with citizens (Percentage of citizens who say The City has communicated well about its services, programs, policies and plans (Citizen Satisfaction Survey))



## Story behind the curve

In fall 2019, slightly more than seven-in-ten (72%) agree that The City has communicated well about its services, programs, policies and plans and in the past six months. This is on par (given the margin of error  $\pm 2\%$ ), with fall 2018 and spring 2019 results. Given no significant change in Calgary's economic climate, this is a positive result for The City, but should be closely watched for any negative dips over time. This measure is an indication of satisfaction with "how well we communicate" and is an important factor in trust, favourability, and reputation.

Corporate social media engagement (Total number of social media engagements on Corporate social channels (Facebook, Twitter, Instagram))



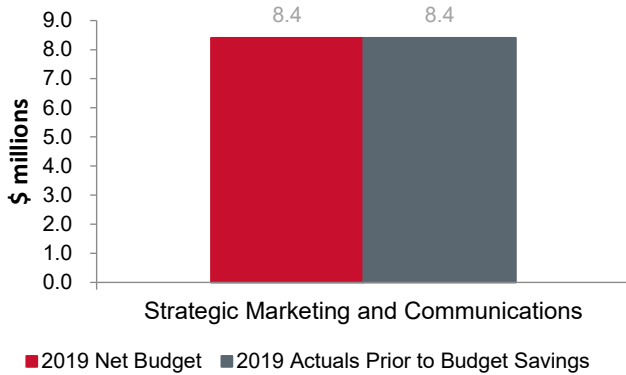
In 2019, a new social media strategy was implemented at The City of Calgary. The new focus was to improve the content quality and to provide timely and relevant information to citizens. There was an increased focus on responding to citizen's inquiries and comments. This resulted in an increase in the number of social media engagements that helped achieve the annual benchmark goal.



## Operating & Capital Budgets

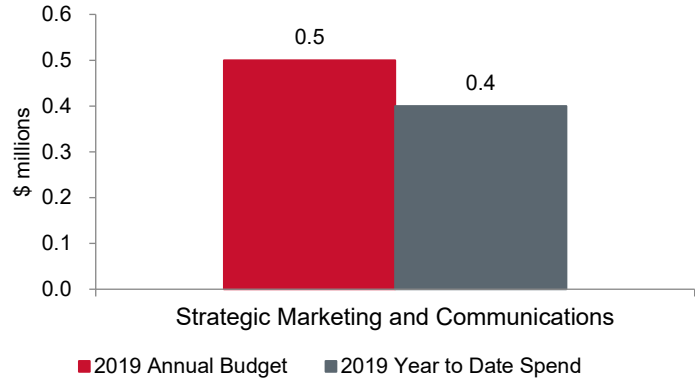
### Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.1 million



### Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

Strategic Marketing & Communications had a positive operating budget variance of \$87 thousand in 2019. This is primarily due to lower than budgeted costs in salary and wages, contractor and business expenses. The savings are partially offset by a shortfall in recoveries in the Advertising function due to actual costs exceeding the existing charge rates.

Strategic Marketing & Communications reduced its operating budget in 2019 by \$518 thousand during July 2019 reductions and \$121 thousand in planned One Calgary reductions. This resulted in a total service line reduction of \$639 thousand in 2019.

Additionally, there was underspent capital budget variance due to:

- Multicultural Strategy; providing efficient delivery of translation services on one project and other projects being delayed until 2020.
- Photo and video tagging project; delayed due to diverting resources to operational priorities to ensure record management compliance. This project is now resourced and planned for delivery in 2020.

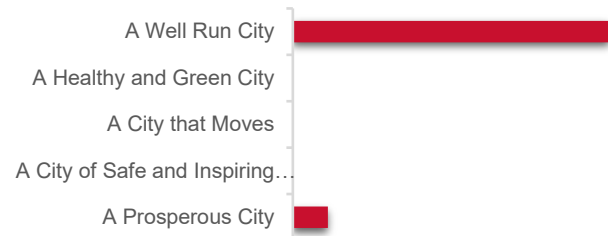
# Taxation

Led by: Finance

## Description:

This service is provided to external customers and The City of Calgary, and ensures property taxes are properly billed and collected, and that customers receive timely and accurate information on property tax matters.

### Connections to Citizen Priorities



## Key Highlights

### Service Highlights

Processed approximately \$117 million in Phased Tax Program credits to approximately 11,700 non-residential property tax accounts to support Council's direction to offer timely tax relief to those property owners directly and indirectly impacted by the tax shift. This work was performed outside the regular property tax billing cycle and prioritized by the Taxation Service to ensure that tax relief was delivered promptly to impacted property owners. For comparison, the 2018 Phased Tax Program saw approximately \$30 million distributed to approximately 7,000 non-residential property tax accounts and was done as part of the annual tax billing process.

Billed and collected approximately \$2.8 billion in property taxes (municipal and provincial) to enable the provision of municipal programs and services valued and expected by Calgarians.

Engaged in approximately 150,000 citizen interactions with our customers through email, telephone calls and in-person counter visits to help them better understand their property taxes.

Offered Compassionate Property Tax Penalty Relief to approximately 40 customers facing a critical life incident that impacted their ability to pay their property taxes on time. The total amount of relief offered was approximately \$8,000. While the dollars were small the personal impact, in many cases, was significant.

### Service Challenges

Legislative uncertainty has limited the service's ability to proceed with planned system changes intended to maintain legislative compliance. This uncertainty has also limited the service's ability to proceed with other system enhancements identified by the business as desirable, due to resource constraints.

Resource constraints have resulted in some initiatives being delayed or cancelled due to the prioritization of most critical work.

### What are we watching?

Changes in the legislative environment could impact taxation systems and processes. We continue to monitor the legislative environment and communicate with partners.

Continued tax resistance could impact services/service delivery. Our extensive customer interactions keep us close to the public sentiment and we monitor the political environment.

Continued challenges in the local economy may impact taxpayers' ability to pay their taxes. We continue to evaluate and monitor sectors potentially at risk.

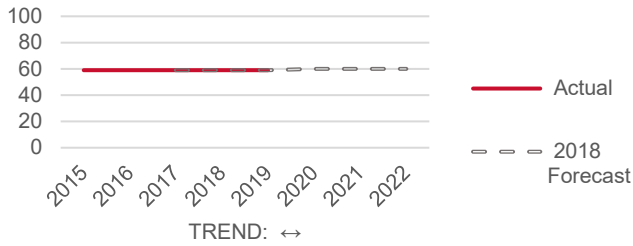
Employee morale continues to be monitored in this challenging environment.



# How is the Service performing against plan expectations

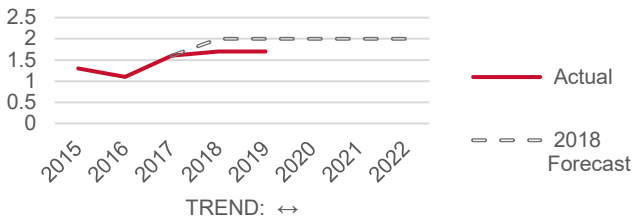
## Story behind the curve

TIPP Participation Rate (Percentage)



The TIPP participation rate has remained steady even as the total number of property tax accounts has been increasing. The Taxation Service will endeavour to ensure the benefits of this program remain visible to customers and that we continue to maintain the trust and confidence of our customers.

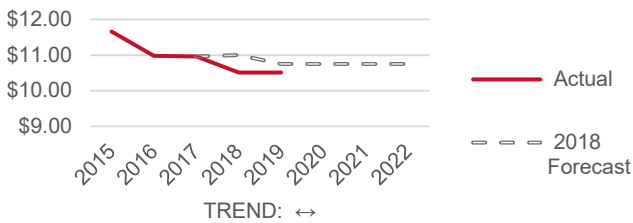
Current year's tax arrears as a percent of current year's tax levy (Percentage)



Despite challenges in the external environment, the Taxation Service continues to maintain low current year tax arrears. This measure is indicative of the overall health and effectiveness of the Taxation Service and several related supporting factors, including:

- Accuracy of tax billings
- Timeliness of annual tax billings
- Ability to communicate effectively with taxpayers
- Ease of understanding of taxpayer obligations, payment options, due dates and penalties
- Ability to collect outstanding taxes.

Operating Cost to Maintain Property Tax Accounts per Property Tax Account Serviced (Dollars/account)



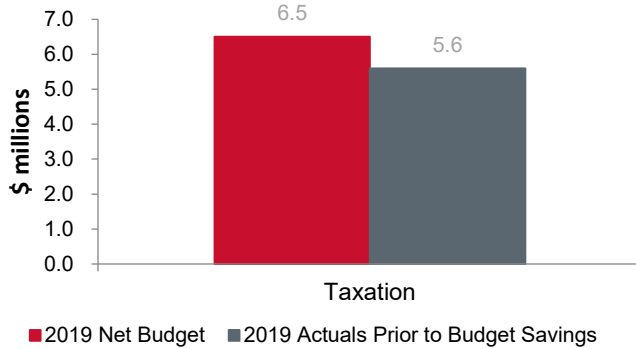
As the volume of property tax accounts has increased, the cost to maintain each account has shown a downward to stable trend. This has been achieved by leveraging technology to enhance efficiency and productivity. However, additional pressures to workload and expectations due to changes in the MGA, and increasing expectations from Council and Administration will potentially offset some of the efficiencies delivered as we respond to competing demands.



# Operating & Capital Budgets

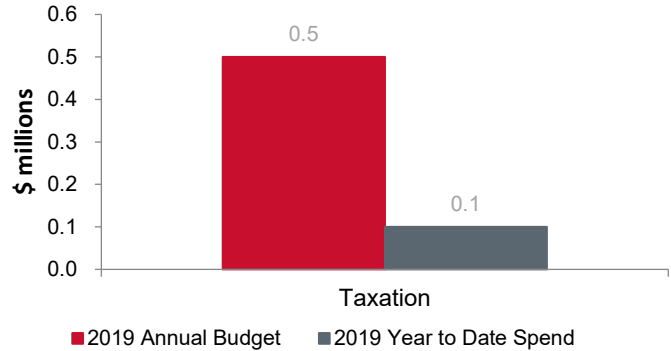
## Net Operating Budget and Actuals as of December 31, 2019

2019 Contributions to BSA of \$0.9 million



## Capital Budget and Spend as of December 31, 2019

2019 Contributions to BSA of \$0 million



## Highlights

### Operating Budget Summary

The Taxation service line favourable variance of \$0.9 million is primarily due to savings in salary and wages of \$0.5 million, resulting from intentionally managing the workforce and higher than anticipated revenue of \$0.4 million from the sale of Taxation products, such as tax certificates, through City On-line.

### Capital Budget Summary

Capital spent on the Taxation service line is at 26%. Legislative direction is still pending from the Province which is limiting the ability of Taxation to execute on the required system changes as quickly as planned (e.g., billing Business Improvement Area levy on non-residential properties). Advocacy efforts in support of this change are being pursued by The City. A portion of this total budget was also identified to potentially support other tools enabled through amendments to the Municipal Government Act such as property subclasses. Once The City has assessed the suitability of these tools and its willingness to pursue them, work can be prioritized and initiated.