

Optional Initiative Updates

Regularly evaluating service initiatives enables the Service to gauge their efficacy in attaining predefined goals and objectives. As corporate and council priorities, as well as external conditions, may change over time, our goals might also evolve. As a result, adjustments to our initiatives were necessary to ensure alignment with these changing objectives. Services were asked to submit between 8 – 12 initiatives where each service initiative captures ongoing actions or new tactics aimed at achieving desired outcomes and facilitating effective delivery of results. The service initiatives are found within each service's service plan in [the 2023-2026 Service Plans and Budgets](#).

Adjusting Initiatives

Adjustments to initiatives are essential for aligning our efforts with current needs and priorities. These changes ensure that we can effectively address the external and internal pressures impacting our service delivery. The adjustments are reported in our semi-annual progress updates to maintain transparency and accountability, providing insights into our performance and helping to guide future investments and decisions. The following adjustments have been made to our services' initiatives:

- **Inclusion of New Initiatives:** Services have added new initiatives where space allowed. Each new initiative has been aligned with the council priority area that best matches its objectives.
- **Replacement of Existing Initiatives:** In response to changes in priorities or project scope, some existing initiatives have been replaced with new and improved options. Initiatives are closely linked to performance measures, so a thorough review of the relevant performance metrics was conducted before implementing any changes. A rationale for each initiative change has been provided.
- **Revision of Existing Initiative Wording:** Existing initiative wording has been revised to correct typographical errors, reflect changes in methodology or calculation in our previously presented initiatives, including changes due to broadened focus areas, expansion of the initiative and addressing other wording issues. These alterations enhance clarity without introducing substantial modifications to the original objective of the initiative.

Category 1: Proposed New Initiatives

The 2023-2026 Service Plans and Budgets allow each service to include up to twelve (12) Service Initiatives. The table below lists the new initiatives introduced by services that had available slots (i.e., not already at the maximum of 12) or did not need to replace an existing initiative.

Table 1: Proposed new initiatives

Service	Proposed New Initiative	Rationale for Inclusion of a New Initiative	Alignment with Council Priority Area
Bylaw Education & Compliance	Address vehicle noise and community traffic safety issues through enforcement, in collaboration with the Calgary Police Service, to improve the quality of life for Calgarians.	In 2023, Council approved the creation of the Peace Officer Traffic Safety Team to enforce vehicle noise and other community traffic safety issues. This initiative is not included on the service page. Progress updates will be provided in 2025-2026.	Public safety
Calgary 9-1-1	Improve the ability to plan optimal staffing levels by using advanced technology to better forecast service demand trends.	This new initiative focuses on optimizing our workforce to meet service demands. Using advanced technology to forecast call volumes and model optimal staffing levels ensures we have the right number of staff, at the right time, to meet demand.	Public safety

Category 2: Replacement of Existing Initiatives

The Planning & Budgeting Process provide flexibility for services to adapt to changing priorities. The following table outlines the initiatives that have been replaced with new and improved options, as previously presented by services within their service plans.

Table 2: Replacement of existing initiatives

Service	Current Initiative (for replacement)	Proposed New Initiative	Rationale for replacement
Affordable Housing	Increase the number of affordable housing units by leveraging funding from provincial and federal governments for City-led projects.	Increase the number of affordable homes built by the non-profit sector, including through partnership funding from provincial and federal governments, and other sources. This includes new affordable homes developed by Calgary Housing Company and Attainable Homes Calgary.	This new initiative consolidates the current Initiatives 1 and 2 and captures work to build affordable homes by the non-profit sector, including the City's housing subsidiaries, and via diverse funding sources.
Affordable Housing	Increase the number of units developed and operated for those in housing need by collaborating with Calgary Housing Company and non-profit housing partners to leverage funding from other orders of government to increase the number of units developed and operated by non-profit housing providers and to strengthen partners' delivery of services.	Address the affordable housing needs of Indigenous peoples living in Calgary through Outcome 5 in the Home is Here: The City of Calgary's Housing Strategy.	The new Housing Strategy has a targeted focus on addressing the housing needs of Indigenous Calgarians as part of Outcome 5. This new Initiative #2 tracks the progress of our work in Outcome 5.

Service	Current Initiative (for replacement)	Proposed New Initiative	Rationale for replacement
Affordable Housing	Increase housing stability and successful tenancies for affordable housing residents or people in core housing need by providing grants through the Home Program to non-profit organizations to create and deliver programs that help Calgarians in the areas of education and skill building, financial empowerment, community inclusion and integration and supports during COVID-19.	Increase housing stability and successful tenancies for affordable housing residents or people in core housing through Home Program grants to non-profit organizations to deliver projects in the areas of education and skill building, financial empowerment, community inclusion and integration, and supports for Indigenous peoples, Black and racialized people, and equity-deserving populations.	Updating the areas of focus of the Home Program to include new priority areas.
City Planning & Policy	Cultivate a food system that works with partners to ensure food is consistently available, accessible, appropriate, and healthy for all Calgarians by developing a Council-approved Food Resilience Plan.	Implement actions in Outcome 1 of Home is Here: The City of Calgary's Housing Strategy, including the development and streamlining of planning policies and tools to increase and diversify the supply of housing for all Calgarians in every community.	Work on the Food Resilience Plan is reflected in Climate & Environment Management Initiative 8. The new initiative will help advance Council's priority in addressing the Housing crisis by implementing actions in Outcome 1 of Home is Here.

Category 3: Revision of an existing initiative

As part of our commitment to clarity and accuracy, the 2023-2026 Service Plans and Budgets allow for revising the wording of existing initiatives. The table below highlights updates made to enhance clarity and reflect changes in methodology or calculation. These updates include changes due to broadened focus areas, initiative expansion, or typographical errors.

Table 3: Revision of an existing initiative

Service	Current Initiative (for revision)	Revised Initiative	Rationale for revision
Affordable Housing	Help non-profit organizations reduce development costs and enable them to leverage funding from other orders of government and financial institutions, by providing grants to non-profit organizations towards pre-development activities and rebates on eligible City development fees for both affordable rental and homeownership housing projects through the Housing Incentive Program.	Help non-profit organizations reduce development costs and enable them to leverage funding from other orders of government and financial institutions, by providing grants to non-profit organizations towards pre-development activities and rebates on eligible City development fees for both affordable rental and homeownership housing projects through the Housing Incentive Program.	Updating a minor spelling error (i.e., form to from).
Arts & Culture	Support our partners in the film and creative industries by progressing the film friendly strategy.	Support a growing creative economy and a film friendly region by optimizing City operations, programs, services, and collaborating with partners.	The Film Friendly initiative was designed to assess and implement a sustained program, originally described in 2022. Evolving the program description helps reflect the progress made and maintains consistency in recent reports for mid-cycle adjustments.

Service	Current Initiative (for revision)	Revised Initiative	Rationale for revision
Arts & Culture	Lead the ongoing development of Public Art leadership and conservation in Calgary through strategic planning, investments and partnerships.	Lead the development and implementation of Public Art and conservation best practices in Western Canada through strategic planning, investments, and partnerships.	The Arts & Culture team are making significant progress on several fronts, particularly in the realm of conservation. An example of this would be the training of other conservation teams.
Business Licensing	Help businesses open on time by educating them on what they need to do to get a business license, and by providing fast and predictable timelines that are measured and monitored with clear metrics.	Help businesses open on time by educating them on what they need to do to get a business license, and by providing realistic and predictable timelines that are measured and monitored with clear metrics.	Minor changes for improved clarity and better communication of the initiative and its goals.
Business Licensing	Improve communication with the business community by focusing on clearly communicating the relevant information that is required for a business customer to be successful in their journey and the internal information to staff in order for them to deliver a consistent and fast service.	Improve communication with the business community by clearly communicating the relevant information to our customers to be successful in their journey and providing internal information to staff to deliver a consistent and effective service.	Minor changes for improved clarity and better communication of the initiative and its goals.
Business Licensing	Provide a more tailored customer service, including process improvements, specialized education by business type or need, and targeted communication by taking a customer-focused approach to	Provide a more tailored customer service, including process improvements, specialized education by business type or need, and targeted communication by taking a customer-focused approach	Minor changes for improved clarity and better communication of the initiative and its goals.

Service	Current Initiative (for revision)	Revised Initiative	Rationale for revision
	delivering our service through proactive engagement with business and enhanced customer service data. An example of this is the development of customer journey maps.	to delivering our service through proactive engagement with business and enhanced customer service data.	
Business Licensing	Respond to emerging markets and changing legislation by developing adaptable processes that can be expanded or adjusted to include new business types, including new sectors in the shared economy (e.g., short-term rentals, waste & recycling businesses, home-based childcare).	Respond to emerging markets and changing legislation by developing adaptable processes that can be expanded or adjusted to include new business types, including new sectors in the shared economy.	Minor changes for improved clarity and better communication of the initiative and its goals.
Business Licensing	Enable a vibrant and safe business sector by reviewing the Business License Bylaw for gaps and opportunities and recommending changes to Council, as identified by the Financial Task Force to modernize our approach.	Enable a vibrant and safe business sector by reviewing the Business License Bylaw for gaps and opportunities and recommending changes to Council.	Minor changes for improved clarity and better communication of the initiative and its goals.
Business Licensing	Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to (our employees).	Build and maintain a respectful, inclusive and equitable workplace that is representative of the community by ensuring our policies and services support The City's commitment to our employees.	Minor changes for improved clarity and better communication of the initiative and its goals.

Service	Current Initiative (for revision)	Revised Initiative	Rationale for revision
Calgary 9-1-1	Improve emergency response coordination and reduce 9-1-1 processing times by unifying Police and Fire incident management systems.	Improve emergency response coordination and reduce 9-1-1 processing times by coordinating Police and Fire incident management systems.	Replaced one word for better clarity - replace "unifying" with "coordinating"
City Planning & Policy	Provide a consistent approach to funding new infrastructure, that supports growth and development, increases awareness of the impacts of growth decisions; provides a more sustainable funding source for complete communities; and improves timing between levy collection and infrastructure investment by refining, implementing and continuously improving Calgary's Off-site Levy Program.	Provide a consistent approach to funding new infrastructure that supports growth and development, increases awareness of the impacts of growth decisions; provides a more sustainable funding source for complete communities; and improves timing between levy collection and infrastructure investment by implementing, monitoring and continuously improving Calgary's Off-site Levy Program.	The Off-site Levies Bylaw was implemented in March 2024, so this initiative should be refocused on the implementation, monitoring and continuous improvement of the Off-site Levy program.
City Planning & Policy	Increase supply of industrial and residential lands within Calgary to meet increasing demands on market supply by implementing Council-directed annexations in Rocky View County and Foothills County.	Increase supply of industrial and residential lands within Calgary and in the region to ensure capacity to meet demand by pursuing opportunities for joint economic development through the Prairie Economic Gateway initiative and other intermunicipal collaborations.	Initiative reworded to better align it with a shift in Council priorities away from annexation projects and towards a more collaborative approach.

Service	Current Initiative (for revision)	Revised Initiative	Rationale for revision
Economic Development & Tourism	Support the delivery of economic development and tourism services, including implementation of Calgary in the New Economy: An economic strategy for Calgary, by collaborating, investing in, and supporting the governance and operations of Civic Partners.	Support the delivery of economic development and tourism services, including implementation of Uplook: An Action Plan for Calgary's Economy, by collaborating, investing in, and supporting the governance and operations of Civic Partners.	As part of larger rebranding work, Calgary Economic Development Ltd, has renamed Calgary in the New Economy to: Uplook: An Action Plan for Calgary's Economy.
Infrastructure & Engineering	Maximize The City's infrastructure value for Calgarians by optimizing capital contract management practices across the organization.	Maximize The City's infrastructure value for Calgarians by implementing the best practices in project management across the organization.	The project management support functions from Capital Contract Management have been amalgamated into the Facilitation Services to form the Project Management Consultation team. The initiative needs to be updated to align with its expanded function.
Infrastructure & Engineering	Oversee the practice of engineering and geoscience at The City by ensuring that professional members have completed the required professional practice training and development.	Oversee the practice of engineering and geoscience at The City by ensuring that professional members have completed the required professional practice training and development.	Followed by the transition of Engineering Governance function to the Corporate Governance service line, the corresponding Performance Measure has been moved, and so should this related Initiative.
Recreation Opportunities	Offer full programming and operations by recruiting and retaining the required complement of staff to recover our workforce post-pandemic.	Offer optimized programming and operations by recruiting and retaining the required complement of staff to recover our workforce post-pandemic.	Revise "full" to "optimized" to better reflect final state.

Service	Current Initiative (for revision)	Revised Initiative	Rationale for revision
Recreation Opportunities	Return to full amenity and service hours to meet the recreational needs of Calgarians by stabilizing and recovering direct delivery of recreation opportunities post-pandemic.	Return to optimized amenity and service hours to meet the recreational needs of Calgarians by stabilizing and recovering direct delivery of recreation opportunities post-pandemic.	Revise "full" to "optimized" to better reflect final state.
Recreation Opportunities	Deliver equitable and accessible recreation opportunities by stewarding the publicly-funded recreation system to enable and support partners.	Deliver equitable and accessible recreation opportunities by stewarding the public recreation system to enable and support partners.	Update to reflect language in GamePLAN. GamePLAN is a long-term vision to shape our approach to delivering inclusive, accessible and sustainable recreation services for the next 10 to 30 years. It will be presented to Council / Committee in 2025.
Recreation Opportunities	Lead and invest in the future of Calgary's publicly-funded recreation system by resourcing and prioritizing the GamePLAN and Facilities Investment Plan.	Lead and invest in the future of Calgary's public recreation system by resourcing and prioritizing the GamePLAN and Facilities Investment Plan.	Update to reflect language in GamePLAN. GamePLAN is a long-term vision to shape our approach to delivering inclusive, accessible and sustainable recreation services for the next 10 to 30 years. It will be presented to Council / Committee in 2025.