

2020 Sustainability Direction

Framed by the Guiding Principles for Sustainability

2020 Goals	2020 Objectives	2020 Targets & Indicators <i>(items in italics relate to supporting indicators/information)</i>	Baseline performance in 2010 (as available)	2020 Existing Strategies
Community Well-being <i>Calgary is a vibrant, safe, healthy and socially inclusive city. Communities are resilient, complete and connected – built with strong social, community, recreation, arts and culture, parks and natural spaces, and public safety infrastructure . Programs, services and amenities are accessible, affordable and high quality.</i>	Equity <i>Calgarians have fair access to public programs, services, facilities and spaces.</i>	<ol style="list-style-type: none"> By 2020, 100% of eligible low-income Calgarians have improved access to low-income programs and services. <ul style="list-style-type: none"> <i>% of Calgarians falling below Low-income Cut-off (LICO) targets who are approved for the Fee Assistance program.</i> <i>% citizens that can access recreational programs (fee assistance).</i> By 2020, City facilities and spaces incorporate Corporate Access Design Standards for physical, sensory and cognitive disabilities. <ul style="list-style-type: none"> <i>% of new and established City facilities that incorporate the Corporate Access Design Standards.</i> <i>Accessibility to services and information is available to all via the channel of their choice (e.g. social media, telephone, and web).</i> By 2020, a continuum of built and natural park spaces is available to citizens on a ‘community cluster/regional’ approach. <ul style="list-style-type: none"> <i>Identified park service gaps are closed (baseline TBD).</i> By 2020, no adoptable animal is euthanized. 	<p>1. In 2010, 24,180 participants were approved by Fee Assistance Program.</p> <p>2a. 100% of all new buildings and 100% major building renovations since 2007 are in compliance.</p> <p>2b. % of existing non-renovated buildings meets the access design standards.</p>	<ul style="list-style-type: none"> Assess low-income subsidy programs for their accessibility and compliance with Fair Calgary Policy. Redevelop City facilities to comply with the Corporate Access Design Standards for physical, sensory and cognitive disabilities and implement barrier-free designs for new facilities/spaces to move Calgary closer to being a barrier-free city. Implement Natural Areas Acquisition Strategy. Ensure that neighbourhoods have increased accessibility to quality services, amenities and infrastructure. <p>Examples of Supportive Plans and Tools: <i>Fair Calgary Policy; No-cost pet spay/neuter program; Natural Areas Acquisition Strategy; eGovernment Strategy; Corporate Access Design Standards.</i></p>
	Diversity, Inclusiveness and Creativity <i>Calgary is a diverse and socially inclusive city that respects its heritage and the arts.</i>	<ol style="list-style-type: none"> By 2020, Calgary will be an age friendly city. <ul style="list-style-type: none"> <i>Compliance with Welcoming Communities Policy and Canadian Coalition of Municipalities Against Racism and Discrimination (CMARD) indicators (baseline TBD).</i> By 2020, City programs and services will demonstrate inclusiveness <ul style="list-style-type: none"> <i>Citizen perception/satisfaction regarding inclusiveness could be measured.</i> By 2020, cultural landscapes are conserved and enjoyed as a valued piece of Calgary’s heritage. By 2020, 600 festival and event days per year will be supported by The City. By 2020, 100% of Calgarians will have access to arts and culture programs and facilities within their area of the city 		<ul style="list-style-type: none"> Develop and implement a city-wide Seniors Strategy. Implement and monitor compliance with the Welcoming Communities and CCMARD Policies. Implement Parks Cultural Landscape Strategic Plan. Provide access to arts and cultural programs throughout the city. Embrace, practice and promote the Diversity Policy as our community norm. Support the preservation of Calgary’s historic resources. <p>Examples of Supportive Plans and Tools: <i>Welcoming Communities Policy; CCMARD policies; Parks’ “Cultural Landscapes Strategic Plan”; Seniors strategy; Urban Design Framework; Calgary Heritage Policy and Strategy.</i></p>

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<p>Healthy and Active <i>Calgary has a natural and built system that contributes to physical, social and mental well-being and personal development.</i></p>	<ol style="list-style-type: none"> By 2020, 100% of Calgarians report that they have convenient access to indoor recreation facilities within their area of the city By 2020, the availability of recreational opportunities and the percentage of Calgarians satisfied with these opportunities to participate in active lifestyles are increased or maintained (including formal, structured, and unstructured recreational opportunities) 		<ul style="list-style-type: none"> Implement the Recreation for Life Framework and Recreation Master Plan. Implement Natural Areas Acquisition Strategy. <p>Examples of Supportive Plans and Tools: <i>Planning & acquisition/adequate zoning; master planning; Parks service levels; Open Space Plan; Open space; 10 year Sports Strategy; Recreation for Life Framework; Recreation Master Plan; Natural Areas Acquisition Strategy</i></p>
<p>Engagement and Empowerment <i>The City's programs and services are reflective of the voice of citizens and citizens can play active roles in their communities and The City's processes.</i></p>	<ol style="list-style-type: none"> By 2020, The City demonstrates that a broad representation of our citizen's voice is has been considered in setting priorities and delivering services <ul style="list-style-type: none"> Measurements could include citizen satisfaction with their opportunities for engagement as well as the # and types of (general and targeted) citizen engagement initiatives By 2020, The City communication and engagement opportunities are available in multiple formats, channels and languages 		<ul style="list-style-type: none"> Develop, implement and analyze in-depth and ongoing citizen perception consultations. Increase the diversity of accessibility to engagement opportunities, presented in a variety of ways to enable citizens of all capabilities to respond (e.g. language, sight, ethnic, physical). Increase online services for citizens and businesses including access to data. Transparent Measurements Program to capture citizens input for all engagement opportunities Complete Corporate Customer Service standards and training program. Complete a citizen repository of feedback for engage projects t span departments and time. Communicate proactively to increase greater understanding of how tax dollars are used Incorporate content in all City communications linking current achievements with Council approved future goals and targets; create understanding of decision making related to future targets. ("Onward" branding) <p>Examples of Supportive Plans and Tools: <i>Citizen Perceptions and Expectations Research; eGovernment Strategy; Customer Care Framework; Corporate Marketing and Communications Plan</i></p>

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	<p>Safety and Resiliency <i>Calgary, its communities and neighbourhoods are safe, resilient and supportive.</i></p>	<ol style="list-style-type: none"> By 2020, Calgary communities are increasingly able to resolve community-based problems. By 2020, emergency response performance is maintained or improved. By 2020, more than 86% of citizens report that Calgary is a safe city to live in (current baseline 86%). By 2020, Communities will have demonstrated the resiliency to self-activate to respond to natural disasters By 2020, all citizens will have access to 911 using a variety of technologies, and 911 will have the capacity to manage all calls. 	<ul style="list-style-type: none"> 95% of ABS complaints resolved through information and education rather than enforcement 87 second average communication time of a 911 call from pick-up to dispatch 77% of citizens satisfied with bylaw services 91% of callers satisfied with more recent interaction with 911 	<ul style="list-style-type: none"> Support local community based initiatives to address issues that impact safety, resiliency and community well-being. Foster community capacity and development through Social Sustainability Framework and the ‘Strong Neighbourhoods Framework’. Comprehensive emergency preparedness program to respond to disasters. Create community safety strategies, initiatives, and actions that address the whole continuum of crime prevention, education, intervention, and enforcement. Ensure that capital requirements for Fire and Emergency Response are embedded in the land planning process. Develop long term sustainability plans that link improved emergency response times to capital and operating investment. <p>Examples of Supportive Plans and Tools: <i>Social Sustainability; CPRIIP/ERIIP Plans; Strong Neighbourhoods; Graffiti abatement; CEMA emergency preparedness; Calgary Emergency Preparedness Plan.</i></p>
<p>Economy <i>Calgary is the undisputed choice for people and business; with a vibrant, resilient, environmentally sound and sustainable local economy that fosters opportunity for all to achieve individual</i></p>	<p>A Focus on Business and Enterprise <i>Calgary’s economy is diverse and supports locally owned and operated businesses that re-invest back within the city.</i></p>	<ol style="list-style-type: none"> By 2020, there is an increase in the diversity of business sectors in Calgary. 		<ul style="list-style-type: none"> Ensure that City activities support the Calgary Economic Development Strategy. Strengthening neighbourhoods through community development and community economic development. The City of Calgary has attracted new businesses by providing fully serviced readily available industrial land for sale. <p>Examples of Supportive Plans and Tools: <i>Calgary Economic Development Strategy; FCSS Social Sustainability Framework.</i></p>
	<p>A Focus on People and Community <i>All Calgarians have access to meaningful employment and the ability to achieve individual economic well-being.</i></p>	<ol style="list-style-type: none"> By 2020, there is an increase in the % of people living in Calgary at or above Statistics Canada’s Low-income Cut-off (LICO) rate. By 2020, there is a sustained labour force in Calgary. 		<ul style="list-style-type: none"> Ensure that City activities support the Calgary Economic Development Strategy. Strengthening neighbourhoods through community development and community economic development. <p>Examples of Supportive Plans and Tools: <i>CED Strategy; FCSS Social Sustainability Framework</i></p>

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<p><i>economic wellbeing.</i></p>	<p>A City that Attracts, Develops and Retains <i>Calgary attracts business, new citizens and visitors through its reputation as a vibrant city with a strong sense of place where we put learning, creativity and liveability first.</i></p>	<ol style="list-style-type: none"> By 2020, there is an increase in the number of businesses that support sustainable practices. By 2020, a higher percentage of Calgary’s gross domestic product is invested in research and development. 		<ul style="list-style-type: none"> Ensure that City activities support the Calgary Economic Development Strategy. Strengthening neighbourhoods through community development and community economic development. <p>Examples of Supportive Plans and Tools: <i>Calgary Economic Development Strategy; FCSS Social Sustainability Framework.</i></p>
<p>Sustainable Environment <i>The protection of air, land and water is recognised as critical for achieving healthy ecosystems within Calgary and this understanding is applied to the way we grow and operate as a city.</i></p>	<p>GHG Emission Reduction <i>GHG emissions in Calgary are reduced by decreasing energy use, doing more with less energy and developing and using energy from sources that are renewable or low carbon.</i></p>	<ol style="list-style-type: none"> By 2020, greenhouse gas emissions will be reduced by 20% from 2005 baseline. 	<ul style="list-style-type: none"> The City has achieved the 2020 reduction target for Corporate emission reductions, although we are trending up.(2010 State of the Environment report) Community greenhouse gas emissions have increased by almost five per cent since 2005. .(2010 State of the Environment report) 	<ul style="list-style-type: none"> Conservation - Reduce the amount of energy used Efficiency - Do more with less energy Low carbon sources - Develop and use energy from sources that are renewable or low-carbon Education and awareness for behaviour change Development and implementation of a Climate Change Risk Assessment and Action Plan. <p>Examples of Supportive Plans and Tools: <i>Community Greenhouse Gas Reduction Plan; Corporate Climate Change Action Plan; Corporate Energy Demand management Strategy; Landfill Gas Capture and Use Program; 80/20 by 2020 Diversion Strategy; MDP; CTP; Sustainable Development Task Force; Sustainable Buildings Policy; Corporate Workplace Framework.</i></p>

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	<p>Brownfields <i>Brownfield remediation and redevelopment support efficient land use and environmental protection in Calgary.</i></p>	<ol style="list-style-type: none"> By 2020, 25% of the current vacant former gas station sites (within an Area Redevelopment Plan) will be returned to productive community use By 2020, fuel storage sites located within residential communities will be redeveloped within 3 years of the termination of their original use By 2020, The City has completed plans for land development and disposition of two City-owned surplus 		<ul style="list-style-type: none"> Encourage brownfield redevelopment through City-led incentives. Engage stakeholders <p>Examples of Supportive Plans and Tools: <i>Brownfield Strategy; MDP; CTP; Sustainable Building Policy; Enterprise Housing program; Attainable Home Ownership program; Sustainable Development Task Force</i></p>
	<p>Air Quality <i>Calgarians recognize the importance of air quality to their health and well being and are working collaboratively to protect the airshed.</i></p>	<ol style="list-style-type: none"> By 2020, Calgary’s ambient air quality meets or surpasses national and provincial air quality standards, objectives and guidelines 	<ul style="list-style-type: none"> NO2 levels have been increasing since 2005. (2010 State of the Environment report) Average SO2 concentrations are well below the provincial and national standard criteria, with no spikes between 1993 and 2008. (2010 State of the Environment report) 	<ul style="list-style-type: none"> Ensure that Federal and Provincial air quality standards, guidelines and objectives are achieved. <p>Examples of Supportive Plans and Tools: <i>Calgary Region Airshed Zone (CRAZ) Particulate Matter and Ozone (PMO3) Management Plan; Corporate Climate Change Action Plan</i></p>
	<p>Waste management <i>Calgarians recognize waste is a resource and that effective waste management protects public health and the environment</i></p>	<ol style="list-style-type: none"> By 2020, achieve 80% diversion of waste from City-run landfills 	<ul style="list-style-type: none"> 2010 – 40 per cent waste diversion for the residential sector (UE2011-05) 	<ul style="list-style-type: none"> Continually promote residential Blue Cart Recycling Program for the collection and processing of recyclables. Develop opportunities for construction and demolition recycling programs. Implement residential food and yard waste collection and processing. Support development of multi-family recycling and food waste collection and processing. Facilitate opportunities for industrial, commercial and institutional sector diversion through access to recycling, food and yard waste programs and infrastructure. Educational programs that support diversion programs and encourage behaviour change. <p>Examples of Supportive Plans and Tools: <i>80/20 by 2020 Diversion Strategy; MDP; CTP; Sustainable Building Policy</i></p>

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<p>Biodiversity <i>Calgary's ecosystems are healthy, connected, and diverse and represent the breadth of our natural heritage.</i></p>	<ol style="list-style-type: none"> 1. By 2020, no net loss of unique and environmentally significant habitats 2. By 2020, species at risk are protected and have sustainable populations 3. By 2020, significant landscapes and habitats in Calgary will be restored and/or reconnected <ul style="list-style-type: none"> ▪ <i>Habitat protection</i> ▪ <i>Restoration and reconnection of habitats</i> 4. By 2020, there will be an increase in the use of native plant xeriscaping in Calgary parks 	<ul style="list-style-type: none"> ▪ There are more than 693 natural areas that make up over 50 per cent of the park space in Calgary. (2010 State of the Environment report) 	<ul style="list-style-type: none"> ▪ Protection of biological diversity will be an element of governance, policy and development planning. ▪ Species at risk are protected and have sustainable populations. ▪ Significant and important habitat is protected and managed for long term ecological health. ▪ Disturbed or degraded habitats are restored and reconnected to the landscape. ▪ Design green infrastructure to minimize the impact of the built form on nature. ▪ Develop measures to demonstrate the greening of infrastructure. ▪ Reduce the relative proportion of manicured greenspace in Calgary's parks. <p>Examples of Supportive plans and Tools: <i>Natural Areas Management Plan; Calgary Wetland Conservation Plan; Environmental Reserve Setback Guidelines; Open Space Plan; Calgary River Valleys Plan and Urban Parks Master Plan; Biophysical Inventory and Assessment; Urban Forestry Strategy; Sustainable Development Task Force; Sustainable Building Policy</i></p>
<p>Water Quality <i>Calgary's public health and the health of its watersheds are protected by delivering safe and reliable drinking water, collecting and treating wastewater, and minimizing the impact of Calgary's urban form.</i></p>	<ol style="list-style-type: none"> 1. By 2020, drinking water and treated wastewater effluent will continue to meet provincial regulations for quality 100 % of the time. 2. By 2020, total loading targets continue to be met in The City's License to Operate. <ul style="list-style-type: none"> ▪ <i>Stormwater Total Suspended Solids (TSS) discharge to Bow River in 2015 is at the 2005 level or less</i> 	<ul style="list-style-type: none"> ▪ Drinking water and wastewater meet provincial regulations ▪ 2010- Total suspended solids loading 36,400 kg/day (2005 level average was 36,900 kg/day) 	<ul style="list-style-type: none"> ▪ Integrate watershed management in land use planning. ▪ Lead by example, including research and design of innovative sustainable stormwater management practices. ▪ Develop technical tools that promote smart growth to achieve watershed protection. ▪ Implement education and outreach programs that foster behaviours to protect the watershed. <p>Examples of Supportive plans and Tools: <i>Stormwater Management Strategy; Wetland Policy; MDP; CTP; Sustainable Development Task Force</i></p>
<p>Water Quantity <i>The long term sustainability and resiliency of</i></p>	<ol style="list-style-type: none"> 1. By 2020, accommodate Calgary's population with the same amount of water withdrawn from the river as 2003. <ul style="list-style-type: none"> ▪ <i>Maintain peak demand below 950 ML</i> 2. By 2020, diversify Calgary's future water supply to align with water 	<ol style="list-style-type: none"> 1. 2010 - same amount of water withdrawn from river as in 2003 (UE2011-03) 	<ul style="list-style-type: none"> ▪ Align policy with conservation objectives. ▪ Match water quality with type of use. ▪ Provide technology assistance and programs to reduce water consumption.

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	<p><i>Calgary's water supply meets the current and future needs of a growing city and region.</i></p>	<p>demand.</p> <p>3. By 2020, the per capita daily residential demand will be 210 litres per person per day.</p>	<p>2. 2010- Single family residential per capita demand estimated to be 257 litres per capita per day (UE2011-04)</p> <p>3. 2010 – peak day demand was 648 million litres (UE2011-04)</p>	<ul style="list-style-type: none"> ▪ Meet objectives in the Elbow and Bow River watershed management plans. ▪ Foster conservation behaviours with education and outreach programs. <p>Examples of Supportive Plans and Tools: <i>Water Efficiency Plan; Parks Water Management Strategic Plan; Sustainable Building Policy; Sustainable Development Task Force; Water conservation best practices in landscaping (xeriscaping and reuse of water for irrigation); Capture and reuse of water in fire training</i></p>
<p>Smart Growth and Mobility <i>New population and job growth will be accommodated through strategic intensification of developed areas and by completing existing greenfield communities. This will be done in ways that support existing infrastructure investments and promote an integrated</i></p>	<p>Complete Communities <i>Calgary fosters distinctive, complete communities with a strong sense of place. A greenfield community will be complete when it is fully built out and the suite of City-provided facilities and services is delivered. Developed Area communities, while they often have services and amenities already, have capitalized on opportunities to provide a wider range of housing choices, intensification of population and jobs and greater mobility</i></p>	<p>1. By 2020, increase land use diversity index to 0.56 (<i>Mix Land Use</i>)</p> <p>2. By 2020, increase the residential diversity index in communities to 0.23 (<i>Residential Mix</i>)</p> <p>3. By 2020, increase per cent of intermodal and warehousing facilities within 1600m (actual) of the Primary Goods Movement Network to 77% (<i>Goods access</i>)</p> <p>4. By 2020, The City of Calgary will enable affordable housing choices targeting 600 – 800 new units in new and established communities.</p> <p>5. By 2020, plans for all new and redeveloped communities will include community services infrastructure that accommodates the diverse social, recreational and public safety needs of residents.</p>	<p>1. 0.53 in 2008</p> <p>2. 0.19 in 2008</p> <p>3. 73% in 2008</p>	<ul style="list-style-type: none"> ▪ Align land use policy and decisions with the MDP/CTP. ▪ Coordinate capital budget with land approvals that align with the MDP/CTP through a corporate growth management framework. ▪ The City will only facilitate interim servicing solutions when these solutions create strategic benefits to a sector or larger area, and are consistent with the objectives of the City's growth management framework. ▪ The City utilizes its industrial land base in close proximity to the Primary Goods Movement Network to encourage targeted sector growth and diversification. ▪ Create a monitoring and reporting program to track progress toward achieving the Complete Communities policies within the MDP. ▪ Support changes to land use regulation to provide broader ranges of uses and forms within communities. ▪ Develop tools to encourage innovative design of new communities. ▪ Develop a citywide Urban Design Framework. ▪ Ensure implementation of the Enterprise Housing Program to create new affordable housing through building, buying, partnering and incentivising. ▪ Align growth management decisions and planning processes to ensure future communities are complete and achieve intensification in strategic locations through policy and regulatory changes. ▪ Ensure community, social and public safety infrastructure needs are considered as part of the growth management decisions and planning processes.

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<p><i>transportation system that provides safe, reliable and convenient travel choices.</i></p>	<p><i>choices.</i></p>			<ul style="list-style-type: none"> ▪ Engagement of social, recreational and public safety business units at an early phase in new and established community design. ▪ Ensure fair and equitable assessments that meet industry and legislative standards <p>Examples of Supportive Plans and Tools: <i>MDP; CTP; Social Sustainability Framework; Strong Neighbourhoods; Land Use Bylaw; Growth Management Framework; Industrial Land Strategy; Affordable Housing Strategy</i></p>
	<p>Strategic Intensification <i>Calgary directs the future growth of the city in a way that fosters a more compact efficient use of land, creates complete communities, allows for greater mobility choices and enhances vitality and character in local neighbourhoods.</i></p>	<ol style="list-style-type: none"> 1. By 2020, 15% of population and 43% of jobs are within 400m of the Primary Transit Network (<i>Accessibility to Primary Transit Network</i>) 2. By 2020, 20% of population lives within Activity Centres or within 600m of Urban and Neighbourhood Corridors, with access to daily needs (<i>Accessibility to Daily Needs</i>) 3. By 2020, 10% of population growth is accommodated within 2005 Built Up Urban Area (<i>Urban Expansion</i>) 4. By 2020, 30% of net new residential units are accommodated within 2005 Built Up Urban Area (<i>Percentage of net residential unit growth</i>) 	<ol style="list-style-type: none"> 1. 0% in 2008 2. 18% in 2006 3. 5% loss from developed area to Greenfield annually in 2005 4. 20% in 2006 	<ul style="list-style-type: none"> ▪ Align land use policy and decisions with the MDP/CTP. ▪ Coordinate capital budget with land approvals that align with the MDP/CTP through a corporate growth management framework ▪ Creating a monitoring and reporting program to track progress toward achieving the Complete Communities policies within the MDP. ▪ Endorsement of Calgary Metropolitan Plan. ▪ Development of an Intensification Strategy for established communities. ▪ Ensure community, social and public safety infrastructure needs are considered as part of the growth management decisions and planning processes ▪ Development of a citywide Transit Oriented Development Strategy ▪ Achieve municipal objectives and optimize public value through strategic land improvement and disposition of surplus City-owned land. ▪ No net gain of land area for City of Calgary corporate accommodation. <p>Examples of Supportive Plans and Tools: <i>MDP; CTP; Calgary metropolitan Plan; Land Use Bylaw; Growth management Framework; CS&PS Integrated Land Management Strategy; Corporate Partnership strategy; Real Estate Bylaw</i></p>

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	<p>Initiate Primary Transit Network <i>Calgary operates a portion of the Primary Transit Network at or near Primary Transit service levels, to provide faster, more frequent, reliable transit service to more Calgarians.</i></p>	<ol style="list-style-type: none"> By 2020, 27% of the total Primary Transit Network is implemented By 2020, 2.60 hours per capita of transit service is provided annually (Transit Service) 	<ol style="list-style-type: none"> 0% (In 2009, LRT is the only transit service close to PTN levels: 17% or 44.6km) 2.35 hours of service per capita in 2009 	<ul style="list-style-type: none"> Align transportation operating budgets to support Primary Transit quality of service, which will have buses or Ctrains arriving every 10 minutes, 15 hours a day, every day on the Primary Transit Network. This could include service on a variety of routes operating between major destinations. Identify appropriate land uses along the Primary Transit Network to support higher levels of service on corridors that connect activity centres – areas of the city where there are, or will be, higher concentrations of housing and businesses. Investigate new sources of capital and operating funding for transit. Improve the reliability and schedule adherence of Calgary Transit services. <p>Supportive Plans and Tools: CTP; Transit 10 year Strategic Plan; Selected Corridor Plans; TIIP; 2009-2011 Transportation Business Plan</p>
	<p>Increase Transportation Choice <i>Calgary provides more travel choices in strategic locations aligned with land use direction</i></p>	<ol style="list-style-type: none"> By 2020, mode split is 15% walking/cycling, 10% transit, 75% auto (Mode Split [All Purpose / 24hrs / Citywide]) By 2020, 100% of the transit fleet is accessible to all Calgarians (Accessibility to transit) 	<ol style="list-style-type: none"> 2005 mode split: 14% walking/cycling, 9% transit, 77% auto (Mode Split [All Purpose / 24hrs / Citywide]) 71% of transit fleet accessible to all Calgarians in 2009 	<ul style="list-style-type: none"> Place a higher priority on infrastructure investments that enable efficient and cost-effective use of transit, cycling and walking. Plan Primary Transit Network improvements linked to corridor and activity centre development. Align growth management decisions and planning processes to ensure future communities are complete and achieve intensification in strategic areas through policy and regulatory changes. Research factors affecting mode split decisions (economic, social and environmental), and identify actions that The City can take to facilitate more sustainable choices. Align transportation capital and operating budgets (e.g. snow-clearing) to promote Primary Cycling Network quality of service. Incorporate accessibility guidelines into the design of transit stations, stops and infrastructure, and pedestrian and bicycle access to transit stops and stations. Continue implementing Transportation Demand Management (TDM) programs to reduce congestion and improve travel efficiency. Improve the reliability and schedule adherence of Calgary Transit services.

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				<ul style="list-style-type: none"> Apply green infrastructure whenever transportation corridors are planned, constructed, repaired or maintained. Require multidisciplinary teams in the planning and design of mobility corridors, including corporate experts on trees and other green infrastructure <p>Supportive Plans and Tools: CTP; Calgary Transit 10 Year Strategic Plan; Cycling Strategy; Centre City and city wide parking strategy and implementation; TOD and Complete Streets Design Guidelines; the Calgary Transportation Plan Connectivity Handbook; TIIP; Trip Reduction Programs; 2009-2011 Transportation Business Plan; CPAG; Transit Friendly Design Guidelines</p>
	<p>Improve Goods Movement Calgary has improved goods movement reliability along the Goods Movement Network.</p>	<ol style="list-style-type: none"> By 2020, decrease the buffer index (extra time needed to ensure on-time arrival) (<i>Travel time reliability on selected goods movement corridors</i>) By 2020, maintain or improve the average travel time on selected Goods Movement Network corridors, by reducing traffic delays (<i>Average speed on selected goods movement corridors</i>) 		<ul style="list-style-type: none"> Identify and prioritize capital and operational improvements to the goods movement network. Plan and implement ongoing improvements to reduce travel time and improve reliability on the major goods movement network. <p>Existing supportive plans and Tools: CTP; TIIP</p>
	<p>Optimize Existing Transportation System Calgary has increased the overall quality of service for all modes of transportation, using effective and cost efficient transportation management tools and techniques.</p>	<ol style="list-style-type: none"> By 2020, 100% of the implemented Primary Transit Network will have transit priority measures, to provide faster, more convenient transit service. By 2020, 100% of traffic signals in the city will be optimized, to improve traffic flow and reduce congestion. 		<ul style="list-style-type: none"> Implement key technology initiatives to enhance the operational efficiency of Transportation Department services. Implement cost-effective operational improvements to the overall transportation system. Improve corridor travel times and reduce the impacts of incidents on the transportation system. Determine priority locations for transit priority signals. Improve the reliability and schedule adherence of Calgary Transit services. <p>Supportive Plans and Tools: CTP; 2009-2011 Transportation Business Plan</p>
	<p>Provide Safe, Reliable and Affordable Public Infrastructure</p>	<ol style="list-style-type: none"> By 2020, 80% of roadway pavement meets good or very good condition ratings (Pavement Quality Index Standards) (<i>Asset management – Roads</i>) By 2020, the average transit vehicle age is maintained at the 2009 levels 	<ol style="list-style-type: none"> 70% of roadway pavement meets good and very good condition ratings 	<ul style="list-style-type: none"> Develop and undertake lifecycle maintenance plans and replacement strategies to optimize Transportation Department assets. Improve asset lifecycle management to achieve long-term

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	<p><i>Complete communities have the required safe, reliable public infrastructure which enables available, accessible and affordable municipal services to its residents, businesses and visitors.</i></p>	<p>(LRV 16 years, Bus 14 years) (<i>Asset management – Calgary Transit</i>)</p> <p>3. By 2020, 80% of City recreation facilities are maintained at a level B standard or higher</p>	<p>2. Same as target: 2009 levels (LRV 16 years, Bus 14 years)</p>	<p>sustainability of the transportation system.</p> <ul style="list-style-type: none"> ▪ Integrate planning for lifecycle and operating costs consistent with corporate policies. ▪ Develop a life-cycle costing and management program to optimize recommendations for infrastructure investment. ▪ Increase bridge inspections and proactive maintenance work. ▪ Maintain and replace City assets to ensure they are safe, reliable and able to fulfill their intended duration and level of service to Calgarians. ▪ Develop measures to demonstrate the greening of grey infrastructure (reducing the effective impervious area, increasing vegetative cover, increasing the tree canopy) <p>Supportive Plans and Tools: <i>CTP; Roads 10 year Asset Management Plan; City of Calgary Infrastructure Investment Plans; Growth Management Framework (DBA/LUPP); CPAG.</i></p>
	<p>Delivering Transportation Services <i>Safe, clean, well-maintained, effective and efficient transportation services are delivered to Calgarians.</i></p>	<p>1. By 2020, there is a 10% decrease in the rate of reportable traffic collisions resulting in injuries and fatalities.</p>	<p>1. In 2009, there were 3,606 reportable traffic collisions resulting in injuries and fatalities per 100,000 people.</p>	<ul style="list-style-type: none"> ▪ Ensure continuous improvement to design of transportation systems. ▪ Allocate operating budget to improve safety (e.g., snow removal, maintenance of lighting, road marking, road surface, safety audits, and staff training). ▪ Continue enforcement of traffic rules and regulations. ▪ Continue to implement Transportation communication and education programs to provide information about safety plans and programs for drivers, pedestrians and cyclists. <p>Supportive Plans and Tools: <i>CTP; TIPP; Multi-modal Safety Review; Safety Strategy</i></p>
<p>Financial Capacity <i>The City serves the needs of citizens by achieving a sustainable</i></p>	<p>Flexibility <i>The City is able to respond to changing circumstances, which may relate to economic, social, environmental or political conditions</i></p>	<p>1. By 2020, total debt & debt servicing returns to 50% or lower of Municipal Government Act (MGA) debt limit by 2020</p> <p>2. By 2020, tax supported debt per capita does not exceed \$1000 and debt servicing for tax supported debt does not exceed 10% of gross expenditures net of recoveries</p>		<ul style="list-style-type: none"> ▪ Continually monitor the level of debt in order to manage and use it strategically to make available, in a timely manner, essential assets with long lifespans. ▪ Time capital investments in relation to economic cycles. ▪ Continue to assess and act on longer-term impacts of current financial decisions. <p>Examples of Supportive Plans and Tools: <i>Long Range Financial Plan</i></p>

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<i>financial position</i>	<p>Cost Efficiency <i>The City uses public funds in ways that provide the highest level of needed services possible within the amount of funding available.</i></p>	<ol style="list-style-type: none"> 1. By 2020, total City operating expenditures per capita (inflation adjusted for the Municipal Price Index) are maintained or reduced. 2. By 2020, fully loaded expenditures per capita for a given level of service are measured/tracked for each service periodically. 	<ul style="list-style-type: none"> ▪ Increase efficiencies in service delivery through an emphasis on improved productivity, including: <ul style="list-style-type: none"> ○ Align priorities among business units and stakeholders by linking needs and actions to resources, responsibilities and timelines; ○ Increase co-ordination to promote greater efficiency by reducing duplication of effort and working at cross purposes among Business Units and stakeholders; ○ Ensure that The City’s approach to asset management is holistic, systemic, sustainable, integrated and aligned. <p>Examples of Supportive Plans and Tools: <i>Long Range Financial Plan; Asset Management Policy; Operational Workplace Centres Master Planning; Corporate Accommodation Plan; Corporate Land Plan</i></p>
	<p>Funding Sufficiency <i>The City has sufficient resources to support the delivery of services as per Councils direction.</i></p>	<ol style="list-style-type: none"> 1. By 2020, property & business taxes as a percentage of total revenue are maintained or reduced 2. By 2020 The City does not have a planned surplus and actual surpluses are less than 1% of budgeted operating expenditures 3. By 2020 The City does not use debt or one-time funding from reserves to fund any base operating budget expenditures 	<ul style="list-style-type: none"> ▪ Seek alternative sources of revenue to reduce reliance on existing sources, including: <ul style="list-style-type: none"> ○ Work with the Provincial and Federal governments to reduce the municipal fiscal imbalance by: <ul style="list-style-type: none"> – Identifying and negotiating for municipalities’ access to growth sensitive revenue sources and other compensation opportunities; – Continuing to work to achieve certainty and longevity in intergovernmental funding agreements. ▪ Continue to develop a thorough understanding of a service’s cost profile over time to ensure that funding available to support delivery will be sufficient and timely, including: <ul style="list-style-type: none"> ○ Identify the full costs of service provision to ensure that estimates of future service and infrastructure expenditures are complete and sustainable; ○ Ensure the services The City provides are well defined and are linked to dedicated financial resources required to provide them; ○ Ensure development agreements provide sufficient resources to fund growth-related infrastructure; ○ Continue to develop a funding mechanism to support the lifecycle maintenance costs for City assets. ▪ Incorporate considerations of financial capacity into decision-

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				<p>making on growth and land-use planning.</p> <ul style="list-style-type: none"> ▪ Recognize life cycle costs as part of the completion of asset management plans. ▪ Set spending priorities to ensure the most important areas are funded. <p>Examples of Supportive Plans and Tools: <i>Long Range Financial Plan; Asset Management Policy</i></p>
	<p>Risk Management <i>The City reduces risks to financial sustainability which, in turn, reduces risks to The City's ability to provide needed infrastructure and services (consistent with The City's Integrated Risk Management approach).</i></p>	<p>1. By 2020, level of Unallocated Reserves: Fiscal Stability Reserve equals 10 - 15% of Gross City Expenditures</p>		<ul style="list-style-type: none"> • Ensure The City has ready access to sufficient funds, through contingencies and unallocated reserves, to meet unforeseen urgent needs and manage risk appropriately. • Continually monitor adequacy of reserve and contingency funding and potential reserve funding sources. • Manage components of operating budget volatility through hedging programs. <p>Examples of Supportive Plans and Tools: <i>Long Range Financial Plan</i></p>
	<p>Credibility <i>The City achieves financial performance in a way that achieves and maintains public confidence in the municipal corporation.</i></p>	<p>1. By 2020, Credit Rating is maintained at AA+</p>		<ul style="list-style-type: none"> ▪ Continually monitor economic and operational factors that affect corporate performance, developing actions to correspond to identified risk levels. ▪ Promote a deeper understanding of The City's financial situation by engaging stakeholders in the budget process (citizens, employees, community organizations) to support the identification and confirmation of immediate priorities consistent with the future that Calgarians envision. ▪ Provide a more functional identification of services and infrastructure to enhance visibility and promote understanding of services to citizens. <p>Examples of Supportive Plans and Tools: <i>Long Range Financial Plan</i></p>

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<p>Sustainable Corporation The City of Calgary serves citizens through engagement, transparency, resiliency and innovation</p>	<p>Workforce The City of Calgary's competitive offering and employee experience enables the attraction and hire of qualified candidates from all segments of the community. This workforce is skilled, engaged and productive in the delivery and continuity of quality and efficient public services.</p>	<ol style="list-style-type: none"> By 2020, The City of Calgary employees represent the diversity of Calgary's available workforce By 2020 the annual non-retirement turnover for The City of Calgary is less than 5% By 2020, The City of Calgary's recordable injury rate is best in class for Canadian Municipalities 	<p>Core (non-retirement) resignation rate benchmarks:</p> <ul style="list-style-type: none"> 2006 – 5.0% 2007 – 6.6% 2008 – 5.3% 2009 – 2.5% 2010 – 2.2% 	<ul style="list-style-type: none"> Provide recruitment and outreach to access a broad range of skilled talent that exists in the market. Increase sophistication of the corporate workforce strategy to address gaps that emerge in our workforce. Foster an environment which provides a combination of competitive compensation and benefits, effective leadership, learning and development opportunities, and an innovative, inclusive culture that retains and attracts high performance employees interested in public service. Enable regular and comprehensive Employee Health and Safety performance reporting that includes full costs, risk and related liabilities Upgrade existing and/or develop new work environments to provide employees with quality, safe workplaces that are universally accessible and support a productive and engaged workforce. <p>Examples of Supportive Plans and Tools: <i>Corporate Workforce Strategy, Occupational Health and Safety Management Policy; Diversity & Inclusion Framework; Engineer-in-Training program, Professional Practices Management Plan</i></p>
	<p>Infrastructure Management The City of Calgary utilizes quality, cost effective, safe and innovative corporate assets that enable and supports the provision of desired public and corporate services. The management of public and corporate assets (both physical and</p>	<ol style="list-style-type: none"> By 2020, The City of Calgary has achieved appropriate levels of service within acceptable levels of infrastructure condition, performance, investment and risk and is effectively managing the Infrastructure Gap as indicated by: <ul style="list-style-type: none"> The City of Calgary has implemented, is delivering upon, and is continuously improving integrated asset and growth management plans Level of service assessments, including "Star-rating" where appropriate, for all asset managing Businesses and reported within the Infrastructure Status Report Demonstrated affordability and sustainability of asset management and infrastructure investment plans, based upon lifecycle and whole life cost analysis Appropriate infrastructure risk analysis and reporting for all asset managing Business Units By 2020, the practice of Asset Management at The City of Calgary will 		<ul style="list-style-type: none"> The Corporation will align its asset management program to a Plan-Do-Check-Act business model, Ensure city workforce have quality, safe workplaces (i.e. facilities in good condition and complete) that are universally accessible and support a productive and engaged workforce. Enable the growing City's mobile and remote workforce through alternative workplace facilities, workspace assets, and appropriate communications and technology tools. City-owned buildings, facilities, heritage buildings, and affordable housing assets will be sustained and maintained based upon an asset management strategy. This is mandated for heritage buildings in accordance with the Heritage Resource Implementation Plan. Provide a robust, secure, state-of-the-art technical infrastructure that underpins the delivery of current and future business technology solutions for The City.

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	<p>information) are optimized and based upon continuous improvement.</p>	<p>achieve a minimum level four out of five compliance with respect to the Asset Management Policy. There will be demonstrated alignment to its Growth Management Strategy and MDP/CTP, as well as to other corporate financial and business planning processes</p> <ol style="list-style-type: none"> 3. By 2020, The City of Calgary efficiently and effectively disposes of surplus City owned land to provide optimum value for Calgarians as indicated by: <ul style="list-style-type: none"> ▪ Practice and process is reported in the State of Asset Management Report. ▪ Tangible Capital Asset reporting in corporate financial reports. 4. By 2020, 90% of City buildings and 100% of the workplaces provided to City of Calgary employees are in good condition (15% Facility Condition Index/ 75% Workplace Condition Index) and 100% of administrative workspace will have a completed workspace condition index rating 5. By 2020, 100% of City leaders responsible for asset management plan activities and/or project management of capital infrastructure initiatives will have corporate asset management and/or project management competencies (i.e. skills, knowledge and experience) 6. By 2020, 100% of the city assets (i.e. building and facilities) will adhere to the Municipal Naming Policy. 7. By 2020, the City’s web mapping framework and associated spatial information is compliant with all relevant ISO standards. 	<ol style="list-style-type: none"> 4. In 2011, 46 workplace sites representing 25% of the total have been assessed with an average workplace condition index of 61% (fair condition). 5. In 2011, the Corporate buildings portfolio has an Facility Condition Index of .30 (“fair to poor” condition) to satisfy operational needs 	<ul style="list-style-type: none"> ▪ Sustain and enhance our existing IT business continuity investment ▪ Engage Municipal, Regional, Provincial and Federal jurisdictions to ensure alignment of data standards and interchange to support of service delivery. ▪ Continue to leverage ENMAX alliance agreements to reduce energy costs, optimize City electricity and natural gas demand / consumption and reduce City GHG emissions through <ul style="list-style-type: none"> ○ comprehensive sub-metering systems, energy audits, demand analysis, and energy consumption optimization initiatives (i.e. short-term pilot projects and sustainable energy conservation and efficiency strategies) ○ implementation of renewable distributed generation and combined heat and power within the city (i.e. district energy power and co-generation plants) ○ Use life cycle costing approach to value the cost impact of energy strategies and GHG emissions. ○ Acquisition, operations and maintenance of all city funded buildings in accordance to the Asset Management and the Sustainable Building Policy. ○ Technology enabled strategies including telework, unified communications, video conferencing, and green office ‘energy conservation’ methods <p>Examples of Supportive Plans and Tools: <i>Asset Management Policy; Strategy and Plans; Infrastructure Status Report; State of Assessment Management Report; Asset Management Guidelines; Long Range Financial Plan; Growth Management Strategy; and Plan(s); MDP/CTP; Tangible Capital Asset Policy; City Technology Plan; Heritage Resource Implementation Plan; Enterprise Housing Program, Attainable Homeownership Program; Sustainable Building Policy; Community Greenhouse Gas Reduction Plan; Corporate Climate Change Action Plan; Corporate Energy Demand Management Strategy; Sustainable Development Task Force; Corporate Workplace Framework</i></p>
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<p>Effective Service Delivery <i>Services and service levels, and business plans and budgets for external and internal programs are aligned to long-term goals, policies, and citizen priorities through regular review and citizen engagement.</i></p>	<p>1. By 2020, more than 90% of Calgarians are satisfied with the overall quality of City Services <i>Percentage of Calgarians who rate the City as good or very good based on the overall quality of services provided by the City of Calgary as measured by the Citizen Satisfaction Survey.</i></p>	<p>1. 94% in 2010</p>	<ul style="list-style-type: none"> ▪ Use citizen engagement and long-term policy goals to guide efficiency and effectiveness targets. ▪ Increase use of benchmarking, performance measures and best practice information to identify opportunities for service improvement. ▪ Use corporate and individual performance goals to embed within the organization a culture of efficiency, effectiveness, innovation and continuous improvement. ▪ Implement a program of zero-based reviews that examines service scope and standards, alignment to priorities and policy, and the efficiency and effectiveness of business units. ▪ Integrate efficiency and effectiveness strategies with the business plan and budget process.
<p>Efficiency <i>The City delivers services and programs efficiently through a culture of progression and creativity that supports innovation and is adaptable to changing needs and pressures.</i></p>	<p>1. By 2020, total City operating expenditures per capita (inflation adjusted for the Municipal Price Index) are maintained or reduced. 2. By 2020, Calgary's 10 largest services will meet or exceed the average performance of comparable Canadian municipalities for both efficiency and effectiveness. (Target 75%) 3. By 2020, city services will have undergone a zero-based review to identify service effectiveness and efficiency opportunities. (Target 80%)</p>		<ul style="list-style-type: none"> ▪ Provide convenient access to civic information and services, specifically increasing online services for citizens and employees. ▪ Provide effective, efficient and convenient access to civic information and services, including implementing eGovernment strategies for citizens and employees. ▪ Provide strategic services that will support Council and enable Administration to optimize decision-making, business processes, deliver cost efficiencies, and maximize corporate investments. <p>Supportive Plans and Tools: New Approach to Business Plans and Budgets, Corporate Strategy on Efficiency and Effectiveness, eGovernment Strategy; City Technology Plan.</p>

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Guiding Principles for Achieving Sustainability

We will... Collaborate

Ensure cross-departmental responsibility - Foster early and ongoing collaboration to find synergies and leverage resources and expertise across business units to achieve multiple outcomes, counter complexity, drive shared interest and strive for alignment to the Vision and Goals. Build trust by facilitating internal and external relationships, partnerships, networks, integration, and systems thinking. Explore and employ diverse methods of engagement.

We will...Set our Direction, Be Visionary and Innovative

Begin with the end in mind - Envision a sustainable future by imagining exciting and enabling possibilities and set a clear direction for this future. Demonstrate leadership for this direction and place a call to action, enlisting all staff as leaders in the delivery of the shared Vision. Develop a culture of progression and creativity and support innovation; managing risk without being risk averse.

We will...Make Decisions and Implement

Make timely, bold decisions that contribute to the city as a whole - Use decision-making models that objectively identify and assess the total cost and value (social, environmental and economic) of our decisions with consideration of the whole life-cycle. Benchmark against global, regional and local best practice. Evaluate alternative options to maximize opportunities and minimize impacts prior to decision making. Use the 2020 Sustainability Direction as a common decision making framework that enables us to prioritize and align our actions and resources with the Vision and Goals, establishing clear collaborative roles and responsibilities whilst remaining flexible and adaptable to respond to new ideas and pressures.

We will ... Grow and Reward

Foster, nurture and empower leaders at all levels to commit to the Vision - and communicate this commitment to the whole corporation and the wider community of Calgary. Develop understanding and competencies at all levels within the organization to ensure delivery of the Vision. Recognize contributions and appreciate individual and shared excellence and innovation by celebrating victories and cross-departmental collaborations that move us towards the Vision.

We will...Evaluate progress and learn from experience

Evaluate our decisions, draw evidence based conclusions and reflect on the results - allowing for mistakes and incorporating the findings and learnings in future decision making. Set goals, targets and measures that are ambitious and act as clear indicators for measuring success in achieving the Vision. Track, report and share our progress towards these goals, targets and measures, ensuring clear accountability and transparency.