



Action Plan 2015-2018

2016 Mid-Year Accountability Report

Council Priorities Supplementary Information

ONLINE ONLY



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A prosperous city

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

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
<p>●</p>	<p>P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.</p>	<p>CIVIC PARTNERS</p>	<p>TRANS CFOD DCMO CS</p>	<p>Calgary Economic Development (CED) enhanced trade relations through three outbound trade missions, three webinars for overseas trade commissioners, and marketing missions to Toronto, Boston, New York and China.</p> <ul style="list-style-type: none"> • \$6.35 million in Community Economic Resiliency funds are being used to accelerate implementation of the 10 Year Economic Strategy for Calgary, particularly promoting Calgary's new Inland Port designation, conducting an out of market campaign, carrying out a head office attraction and real estate strategy and promoting Calgary as a Global Talent Hub. • 80 per cent of actions in the strategy are underway or completed compared to 70 per cent in 2015 December. <p>The City worked to strengthen Calgary's position by progressing the Civic District Public Realm Strategy, approved by Council in January, including its 10 strategies to guide the development and enhancement of this area in the downtown.</p> <p>A close working relationship with CED, the Calgary Logistics Council (CLC) and Calgary Regional Partnership (CRP) is helping The City identify and better understand the needs of potential customers who will bring economic diversity to The City's industrial parks. With an enhanced knowledge of customer's needs, Administration is able to enhance The City's industrial lands to respond to real estate demands from high potential sectors, such as transportation and logistics. Taking a proactive approach to getting in front of potential</p>

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				<p>clients and leveraging relationships with partners has generated some promising leads. Information packages have been prepared, together with CED to respond to requests for information about Calgary as a place for doing business resulting in 10 leads for industrial land sales.</p> <p>In addition, an issue involving ownership of wetlands has been resolved in the Great Plains / Starfield Industrial Park. As a result, 10 acres of industrial land were made available for Disposition. Through implementation of the Goods Movement Strategy, a concerted effort has been made to work with industry partners and end-users of industrial lands to understand the complex movement of over-dimensional loads so that a more suitable environment within The City's industrial parks is designed for this form of transportation.</p> <p>Administration is working toward increasing mobility in the city through implementation of the following projects:</p> <ul style="list-style-type: none"> • Detailed design for Southwest Transitway and 17 Avenue S.E. Transitway is underway. • Preliminary design for Green Line Southeast is being finalized. • Functional design and public engagement is underway for Green Line Northland Centre City. • Design of Southwest Ring Road connections at West Hills Way and Spruce Meadows Way is underway. • Selection of Preferred Proponent for the Stoney Bus Garage is underway.
●	<p>P2 Advance purposeful economic diversification and growth.</p>	<p>CIVIC PARTNERS</p>	<p>CS PD</p>	<p>The 10 Year Economic Strategy for Calgary is leading diversification in renewable energy, transportation, logistics, agribusiness and creative industries. Stakeholders in these industries are participating on Advisory Committees and new resources, including full-time staff, are being allocated for some areas.</p> <p>Calgary Economic Development (CED), Innovate Calgary and other key stakeholders (including Analytics Calgary) are collaborating on a</p>

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				<p>plan to develop an innovation framework for Calgary.</p> <p>In May, Calgary's New Film Centre opened and started developing programming to increase training available for the film and TV industries.</p> <p>The City is proactively working to ensure that future land supply aligns with investments being made to market Calgary to attract high potential sectors (i.e. transportation and logistics, agri-business and high tech industry). In addition, following the Industrial Land Strategy, Administration is continuing to provide a steady and diverse supply of industrial land to the market. Of the 22 industrial lots available on the market today, there is a range in property size from 1.06 acres to 9.89 acres. Administration is working to get additional industrial lands to the market ranging in size from less than an acre to over 45 acres.</p>
<p>● *</p>	<p>P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.</p>	<p>CS</p>	<p>TRANS CFOD</p>	<p>The Office of the Business Revitalization Zones (BRZs) worked closely with the 11 Calgary BRZs by supporting the:</p> <ul style="list-style-type: none"> • Initiation of an additional BRZ in the Beltline area. • Expansion of two existing BRZs. • Provision of training, governance and accountability support and funding has been offered with five BRZs taking advantage of these programs. • Exploring opportunities to incorporate emergency management and business continuity program information and resources. <p>For Business Revitalization Zones (BRZs):</p> <ul style="list-style-type: none"> • Council approved the 2016 BRZ Budgets and Enabling Bylaws (PFC2016-0028). • The Office of the BRZs hosted monthly meeting for the Calgary BRZs to provide information about city initiatives that impact small business and BRZs specifically such as the Parking Revenue Report, Main Streets Project and Municipal Government Act review.

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				<ul style="list-style-type: none"> • A BRZ guidebook and a Memorandum of Understanding are being developed to further define the relationship between The City of Calgary and Calgary BRZs. <p>As a result of the Strong Neighbourhoods Initiative, increased community economic development has developed fruitful relationships with businesses in:</p> <ul style="list-style-type: none"> • Highland Park: a business panel, an on-line business directory, the local hiring of students, a community business strategy and an inter-governmental small business summit. • Windsor Park – 16 representatives from local businesses came together for the first Manchester Businesses: Community Conversation. Participants had an opportunity to learn about the creation of the Windsor Park-Manchester Neighbourhood Social Strategy, network with other business people from the area, and consider the value and potential of community economic development. <p>The City supported and advanced the efforts of the 10 Year Economic Strategy for Calgary through a number of initiatives that included:</p> <ul style="list-style-type: none"> • Participating on Tourism Calgary's "Year of Music" committee and the Destination Marketing roundtable. • Contributing to the development of the Cultural Plan as a major stakeholder. • Working directly with CDA and its members to bring pre Juno events to the area. • Supporting CSTA on upcoming events. • Engaging sport partners in refreshing the Civic Sport Policy. <p>The City partnered with industry to:</p>

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				<ul style="list-style-type: none"> Clarify street use permit requirements under Streets Bylaw 20M88. Increase the efficiency of update processes and systems supporting improved management of coordinated over-dimensional moves through updating process and systems. <p>In addition, Administration created and released Quarterly Market Reports to effectively communicate Calgary real estate information to the industry.</p>
●	<p>P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.</p>	PD	CA CFOD DCMO CS	<p>PD is leading training and information updates to industry on upcoming changes to the National Building Code of Canada (effective 2016 November 1) to pro-actively ensure a smooth transition for customers.</p> <p>A new land use district [Residential – Low Density Mixed Housing (RG) District] was created and allows flexibility for low density residential housing forms in new communities.</p> <p>A number of updates to the Land Use Bylaw were approved to keep the bylaw current, provide flexibility and response to market preferences, create opportunities for emerging businesses, keep current with changes to federal legislation and to remove barriers:</p> <ul style="list-style-type: none"> allow breweries, wineries and distilleries to expand their services to customers and to locate in commercial land use districts improve consistency in the rules regulating parcel size for secondary and backyard suites and removing the maximum size limits for secondary suites create a use for medical marihuana counselling remove barriers for businesses associated with larger vehicles and for liquor stores wishing to move to nearby locations allow emergency and protective services to locate in additional

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				<p>land use districts</p> <p>Changes were made to successfully merge 364 Massage Practitioner licences with corresponding Massage Office licences. This allows massage therapists to complete only one application, saving money by paying one fee, and eliminating an annual trip to City Hall to renew their license.</p> <p>Administration updated Assessment's <i>Request For Information</i> documentation to ensure the right information was being requested in a simplified and condensed format.</p> <p>Council approved the 2016 Business Tax Rate Bylaw (PFC2016-0027) ensuring that 20 per cent of business tax was successfully consolidated into non-residential property tax.</p> <p>Council approved cancellation of applicable property taxes for properties affected by the 2013 June flood that meet the criteria set out in the Property Tax Relief Program (C2016-0066).</p> <p>Corporate Drawings Management Program is on track. Stakeholder analysis is completed and initial meetings have occurred. The Program will allow electronic submission of land and infrastructure information.</p> <p>The "Cut the red tape" initiative was moved to the innovation initiative as part of Analytics Calgary and the innovation platform was launched internally mid-May. Within two weeks of the launch, employees contributed 150 ideas for innovation.</p> <p>CITYonline is being updated to finalize an online submission capabilities for encroachment agreements. The program will save customers time and money and offer enhanced payment options.</p>

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<p>● *</p>	<p>P5 Seek out partnerships with: A) other governments and B) community partners to achieve community well-being.</p>	<p>(A) DCMO (B) CS</p>	<p>(A) CFOD (B) POLICE</p>	<p>(A)</p> <p>The City submitted a corporate response to both the provincial and federal governments' budget consultation process to identify the infrastructure and service needs of the City. A cross-corporate analysis of the Government of Alberta's and the Government of Canada's budget releases was completed to determine corporate impacts and next steps for advocacy. As well, coordination of cross-corporate positions and internal messaging on the Corporation's advocacy regarding proposed legislative updates unveiled in Bill 21: Modernized Municipal Government Act. Strategic Planning and transportation concerns identified by The City were resolved through a successful mediation process with Rocky View County.</p> <p>(B)</p> <p>As a result of the Family & Community Social Supports (FCSS) funding recommendations:</p> <ul style="list-style-type: none"> • 72 currently-funded agencies will see an 8.9 per cent increase to their base budget, which will be retroactive to 2015. • 30 programs will see an additional increase to deal with a significant growth in demand due to our growing and changing population. <p>In addition, The City finalized and posted online all 146 Theories of Change for FCSS-funded programs in 2016. This provides clarity for agencies around the outcomes their program are intended to achieve and the indicators that will measure their success.</p> <p>The City invested \$7 million for Calgary Economic Development (CED) to accelerate implementation of the Economic Strategy and \$7.5 million for Calgary Housing Corporation (CHC) to support community providers to increase Calgary's affordable housing stock. Increasing CED's capacity will accelerate implementation of the Economic Strategy and help support and rebuild the</p>

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				<p>local economy. Additional funds for a CHC grant program will leverage local community-based initiatives to bring additional affordable housing stock online.</p> <p>Administration completed extensive consultations on the Call for Funding proposals for Family & Community Social Supports (FCSS), Crime Prevention Investment Program and the Emergency Resiliency Fund including one-on-one meetings, focus groups, a survey to non-profit agencies as well as a survey posted on Twitter that received over 100 responses. These consultations informed the coordination of business processes, communication and consultation for Call for Proposals and will provide a streamlined process for non-profit agencies. These partnerships contribute to our overall quality of life and strengthen the non-profit sector.</p> <p>With a focus on reducing community risk and the number and severity of incidents, The City worked with the Transport Canada Emergency Response Task Force to develop technical and regulatory solutions and interim measures for the transportation of flammable liquids by rail. The project includes awareness level training program for all Canadian first responders.</p> <p>The City together with sector partners and the community worked on developing the #GetMovingYYC 2016 program. The June sector-wide walking event focused on challenging Calgarians to decrease sedentary behaviours and lifestyles by promoting moving more every day. The initiative yielded walks hosted by 10 community partners including the Kirby Center, Hidden Valley CA and Ralph Klein Park.</p>
* ▽	P6 Increase affordable and accessible housing options.	CS	CA PD	<p>Calgary's affordable housing need has been constant for almost two decades and across changing economic conditions. While the current economic downturn in Calgary may result in a slight, temporary decrease in rental prices, it is not expected to make market housing affordable for very low-income residents over the long-term.</p> <p>Demand for affordable housing remains strong and continues to</p>

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				<p>grow, as evidenced by a current wait list of over 4000 applicants.</p> <p>Construction is underway on 72 affordable housing units with an additional 88 units in the planning and approval process.</p> <p>To further increase affordable and accessible housing options, The City developed its Corporate Affordable Housing Strategy, defining a new 10-year strategic direction for The City of Calgary in the delivery of affordable housing in Calgary. It clarifies The City's mandate for affordable housing delivery, positions The City to leverage federal and provincial capital funding to support internal and community development of units, and guides City actions to create safe, affordable homes that support individual and community success and well-being. The Strategy is supported by an implementation plan for the next two years and the subsequent business cycle.</p> <p>This strategy was approved by the Priorities and Finance Committee on June 28th and will be taken to Council on July 25th.</p> <p>Progress against the implementation of actions in the next two years, however, will be impacted by the approval of the requested operating budget increase through the mid-cycle adjustment process for the 2017 and 2018 Business Plan and Budget.</p> <p>To encourage development of affordable housing and stimulate the economy, The City launched a Housing Incentive Program to cover pre-development activities and City development fees on affordable housing projects.</p> <p>The City also continues to support the Community Housing Affordability Collective through leading a feasibility study to determine whether a single point of entry to the non-market housing system can be implemented. The project will aim to understand the current issues and identify options for implementing a 'one window' system so that people in need of affordable housing only need to apply once to be</p>

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				<p>considered for a variety of non-market housing options. The project is in an early phase and will be reporting to Council through PFC in summer 2017.</p>
*▽	<p>P7 Continue policies and programs to reduce the number of people living in poverty.</p>	CS	CA POLICE	<p>The need of vulnerable Calgarians continues to grow in these tough economic times.</p> <p>Momentum, the United Way, Vibrant Communities Calgary and The City presented the Enough for All Annual Update for 2015 to the Standing Policy Committee on Community Services and Protective Services. They highlighted accomplishments towards the four goals of the plan including the successes of Fair Entry, the expansion of the Financial Empowerment Collaborative in delivering financial literacy programs and services and plans to engage residents in six neighbourhoods.</p> <p>The continued implementation of the Enough For All Strategy is increasingly important in times of economic uncertainty to support those who are most vulnerable.</p> <p>Fair Entry celebrated its first anniversary in May and seeks to provide all Calgarians living in low income with information about how they can access City subsidy programs. Over 45,000 Calgarians have been approved to receive at least one service via the Fair Entry application process. Enhanced outreach efforts included:</p> <ul style="list-style-type: none"> • Approximately 20 presentations and resource fairs by Fair Calgary Administrators resulting in connecting with over 1,000 Calgarians. • Fair Entry staff speak about 10 different languages and are able to present information about Fair Entry's application process and the City's subsidy programs in first languages most often spoken by Calgarians. <p>These outreach activities have provided an opportunity for Fair Entry staff to meet Calgarians outside the walls of the Municipal Building</p>

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				<p>and Village Square library in order to put faces to the program as well as to provide a space for questions and comments.</p> <p>Prior to Fair Entry, approximately one in five Calgarians accessing City of Calgary subsidies applied for two programs. This number has more than doubled indicating an increased awareness of the subsidy programs and potential benefits to citizens, which has increasing importance during this tough economic climate. Furthermore, continued monitoring of the Fee Assistance Program and its utilization resulted in a change to the Pass Program to allow low income customers the opportunity to purchase any pass term at the reduced rate.</p> <p>The Payday Loans Task Force presented a key recommendation to Council in June, which was to amend the Business License Bylaw. The amendments include adding payday lenders to the bylaw and requiring them to obtain business licenses, display posters to advertise financial literacy programs and services and inform consumers of alternatives to payday loans. These changes are intended to align with provincial legislation as well as protect the financially vulnerable from payday lending practices, encourage financial institutions to provide alternatives and increase financial literacy among Calgarians.</p>
●*	P8 Respond to the needs of an aging population.	CS	TRANS POLICE	<p>Calgary has become a member of the World Health Organization's Global Network of Age-Friendly Cities and Communities which provides opportunities for information-sharing with other age-friendly communities around the world. In addition, The City promoted, sponsored or coordinated 62 events during Seniors' Week in June.</p> <p>The City conducted presentations and group sign-ups at six multi-unit subsidized seniors housing complexes to increase awareness of the Fair Entry Program and the seniors home maintenance assistance. Over 250 seniors attended sessions and were able to apply for Fair Entry onsite. This resulted in greater access to programs and services to seniors that will enhance their lives.</p>

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				<p>In collaboration with of the Calgary Seniors' Resource Society, City employees developed a mandatory training module for Fire Department members. The "Become a Connector" training module teaches all employees how to identify the signs and symptoms of an at-risk senior adult and how to connect them to resources.</p> <p>An Active Aging intranet page was launched to support communication of the Strategy and its implementation. Programming and customer experience initiatives will be piloted and evaluated at Thornhill and Village Square Leisure Centre facilities.</p> <p>The Rundle LRT Pedestrian Bridge was completed in June 2016.</p>
●*	<p>P9 Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.</p>	CIVIC PARTNERS	CS	<p>The City continued to work with community organizations and partners to deliver arts and cultural experiences and support the local economy through the production and delivery of festivals and events, acquiring and maintaining public art, and by offering a variety of visual and performing arts programming at Arts Centres. Initiatives included:</p> <ul style="list-style-type: none"> • With support from Capital Development, civic partner Calgary Economic Development was able to complete the Calgary Film Centre, for which the City provided lead funding through Cultural MSI. The Grand Opening was on May 19, 2016. A week later the Decidedly Jazz Dance Centre opened, bringing the total of completed projects funded through Cultural MSI to seven. • The Junos proved to be a significant boost to tourism, helping to re-brand Calgary as a "Music City". Estimations are that the award show and attendant activities provided over \$11M in economic impact, while providing excellent nationwide publicity to the National Music Centre (in which The City has invested \$25 Million) • Public Art program worked effortlessly to find an appropriate new home for a significant heritage artifact: one of the original lions from the Centre Street Bridge. With the support of Parks and Transit and the Heritage Authority the decision was made to re-

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				<p>locate a preserved lion to Rotary Park, overlooking the Bridge.</p> <ul style="list-style-type: none"> • Implemented the new busking program pilot that was developed with Calgary Transit, Community Standards and BRZs as well as the busking community. The program is highlighting the contribution musicians make to the life of the city, bringing vitality to neighbourhoods, transit stations and business areas. • Cultural Planning sessions were conducted to engage Calgarians in the cultural planning process, tell their stories and share comments and ideas. Further engagement sessions were held to solicit input on the strategic priorities as proposed by the consultant team. Feedback provided by over 800 citizens and stakeholders has been used to strengthen the Cultural Plan. That engagement will also inform the renewal of the Civic Arts Policy. • Launched a new public art program, Painted City, aimed specifically at local artists. It provides opportunities for communities to request murals and other two dimensional pieces and provides employment to local artists while helping to build a sense of community in neighbourhoods that are interested in creative place-making. • Council approved all Recommendations put forward in the first review and update of Cultural MSI Funds since 2009. Council recognized the importance of cultural infrastructure projects by agreeing to all 7 Recommendations put forward, including an immediate investment of \$24.5 Million to transform the Centennial Planetarium into a multi-tenant cultural hub as well as approving, in principle, the development of 8 Community Cultural Hubs. <p>Calgary Arts Development Agency worked on a number initiatives to enhance culture in Calgary by:</p> <ul style="list-style-type: none"> • Living a Creative Life has over 120 signatories including Calgary Economic Development, Calgary Board of Education, Tourism, Calgary Chamber, the Calgary Foundation, and Calgary Downtown Association.

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				<ul style="list-style-type: none"> Artsdance on June 23 featured an unprecedented Intertribal ceremony guided by Indigenous elders of the land. The ceremony acknowledged that artists must be at the centre of the conversation and action towards a creative and connected city. On June 10, the Storytelling Project website was launched. It shares stories of creativity across sectors and communities that recognize how people are using creativity to make Calgary an even greater city. Working with the Calgary Congress for Equity & Diversity in the Arts to survey both independent artists and arts organizations to measure the Calgary arts sector's achievements in both diversity and equity. This data will provide a base-line for growth comparisons in the future in this important and long-overdue work. Mapping the Arts Ecosystem in Calgary will determine the health of the sector, reveal insufficiencies and needs, and identify new opportunities and possibilities for greater resilience and vitality so the arts can deliver greater value to the citizens of Calgary. The "Year of Music" is helping to raise awareness of our city's vital music scene, from community-based projects to the 45th Annual JUNO Awards. Showcased local artists and venues during the hosting of the Juno awards and celebration of the "Year of Music".
●*	<p>P10 (A) Expand our library system and (B) enhance access to technology and information.</p>	<p>(A) CIVIC PARTNERS (B) CFOD</p>	<p>(A)CA (A)CFOD - IT (A)CS (B) CA (B) DCMO (B) CS (B) TRANS (B) PD</p>	<p>The Calgary Public Library opened a community library at Westbrook LRT station in April. The New Central Library project construction continues to be on time and on budget.</p> <p>The city continues to enhance access to technology and information through planned upgrades and integration of systems.</p> <p>The City's Residential ePermit project won the Canadian Association of Municipal Administrators (CAMA) Willis Award for Innovation.</p> <p>Over 40 City facilities, including all recreational sites and downtown CTrain stations, provide public Wi-Fi access.</p>

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				<p>Citizen's ease of use has been improved through new initiatives and enhancements to systems, such as:</p> <ul style="list-style-type: none"> • Submit census information online or through a mobile device • Update account information, renew and pay for animal licenses online or through a mobile device • Contract signed and implementation has started on Summit - the Class Replacement Project, to improve the customer facing/transactional system for several Business Units with significant customer/citizen touch points • Working on roadmap for Phase1 of Hyperion implementation • Parks mowing and Roads sweeping map on calgary.ca which shows the location and status of the sweepers • In March, launched a quick and easy mobile inspection site for ePermit applications, allowing home builders to manage new home construction inspections at their convenience • As of June 2, developers and consultants can submit their Construction Drawing Checklist and Stormwater Management Reports electronically • Home Improvement Hub with needed information and ePermit tools enable homeowners to apply online at their convenience for garage or deck building permits • ePayment – The City's reusable online payment service completed the addition of the profile payment feature. Eight business unit applications use ePayment to collect payments using credit card, debit cards and profile payments. • Building Repository System –enhancements include improved spatial mapping and addressing and improved interfaces and data maintenance processes between applications. • 28 additional maps have been added to Calgary.ca map gallery • As of June, 2016, digital aerial survey canopy, hydro updates, impervious layers, historical air photos, and orthophotos have been updated to ensure maps and imagery are up-to-date

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				<ul style="list-style-type: none"> The Open Data Portal RFP has been awarded and currently validating proof of concept. Improved functionality, look and feel of cityOnline. <p>The City hosted the annual Hackathon and Youth Hackathon in April.</p>
*▽	<p>P11 Facilitate programs and services for children and youth, including, in some cases, providing, a variety of affordable after school programs.</p>	CS		<p>The Calgary AfterSchool (CAS) team comprised of 21 agencies, alongside Calgary Neighbourhoods and Calgary Recreation provided 43 programs to Calgary’s children and youth. Highlights thus far include:</p> <ul style="list-style-type: none"> The addition of the Calgary Public Library to the CAS team. This partnership boosts the strength of CAS partnerships, but as well the collective impact of CAS Six CAS agencies partnered to host an all-programs meeting. The meeting included 20 CAS agencies and 71 staff members. The feedback received was positive and the information gathered will assist partners in moving forward with the creation of the Calgary AfterSchool 2017-2021 Strategic Plan. The CAS team worked alongside Family & Community Social Support and partners to achieve a 90 per cent or higher response rate for FSII collection, which allows us to measure and determine our impact on participants in CAS programs. Collection thus far has increased by 40 per cent within Calgary Neighbourhoods, with other CAS partner results to follow in June. Introduction of a satellite program, addition of days, extending hours of operation, increasing the target age range, improved staff training, large scale marketing efforts, and providing quality programming. Promotion of Pink Shirt Day and anti-bullying through a variety of special anti-bullying programs and activities. This included having youth decorate their own pink shirts, baking pink cookies, discussions groups on anti-bullying and encouraging kids to demonstrate random acts of kindness in their community.

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				<p>In collaboration with the Makadif Organization, The City provided an eight-week recreation experience for youth involved in the Youth Criminal Justice system. They gained exposure to a number of different activities, engaged positively with the recreation leaders and provided positive feedback on their experiences. This experience helped the 13 vulnerable youth to increase protective factors by experiencing regular positive pro-social activities in the community, develop positive relationships with adults and be physically active. This pilot will serve to better inform the delivery of this program moving forward. Programs such as these are important to increase the resiliency of youth especially during difficult economic times.</p> <p>In April, the Annual Youth Hiring Fair was held and attended by over 8000 youth, up from 5000 in 2015. The significant increase in attendees can be attributed to the need for resources such as the Youth Employment Centre during difficult economic times. City staff's commitment to quality planning, engagement of employers and additional marketing resulted in 94 per cent of youth and 100 per cent of the employers being satisfied with the Fair.</p> <p>The City launched the READYCalgary Kids program as part of the Grade 5 curriculum in both the public and separate school boards to educate children on what they and their families can do to prepare for emergencies.</p>
● *	<p>P12 CSPS Establish approaches and practices that welcome and support full participation of vulnerable populations in City activities.</p>	CS		<p>In March, The City hosted a Calgary Welcome and Newcomers Fair that attracted 1300 attendees. The event featured an information fair with 30 booths by City business units and community organizations providing programs and services for newcomers including public transit, English classes, and much more.</p> <p>In addition, The City offered 118 hours of child and youth programming at each of the two Calgary Catholic Immigration Society Resettlement Centres in February and March with 403 Syrian children attending the programs. Calgary has now received over 1000 Syrian refugees with 85 per cent having been transitioned to long-term</p>

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				<p>housing.</p> <p>Calgary Local Immigration Partnership (CLIP) worked to re-engage community partners by convening:</p> <ul style="list-style-type: none"> • An engagement session where employers were provided with a forum to discuss the challenges and opportunities they are facing and how immigrants can play a role in achieving their goals. • An all-partners meeting with 75 partners in attendance to inform them of the contractual obligations with Immigration, Refugees, Citizenship Canada. The event resulted in 94 per cent of respondents saying they would continue to participate in CLIP and 92 per cent of respondents saying they are aware of CLIP's upcoming focus. <p>In May, the Standing Policy Committee on Community Services & Protective Services approved the integration of the Truth & Reconciliation Commissions Calls to Action into the Calgary Aboriginal Urban Affairs Committee (CAUAC) Strategic Plan. This commitment will promote positive relationships with the Indigenous and non-Indigenous people through shared understanding of history.</p> <p>The City worked closely with the Calgary Board Education to pilot a "Community Spot Hub" that has sport organizations come into a school to focus on sport development skills with the students. In addition, a suite of community-based programming was developed with Community Services partners at the Centre City Complex facilities (Beltline Inglewood and Max Bell) to address demand and needs.</p> <p>Completed numerous assessments and reviews for accessibility across Calgary Transit and Calgary Transit Access including:</p> <ul style="list-style-type: none"> • Rundle Station post-construction review • Anderson station assessment

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<ul style="list-style-type: none"> • All CTrain stations reviewed for accessible ATM installation • New mask CTrains assessed • Service provider performance audits completed for accessible transit <p>Travel training sessions and camps were conducted for different groups including seniors, disabled youth and vulnerable users.</p>



A city of inspiring neighbourhoods

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

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
●*	N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.	CS	CA TRANS POLICE	<p>Technology-based solutions including the GPS-enabled pre-emption technology, more reliable handset radios and the Abandoned Call Management System are helping to address public safety response problems and further reduce response delays to emergency calls, thereby improving performance. These initiatives have resulted in increases in effectiveness and demonstrate The City's continual improvement in narrowing the gap between baseline performance and long-term benchmarks.</p> <p>Amendment to the Fire Operations and Fees Bylaw 55M2014 approved by City Council on 2016 March 02. CFD granted approval to issue blasting permits, supporting increased due diligence for public safety.</p> <p>Drafted amendments to the Community Standards Bylaw to ensure better alignment with the Land Use Bylaw and allow for more efficient enforcement by appropriate business units.</p> <p>The Building Maintenance Bylaw was approved in June. It requires building owners to keep their buildings in a safe state of repair to prevent harm to the public.</p> <p>Drafted amendments to the Calgary Parking Bylaw intend to align bylaw fine amounts with fines for equivalent provincial offences.</p>
●	N2 Build resiliency to flooding.	DCMO (ROC)	ALL	<p>Progress has been made on the recommendations from the Flood Expert Management Panel. Updates for the first half of 2016 include:</p>

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◇ One or more challenges materialized; mitigation measures underway.



Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<ul style="list-style-type: none"> • A community advisory group on Flood Mitigation Measure Assessments has been formed. Engagement with this group will help The City understand Calgarians' values and will inform the City's Triple Bottom Line analysis and final recommendations to Council. • In Q2 2016, The City started co-chairing the Bow River Advisory Committee with the Province and participating on the Bow River Working Group to explore significant flood mitigation opportunities upstream on the Bow River. • The Utilities received \$12.8 million in 2016 from Alberta Communities Resilience Program (ACRP) for flood protection projects. This is part of the \$150 million that has been dedicated to The City of Calgary over 10 years for flood mitigation. • Resiliency work within the City continues to progress. Some notable highlights include: <ul style="list-style-type: none"> ○ \$11.5 million of the funds have been dedicated to the Bonnybrook Flood Protection Berm which will protect critical wastewater treatment infrastructure during high river flow events. ○ Restoration work for the Maple Ridge and Shaganappi Golf Course pumphouses and Shouldice Athletic Park are on schedule. ○ Construction of the 12th Street Bridge replacement is underway and design for the 9th Avenue Bridge replacement is complete. ○ Fire has purchased additional equipment (POD trucks, jet boats aquatic rescue unit and bush buggies) and duty gear in preparation for possible future flooding events.
●*	<p>N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.</p>	CS	CA CFOD DCMO PD TRANS	<p>In total more than 700 City of Calgary employees travelled to Fort McMurray to support on-the-ground operations. The Municipal Emergency Plan activated, and at its peak, the Emergency Operations Centre staffed 30 CEMA, City of Calgary and partner agency staff who coordinated response efforts and provided emergency social services to more than 2,300 evacuees staying in</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
			UEP	<p>the shelters. Over one month, 450 firefighters from CFD were deployed to help in various capacities with the wildfire in Fort McMurray.</p> <p>The City updated its emergency handbook with legal advice required in emergency situations.</p> <p>In June The City was awarded membership in the Rockefeller Foundation 100 Resilient Cities Network. As part of the network The City will have access to expertise and support to develop a resilience plan to address acute shocks and chronic stressors that we currently, and potentially will face in the future. Being part of the network will strengthen the work currently being undertaken in The City, while giving us the opportunity to share best practices and learn from experts and other cities around the globe.</p>
●	<p>N4 Revitalize the role and ability of community associations, and use of community facilities.</p>	CS	PD	<p>To date, Capital Conservation Grant (CCG) has approved over \$4.9 million in funding for: 65 projects (\$4.4 million); 10 capital engineering consultants (\$259K); 21 lifecycle plans (\$142K); 5 hazmat studies (\$14K). All grant applications are tracked, and indicate the type of project that is being funded (urgent safety, lifecycle, upgrade, consultant, and lifecycle plan). CCG funding allows community partners to address urgent safety or lifecycle needs in their facilities. Tracking ensures that limited dollars are allocated appropriately.</p> <p>This community needs and preferences study was completed and aims to determine residents' needs and desires for the delivery of recreation, leisure and social programming within their geographic community and inform community associations' (CA) and other community stakeholders decisions about what they offer residents. The results have been shared with neighbourhood partnership coordinators (NPCs) and CAs to ensure they understand how to interpret survey results to effectively plan and meet the needs of residents.</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>NPCs offered seven workshops to CA volunteers on topics including bylaw changes, funding opportunities, networking with artists for space, etc. There were 295 participants from 164 organizations resulting in increased knowledge and capacity within the organizations. Participants reported that they will be educating other board members, organizing future projects better and sharing what they learned with others which all contribute to increasing resident capacity.</p> <p>CAs who have a lease or license of occupation with The City are required to have a business plan. Currently, 89 per cent of CA and social recreation organizations supported by NPCs are compliant with the requirement.</p>
●*	<p>N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.</p>	PD	CS TRANS UEP	<p>The Main Streets Initiative completed Phase 2 (Analysis and Evaluation) in June 2016. It focused on policy and land use bylaw review, market and economic forecasting for the main street areas, continued dialogue with developer and builder stakeholders and cross corporation examination of solutions to address City and stakeholder preferred outcomes. A status report was drafted for presentation to SPC on Planning and Urban Development in July.</p> <p>Main Streets is providing extensive support and analysis to the Green Line, Transit-Oriented Planning group on the Inglewood/Ramsey station area program with a focus on a new mechanism for heritage conversation.</p> <p>The Main Streets project team is collaborating with Initiative #3: Established Ares Strategy of the 2016 Work Plan (following from the new Off-Site Levy Bylaw) to develop solutions for a sustainable funding strategy for public realm/open space improvements, along with other city infrastructure, for main street communities.</p> <p>Public engagement began to develop land use plans for the southeast portion of the Green Line LRT project. The South Hill station site has been identified by Council as one of the priority</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>station sites. A report was presented to</p> <p>Planning and construction is advancing on the Shawnessey Transit Oriented Development (TOD) project.</p> <p>The Bowness Offload Sanitary Trunk Upgrade was completed in 2016 April. The trunk restores sanitary capacity to northwest Calgary and allows continued development in new and existing communities. The project has received several awards from industry including an award of excellence from the 2016 Consulting Engineers of Alberta Showcase for Sustainable Design.</p> <p>The annual Spring Clean Up (SCU) of the transportation network started and finished early, with quality standards achieved on 99 per cent of roads.</p> <p>The “I love my Neighbourhood Grant” is a community development tool used to support resident-led initiatives building skills and capacity while bringing people together. To date 21 grants were approved in 11 neighbourhoods totaling almost \$11,000 including:</p> <ul style="list-style-type: none"> • Albert Park: Residents collaborated with <i>Momentum</i> to provide a “Money Management Workshop” . • Sunalta: Creation of a parent/toddler program program by residents seeking to increase their social networks. • East Village: Nearly 300 people came together to hear the stories of East Village residents in the documentary <i>Stories from the Rivers’ Edge</i>. <p>This is my neighbourhood (TIMN) program began implementation of a 110 projects in 14 communities. Projects were prioritized and chosen by community stakeholders and residents in each neighbourhood. Most projects are scheduled for comepletion between June and September. To date 9 projects have been completed including litter education, community clean ups and play days. Process</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>improvements for communications, internal roles and responsibilities and timelines which have been incorporated into the project plan for the next round of neighbourhoods scheduled for 2017-2018.</p>
<p>● ▽</p>	<p>N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.</p>	<p>PD</p>	<p>CFOD TRANS UEP DCMO</p>	<p>Administration is collaborating with Alberta Energy to address implications of provincial Climate Change policies and Carbon Tax/Levies for The City.</p> <p>A multidisciplinary project team (Administration and the Calgary Municipal Lands Corporation) prepared a report on a preliminary feasibility analysis for the CalgaryNEXT concept (proposed by the Calgary Sports and Entertainment Corporation). The report was presented to Council in April, including environmental, economic and social impacts, as well as the potential for a Community Revitalization Levy (CRL).</p> <p>Environmental Construction Operations (ECO) plans were reviewed and verified for over 29 City construction projects, reducing risk of regulatory non-compliance and environmental impacts associated with construction.</p> <p>Following two years of record growth, PD has seen reductions in the number of certain development application types, but not all (generally a 7% drop in applications). Overall, building permit values are down significantly and the Department is focused on catching up on application backlog and improving applications review processes. PD is anticipating challenges later in 2016 and into 2017 but is working with our customers, monitoring the situation and preparing contingency plans.</p>
<p>● *</p>	<p>N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.</p>	<p>PD</p>	<p>CA CFOD CS TRANS UEP</p>	<p>On January 11, Council approved the Off-Site Levy Bylaw (C2016-0032) As part of the approval, a 2016 Work Plan was also approved and includes six specific initiatives. Cross-departmental teams (including Planning & Development, Law, Finance, Water Resources and Transportation) have been established and Administration is working collaboratively with Industry partners to move forward on each of the initiatives. With the change in Calgary's economic</p>

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				<p>situation and the creation of Infrastructure Calgary, three of the initiatives have begun work to identify recommendations for infrastructure (economic stimulus) projects. A key update report on the Work Plan progress to date was presented to Council in June.</p> <p>Work has commenced to operationalize the findings of a Facility Design Enhancement Study for Recreation. The Study identified opportunities to revise programming and services and enhance existing space within facilities to better address community needs.</p>
●	<p>N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.</p>	PD	CA DCMO TRANS UEP	<p>A Terms of Reference (prepared in consultation with internal and external stakeholders) was approved by Council to guide the development of a new Rail Policy. The goal of the Rail Policy is for an improved approach for both The City and industry with more clarity and certainty, while balancing safety and development potential.</p> <p>The lands required to complete the 17 Avenue SE Bus Rapid Transit (BRT) project have been identified and Administration has contacted affected land owners to begin discussions related to property acquisition (approximately 43 full or partial acquisitions in total).</p> <p>Council approved increasing the frequency of reporting on the Joint Use Reserve Fund from every three years to annually to provide additional transparency. The Joint Use Agreement and the Joint Use Coordinating Committee administers the Reserce Fund and is a partnership between The City, Calgary Board of Education and Calgary Separate School Board.</p> <p>Amended location criteria for multi-residential infill development were approved. The expanded criteria are to be used when evaluating and reporting on applicable land use amendment applications in the Developed Areas, including any associated policy amendments. Administration will also incorporate the guidelines, policy and regulatory tools into the upcoming Developed Areas Guidebook to guide building and site design of multi-residential and ground-oriented infill developments.</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
●	<p>N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.</p>	PD	CA DCMO CS TRANS UEP	<p>The 2015 - 2016 Annual Centre City Update was presented to Council.</p> <p>The Civic District Public Realm Strategy was approved. It includes ten strategies to guide development and enhancement of the Civic District.</p> <p>Corporate Security completed a crime prevention through environmental design (CPTED) review for Recreation.</p> <p>City of Calgary Municipal Complex Commemoration Policy Report (LAS2016-56) was approved by Council in June.</p> <p>1st Street Underpass construction was completed and the 8th Street Underpass construction has begun.</p> <p>TOD Design charettes began for the North and Centre City portions of the Green Line project.</p> <p>Waste removal, recycling and organics recovery was provided to 81 community clean-ups and 30 festivals and events, meeting an increase in demand from last year.</p> <p>The City continues to contribute to community vibrancy by revitalizing underutilized City-owned brownfield sites. The feasibility study for interim-use opportunities at a site adjacent to the Heritage LRT Station is now complete.</p> <p>A project team has been formed and work is underway to corporately coordinate a waste diversion (recycling) collection and servicing plan for City-owned public land, including parks, transit stations, and recreation facilities. The servicing plan is required to ensure Corporate compliance with the changes to the Waste and Recycling bylaw which come into effect in November 2016.</p>

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
<p>●</p>	<p>N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.</p>	<p>PD</p>	<p>CA DCMO CS</p>	<p>Administration is working with the University of Calgary's EVDS Department to create the curriculum for a new Heritage Certificate Program.</p> <p>Council approved five properties as Municipal Historic Resources: the Orman Residence, Anderson Residence, Fire Halls No. 2 and No. 6 and the Bank of Montreal Building. Council also approved a Historic Resource Conservation Grant for the Bank of Montreal Building, providing the owner with \$1.6 million in rehabilitation funding.</p> <p>Heritage agreements were executed to protect Wesley Church and Dafoe Terrace.</p> <p>The Calgary Heritage Authority is accepting and coordinating applications for the 2016 Lion Awards. The awards recognize individuals and groups who have undertaken initiatives in support of heritage conservation in Calgary, with the awards gala on July 28.</p> <p>A new exhibit was installed in February in the Municipal Atrium, showcasing The City's Archival records.</p> <p>Administration is currently identifying suitable sandstone suppliers (quarries) for construction on the Historic City Hall building envelope.</p> <p>The Beltline YMCA is undergoing a facility condition assessment. In preparation for upcoming construction, Administration is identifying appropriate swing space for current occupants.</p> <p>Heritage Planning is providing extensive support and analysis to the Main Street group and Green Line, Transit-Oriented Planning group on the Inglewood/Ramsey station area program with a focus on a new mechanism for heritage conservation.</p>

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●*	N11 CS Promotion of public safety through education, prevention, and partnerships.	CS		<p>With significant financial support from Conoco Phillips, The City of Calgary launched a new mobile Fire Safety classroom and education program. It is anticipated the state of the art trailer with simulation technology will help more than 5000 vulnerable citizens including young children, new immigrants and seniors learn and practice how to safely respond to common home emergencies annually. The Social Return on Investment (SROI) from the delivery of the fire safety program creates \$2.20 in savings to the public for every dollar invested due to reduction in injuries and property dollar loss.</p> <p>In an effort to increase fire safety amongst some of Calgary's more vulnerable citizens, more than 1250 firefighters are contacting residents in their homes to check for working smoke alarms and to educate them with potentially lifesaving information.</p>
●	N12 CS Promote and strengthen community standards through facilitated compliance.	CS		<ul style="list-style-type: none"> • With the dedicated funding support from the Community Standards Fund, the City works with BRZs, the Calgary Police Service and communities to remove graffiti promptly. • For a consistent and repeatable output of fire risk assessment values, the City through the Calgary Fire Department, adjusted and semi-automated the process for categorizing and classifying risks and updated its community risk assessment for Calgary's 437,578 structures. The combined risk assessment determined that 80.1 per cent of Calgary's structures are rated as Low risk, 13.3 per cent as Medium, 6.2 per cent as High and 0.4 per cent as Maximum risk.

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A city that moves

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

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
<p>● *</p>	<p>M1 Implement and accelerate RouteAhead as transit funding becomes available.</p>	<p>TRANS</p>	<p>CA CFOD DCMO CS</p>	<ul style="list-style-type: none"> • The preliminary design of the southeast segment of Green Line is currently being finalized. In conjunction with DCMO, a land acquisition strategy is now in place and to facilitate negotiations with stakeholders. Nine acquisitions on the southeast leg of the Green Line have been successfully negotiated to date, with the remaining +/- 50 properties being targeted for acquisition throughout the remainder of 2016 and into 2017. • Functional planning and public engagement continue on the north and centre city segment of the Green Line with significant updates brought to Council in Q2. • Real Estate & Development Services is actively working with the Green Line project team to identify properties that will be impacted along both the Centre City and North segments of the alignment in order to advance land acquisition on the all sections of the Green Line program. • The new Transit Technology Building was completed in April 2016 and an expansion of Spring Gardens Garage was completed in May 2016. These projects support the growing transit system and the increasing technology needed to operate a modern transit service. • A number of improvement projects that support the continued rollout of 4-car CTrain service were also completed. Specifically: <ul style="list-style-type: none"> ○ The LRV service lane at Anderson Garage was expanded. ○ A new high efficiency train wash was installed at Anderson Garage.

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<ul style="list-style-type: none"> ○ An extended motorman’s platform near Anderson Garage was extended for 4-car trains. ○ Deficiency work on all the extended station platforms is ongoing. ○ An upgrade to the sander system at Oliver Bowen Maintenance Facility service lane is underway.
●	M2 Maximize the flow of traffic on the existing transportation network through the application of technology.	TRANS	CA CFOD DCMO CS	<ul style="list-style-type: none"> ● A new traffic signal phasing change was implemented at Macleod Trail and Heritage Drive that has resulted in significant reductions in travel time and queuing for northbound traffic during the morning peak period. ● A proof of concept pilot project using a low cost wireless communications mounted on streetlights to connect traffic signals to the Traffic Management Centre (TMC) is now complete. This benefits the transportation through improved signal coordination and improved streetlight maintenance. The second phase of the pilot (applying the technology along a corridor) is now in progress. ● A request for proposal (RFP) has been released for Real-Time Traffic Network Congestion project, which will give the TMC city-wide traffic information and allow for real-time congestion mitigation. ● A review of data collection technologies was completed with the Law Department to facilitate information sharing between enforcement units. This improves efficiencies within Calgary Transit’s Public Safety and Enforcement section and contributes to improved overall transit service performance. ● Corporate Analytics and Innovation provided ongoing drafting, mapping and surveying services to support the expansion and optimization of the transportation network. Projects include Green Line, Trans Canada Highway & Bowfort Road and Macleod & 162 Ave S interchanges and the Railway Corridor Project.
●	M3 Invest in strategic road improvements in priority growth areas as funding becomes	TRANS	CA CS	<ul style="list-style-type: none"> ● Construction on the following interchange projects is ongoing: <ul style="list-style-type: none"> ○ Trans Canada Highway and Bowfort Rd NW,

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
	available.			<ul style="list-style-type: none"> ○ Macleod Tr and 162 Ave S, ○ Glenmore Tr and Ogden Road SE, ○ Crowchild Trail and Flanders Ave SW. • Roadway paving projects are underway with 20 per cent more area planned in 2016 compared to 2015. 18 locations have been completed by the end of June. • A study to improve Deerfoot Trail and coordinate the future transfer from The Province of Alberta to The City is now underway. This includes legal work in preparation for a Provincial/City Highway Transfer Agreement.
●*	M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.	TRANS	CS	<ul style="list-style-type: none"> • Step Forward, The City's pedestrian strategy, was approved by Council in May 2016. This strategy document includes 49 actions to improve the safety, comfort and accessibility of walking in Calgary. • Three new pedestrian corridors and two new rectangular rapid flashing beacons (RRFB's) have installed to improve pedestrian safety. • The City's Bike Amabassadors are out again for the 2016 summer season. This team of students speak directly with citizens and businesses to assist with the pilot cycle track network, provide assistance, educate people about responsible biking, driving and walking, and conduct public engagement on active transportation projects throughout Calgary. • The new pedestrian bridge at Rundle CTrain station was completed and opened to the public in June 2016. The bridge replacement improves accessibility to the station and provides a vital link in the walking network.
●*	M5 Improve the taxi system.	CS	CA TRANS	<ul style="list-style-type: none"> • City Council approved bylaw amendments on February 22 that allow Transportation Network Companies (TNCs) to operate in Calgary. The revised bylaw allows TNC drivers to operate in Calgary while maintaining citizen safety as a priority. The amended bylaw came into effect April 4, 2016. The amended

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>bylaw creates the foundation for a robust network that supports transportation options for Calgarians. It also allows established taxi and limousine providers to negotiate and charge fares through a smartphone app on the same basis as TNCs.</p> <ul style="list-style-type: none"> • Livery Transport Services (LTS) successfully launched the enhancements to the licensing system (POSSE) on time 2016 April 4 to include TNCs and drivers. The enhancements include developing two new licence categories and respective work flows/processes for each category. A TNC and affiliated driver made an application the first day and were licensed within the week. • The City is conducting an accessible taxi review, which includes research on current customer service levels and options for improving citizens' access to accessible taxi services. The findings from the review will be brought forward to Council in November 2016.



A healthy and green city

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

Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
<p>●*</p>	<p>H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.</p>	<p>UEP</p>	<p>CA CFOD DCMO</p>	<p>The Organics and Biosolids Composting Facility is under construction. The facility will compost residential food and yard waste collected by the Green Cart Program and biosolids produced at The City's Wastewater Treatment Plants. Implementation of the city-wide Green Cart Program is on track for mid-2017.</p> <p>The Waste and Recycling Bylaw requirements for multi-family recycling came into effect on 2016 February 1 requiring multi-family building owners to provide onsite recycling of the same materials accepted in the residential Blue Cart recycling program. Multi-family building owners are responsible for setting up their own recycling program; they have the flexibility to choose who provides the service and how the material is stored. As of mid-year, 74 per cent of multi-family buildings have onsite recycling service.</p> <p>Paper and cardboard were added to the designated materials list 2016 February 1. Designated materials are readily recyclable materials that are subject to a higher disposal charge when brought to the landfill to encourage recycling.</p> <p>The Industrial Commercial Institutional (ICI) working group has been collaborating to prepare for the recycling requirements which come into effect 2016 November 1. Businesses and organizations will be required to recycle the same materials Calgarians recycle at home as well as some materials specific to their sector (wood, plastic film and metal). Targeted communication campaigns will be running from June to October leading up to the November 1 enforcement date.</p>

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●*	H2 Encourage a broader range of innovative and clean energy technologies.	UEP	TRANS DCMO CFOD	<p>The City encourages the consideration and use of innovative and clean energy technologies in City facilities, operations, programs and projects. Examples from the first half of 2016 include:</p> <ul style="list-style-type: none"> • An Energy Audit for 15 Recreational facilities was completed. Once implemented, the recommended upgrades in 2017 should have energy savings of approximately \$460K. • The Sustainable Infrastructure Capital program completed financial planning for 2017/2018 and proposed a number of projects to monitor and optimize the energy performance of facilities in partnership with operational partners. • A new CTrain wash was opened at the Anderson Garage. This supports moving to 4-car trains and saving water and costs through a more efficient system. • In the first half of 2016, Transportation completed LED retrofits of 35,000 street lights. • Green retrofits at fire stations included: <ul style="list-style-type: none"> • Completion of a green roof at Fire Station 1; • Mount Pleasant, Tuscany and Fire Headquarters stations were equipped with on-site solar power systems generating up to 5% of the electricity demand for each facility; and • A rain garden was incorporated into the Royal Vista fire station parking lot design to capture storm water. <p>Work continues to progress on engaging the community to advance the goal of reducing community greenhouse gases and air quality improvement.</p> <p>The City continues to work with the Calgary Regional Airshed Zone (CRAZ) and participates on the working group that supports the Clean Air Responsible Schools (CARS) program to reduce idling and to promote air quality projects.</p>
●	H3 Manage the interrelationships between	UEP	CA CS	Progress has been made on the alignment of source water, riparian and flood protection, the implementation of low impact developments

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Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
	flood protection, water quality and quantity, and land use.		TRANS PD	<p>(LIDs) and stormwater management. Updates for the first half of 2016 include:</p> <ul style="list-style-type: none"> • Preliminary landscape design work is currently underway for six riparian restoration sites to be constructed in 2016-2017. • The City's Water Efficiency Plan goals are on target and annual river withdrawals remain below the 2003 benchmark. • The stormwater pond condition assessment program continues in 2016 with the assessment of 20 stormwater ponds. These assessments will be used to prioritize pond maintenance and cleaning activities. <p>Work continues on the City of Calgary Climate Change Program. Updates for the first half of 2016 include:</p> <ul style="list-style-type: none"> • The City received a consultant's report with recommendations on how to develop climate change models for the region that will be used to determine a collaborative approach with partners. • Workshops were held with internal and external stakeholders on climate adaptation. The outcomes informed the development of climate change impact statements to be used for vulnerability and risk assessments. This work provides the foundation of a Climate Adaptation Plan. <p>Planning & Development participated in the Nose Creek Watershed Water Management Plan engagement sessions to help inform alignment with the Municipal Development Plan and other planning policy documents and administrative procedures.</p> <p>Corporate Administration finalized Master Servicing Agreements with Chestermere, Strathmore and Airdrie and obtained Alberta Utilities Commission approvals for these agreements.</p>

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<p>● *</p>	<p>H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.</p>	<p>PD</p>	<p>CS UEP</p>	<p>Administration began working with Alberta Environment and Parks and other stakeholders in preparation for the renewal (in 2018) of the Wastewater Approval to Operate. In addition, the Utilities initiated a plan to strengthen engagement and governance of strategic regulatory risks related to ongoing operations and new capital projects.</p> <p>A Memorandum of Understanding was signed between the Province and City of Calgary to collaborate on a Bioengineering Demonstration Project. The project goal is to improve riparian health and fish habitat by demonstrating the effectiveness of incorporating bioengineering techniques into streambank and flood mitigation works.</p> <p>The South Saskatchewan Regional Plan (SSRP) cross-departmental working group continues to work on a response to Provincial monitoring requirements (compliance) of cumulative environmental impacts (air quality, surface water quality, and biodiversity):</p> <ul style="list-style-type: none"> • In April 2016, ALT approved the SSRP working group’s recommended approach on the regulatory instrument inventory and classification. This work is needed to satisfy The City’s requirement to submit a statutory declaration by September 1, 2019 stating instrument compliance with the SSRP. • Administration is preparing a bylaw for Council’s consideration, stating that where an aspect of an instrument conflicts with the SSRP, the SSRP will take precedence. • The SSRP working group has identified the most relevant policy sections for The City to focus on and affected departments have started to compile an inventory of relevant regulatory instruments to review for SSRP compliance. <p>Administration has been notified that when making report recommendations to Council, they are to reference alignment with the SSRP where/as necessary.</p>

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●	H5 Protect and enhance our urban forest and natural landscape throughout Calgary.	CS		<p>The 49th Annual Pathway & River Clean Up was a success in May. More than 2,500 volunteers collected about 2,300 kg of waste to help beautify the city's river pathways and green spaces.</p> <p>The City (as of June 1) planted more than 2,400 trees and pruned and assessed over 45,000 trees as part of post-Snowtember tree recovery activities.</p> <p>More than 2,500 citizens received tree care advice and tips from City staff at a variety of venues and large events, such as the Calgary Home and Garden Show.</p> <p>A review and amendment of The City's Environmental Open Space policies was completed and presented to Council, with letters of support from key stakeholders.</p> <p>An implementation framework is under development for The City's BiodiverCity plan this year along with biodiversity-oriented projects, such as restoration projects and habitat management initiatives.</p>
●	H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.	UEP	CFOD CS	<p>The City continues to build public awareness and understanding of the shared responsibility to conserve and protect the environment through education, public engagement, seasonal events and programs to support the achievement of long-term goals.</p> <p>Highlights of programs and events include:</p> <ul style="list-style-type: none"> • ESM led the 2016 Mayor's Environment Expo to inspire students and families to take simple actions to protect the environment. There were 3,200 attendees, 2,703 students and 50 workshops. • ESM held a 2-day Eco-Leaders Conference with 250 participants, to prepare and inspire youth to impact environmental change in their schools and community. • ESM collaborated with Water Services, Waste and Recycling Services and Parks to host an Earth Hour event attracting 500 citizens at St. Patrick's Island to promote energy conservation.

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				<ul style="list-style-type: none"> • WRS reached over 9,500 citizens in the first half of 2016 to share information about waste management, recycling, and composting through public events and presentations, facility tours, and Multi-Family and ICI program outreach. • WRS launched a safe recycling campaign focused on keeping items such as propane and helium tanks, bear spray and sharp objects out of blue carts to protect staff and to ensure proper disposal through the Household Hazardous Waste Program. • The Utilities hosted public tours of the Water Treatment Plant attended by 522 people. • The Utilities hosted a series of 2016 flood readiness information sessions to share the steps The City is taking to mitigate and how citizens can prepare for potential flooding. • The Utilities Citizen Programs Team reached over 3,000 citizens with water conservation messaging. • The Utilities connected with over 8,000 citizens through the YardSmart Program which focused on implementing water wise gardening practices at home, resulting in 1,000 rain barrels sold. <p>The Utilities continue to engage with large industrial customers to outline the role they can play in protecting the wastewater treatment system and rivers.</p>
●*	<p>H7 Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.</p>	CS		<p>The City partnered with a number of organizations to expand programs, services and accessibility to Calgarians to encourage healthy and active living:</p> <p>Together with sector partners and the community, The City worked on developing the #GetMovingYYC 2016 program which challenges Calgarians to decrease sedentary behaviours and lifestyles by promoting moving more every day. The June sector-wide walking event focused on increasing the number of community partners and locations from which the walks were being offered to have great geographic reach and ‘penetration’ into the community. The initiative yielded walks hosted by 10 community partners including the Kirby Center, Hidden Valley CA and Ralph Klein Park.</p>

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				<p>In partnership with PlayCity, launched an app that allows individual Calgarians to connect with others with common activity goals - a new platform for more Calgarians to get moving more often.</p> <p>Partnered with Alberta Health Services to offer the MEND (Mind, Exercise, Nutrition, Do it!) program for childhood obesity at Village Square and Southland Liesure Centres. A free program for families and children ages 2 to 13, it empowers children and families to become fitter and healthier. Families learn healthy eating and mealtime habits, how to read food labels, active play, positive parenting and behaviour change strategies.</p> <p>The Prescription to Get Active program continues to add program participants at a steady rate. Through our partnership with the Calgary Primary Care Networks and their community health teams we are introducing and supporting active lifestyles with Calgarians who are at risk of health problems related to being inactive. Through Q2 we have seen 515 new program participants in 2016.</p> <p>Together with Canadian Tire Jumpstart Charity, added "I Love Skateboarding" and the "Fun Bus" programs to introduce recreation and leisure opportunities and to increase the participation rates of low income children and youth in sport and recreation.</p> <p>Continued to partner with the U of C Wellness Lab in the TrueNTH initiative aimed at changing the way men living with or recovering from prostate cancer maintain health through education and physical activity programming at Calgary Recreation facilities.</p> <p>With a grant through the Makadiff Foundation, successfully piloted a "Youth Sport Engagement Program" at Village Square Leisure Centre together with Community Neighbourhoods Youth Probation. The program which exposes participants to sport and recreation opportunities to divert negative behaviours, has since been expanded</p>

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				<p>and implemented at Southland Leisure Centre as well.</p> <p>Through community outreach, marketing and pricing strategies, we were able to encourage more Calgarians to try out recreational programs and promote active daily living. Incentives at various facilities included flexible programming and hours, discounted admissions and swim passes, resulting in increased attendance rates.</p> <p>Worked with Primary Care Networks, to support a community based Pediatric Wellness Program and a self paced walking program at Max Bell Arena. These community based initiatives are accessible and affordable and support active and healthy lifestyles.</p> <p>A preliminary review of research and industry best practice was completed and will inform the development of a physical and creative activity strategy for children and youth. The research indicates that many Canadian children and youth do not meet the Canadian Physical Activity Guidelines or the Canadian Sedentary Behaviour Guidelines. Active outdoor play and Physical Literacy were identified as ways to support children to meet the guidelines.</p> <p>A Physical Literacy Movement Guide was developed to support strategies for an aging population. To date, instructors have started implementing Physical Literacy into their Older Adult classes.</p>
●*	<p>H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.</p>	CS	CA	<p>The City's 2016 capital builds are underway and include:</p> <ul style="list-style-type: none"> • The implementation of the Skateboarding Amenities Strategy, which contains provisions to increase citizen access to safe amenities and unstructured recreation. Of the 8 planned sites, CKE (Chinook Park, Kelvin Grove and Eagle Ridge Communities) skatepark was constructed and successfully opened and both Southwood and Huntington Hills are completed but currently addressing some seasonal deficiencies. • Deer Run and Midnapore out to tender.

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				<ul style="list-style-type: none"> Northwest & Northeast skateparks –determining most appropriate locations. <p>On June 25, 2016, The City of Calgary celebrated the grand opening of New Brighton Athletic Park. Construction of the park began in 2014 with funding from the Municipal Sustainability Initiative (MSI). The design for the park reflects the expressed priorities of the sport community in Calgary and is responsive to stakeholder and community feedback. It's part of The City's commitment to provide great public spaces where Calgarians can connect and be active. The completed park features four rectangular natural turf fields, one natural turf baseball diamond, player change rooms and public washrooms. Playgrounds for children aged two to 12, non-structure activity spaces and a skatepark currently under construction make this an important and needed recreation hub in southeast Calgary.</p> <p>The completion of the plaza at Shouldice Park in May represented the third and final phase in the redevelopment of the park. The plaza is a shared space connecting amenities and improving the overall aesthetics of the park. The new change room and washroom facilities will greatly enhance capacity to host large tournaments and events, making this a premier athletic park and sport attraction in Calgary.</p> <p>The design and construction of four new recreation facilities are in various stages of completion. Construction agreements have been reviewed and completed and legal advice for lease/operating and naming agreements for two recreation facilities is complete:</p> <ul style="list-style-type: none"> Quarry Park facility is completed and opens July 1, 2016 Great Plains – 99% complete Rocky Ridge – 55% complete Seton – 10 % complete <p>Work continues on developing a long-term Outdoor Swimming Pool operational sustainability plan. Capital Development is working with</p>

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				<p>COSPA on identifying priorities for capital investment. Capital investment overall remains an issue for COSPA.</p> <ul style="list-style-type: none"> • Highwood’s basin is slated for renovation. Design is underway, with community engagement to follow. • Construction on Silver Springs is underway. A multi-use ramp was incorporated into the design for Silver Springs. This will help customers with mobility issues access the pool. <p>Worked with a community partner to undertake the development of an indoor tennis facility at the Acadia Athletic Park. Acadia Tennis which opened June 18th.</p>
<p>●</p>	<p>H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.</p>	<p>CS</p>	<p>TRANS</p>	<p>The City opened a shared facility in Spruce Cliff this spring. The joint-use facility houses the Bow Cliff Seniors, the Spruce Cliff Community Association and the Calgary Lawn Bowling Club.</p> <p>Calgary’s first fenced inner-city off-leash area (at Connaught Park) opened in June, with P.U.P.P.Y and off-leash ambassador program staff on site to chat with citizens about responsible pet ownership.</p> <p>The Century Gardens redesign plan earned a wide range of stakeholder support and was approved by Council in Q1. The improvements will retain the site’s historic significance and encourage more positive activities within the park.</p> <p>In February, more than 600 citizens took in the free ‘Skate In Nature’ education program hosted at outdoor rinks at Prince’s Island Park, Carburn Park and Bowness Park.</p> <p>The City’s online Pathways and Bikeways Map was showcased as a best practice at a ESRI Canada user conference this spring. The updated map is available in three formats: paper, online and mobile app.</p> <p>The City earned a \$160,000 Lawson Foundation grant to launch a</p>

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				<p>natural environment playgrounds pilot project at Mills Park. These playgrounds feature natural elements, such as logs and sand instead of metals and plastics, to encourage more creative play in kids.</p> <p>The City continues to improve walking and cycling networks by strategically investing in low-cost high-benefit improvements like missing links.</p>
●	<p>H10 UEP Lead by example and manage regulatory risks to protect public health and the environment.</p>	UEP		<p>Provincial regulations for treated drinking water quality and treated wastewater were 100 per cent met at The City's Water and Wastewater Treatment Plants. Waste Management Facilities also maintained compliance with legislative requirements and approvals to operate.</p> <p>The City was recognized as one of Canada's greenest employers by MediaCorp Inc. The City was selected for its work in managing water use and conservation as part of its Water Efficiency Plan and for its Environmental Policy, which ensures environmental considerations are included in planning and growth decisions. The award also recognized Calgary as the first Canadian municipality to adopt a sustainable building policy. To date, 23 City-owned buildings have been built or renovated to meet the highest standards in environmental design.</p> <p>The City is preparing to transition to the revised ISO 14001:2015 Environmental Management System (EMS) standard. Under the revised standard, the Corporation will place greater emphasis on aligning environmental goals and objectives with the overall strategic direction of the City. At mid-year, registered business units are well positioned to align with the new standard.</p> <p>Environmental and Safety Management (ESM) continues to support to The Corporate Environmental Construction Operation (ECO) Plans Program. The development of ECO Plans provides environmental support and due diligence required on City of Calgary capital projects. ESM continually engages City project managers through collaborative</p>

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				<p>educational sessions delivered across the business units along with support of the ISO14001 EnviroSystem.</p> <p>UEP collaborated with Corporate Analytics and Innovation (CAI) and contributed to the Corporate Energy Plan. The plan aims to reduce corporate energy consumption, corporate energy costs and corporate GHGs over the next 10 years.</p> <p>ESM collaborated with Fleet Services to draft the Green Fleet Strategy for City operations. The strategy aims to reduce corporate fuel consumption by selecting proper sized vehicles, changing driving practices and considering alternative fuel options.</p> <p>Mixed recycling is available at 145 sites for 94 per cent of City employees. The City is working to comply with requirements of the updated Waste & Recycling Bylaw, modeling waste reduction and diversion solutions to the larger community.</p> <p>The construction contract for the new Biosolids Dewatering Facility was awarded in 2016 March. This aligns with the completion timelines for the Organics and Biosolids Composting Facility, which will be commissioned mid- 2017. The dewatering project will be complete fall 2017.</p> <p>The Utilities are participating in 17 research partnerships to improve decision-making in the area of public health and environmental performance. The research partnerships are in the areas of:</p> <ul style="list-style-type: none"> • Water (Asset & Energy, Treatment, and Source Water), • Wastewater (Emerging Substances of Concern, Resource Recovery), • Drainage (Low Impact Development, Reuse), and • Utilities (Risks and Finances, Water Efficiencies).

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				<p>The City of Calgary received two Showcase Awards from the Consulting Engineers of Alberta for the WRS Leachate Treatment Pilot Plant at the East Calgary Waste Management Facility. Leachate is a liquid residue that is produced by decomposing waste inside a landfill cell and contains chemical compounds that may impact the environment. The Pilot Plant was developed to treat the leachate to comply with the City's Sewer Bylaw and reduce the impact on the Bonnybrook Wastewater Treatment Plant.</p>

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A well-run city

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

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●	W1 Finalize a new City Charter with the province	DCMO	CA CS CFOD COUNCIL	The City continued to have discussions with the province to finalize a city charter by spring 2017. Coordination is occurring with Administration from across the Corporation and Council to ensure alignment with corporate priorities, implementation of public engagement plan, and ensuring groundwork is in place for implementation.
●*	W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.	CFOD	ALL	<p>To deliver value-for-money, The City diligently explored ways to make our operations more efficient and effective. Key highlights included:</p> <ul style="list-style-type: none"> • The Tangible Capital Asset (TCA) Project and Costing System worked concurrently to streamline processes to ensure the TCA process is efficient and effective. To date, there has been 91 per cent decrease in transactions for the “Machinery Equipment” asset class (1 of 6 asset classes). • The Transit Zero-Based Review (ZBR) was completed with an estimated \$9.2 million in annual financial gains and \$25 million in capital cost avoidance savings over 5 years. • The Utilities achieved over \$500,000 in energy savings by implementing modifications to capital projects and through operational protocols. The efficiencies were recognized in the Manning Centre’s final report: Municipal Efficiencies: Examples of Cost-Saving Initiatives Across Canada. • Transit reliability continued to improve with mean distance between failures (rate of breakdowns) exceeding target by 30 per cent. CTrain reliability has also improved 28 per cent over 2015.

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				<ul style="list-style-type: none"> • A new investigative tool in Compliance Services was implemented to help inspectors analyze online classifieds, e-commerce and social media sites efficiently. The tool successfully reduced investigation time of unlicensed business operations and unlawful activities. • Process changes were implemented on several Human Resources Programs. By streamlining learning modules, the Supervisory Leadership Development Program achieved \$80K in annual savings. By moving Individual Contributor Development Series and Essential Skills for Leader Learning programs to Andrew Davison, facility costs were reduced. Corporate recognition events were also restructured to achieve approximately \$107K in cost savings. • POSEIDONOnline was launched to facilitate the direct submission of development applications to the Utilities. The system moved away from hard copy reports, allowed for enhanced reporting and data analytics on development applications. It also provided end-to-end approvals document and process management • The Synergy Award of Excellence was awarded to 311 for consistent customer-focused services. “Tomorrow Workplace Solutions” were incorporated to address Call Centre traffic spikes and to respond to a 24/7 social media enquiries during the evenings and weekends. With 8 agents working remotely, 311 answered 36,113 calls and saved 25,598 km of travel time.
●	W3 Examine opportunities for alternative service delivery for competitiveness.	CFOD	ALL	<p>The City continued to support alternative service delivery opportunities to stay competitive.</p> <ul style="list-style-type: none"> • Information Technology, in collaboration with Human Resources, launched myLearning, an online course registration system. The system is the first open source application implemented across the organization, requiring no licensing fees and is scalable to meet the needs of The City’s registration requirements. • The City reached an agreement with Alberta Transportation,

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				<p>allowing them database access and training resources in the latest Calgary's Regional Transportation Model. In exchange, the province is providing a one-time grant towards updating the model.</p>
<p>● ◇</p>	<p>W4 Balance demand for quality City services with affordable taxes.</p>	<p>CFOD</p>	<p>DCMO CS TRANS PD COUNCIL</p>	<p>Business units strived to maintain service levels and quality City services despite projected revenue shortfall.</p> <ul style="list-style-type: none"> • The 2016 Property Tax Bylaw was approved on 25 April 2016. The previously approved 2016 property tax rate increase of 4.7% was lowered to 3.5% as part of the Resilience Budget. • Efficiency gains and cost reductions identified through the Mid-Cycle Adjustment process helped to provide Council with options to reduce 2017 tax rate increases below previously-approved levels. At the 27 June 2016 Strategic Session of Council, a 1.5% property tax increase and one-time 1.5% tax rebate was approved for 2017, bringing the effective tax rate increase for 2017 to zero. • The 2015 property and business assessment rolls exceeded all required quality standards and consisted of over 525,000 accounts totaling over 312 Billion of assessed value. Citizen enquiries during the Customer Review Period remained steady and complaint numbers continued to come in below target despite challenging economic times.
<p>● *</p>	<p>W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.</p>	<p>CFOD</p>	<p>ALL</p>	<p>To encourage collaboration and open communication, business units consulted with citizens and stakeholders to inform City decisions.</p> <ul style="list-style-type: none"> • Several online tools were launched to enable citizens to have purposeful and meaningful dialogue on City projects. The engage portal, currently with 43,601 visitors, was launched March 2016, allowing citizens to participate at a time, location and on a device of choice. The Online Research Panel with 2,331 members was introduced to facilitate field surveys on Mid- Cycle Action Plan check-in, Transit videos and messaging, and recruitment to improve the "calgary.ca" user experience.

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				<ul style="list-style-type: none"> • The City collaborated with community partners on sponsorship and promotion of public awareness efforts from Calgary Community Standards, including the Off-Leash Ambassador Program, Community Cleanup Program and Safety Expo event. • The development of new fire stations included active engagement of community stakeholders. The Tuscany fire station planning and development included a resident's electronic survey, articles in the community newsletter and participation in the Harvest Festival and Coalition Event. • A new mobile-friendly website was created to manage industrial and general land sales. The website design was guided by input received from customer feedback, making it more transparent, user-friendly and accessible. A 'market sounding' approach is being introduced to sell general land, encouraging open dialogue between administration and industry. • The Subdivision and Development Appeal Board introduced an e-newsletter to keep subscribers informed of upcoming appeal hearings, meeting agendas, issuance of decisions, and helpful tips pertaining to the appeal processes and procedures. The newsletter has 70 subscribers. • To engage prospective purchasers and to encourage information sharing, The City hosted events with members of the real estate industry. The most recent event was held in 2016 May and was attended by 38 industry representatives. Nine of these individuals provided feedback which was used to inform City decisions.
●	<p>W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.</p>	DCMO	ALL	<p>The asset management policy has been updated to reflect the new ISO 55000 standard and has been approved by the Asset Management Champions. A corporate standard for Asset Management Plans and Infrastructure Status Reports has been approved in principal by the asset management champions and is being tested across 10 business units. Corporate Project Management governance has developed and released guidance and documents regarding: Value Management Standard & Guidance; Project Classification Tool; Project Management Practices Guide. City business units are focusing on the assessment of plans to</p>

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				<p>ensure adherence to best practices and corporate asset management strategies. Capital investment strategy development and planning is ongoing to include, maintenance, upgrades, growth and value proposition.</p>
<p>● *</p>	<p>W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.</p>	<p>CFOD</p>	<p>ALL</p>	<p>Being citizen-focused in service delivery is important to The City. Transformational efforts across the organization included:</p> <ul style="list-style-type: none"> • Information Technology's Hackathon promoted the use of open data from The City's Open Data Catalogue and encouraged citizens to create innovative service delivery solutions to civic matters. • Utilities and Environmental Protection, in partnership with Enmax, created the ENMAX Municipal Centre of Excellence, a team of call centre representatives, dedicated to municipal calls. This enhanced first call resolution and enabled greater awareness of customer issues and trends to improve the customer experience. • Transportation rolled out automated walking and biking counters on roadways and in parks to improve transparency and data sharing. • Fair Entry implemented a new electronic information system to allow all documentation of an applicant to be retrieved directly through the database. The new system eliminated the need to look for hardcopy in the back office, resulting in a more efficient and citizen-focused application experience. • Customer Service and Communications released an optimized version of the Citizen Dashboard in May, providing a more interactive, user-friendly landing page with a high level snapshot of performance measures. The Dashboard hosted a total of seven services and twenty-three performance measures to foster transparency and accountability. • Corporate Analytics & Innovation consulted with various work groups as part of a corporate wide campaign to provide citizen-focused dashboards for their operations. The City was awarded the Limitless Business Intelligence Dashboard 2016 Award from INFOSOL for the internal 311 Performance Dashboard.

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				<ul style="list-style-type: none"> City Clerk's Office obtained approval for early collection of the Municipal Census in March 2016. The new approach reduced citizen confusion regarding what would have been simultaneous collection alongside the Federal Census. Web content analysis and tools (Foresee, Qualaroo) enabled content on Calgary.ca (both desktop and mobile) to be more user friendly, encouraging citizens' participation in the Civic Census Online Program. 98,849 households with a 94% task completion rate, participated and completed the online self-complete census, a 15 per cent increase over the last year. Intergovernmental & Corporate Strategy implemented an innovative approach to Strategic Council Meetings, facilitating multiple citizen-focused discussions with Council regarding Mid-Cycle Budget Adjustments for the April, May and June meetings.
<p>● *</p>	<p>W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.</p>	<p>CFOD</p>	<p>ALL</p>	<p>The City is committed to align corporate programs and service delivery to Council Priorities. Business units collaborated across the organization to streamline resources on projects, such as:</p> <ul style="list-style-type: none"> Corporate Analytics & Innovation, together with Information Technology, launched myCityInnovation, a portal that enables employees to share ideas, collaborate with colleagues and build new solutions for the organization. Human Resources, in partnership with business units, continued to support 7 key projects designed to support cultural shift with imbedded neuroscience principles and mental health factors. Key successes to-date included a revised Corporate Employee Survey with increased actionable information provided to management; the most highly attended Diversity & Inclusion event held to date with record breaking online attendance; a comprehensive review of the corporate Code of Conduct, as well as the delivery of over 3,000 Respectful Workplace awareness sessions. Corporate Project & Asset Management, in collaboration with Human Resources, created and launched the Project Managers

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				<p>Leadership Development Program.</p> <ul style="list-style-type: none"> • Corporate Analytics & Innovation provided energy expertise by consulting to other business units on major city initiatives including proposals for combined heat and power at Stony Garage and Southland Leisure Centre, New Central Library as well as negotiating Minimum Demand Agreement with ENMAX Power and other energy initiatives. • Services portfolio is complete and was approved by the Administrative Leadership Team. It will be the basis for creating service-based business plans and budgets in the next business cycle. Work on design of service-based plans and budgets is underway. • Waste & Recycling Services partnered with the Calgary Parking Authority, Roads and Canada Lands Company to change waste and recycling collection from street front, to back lane, for the Currie Barracks development. Collection vehicles were challenged by narrow streets, parked vehicles, and tight turn-around space which slowed service and caused traffic delays. The move to back lane collection has improved collection efficiency and customer satisfaction. • Intergovernmental & Corporate Strategy implemented an innovative approach to Strategic Council Meetings, facilitating multiple discussions with Council regarding strategic issues such as the Green Line and property assessments as well as the Mid-Cycle Budget Adjustments for the April, May and June meetings. • Strategically aligned the business planning process and the risk management process, including providing Council with enhanced principal corporate risk reporting. • As part of the Corporate Energy Plan, a governance group was established and a corporate level initiative to support business unit energy action plans was launched. The Plan collaborated with the Climate Change Program and identified funding of actions with the intention to report back to Administrative Leadership Team by end of the year.

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<p>● *</p>	<p>W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.</p>	<p>CFOD</p>	<p>ALL</p>	<p>The City supported many employee-oriented efforts and programs to stay as an employer of choice. 2016 initiatives included:</p> <ul style="list-style-type: none"> • The City of Calgary is recognized as one of Alberta's top 70 employers by Media Corp and as one of Canada's 25 Best Employers by Forbes. The awards reinforced our image as an employer of choice, confirming that The City is a great place to work for both current and potential employees. • The Mental Health Campaign positioned The City as a caring employer concerned with the mental health of employees and seeks to reduce the stigma around mental illness. • "myHRconnect" was launched to all wired and non-wired employees. All employees now have access to their personal HR information and corporate communications and City news – anywhere, anytime, on any device. • The City monitored the number of applications we received on our job postings. In Q1 2016, 102,110 job applications was received, a 37 per cent increase over Q1 2015. The City's LinkedIn channel and career fairs at post secondary institutions both helped to promote The City of Calgary as the place to live and work. Over the last year, job postings were viewed more than 3.4 million times, with over 250 hires influenced by the LinkedIn page. The City is a top performer within LinkedIn, with a recruiter response rate 30 per cent above the average and a click-through-to job rate that is four times higher than the average. • With an aging workforce, The City is diligent in planning for retirements, engaging and developing our employees, and demonstrating that we are an employer of choice to attract, engage and retain employees. • Almost 50 per cent of Information Technology staff moved to other locations in the Andrew Davison, Municipal and Administration Buildings. This move reduced workspace by 9,783 square feet. As a sponsor and leader in Tomorrow's Workplace, 46 per cent of Information Technology staff is now mobile by

● Progressing as planned. * Significant milestone(s). ▽ Possible challenges identified; mitigation measures being developed.

◊ One or more challenges materialized; mitigation measures underway.



Status	Strategic Action	Lead Dept.	Support Dept.	Summary of Organizational Performance
				<p>choice with 32 per cent of workstations being unassigned.</p> <ul style="list-style-type: none"> • The City launched a new intranet page – myCity2.0. The refresh allowed the organization to move its biggest employee communication channel into The City’s new visual identity, representing a steady move towards “One City, One Voice”. • A project has been initiated to analyze, develop and implement a corporate-wide Contractor Safety Management Program to mitigate risk to the organization. • The implementation of the corporate online Safety Data Management System (SDMS) Phase 1 which included the reporting of corporate safety incidents, near misses and hazardous conditions is complete. Approximately 8,000 employees have been trained on the system. Phase 2 is underway to capture proactive safety activities including meetings, inspections and hazard assessments.

● Progressing as planned. * Significant milestone(s). ▽ Possible challenges identified; mitigation measures being developed.

◊ One or more challenges materialized; mitigation measures underway.

Calgary



Action Plan 2015-2018

2016 Mid-Year Accountability Report

**Departmental Supplementary
Information**

ONLINE ONLY

Departmental Supplementary Information



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Utilities & Environmental Protection (UEP)



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

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

Business Units

- Environmental & Safety Management (ESM)
- Waste & Recycling Services (WRS)
- Utilities – Water Resources and Water Services (UTIL)

Performance Measure Update

Performance Measures	2015 Mid-Year	2015 Target	2016 Mid-Year	2016 Target	2017 Target	2018 Target
How Much						
N.PM3 Number of City-owned brownfields returned to productive community use via redevelopment, disposition, or interim activities (Annual).	2	2	1	2	2	2
H.PM8 Annual river water withdrawals (megalitres)	87,787	<215,000	88,500	<215,000	<215,000	<215,000
W.PM17 Annual average number of days lost per Lost Time Claim (LTC) throughout The Corporation.	13	20	14	20	19	19
W.PM18 Annual average number of days lost per Lost Time Claim (LTC) throughout UEP.	9	21	11	20	18	17
How Well						
H.PM5 Provincial regulations met for treated drinking water quality.	100%	100%	100%	100%	100%	100%
H.PM6 Provincial regulations met for treated wastewater.	100%	100%	100%	100%	100%	100%
W.PM14 UEP 3-1-1 service requests completed on time.	98%	90%	93%	90%	90%	90%
W.PM16 Annual Total Recordable Injury Frequency (TRIF) throughout The Corporation.	10.7	9.2	8.4	9.1	8.9	8.8
W.PM19 Annual Lost Time Claims frequency throughout The Corporation.	3.6	3.8	3.8	3.7	3.5	3.4
W.PM20 Annual Lost Time Claims frequency throughout UEP.	3.1	3.3	4.5	3.1	2.8	2.6
Is Anyone Better Off?						
W.PM12 Per cent of customers that experience zero water service interruptions in the past year.	98%	96%	97%	96%	96%	96%

Utilities & Environmental Protection (UEP)



Performance Measures	2015 Mid-Year	2015 Target	2016 Mid-Year	2016 Target	2017 Target	2018 Target
W.PM13 Per cent of customers that experience zero wastewater service back-ups in the past year.	99%	98%	99.7%	98%	98%	98%

ISSUE/CHALLENGE IN MEETING THE TARGET

Explanation of Missed Targets

N.PM3 The City is on track to meet its target of two. The first brownfield addressed this year is a former Cargill site (4615 15 ST SE) which will be developed to expand the Bonnybrook Wastewater Treatment Plant. ESM provided technical support to City Project Managers for site assessment, remediation, and a post-construction groundwater monitoring plan. There are several other potential interim-use projects in progress for this year, including the continued research on the Heritage LRT Station.

W.PM19 While the target for this measure was not met, it has gone down from Year-End 2015. Efforts to analyze online incident management data and Workers Compensation Board (WCB) costs are underway to identify trends and risks relative to these claims. This will enable the City to further focus efforts around programming and preventative measures.

W.PM20 Ergonomic factors have been identified as an issue contributing to a higher than targeted lost time claims frequency in UEP. Several actions, such as process and equipment changes and training in proper lifting techniques, have been implemented to address the rising trend in these injury types.

Transportation



Transportation plans, designs, builds, operates and maintains transportation infrastructure and service to move people and goods throughout Calgary. The department works together, and with partners, to provide a safe, customer-focused and efficient transportation system in a sustainable manner. The network provides a variety of travel choices to get around that are accessible, convenient and affordable.

Calgary Transit delivers and maintains a safe, reliable public transit network providing 2.8 million hours of service per year including specialized transportation services. Roads optimizes traffic operations, designs roadway upgrades and operates road maintenance programs year-round to enhance traffic flow along nearly 16,000 lane km of

streets. Transportation Infrastructure designs and builds capital projects prioritized through research and data analysis, citizen engagement and collaborating with partners. Project management excellence is demonstrated by delivering projects on time, on budget and with high quality standards. Transportation Planning monitors and forecasts travel demand, promotes sustainable urban development and promotes transit, carpooling, working from home, walking and cycling to ease traffic volume growth.

Business Units

Calgary Transit (CT)
Roads (RDS)

Transportation Infrastructure (TI)
Transportation Planning (TP)

Performance Measure Update

Performance Measures	2015 Mid-Year	2015 Target	2016 Mid-Year	2016 Target	2017 Target	2018 Target
How Much						
M.PM5 Annual Transit Ridership (in millions)	55.9	113.2	52.4	116.0	118.6	120.5
How Well						
M.PM1 Number of CTrain delays greater than five minutes per 1,000 hours of service	6.3	6.0	6.1	6.0	6.0	6.0
M.PM2 Average distance (km) between bus breakdowns.	7,695	7,000	8,924	7,300	7,800	8,000
W.PM13 Cost per transit trip	\$3.48	\$3.31	\$3.65	\$3.42	\$3.52	\$3.63
N.PM4 Percentage of roads swept during Spring Clean Up program that achieve quality standards	97.5%	95%	99%	95%	95%	95%
H.PM1 Average energy usage (Watts) per streetlight	181	170	156	150	130	110
N.PM5 Number of days to repair residential streetlight	26	30	18	30	30	30
W.PM15 Roads maintenance cost per lane kilometre of road	\$4,757	\$9,500	\$4,316	\$9,500	\$9,500	\$9,500
W.PM1 Transportation's 311 service requests on-time completion rate	94%	90%	93%	90%	90%	90%

ISSUE/CHALLENGE IN MEETING THE TARGET

Transportation



Annual Calgary Transit ridership (M.PM5) remains lower than anticipated due to weak economic conditions. Higher than projected unemployment particularly in areas that are well served by transit like the city centre, is a primary contributor to this. The economic downturn has also resulted in an increased shift to low income fare products resulting in lower revenue per rider. This has been partly offset by one-time fare revenue support approved by Council. The net result has led to a higher than target cost per transit trip (W.PM13). Calgary Transit has responded by limiting hiring, limiting overtime, limiting service expansion and adjusting schedules where appropriate. This ensures that levels of service and spending are in step with ridership.

The frequency of CTrain delays over five minutes (M.PM1) has continued to decline, and is now just short of its target at 6.1 incidents per 1,000 hours of passenger service. This improvement is the result of a concerted effort by Calgary Transit to improve reliability by focusing on key vehicle and infrastructure components, where Calgary Transit has the most influence in mitigating delays.

A mild winter and dry spring allowed spring clean up to begin early in 2016. Clean up was completed earlier than usual and achieved a 99% standard of quality (N.PM4). Early clean up also provides for a number of environmental and operating benefits by removing more material from the streets before rainfall washes it into the storm sewer system and rivers. This also enabled an early start to road repairs, road making and other maintenance projects.

Streetlight LED retrofitting is now more than 50% complete across the city and the average energy use per fixture (H.PM1) is ahead of target at 156 Watts at mid-year. The number of days to repair residential streetlights has also significantly improved to 18 days.

Development applications continue to be strong and Transportation Planning has seen no significant decline in the number of applications processed.

Delivery of Siemens S200 “Mask” CTrain cars is underway and on track for implementation prior to the 2016 Calgary Exhibition and Stampede.

Dry and mild winter and spring conditions helped to accelerate major construction projects including interchanges at Trans-Canada Highway/Bowfort Road NW, Glenmore Trail/Ogden Road SE, Crowchild Trail/Flanders Avenue SW and Macleod Trail/162 Avenue S.

The 8 Street SW underpass project is progressing well with construction now complete on the east side and beginning on the west side.

McKnight Boulevard NE widening is also progressing with phase 1 complete and phase 2 commencing. Paving is now underway.

Construction of a new pedestrian overpass at Anderson Road west of 24 Street SW is on track with an anticipated completing in late 2016.

Construction of the first connection to the southwest Ring Road has now started at Westhills Way SW.



Community Services (CS)



CS is a people department. Working together with hundreds of partners including community agencies, community associations and social/recreation groups, private industry, and a network of provincial and federal emergency management agencies, it serves Calgarians through the delivery of valuable programs and services.

CS is The City of Calgary's largest department with seven business units and more than 3,300 full-time equivalent employees. Working together at over 200 locations city wide our employees create and sustain a vibrant, healthy, safe and caring community with Calgarians, making Calgary a *great place to make a life*.

Business Units

Calgary Community Standards (CCS)
 Calgary Emergency Management Agency (CEMA)
 Calgary Fire Department (FIRE)
 Calgary Housing (CH)

Calgary Neighbourhoods (CN)
 Calgary Parks (PRK)
 Calgary Recreation (REC)

Performance Measure Update

Performance Measures	2015 Mid-Year	2015 Target	2016 Mid-Year	2016 Target	2017 Target	2018 Target
How Much						
P.PM3 Number of dollars leverage through partnerships for each \$1 invested in FCSS	\$7.80	\$7.72	\$8.31	\$7.72	\$7.72	\$7.72
P.PM5 Time (days) to re-occupy for subsidized housing.	38 days	<30 days	27 days	<30 days	<30 days	<30 days
P.PM7 Number of City-supported festival and event days	210	550	156	590	575	590
P.PM8 Number of Calgary AfterSchool program visits in targeted neighbourhoods and recreation facilities	33,765	44,250	38,592	44,500	44,750	45,000
P.PM9 Number of children and youth participant visits to City of Calgary Recreation programs, services and facilities	472,323	910,000	486,049	920,000	930,000	940,000
M.PM1 Number of kilometres of pathways that are cleared of snow.	350	300	350	320	320	320
H.PM2 Number of participant visits to City of Calgary Recreation programs, services and facilities	2,453,734	3,800,000	2,440,784	3,900,000	4,000,000	4,100,000
How Well						
P.PM1 Per cent of business licenses issued to meet processing timing standards	83.5%	75%	84%	75%	75%	75%
N.PM1 Per cent of Public Safety Answering Point 9-1-1 calls answered within 15 seconds	95%	95%	95%	95%	95%	95%
N.PM2 First-in unit emergency response within seven minutes at fire suppression incidents	79%	76%	84%	76%	76%	76%
N.PM3 First-in unit emergency response within seven minutes at emergency medical incidents	89%	87%	90%	87%	87%	87%
W.PM4 CS&PS lost time claims frequency rate per 200,000 exposure hours	3.9	4.9	4.9	4.7	4.5	4.2

ISSUE/CHALLENGE IN MEETING THE TARGET

Community Services (CS)



OTHER MID-YEAR HIGHLIGHTS

- The City hosted its 13th annual Safety Expo event at the Municipal Building on March 9 and 10 with 11 business units as well as external partners participating. Thirty two interactive exhibits taught grade 5 and 6 students about safety at home, work and play. This year's Safety Expo surpassed previous attendance records by 5% with a total of 4,200 students and teachers participating.
- In June, City Council approved amendments to the Business Licence Bylaw to include a new business licence category for payday lenders as well as a new requirement for payday lenders to provide financial literacy information to all consumers.
- Calgary became a member of the World Health Organization's Global Network of Age-Friendly Cities and Communities which provides opportunities for information-sharing with other age-friendly communities around the world.
- CEMA completed READYCalgary workshops with 17 community representatives to provide education on emergency preparedness and foster a community-based approach to disaster response and recovery.
- CEMA introduced the READYCalgary Kids program, which has been incorporated into the Grade 5 curriculum in both the public and separate school boards. The program educates children on what they and their families can do to prepare for emergencies.
- Calgary 9-1-1 continued to reach out to newcomers doing approximately 20 presentations aimed at specific diverse community groups, providing education surrounding the 9-1-1 and emergency systems.
- Over 1300 attended the first-ever welcome event for new comers to Calgary. The event saw 30 volunteers acting as interpreters to facilitate conversation and understanding.
- With significant financial support from Conoco Phillips, FIRE launched a new mobile Fire Safety classroom and education program. It is anticipated the state of the art trailer with simulation technology will help more than 5000 vulnerable citizens (including young children, new immigrants and seniors) learn and practice how to safely respond to common home emergencies annually.
- Calgary Fire Department, in partnership with the Calgary Public Library installed an interactive installation dubbed "The New Adventure of Engine 23" in the downtown library. The decommissioned fire truck will help children learn life-saving fire safety tips, all while promoting literacy. Engine 23 was donated to the Library by FIRE, making way for a unique partnership that will see firefighters giving of their time to read to children and share life-saving fire safety tips during drop-in storytimes.
- The Calgary Public Library opened the Nicholls Family Library at the Westbrook LRT station in April.
- The New Central Library project construction continues to be on time and on budget.
- Calgary Recreation partnered with Alberta Health Services to offer the MEND (Mind, Exercise, Nutrition, Do it!) program at Village Square and Southland Leisure Centres. The free program, aimed at reducing childhood obesity targets families with children aged 2 to 13, empowers children and families to become physically fit and healthier.
- In April, the Annual Youth Hiring Fair was held and attended by over 8000 youth, up from 5000 in 2015. City staff's commitment to quality planning, engagement of employers and additional marketing resulted in 94 per cent of youth and 100 per cent of the employers being satisfied with the Fair.
- To encourage the development of affordable housing and stimulate the economy, The City launched a Housing Incentive Program to cover pre-development activities and City development fees on affordable housing projects.
- The City opened a shared facility in Spruce Cliff this spring, housing the Bow Cliff Seniors, the Spruce Cliff Community Association and the Calgary Lawn Bowling Club.
- Council approved all seven recommendations put forward in the first review and update of Cultural Municipal Sustainability Initiative Funds since 2009. This includes approval of \$34 million to fund projects such as bringing the Pandas to the Calgary Zoo, the King Edward School Arts Incubator Project and the redevelopment of the old planetarium to a cultural site.
- A number of community assets were opened including the upgraded Shouldice Athletic Park and the New Brighton Athletic Park which has four multi-sport natural turf fields, one natural turf baseball diamond and a skate park.

Planning & Development (PD)



Planning & Development meets the aspirations of our communities by planning and building a great city. We facilitate quality development and work collaboratively with citizens and stakeholders to define, develop, implement, and support the growth of our city through plans, policies and services. In March, a realignment of the department was completed to focus on process improvements, strategic growth and how our services are best delivered to citizens and customers with available resources. PD has three core outcomes for the services it provides to citizens, customers and the community and is developing a PD Business Plan to reinforce priorities and strategies. PD is leading the implementation of the six initiatives of the Industry/City Work Plan (approved in January as part of the new Off-Site Levy Bylaw).

Business Units

Calgary Approvals Coordination (CAC)
Calgary Building Services (CBS)

Calgary Growth Strategies (CGS)
Community Planning (CP)

Performance Measure Update

Performance Measures	2015 Mid-Year	2015 Year-End	2016 Mid-Year	2016 Target	2017 Target	2018 Target
How Much						
N.PM4 Number of municipal heritage designations completed	2	7	5	7	7	7
How Well						
N.PM7 Per cent of development permit decisions made for multi-family, commercial, industrial and institutional applications within 120 calendar days of application submission	NA	56%	60%	70%	75%	80%
W.PM7 Per cent of building permits for tenant improvements to commercial and multi-family development issued within 21 calendar days of application submission	NA	59%	55%	65%	70%	75%
Is Anyone Better Off						
W.PM5 Per cent of customers served within 20 minutes of arrival at the Planning Services Counter	58%	60%	66%	70%	75%	80%

ISSUE/CHALLENGE IN MEETING THE TARGET

N.PM4 Number of municipal heritage designations completed:

Within the reporting period, five sites received designations as Municipal Historic Resources under Section 26 of the Alberta Historical Resources Act: the Bank of Montreal Building, the Anderson Residence, the Orman Residence and Fire Halls No. 2 and 6. In addition, Heritage Agreements were executed to protect Welsey Church and Dafoe Terrace. As of June 30, the Municipal Heritage Conservation Grant Program allocated 55 per cent of available funding for 2016.

Planning & Development (PD)



N.PM7 Per cent of development permit decisions made for multi-family, commercial, industrial and institutional applications within 120 calendar days of application submission:

A total of 362 decisions were made, with 216 (or 60 per cent) being on target. This new performance measure incorporates both City and applicant times to reach a decision, and ensures both parties work collaboratively to ensure timely decisions. Approval timelines have been steadily improving since the beginning of the year (in Quarter 1, 53 per cent were on target, with 65 per cent on target in Quarter 2). PD is working with its industry partners to find process improvements, standardization and other efficiencies as part of the Processing Improvements Strategy of the Industry/City Work Plan. For example, Administration is working together more effectively to meet the established timelines for comments (Detailed Team Review or DTR) sent to applicants on their development permit applications (this has improved from 25 per cent on target in January to 61 per cent in June).

W.PM7 Per cent of building permits for tenant improvements to commercial and multi-family development issued within 21 calendar days of application submission

This is a new performance measure for PD and is calculated using both City and applicant time. Permits for tenant improvements include applications for tents, retaining walls, interior partitioning, alterations or repairs. They are based on the scope of work, not the estimated construction value. Internally, PD is working on improved data integrity and analysis. Externally, PD is working with small business owners/customers to more easily find and understand the information they need to plan a successful project. For example, a project specific permit application list is now available and a building code requirements list for small business customers is underway. In addition, a new Small Business Hub, similar to the Home Improvement Hub on Calgary.ca, is being developed. Complete applications enable more efficient processing to better meet customer expectations and targets.

W.PM5 Per cent of customers served within 20 minutes of arrival at the Planning Services Counter:

Wait times have improved in the first half of 2016. With similar numbers of customers visiting the Planning Services Counter as last year, improved teamwork, increased expectations and targeted staff training has enabled more efficient customer service:

- Customer Experience: The greeter at intake is doing more pre-screening to have applicants better prepared once they reach the counter; Revamped queue and better queue management (year to date average wait time is 17 minutes, down from 26 minutes at the end of 2015); Better turnaround time at the counter (year to date average transaction time is 24 minutes per customer, down from 30 minutes).
- Staff: Better staff retention and improved staff training; The “getting to yes” program is empowering staff to work proactively with customers on permit applications to reduce the chances of multiple visits; Revamped quality control system allows staff to focus on the customer rather than paperwork.
- On-line: Increased on-line application abilities for contractors have reduced multiple applications coming in at once and congesting the counter; Updated information on the PD website, including the “Home Improvement Hub”, provides better information before customers arrive at the counter.



Deputy City Manager's Office (DCMO)



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

The DCMO contributes to a prosperous city through the development and sale of City-owned lands with an eye towards creating vibrant communities and encouraging economic development. The DCMO is focusing on ensuring long-term sustainability and resiliency through Infrastructure Calgary and Economic Resiliency. The City's Resiliency Office, Supply Management and Intergovernmental & Corporate Strategy divisions are also located in the DCMO.

Business Units

- Corporate Analytics and Innovation (CAI)
- Facilities Management (FM)
- Fleet Services (Fleet)
- Real Estate & Development Services (RE&DS)

Performance Measure Update

Performance Measures	2015 Mid-Year	2015 Target	2016 Mid-Year	2016 Target	2017 Target	2018 Target
How Much						
P.PM2 Industrial land sold annually	0 Acres	96 Acres	0 Acres	58 Acres	104 Acres	92 Acres
N.PM1 Number of corporate workplace emergency training exercises run successfully	2 Exercises	3 Exercises	2 Exercises	4 Exercises	5 Exercises	6 Exercises
N.PM4 Number of events utilizing the Municipal Complex Atrium and Plaza annually	33 Events	53 Events	28 Events	56 Events	58 Events	61 Events
W.PM10 Procurement value per head count	\$18.9 Million	\$16 Million	\$18.1 Million	\$16 Million	\$ 17 Millions	\$17 Million
W.PM14 Revenue from general surplus parcels sold annually	\$9.14 Million	\$12 Million	\$9.3 Million	\$10 Million	\$8 Million	\$8 Million
How Well						
W.PM2 Percentage of Snow Units available for operational use (seasonal average)	89%	90%	85.4%	90%	90%	90%
W.PM3 Percentage of Collection Service Units available for operational use	99%	90%	92%	90%	90%	90%
W.PM 09 Request For tender cycle time	101 Days	108 Days	113 Days	105 Days	103 Days	100 Days
W.PM 11 Inventory turns	1.6 Days	1.88 Days	2.34 Days	1.90 Days	1.91 Days	1.92 Days
W.PM18 Average days lost / Workers' Compensation Board Claim for Corporate Properties & Buildings	6 Days	12 Days	0 Days	10 Days	9 Days	8 Days
W.PM19 Average days lost per Workers' Compensation Board Claim for Fleet	4 Days	4 Days	4 Days	4 Days	4 Days	3 Days

ISSUE/CHALLENGE IN MEETING THE TARGET

Deputy City Manager's Office (DCMO)



P.PM2

With the economic downturn and continued economic uncertainty, industrial land sales have slowed. Prospective purchasers and existing customers are finding it increasingly difficult to meet building obligations as stipulated in The City's sales agreements impacting the marketability and development of The City's industrial lands. RE&DS is assessing its terms of sale with respect to future building obligations, as well as its right to exercise options to repurchase previous lands sold. RE&DS has investigated extending building commitments for existing customers, as an alternative to exercising options to repurchase, to provide customers with the latitude to retain ownership and advance their developments during this economic downturn.

W.PM2

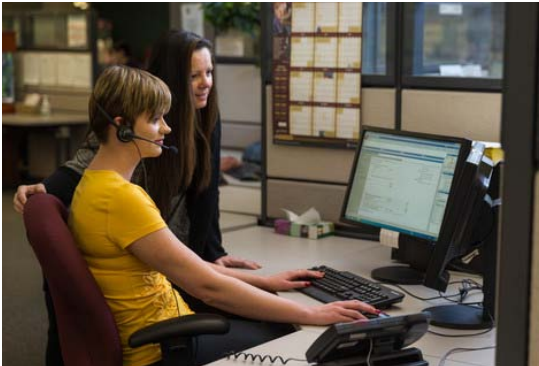
Despite the lighter snowfall season, Fleet was not able to meet the availability target for the Snow Units available for operational use due to issues with a vendor who was responsible to provide and maintain a portion of the trucks. From Jan 16 to Mar 9 the availability these units was 0% impacting the overall unit availability measure.

W.PM 09

Supply's has adopted a new agile approach involving a strong sense of ownership for each procurement interaction, and good planning, prioritization, communication, collaboration and monitoring. A weekly scrum style meeting has been adopted to review all files that are within the two time heavy areas. A flagging system has been introduced to provide visibility of file progression – Red, Amber and Green. Files in Red and Amber status are highlighted and discussed with the intent to get them back on target or to identify the reason for the variation and expected delivery. There has been an average decrease of 1.5 days to the overall cycle time since January 2016.



Chief Financial Officer's Department (CFOD)



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

Business Units

Assessment (ASMT)
Customer Service & Communications (CSC)
Finance (FN) + Corporate Initiatives (CI)

Information Technology (IT)
Human Resources (HR)

Performance Measure Update

Performance Measures	2015 Mid-Year	2015 Target	2016 Mid-Year	2016 Target	2017 Target	2018 Target
How Much?						
P.PM8 The number of new service requests deployed on 311 handheld application.	5	5	5	5	5	5
How Well?						
W.PM38 The ratio of total accounts and inquiries received during the Customer Review Period (CRP).	2.1%	≤3.0%	1.9%	≤3.0%	≤2.5%	≤2.5%
W.PM40 Single residential assessment level at market value.	100%	95% to 105%	100%	95% to 105%	96% to 104%	97% to 103%
W.PM41 The uniformity of single residential assessments compared to industry standards.	5.5%	≤10%	5.4%	≤10%	≤10%	≤10%
W.PM42 Per cent of the total annual assessment base under formal complaint.	17.6%	≤35.0%	18.0%	≤35.0%	≤35.0%	≤35.0%

ISSUE/CHALLENGE IN MEETING THE TARGET

ADDITIONAL MID-YEAR HIGHLIGHTS

- Almost 50 per cent of Information Technology's (IT) workforce moved to other locations across The City, reducing workspace by 9,783 square feet. 46 per cent of IT staff is now mobile workers with 32 per cent of workstations being unassigned.
- The qualities and influences of all 44,000 townhouse assessment accounts were reviewed and changed based on improved standards. This will result in more accurate and equitable assessed values for townhouses city-wide.

Chief Financial Officer's Department (CFOD)



- Customer Service & Communications has successfully met its annual target by adding five new service request (SR) options to the 311 application (app). This represents 10.8 per cent of public facing SRs that are currently available on the mobile app (a 2.4 per cent increase from 2015 year-end), enabling citizens' to submit SRs via the channel of their choice. Of the 9,022 SR submissions using the new SR options, 1,204 were completed through the 311 app (13.35 per cent) and 752 SRs were submitted via the web (8.34 per cent). Cumulatively, this represents 1,956 submissions (21.68 per cent) that were completed via the lower cost/self service channels.
- Assessment continued to implement solutions to staff attraction and retention challenges including going to career fairs and partnering with the University of Calgary and Mount Royal University. Specific competencies for the Assessment Development Officer position were created to facilitate hiring and employee development.
- Human Resources, in partnership with business units, continued to support 7 key projects designed to support cultural shift with imbedded neuroscience principles and mental health factors. Key successes to-date included a revised Corporate Employee Survey with increased actionable information provided to management; the most highly attended Diversity & Inclusion event held to date with record breaking online attendance; a comprehensive review of the corporate Code of Conduct, as well as the delivery of over 3,000 Respectful Workplace awareness sessions.

Corporate Administration (CA)



Corporate Administration (CA) provides the Corporation with sound leadership, prudent management, overall governance and direction, and facilitates and enables delivery of The City's services and programs. CA also provides legal, security, issues and risk management advice and ensures open and accessible government by overseeing the legislative process.

Business Units

City Clerk's Office (CCO)
City Manager's Office (CMO)
Law

Performance Measure Update

Performance Measures	2015 Mid-Year	2015 Target	2016 Mid-Year	2016 Target	2017 Target	2018 Target
How Well						
W.PM25 Percentage of internal inquiries responded to within one business day by Records Management Staff.	99%	90%	99%	90%	90%	90%
W.PM26 Percentage of flag-raising and proclamation requests acknowledged within three business days.	75%	100%	99%	100%	100%	100%
W.PM29 Percentage of decisions sent out within seven calendar days of the receipt of the decision from the Assessment Review Board.	99%	100%	99.5%	100%	100%	100%
W.PM31 Percentage of Council policies posted online within three business days following the online publication of Council's minutes.	100%	100%	60%	100%	100%	100%
W.PM34 Percentage of City Clerk's-supported Committee minutes posted within two business days after the end of the meeting.	98%	100%	97%	100%	100%	100%

ISSUE/CHALLENGE IN MEETING THE TARGET

Story Behind the Measure

W.PM25 – There were 719 inquiries received during the first six months. 712 were responded to within one business day, representing on-time performance of 99 per cent. The target was exceeded due to Records Management staff's prioritization of inquiries and responsive customer service.

W.PM26 – 100 out of 101 flag raising and proclamation requests were responded to within three business days. This represents an on-time performance of 99 per cent. While processes were improved to better meet the target, time-sensitive event deadlines delayed response in one case.

W.PM29 – 368 decisions were sent out during the first six months with 99.5 per cent on-time performance. In two cases, the decisions were returned to the presiding officers for revisions without updating the new decision date.

W.PM31 – 6 out of 10 Council policies were posted online within the target timeline, representing 60 per cent on-time performance. Policy owners did not submit Council policy amendments to the City Clerk's Office within the three business day requirement, delaying online publication in four cases.

W.PM34 – 63 out of 65 sets of Committee minutes were published on time. This represents 97 per cent on-time performance. Reduced staffing combined with complexity of motions contributed to the delay in publishing in two cases.