



## AGENDA

### SPC ON COMMUNITY AND PROTECTIVE SERVICES

September 11, 2019, 9:30 AM

IN THE COUNCIL CHAMBER

#### Members

Councillor D. Colley-Urquhart, Chair

Councillor G-C. Carra, Vice-Chair

Councillor S. Chu

Councillor J. Gondek

Councillor R. Jones

Councillor J. Magliocca

Councillor E. Woolley

Mayor N. Nenshi, Ex-Officio

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
  - 4.1 Minutes of the Regular Meeting of the SPC on Community and Protective Services, 2019 June 12
5. CONSENT AGENDA
  - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
    - 5.1.1 Report on Motion Arising related to UCS2018-1139 (results of community engagement after land purchase) due to the SPC on CPS by Q3 2019 moved to March 2020, CPS2019-1136
  - 5.2 BRIEFINGS
    - 5.2.1 Calgary Indigenous Relations Office (IRO) Engagement and the Calgary Aboriginal Urban Affairs Committee (CAUAC) Governance Review Briefing, CPS2019-0923

5.2.2 Status of Outstanding Motions and Directions (as of 2019 September 11),  
CPS2019-1134

5.2.3 Progress Update: Review of Lifeguarding Provisions, CPS2019-1074

6. POSTPONED REPORTS  
*(including related/supplemental reports)*

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Calgary Police Service Annual Report to CPS, CPS2019-0501

7.2 Establishment of the Beltline Business Improvement Area, CPS2019-1039

7.3 Establishment of the Bridgeland Business Improvement Area, CPS2019-1038

7.4 Establishment of the Crescent Heights Village Business Improvement Area, CPS2019-1037

7.5 Change to the 17th Avenue Retail & Entertainment District Business Improvement Area  
Boundary, CPS2019-1040

7.6 Flatwater Pool Business and Service Continuity Update, CPS2019-1055

7.7 Short Term Rental Tiered Licence Category, CPS2019-1070

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

8.1.1 Relief for Calgarians Shouldering Security and Safety Costs Near Supervised  
Consumption Sites and Drug Use Hotspots, C2019-0959  
Councillor Farkas

8.2 NOTICE(S) OF MOTION  
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES  
None

10.2 URGENT BUSINESS

11. ADJOURNMENT

Members of Council may participate remotely, if required.





## MINUTES

### SPC ON COMMUNITY AND PROTECTIVE SERVICES

**June 12, 2019, 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:** Councillor D. Colley-Urquhart, Chair  
Councillor S. Chu  
Councillor J. Gondek  
Councillor R. Jones  
Councillor J. Magliocca  
Councillor E. Woolley  
Councillor D. Farrell

**ALSO PRESENT:** Acting General Manager K. Black  
Acting City Clerk L. Gibb  
Legislative Advisor D. Williams

1. **CALL TO ORDER**

Councillor Colley-Urquhart called the Meeting to order at 9:30 a.m.

2. **OPENING REMARKS**

Councillor Colley-Urquhart provided opening remarks.

3. **CONFIRMATION OF AGENDA**

Following nomination procedures, Councillor Chu was elected Acting Vice-Chair for the 2019 June 12 Regular Meeting of the Standing Policy Committee on Community and Protective Services.

**Moved by** Councillor Magliocca

That the Agenda for the 2019 June 12 Regular Meeting of the Standing Policy Committee on Community and Protective Services be confirmed.

**MOTION CARRIED**

4. **CONFIRMATION OF MINUTES**

4.1 Minutes of the Special Meeting of the SPC on Community and Protective Services, 2019 May 07

**Moved by** Councillor Gondek

That the Minutes of the Special Meeting of the Standing Policy Committee on Community and Protective Services held 2019 May 07 be confirmed.

**MOTION CARRIED**

- 4.2 Minutes of the Regular Meeting of the SPC on Community and Protective Services, 2019 May 08

**Moved by** Councillor Chu

That the Minutes of the Regular Meeting of the Standing Policy Committee on Community and Protective Services held 2019 May 08 be confirmed.

**MOTION CARRIED**

5. CONSENT AGENDA

**Moved by** Councillor Magliocca

That the Administration Recommendations contained in the following Reports be approved in an omnibus motion:

- 5.1 Status of Outstanding Motions and Directions (as of 2019 June 12), CPS2019-0778
- 5.2 Response to Water Fluoridation in The City of Calgary – Request for Deferral, CPS2019-0781
- 5.3 4th Avenue Flyover Land Disposition Update, CPS2019-0773
- 5.4 Saddleridge Road Right of Way as Park Space, CPS2019-0769
- 5.5 Rail Corridor Emergency Response Plan, CPS2019-0780

**MOTION CARRIED**

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 2018 Calgary Combative Sports Commission Annual Report, CPS2019-0776

A handout entitled "Calgary Combative Sports Commission 2018 Annual Report CPS2019-0776" dated 2019 June 12 was received for the Corporate Record.

Speakers

- 1. Shirley Stanzi
- 2. T.J. Madigan

**Moved by** Councillor Jones

That with respect to Report CPS2019-0776, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Give three readings to the proposed amendment to the Combative Sports Commission Bylaw 53M2006 (Attachment 1) to facilitate a reduced fee for one day licence, decreasing the overall cost for hosting a combative sports event.

**MOTION CARRIED**

7.2 Community Action on Mental Health and Addiction Strategic Framework, CPS2019-0755

The following items were distributed with respect to Report CPS2019-0755:

- A presentation entitled "CPS2019-0755 Community Action on Mental Health and Addiction, June 12 2019;" and
- A handout of panel member biographies entitled "Community Action on Mental Health and Addiction Panel Members."

Speakers

1. Karen Cosbee
2. Janet Chate
3. Husan Sheikh
4. Bob Wilkie

**Moved by** Councillor Farrell

That Councillor Gondek's proposed motion with respect to Report CPS2019-0755, be amended as follows:

4. Approve the terms of reference for the Community Action on Mental Health and Addiction Leaders Forum (Attachment 3) to guide the development of the associated strategy and direct Administration to develop a list of recommended members.
5. Forward this report (CPS2019-0755) to the 2019 July 29 Combined Meeting of Council with a supplemental attachment including the names of proposed members of the Community Action on Mental Health and Addiction Leader Forum as per the above recommendation.
6. Direct that Administration report back no later than Q4 2020 with a Community Action on Mental Health and Addiction Strategy and collaborative implementation plan guided by the strategic framework (Attachment 1).
7. Approve the terms of reference for the Mental Health and Addiction Collaborative Investors Table (Attachment 4).
8. Authorize Administration to allocate \$1 million of the previously earmarked funds to test promising initiatives through a fast pilot process, to be developed in collaboration with other potential funding partners who will form part of the Mental Health and Addiction Collaborative Investors Table.

**MOTION CARRIED**

**Moved by** Councillor Magliocca

That Committee reconsider Councillor Farrells's previous amendments to the Recommendations with respect to Report CPS2019-0755.

**ROLL CALL VOTE**

For: (5) Councillor Chu, Councillor Gondek, Councillor Magliocca, Councillor Colley-Urquhart, Councillor Jones

Against: (2) Councillor Farrell, Councillor Woolley

**MOTION CARRIED**

**Moved by Councillor Farrell**

That Councillor Gondek's proposed motion with respect to Report CPS2019-0755, be amended as follows:

4. Approve the terms of reference for the Community Action on Mental Health and Addiction Leaders Forum (Attachment 3) to guide the development of the associated strategy and direct Administration to develop a list of recommended members.
5. Forward this report (CPS2019-0755) to the 2019 July 29 Combined Meeting of Council with a supplemental attachment including the names of proposed members of the Community Action on Mental Health and Addiction Leader Forum as per the above recommendation.
6. Direct that Administration report back no later than Q4 2020 with a Community Action on Mental Health and Addiction Strategy and collaborative implementation plan guided by the strategic framework (Attachment 1).
7. Approve the terms of reference for the Mental Health and Addiction Collaborative Investors Table (Attachment 4).
8. Authorize Administration to allocate \$1 million of the previously earmarked funds to test promising initiatives through a fast pilot process, to be developed in collaboration with other potential funding partners who will form part of the Mental Health and Addiction Collaborative Investors Table.

**RECORDED VOTE**

For: (3): Councillor Jones, Councillor Woolley, and Councillor Farrell

Against: (4): Councillor Colley-Urquhart, Councillor Chu, Councillor Gondek, and Councillor Magliocca

**MOTION DEFEATED**

**Moved by Councillor Farrell**

That Councillor Gondek's proposed motion with respect to Report CPS2019-0755, be amended by adding a new recommendation 4, as follows:

4. Authorize Administration to allocate up to \$3 million of the previously earmarked funds for 2020, to maintain current programs funded through the

Prevention Investment Framework with Mental Health and Addiction Lens that are demonstrating positive results.

ROLL CALL VOTE

For: (7): Councillor Colley-Urquhart, Councillor Chu, Councillor Gondek, Councillor Jones, Councillor Magliocca, Councillor Woolley, and Councillor Farrell

**MOTION CARRIED**

**Moved by** Councillor Gondek

That with respect to Report CPS2019-0755, recommendations 1 and 4 be approved, **as amended**, as follows:

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Receive this report for information; and

**4. Authorize Administration to allocate up to \$3 million of the previously earmarked funds for 2020, to maintain current programs funded through the Prevention Investment Framework with Mental Health and Addiction Lens that are demonstrating positive results**

Against: Councillor Farrell

**MOTION CARRIED**

**Moved by** Councillor Gondek

That with respect to Report CPS2019-0755, recommendations 2 and 3 be approved, as follows:

That the Standing Policy Committee on Community and Protective Services recommend that Council:

2. Request that the Mayor's Office coordinate a meeting between the Alberta Associate Minister of Mental Health and Addictions and the Community Action on Mental Health and Addiction Panel to outline the approach Calgary has created and encourage the Associate Minister to lead a province-wide plan with attention to the work Calgary has done to date.

3. Administration to report back to the SPC on Community and Protective Services after the meeting with the Associate Minister has taken place, no later than Q42019.

Against: Councillor Woolley

**MOTION CARRIED**

That pursuant to Section 134(a) of Procedure Bylaw 35M2017, Councillor Farrell requested that the lost motion be forwarded to Council for information.

### 7.3 Gender Equity, Diversity and Inclusion Strategy, CPS2019-0729

The following items were distributed with respect to Report CPS2019-0729:

- A presentation entitled “Gender Equity, Diversity and Inclusion Strategy”, 2019 June 12;
- Speaking Notes from Esmahan Razavi on behalf of Equal Voice Alberta South; and
- Speaking Notes from Jason Kingley, Chair of the Social Wellbeing Advisory Committee.

Speakers

1. Esmahan Razavi
2. Jason Kingsley

**Moved by** Councillor Farrell

That with respect to Report CPS2019-0729, the following be approved:

That the Standing Policy Committee (SPC) on Community and Protective Services (CPS) recommend that Council:

1. Approve the Gender Equity, Diversity and Inclusion Strategy and direct Administration to implement the actions outlined (Attachment 1);
2. Accept this report as the report back on the Gender Equity and Diversity Baseline Assessment Council Innovation Fund application (PFC2018-0910); and
3. Direct Administration to develop a measurement plan and report back to Council with results to date on progress of implementation through the SPC on CPS no later than Q4 2020.

**MOTION CARRIED**

### 7.4 Multilingual Communications and Engagement Policy Report, CPS2019-0366

**Moved by** Councillor Gondek

That with respect to Report CPS2019-0366, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommends that Council:

1. Directs Administration to continue to develop standards of service for equitable communications and engagement, including multilingual considerations, as guided by the Social Wellbeing Policy, and not proceed with a stand alone new policy for Multilingual Communications and Engagement;
2. Directs Administration to develop measures of success related to the delivery of equitable communication and engagement services in alignment with the Social Wellbeing Principles; and

3. Directs Administration to report back to the Standing Policy Committee on Community and Protective Services by Q2 2020.

**MOTION CARRIED**

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

**Moved by** Councillor Magliocca

That this meeting adjourn at 12:03 p.m.

**MOTION CARRIED**

The following items have been forwarded to the 2019 July 22 Combined Meeting of Council:

Consent

Response to Water Fluoridation in The City of Calgary – Request for Deferral, CPS2019-0781

Community Action on Mental Health and Addiction Strategic Framework, CPS2019-0755

Gender Equity, Diversity and Inclusion Strategy, CPS2019-0729

Multilingual Communications and Engagement Policy Report, CPS2019-0366

ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

2018 Calgary Combative Sports Commission Annual Report, CPS2019-0776

The following items have been forwarded to the 2019 July 29 Combined Meeting of Council:

Consent

Saddleridge Road Right of Way as Park Space, CPS2019-0769

The next regular Meeting of the Standing Policy Committee on Community and Protective Services is scheduled to be held on 2019 July 24 at 1:00 p.m.

CONFIRMED BY COMMITTEE ON

---

CHAIR

---

ACTING CITY CLERK

UNCONFIRMED



# BRIEFING

Item # 5.2.1

Community Services Briefing to  
SPC on Community and Protective Services  
2019 September 11

ISC: UNRESTRICTED  
CPS2019-0923

## **Calgary Indigenous Relations Office (IRO) Engagement and the Calgary Aboriginal Urban Affairs Committee (CAUAC) Governance Review Briefing**

### **PURPOSE OF BRIEFING**

Council directed Administration to report back on the progress of meaningful engagement with First Nations, Métis, Inuit and urban Indigenous Calgarians on the establishment of the Calgary Indigenous Relations Office (IRO). In addition, Council directed Administration to provide an update on the governance review of the Calgary Aboriginal Urban Affairs Committee (CAUAC) to occur in conjunction with the work on developing the Calgary IRO (see Attachment 1 for detailed Council Direction). This Briefing provides an update on both the engagement process and the governance review and highlights the learnings to date. These updates are being brought forward together given the relationship between the two.

The establishment of the Calgary IRO represents a significant shift and demonstrates an increase in maturity in how the City of Calgary approaches Indigenous Relations. This offers an opportunity to evaluate the role of CAUAC and to recommend required changes. It is critical that an evolution of CAUAC is in concert with the establishment of the Calgary IRO so that the purpose, roles and responsibilities are complimentary. Braiding the engagement findings for the Calgary IRO with the governance review of CAUAC will ensure that the wisdom of the past and current best practices form integral components of the way forward.

The Calgary IRO budget, approved in 2018, is being reduced to meet the required \$60 million reduction for 2019. However, the work associated with establishing the Calgary IRO and the CAUAC governance review will continue, albeit at an adjusted pace.

### **SUPPORTING INFORMATION**

#### **Calgary IRO Engagement Update**

The Calgary IRO engagement is being conducted in four phases: Elder and Knowledge Keeper Engagement; Community Engagement; Ceremonial Validation; and Synthesis (Attachment 2). At the core of the engagement approach is Indigenous methodology that focuses on data collection through oral tradition (sharing circles/dialogues) with the collected knowledge validated through ceremony. Phase One of the engagement has been completed. Phase One involved gathering a diverse community of 21 Indigenous Elders and Knowledge Keepers to inform the philosophical vision and core functions of the Calgary IRO. Phase Two is currently underway and includes targeted community engagement, with further exploration of the Calgary IRO purpose and core functions (expected completion Q4 2019). The learnings gathered through Phase One and Phase Two to-date, demonstrate alignment with the *Indigenous*

# BRIEFING

Item # 5.2.1

*Policy's Ways of Knowing, Ways of Engaging, Ways of Building Relationships and Ways Toward Equitable Environments* and the Council-endorsed Calgary IRO core functions: Strategy and Leadership; Legal Advice and Reporting; Cultural Training and Advice; Relationship Coordination; and Engagement with First Nations, Métis, Inuit and urban Indigenous Calgarians. See Attachment 3 for highlights of engagement learnings to date.

Phase Three will take place in Q4 2019 and involves circling back to the Elders, Knowledge Keepers and the community participants to validate, through ceremony, the information gathered. Phase IV includes the creation of a summary report that will also be validated orally (Q1 and Q2 2020).

## **CAUAC Governance Review Update**

The CAUAC governance review is underway, with a focus on the interconnectedness of the establishment of the Calgary IRO and the governance of CAUAC. As a key stakeholder, CAUAC has provided feedback consistently throughout the Calgary IRO scoping process and development phases. Key learnings that have emerged from the governance review indicate that there is an opportunity to: create a more clearly defined and understood purpose for CAUAC; develop targeted recruitment and Indigenous-based orientation processes; ensure that CAUAC evolves into a collaborative role that complements the Calgary IRO; create a governance structure that integrates Indigenous worldviews; and create well-defined roles and responsibilities. Additional details can be found in Attachment 4. The review will continue into Q4 2019 and includes: validation of the learnings with CAUAC and the Elders that have been engaged; completion of a modernized Terms of Reference; and updated orientation and governance materials. The 2018 and 2019 recruitment processes for the committee have included a more advanced skills matrix and an interview to target more specific qualifications for committee members.

A report on the full outcome of the Calgary IRO engagement and the CAUAC governance review will be presented at SPC on CPS in Q2 2020.

## **ATTACHMENT(S)**

1. Attachment 1 – Council Direction Calgary IRO and CAUAC
2. Attachment 2 – Calgary IRO Engagement Phases
3. Attachment 3 – Calgary IRO Engagement Learnings To Date
4. Attachment 4 – CAUAC Governance Review Key Learnings



**Council Direction: Calgary Indigenous Relations Office (IRO)  
and Calgary Aboriginal Urban Affairs Committee (CAUAC)**

- On 2019 April 8, Council approved report CPS2019-0277 and the recommendation to defer the report on the modernization of CAUAC's Terms of Reference that was scheduled for 2019 Q1 to no later than 2019 Q3.
- On 2018 November 19, through report CPS2018-1216, during the One Calgary 2019-2022 Service Plans and Budget discussion (Regular Meeting of Council), Council directed that with respect to Report CPS2018-1216, the following be adopted:

"That Council forward report CPS2018-1216 to its upcoming November 2018 budget deliberations (2019 – 2022 One Calgary Budget) to specifically inform the Community Strategies Service Plans and Budget. And, if the 2019-2022 One Calgary - Community Strategies Service Plans and Budget is approved, that the following recommendations be put to Council for its consideration.

That Council:

1. Approve the establishment of the City of Calgary Indigenous Relations Office (IRO) as set out in Report CPS2018-1216.
  2. Endorse the initial core functions of the City of Calgary IRO to include but not be limited to:
    - a. Strategy & Leadership;
    - b. Legal Advice & Reporting;
    - c. Cultural Training & Advice;
    - d. Relationship Coordination; and
    - e. Engagement with First Nations, The Metis, Inuit and urban Indigenous Calgarians.
  3. Receive a scoping report through the SPC Community and Protective Services by Q3 2019, reflecting meaningful and regular engagement with First Nations, The Metis, Inuit and urban Indigenous Calgarians on the determination of IRO's collective collaborative vision and core functions."
- On 2018 November 07, through report CPS2018-1216, Council was presented a preview of the proposed Calgary Indigenous Relations Office (IRO) and referred the recommendations to the One Calgary budget approval process.
  - On 2018 October 22, Council adopted the following Motion Arising with respect to Report N2018-1036:

"That Council direct Administration to:

    1. Hire an external consultant with expertise in Indigenous Governance, who, after being authorized by Administration, is to undertake a comprehensive review of Calgary Aboriginal Urban Affairs Committee (CAUAC) in conjunction with the work on

**Relevant Council Direction: Calgary Indigenous Relations Office (IRO)  
and Calgary Aboriginal Urban Affairs Committee (CAUAC)**

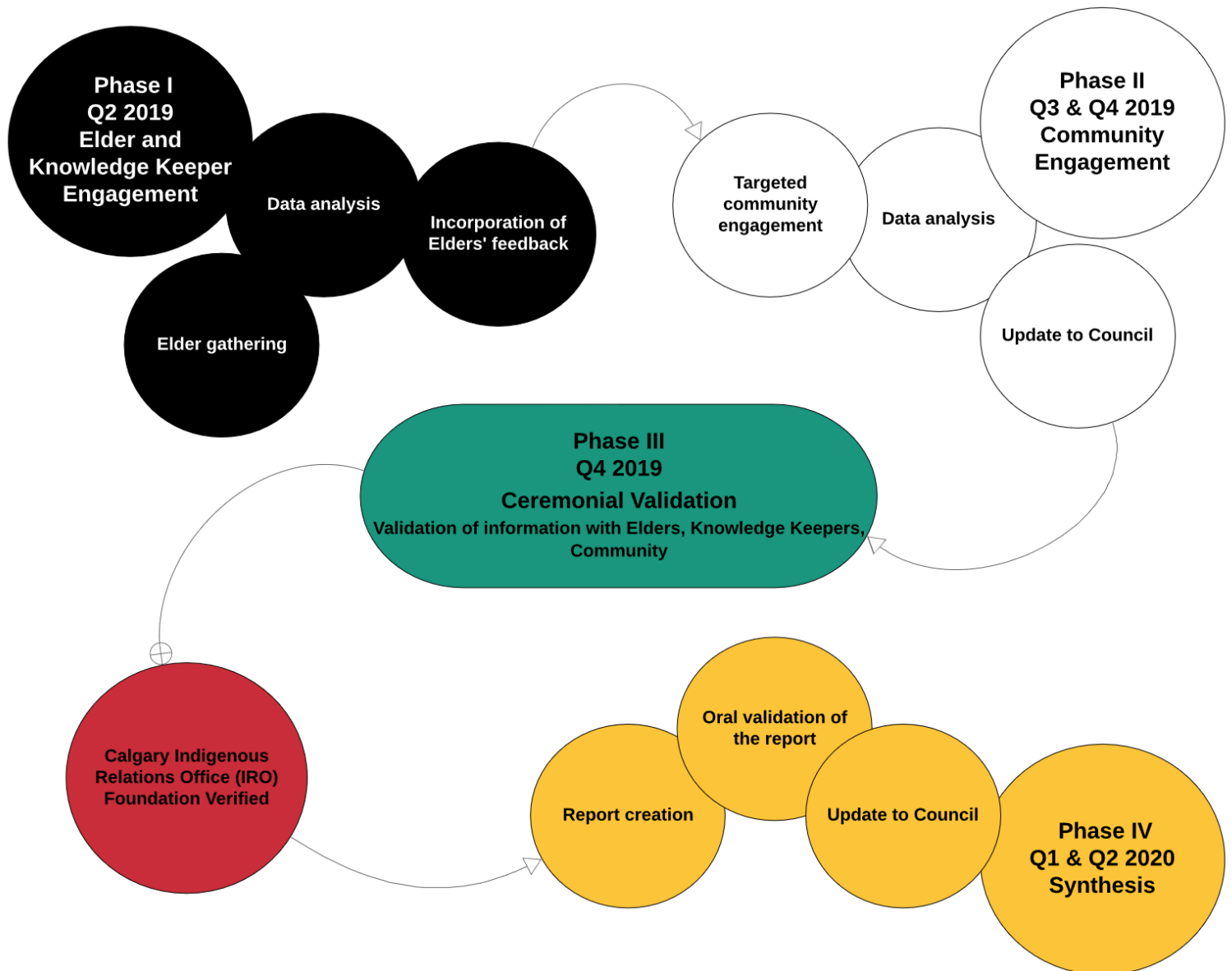
developing an Indigenous Relations Office, and report back to Council in Q1 of 2019 with recommendations on modernizing the Terms of Reference.

2. Ensure that the work of the CAUAC reviewed by the external consultant evolves into current best practice Indigenous Governance in contrast to previous traditional colonial practices that have been a constraint in the past.

3. Ensure that the review provides a mechanism to meet the needs of Indigenous interests in Calgary.”

- At the 2017 December 18 Regular Meeting of Council, Council directed Administration to “work with the Métis Nation of Alberta Region 3 to develop a Métis Nation of Alberta Region 3 Policy Implementation Guide that is reflective of their culture and history no later than the end of Q4 2018.” Further, Council directed Administration to “set up an Official signing and formal acknowledgement of the Council approved Indigenous Policy to include the Métis Nation of Alberta Region 3, Treaty 7, City Council and the City of Calgary.”
- On 2017 July 24 Council adopted Notice of Motion NM2017-20 which directed Administration to scope the feasibility of a distinct Indigenous Relations Office.
- On 2014 January 28, Administration presented a report (PFC2014-0083) updating the CAUAC terms of reference, presenting a 10-year strategic plan and implementation of the annual CAUAC progress report.

## Calgary Indigenous Relations Office (IRO) Engagement Phases



Ceremonial Validation: Tea Dance Ceremonies are traditionally conducted by communities for the purpose of announcements and consultations. In contemporary times, organizations also host Tea Dance Ceremonies to honour oral practice and to gain valuable insight from Indigenous Elders.





## Calgary Indigenous Relations Office (IRO) Engagement Learnings To Date

<i>Indigenous Policy Components</i>	<b>IRO Core Functions</b>	<b>Emerging Learnings</b>
Ways of Knowing	Cultural Training and Advice	Follow Indigenous protocols; prioritize Indigenous cultural competency development for City staff and Indigenous awareness learning opportunities for Calgarians.
Ways of Engaging	Engagement	Engage with respect; support and advance Indigenous-focused community projects of mutual interest and of historical, traditional and cultural significance.
Ways of Building Relationships	Relationship Coordination	Develop trust, ethical space and supportive, transparent, mutually beneficial and ongoing relationships with Indigenous people; create spaces in Calgary where Indigenous people feel included; focus on the value of Indigenous people in Calgary.
Ways toward Equitable Environments	Strategy and Leadership + Legal Advice and Reporting	Operate from Indigenous lenses; honour western and Indigenous parallel processes; create ethical spaces for innovation; collaborate in authentic ways with Elders and Knowledge Keepers; demonstrate leadership and commitments to reconciliation in ongoing ways; plan long term; and advocate for Indigenous community priorities with other levels of government.





## Calgary Aboriginal Urban Affairs Committee (CAUAC) Governance Review Key Learnings

### Clarity of Purpose

All stakeholders (citizens/employees/groups interacting with CAUAC) have differing perspectives of CAUAC's purpose and how to engage with the Committee.

**Key Finding:** *CAUAC's purpose needs to be clearly defined and articulated to be understood by all stakeholders including the membership of the committee.*

### Recruitment & Orientation Process

Purposeful recruitment and a robust orientation are essential to a well-run committee. Members need to feel that their skills and expertise are valued and utilized. A lack of clarity of the Committee purpose can discourage engagement. Additionally, many noted inadequate Indigenous representation on the committee.

**Key findings:** *Targeted recruitment and Indigenous-based orientation approaches need to be utilized to gain specific skills and expertise. Indigenous membership should form a large composition of the committee.*

### Relationships & Collaboration

Meaningful relationships and collaboration are key and CAUAC has the potential to serve as an important connector between The City of Calgary and the Indigenous community. Currently, there are some disconnects that limit the development of meaningful relationships and collaboration. The Committee's decision-making and recommendation processes need a stronger Indigenous voice.

**Key Finding:** *The City is advancing reconciliation through the implementation of Indigenous strategies and the development of the Indigenous Relations Office. CAUAC will need to evolve into a collaborative role within the new structure.*

### Governance Structure

The CAUAC governance structure is not reflective of Indigenous governance models. Elders and Knowledge Keepers should be integrated into CAUAC's work to support, guide and provide traditional wisdom. A new governance structure must incorporate ethical space, including shared values and purpose, between Indigenous and western models.

**Key Finding:** *The future governance structure needs to integrate an Indigenous worldview to parallel the western approach, incorporating processes and inclusionary practices including oral traditions and consensus decision making.*

### Roles and Responsibilities

There is a lack of understanding about CAUAC's roles and responsibilities which contributes to a lack of commitment, continuity and clarity.

**Key Finding:** *The continuity, commitment and meaningful contributions of CAUAC will be more effective with well-defined roles and responsibilities provided through a clear orientation process and supported through succession planning.*





# BRIEFING

Item # 5.2.2

Community Services Briefing to  
SPC on Community and Protective Services  
2019 September 11

ISC: UNRESTRICTED  
CPS2019-1134

## **Status of Outstanding Motions and Directions (as of 2019 September 11)**

---

### **PURPOSE OF BRIEFING**

This report outlines outstanding motions and directions for the Standing Policy Committee (SPC) on Community and Protective Services as of 2019 September 11, allowing committee members to be aware of upcoming reports.

### **SUPPORTING INFORMATION**

On 2007 February 06, the Personnel and Accountability Committee approved PAC2007-05 Status of Outstanding Motions and Directions, directing Administration to bring forward as an item of business to each Standing Policy Committee (SPC) a list of tabled and referred motions and reports; such lists were to be reviewed by each SPC on a quarterly basis.

On 2019 June 12, the SPC on Community and Protective Services received for information and approved CPS2019-0327 Status of Outstanding Motions and Directions which provided the most recent previous update. New updates continue to be provided quarterly.

### **ATTACHMENT(S)**

Status of Outstanding Motions and Directions (as of 2019 September 11)



**Status of Outstanding Motions and Directions (as of 2019 Sept 11)**  
**Standing Policy Committee (SPC) on Community and Protective Services**

The following table details the outstanding direction from Council for reports to return to the SPC on Community and Protective Services as of 2019 September 11, with items listed in order of anticipated report back date.

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
1	Indigenous Relations Office Engagement and Calgary Aboriginal Urban Affairs Committee (CAUAC) Governance Review	<p>IRO Present a scoping report through the SPC Community and Protective Services by Q3 2019, reflecting meaningful and regular engagement with First Nations, The Metis, Inuit and urban Indigenous Calgarians on the determination of IRO's collective collaborative vision and core functions.</p> <p>CAUAC 1. Hire an external consultant with expertise in Indigenous governance, who, after being authorized by Administration, is to undertake a comprehensive review of Calgary Aboriginal Urban Affairs Committee (CAUAC) in conjunction with the work on developing an Indigenous Relations Office, and report back to Council in Q1 of 2019 with recommendations on modernizing the Terms of Reference. <i>[Deferral to no later than Q3 2019 approved]</i> 2. Ensure that the work of the CAUAC review by the external consultant evolves into current best practice Indigenous governance in contrast to previous traditional colonial practices that have been a constraint in the past. 3. Ensure that the review provides a mechanism to meet the needs of Indigenous interests in Calgary.</p>	<p>CPS2018-1216</p> <p>N2018-1036</p>	<p>2018 November 19</p> <p>2018 October 22</p>	2019 September 11
2	Short Term Rentals Tiered Licence Category	Undertake work to create a new, tiered licence category in the Business Licence Bylaw 32M98 for Tourist Accommodation and bring forward amendments to this bylaw to Council through the SPC on Community and Protective Services no later than 2019 Q3;	CPS2018-1328	2018 December 17	2019 September 11

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
		Revise the Lodging House licence category in the Business Licence Bylaw 32M98, to clarify the definition and scope for application to rooming, lodging, and boarding houses, and bring forward amendments to this bylaw to Council through the SPC on Community and Protective Services no later than 2019 Q3.			
3	Results of Community Engagement related to land purchase (17171 6 ST NE)	Report to SPC on CPS by Q3 2019 on results of community engagement related to purchase of land at 17171 6 ST NE <i>[pending approval of deferral request to March 2020]</i>	UCS2018-1139	2018 November 19	2019 September 11
4	Response to Lifeguards Notice of Motion (Saving \$4 Million Annually in the Budget)	Reduce \$4M from the previously-approved budget for hiring additional lifeguards to be redirected to further reduce the non-residential property tax rate...and that to maximize efficiencies, Administration review lifeguarding provisions on a site by site and basin by basin basis at City-operated facilities...and work with the Royal Lifesaving Society - Alberta and Northwest Territories Branch to update Pool Safety and Supervision Plans for all City of Calgary operated pool facilities. Report back to the SPC on CPS no later than Q3 2019.	C2018-1446	2018 December 17	2019 September 11
5	Flatwater Pools Business and Service Continuity Update	Pending discussions on business continuity opportunities and area Councillors, allocate up to \$800,000 from 2019 Corporate Program Savings to allow for interim servicing of the community recreational assets referred to in Line 75 – Recreation Opportunities for the 2019 year, and report to Council on 2019 September 30.	C2019-0901	2019 July 22	2019 September 11
6	Calgary Police Service Annual Report	Report by the Calgary Police Commission, with the Calgary Police Service, to provide at the least an annual update to the SPC on Community and Protective Services.	2003 November budget session	2003 November 26	2019 September 11

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
7	Public Art Program Review Update	Report back to Council through the SPC on Community and Protective Services no later than Q1 2020 on a public art workplan and strategy for 2020 – 2022, and review the suspension of the Public Art Policy at that time.	CPS2019-0014	2019 March 18	2019 October 9
8	Response to Notice of Motion on Water Fluoridation	<p>NOW THEREFORE BE IT RESOLVED that Council:</p> <ol style="list-style-type: none"> <li>1. Engage the University of Calgary's O'Brien Institute for Public Health (OIPH) to conduct an objective assessment of the evidence: <ol style="list-style-type: none"> <li>1. In the extant literature; and,</li> <li>2. By enlisting other University of Calgary partners such as the School of Public Policy as appropriate.</li> <li>3. In consideration of jurisdictions in the world where tooth decay rates are decreasing; and,</li> <li>4. In consideration of a cost-benefit analysis of water fluoridation with regard to more direct dental interventions, particularly in consideration of the lack of access to affordable dental care in Calgary; and,</li> <li>5. In consideration of dental health as a public health vector with regard to other disease vectors impacting our population; and,</li> <li>6. In consideration of piloting other potential approaches to public dental health like Scotland's Child Smile program; and,</li> <li>7. In consideration of a more up to date and comprehensive comparison between dental caries rates in Calgary post de-fluoridation and Edmonton; and,</li> <li>8. By examining other questions and concerns from members of City Council by conducting individual interviews; and,</li> </ol> </li> </ol>	C2019-0219	2019 February 25	2019 October 29

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
		<p>2. Invite the University of Calgary's OIPH to report and present their findings to Council through to the SPC on CPS no later than June 2019 [<i>Council later approved a deferral to October</i>] and, invite the study's Principal Investigator, Dr. Lindsay McLaren, to present her findings and recommendations, and respond to questions concurrently.</p> <ol style="list-style-type: none"> <li>1. Engage other potential willing and qualified bodies, such as Dr. Hardy Limeback BSc PhD (Biochemistry) DDS, Head, Preventive Dentistry, University of Toronto, to similarly assess water fluoridation and other programs to improve dental health.</li> <li>2. Invite any other party participating in this inquiry to present findings at the same time.</li> </ol>			
9	Off-Leash Dog Parks Report	Work with stakeholders to revise relevant policies and guidelines in The Open Space Plan and Public Use Policy to enable off-leash dog parks as a component of the design and programming of open spaces within Municipal Reserve and other park spaces within communities. And that Administration report proposed changes to relevant policies to Council through the SPC on Planning and Urban Development by the end of September 2019 [ <i>deferral and referral to SPC on CPS approved by Council on 2019 July 22</i> ].	CPC2018-1359	2019 February 4	2019 November 13
10	Cannabis Bylaw Effect on Vulnerable Population	Administration to consult with key stakeholders and report back to Council, through the SPC on Community and Protective Services, no later than 2019 June on the implications and impacts of said bylaws with specific regard to minimizing unintended consequences and/or inequity amongst vulnerable populations. [ <i>deferral to Q4 approved</i> ]	CPS2019-0152	2018 April 5	2019 November 13



#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
11	Public Smoking, Waterpipe, Hotel/Motel prohibitions	Administration to engage citizens and key stakeholders (including Alberta Health Services) to further strengthen Smoking and Vaping Bylaw 23M2018, with consideration given to prohibiting: <ul style="list-style-type: none"> <li>• Waterpipe smoking in workplaces, public premises and specified outdoor places;</li> <li>• Smoking in multi-unit public housing administered by the City of Calgary;</li> <li>• Smoking and vaping in hotel and motel rooms, in outdoor public parks and at outdoor public events;</li> </ul> And report back to Council, through the SPC on Community and Protective Services with recommendations and bylaw amendments no later than Q2 2019. [ <i>deferral to Q4 approved</i> ]	CPS2019-0152	2018 April 5	2019 November 13
12	Cannabis Legalization – Festivals and Events	Administration to work with stakeholders to monitor cannabis consumption areas at festivals and events and report back to Council through the SPC on Community and Protective Services in 2019 Q4.	CPS2018-0718	2018 June 25	2019 November 13
13	Family and Community Support Services (FCSS) Funding Recommendations	Section 6.1.2B in the FCSS Policy requires that Council approve or amend funding recommendations. Section 6.2.1b requires that the SPC on Community and Protective Services make recommendations to Council to approve or amend funding recommendations. Administration to come by end of December each year, ideally the last SPC on Community and Protective Services meeting of the year, to provide Council enough time without having to be Urgent Business.	FCSS Policy	2016 November	2019 November 13

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
14	Safe School Zones	<p>Now therefore be it resolved that City Council directs City Administration, in collaboration with Calgary school boards and school districts, to review concerns regarding exposure to harmful expression around school sites;</p> <p>AND FURTHER BE IT RESOLVED that City Administration undertake a review of whether the City of Calgary has the jurisdiction required to enact a constitutionally defensible bylaw that establishes a safe zone around schools where harmful expression would be prohibited;</p> <p>AND FURTHER BE IT RESOLVED that City Administration return to Council with recommendations on how best to safeguard children accessing schools from harmful expressions, reporting through the Standing Policy Committee on Community and Protective Services no later than Q4 2019.</p>	C2019-0446	2019 April 8	2019 November 13
15	Calgary Aboriginal Urban Affairs Committee (CAUAC) Annual Report	CAUAC to report annually to Council starting in 2015, through the SPC on Community and Protective Services, on progress towards its Strategic Plan.	PFC2014-0083	2014 February	Q4 2019
16	BiodiverCity Advisory Committee Annual Report	BiodiverCity Advisory Committee to report back annually as per their Council-approved Terms of Reference.	Terms of Reference	2015 January	Q4 2019
17	Community Representation Framework	Return to Council through the SPC on Community and Protective Services with a progress report on the implementation of the Community Representation Framework no later than the end of Q1 2020.	CPS2018-1393	2018 December 17	Q1 2020

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
18	Social Wellbeing Advisory Committee Terms of Reference	Work with the Social Wellbeing Advisory Committee following the appointment of members at the 2018 October Organizational Meeting of Council and return to the SPC on Community and Protective Services no later than Q2 2020 with its first annual report.	CPS2018-0870	2018 July 30	Q2 2020
19	Combative Sports Commission Annual Report	Report annually as per the Combative Sports Commission bylaw.	Combative Sports Commission Bylaw	2014 November 3	Q2 2020
20	Multilingual Communications & Engagement	Continue to develop standards of service for equitable communications and engagement, including multilingual considerations, as guided by the Social Wellbeing Policy, and not proceed with a stand alone new policy for Multilingual Communications and Engagement;  Develop measures of success related to the delivery of equitable communication and engagement services in alignment with the Social Wellbeing Principles; and  Report back to the Standing Policy Committee on Community and Protective Services by Q2 2020.	CPS2019-0366	2019 July 22	Q2 2020
21	Gender Equity, Diversity and Inclusion Strategy	Develop a measurement plan and report back to Council with results to date on progress of implementation through the Standing Policy Committee on Community and Protective Services no later than Q4 2020.	CPS2019-0729	2019 July 22	Q4 2020
22	Livery Fee Review	Accelerate the planned review of the Livery Transport Bylaw 6M2007...and report back to Council through the Standing Policy Committee on Community and Protective Services with proposed amendments to the bylaw and its fee schedule no later than 2020 Q4.	CPS2019-0609	2019 May 27	Q4 2020

#	ITEM	SUBJECT (Direction to Administration)	SOURCE	DATE OF REQUEST/ DIRECTION	ANTICIPATED REPORT DATE
23	Community Action on Mental Health and Addiction Strategic Framework	Report back no later than Q4 2020 with a Community Action on Mental Health and Addiction Strategy and collaborative implementation plan guided by the strategic framework.	CPS2019-0755	2019 July 29	Q4 2020
24	Wheelchair Accessible Taxi Service	Direct Administration to monitor the effectiveness of the Accessible Taxi Incentive Program and report back to Council through the SPC on Community and Protective Services, no later than 2021 Q1.	CPS2018-1033	2018 October 15	Q1 2021
25	Golf Course Operations	Report back to Council through the SPC on Community and Protective Services by Q2 2021, with an update on progress toward the options outlined in this report.	CPS2018-1256	2018 November 19	Q2 2021
26	Business Improvement Area Policy & Governance Framework	Report back on the Business Improvement Area policy and governance framework to no later than one year after the Provincial legislative changes related to Business Improvement Areas are finalized.	CPS2018-1097	2018 December 17	TBD
27	Status of Outstanding Motions and Directions	Administration to bring forward as an item of business to each Standing Policy Committee a list of tabled and referred motions and reports for each committee; such lists to be reviewed by each Standing Policy Committee to be dealt with on a quarterly basis.	PAC2007-05	2007 February 6	Quarterly

# BRIEFING

Item # 5.2.3

**Community Services Briefing to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1074**

## **Progress Update: Review of Lifeguarding Provisions**

---

### **PURPOSE OF BRIEFING**

In response to changing lifeguarding standards and Notice of Motion C2018-1446, Calgary Recreation has consulted with The Royal Lifesaving Society – Alberta and Northwest Territories Branch (Lifesaving Society) to begin reviewing lifeguarding requirements and practices at City-operated pools. Initial findings indicate Calgary Recreation will need to alter current standard of practice to meet industry best practices for lifeguarding. Once the review of all City-operated sites is complete, an implementation plan with a net zero budget impact will be developed by Administration.

### **SUPPORTING INFORMATION**

#### **Background**

The Alberta Public Health Act, the Alberta Public Swimming Pools Regulations and the Alberta Health, Public Health and Compliance Pool Standards contain legislation that governs the operation of public swimming pools. The legislation specifically requires that all pools develop and follow a Safety and Supervision Plan based on current industry best practices.

The safety standards set by the Lifesaving Society have been applied by the courts as industry best practice and are followed by Calgary Recreation. The standards set by the Lifesaving Society are informed by fatality inquiries across the province and country. Courts have found that a lack of lifeguard supervision or an inadequate number of lifeguards on duty in a facility for the given operating conditions has resulted in injuries or fatalities in Canadian swimming pools.

Calgary is not alone in its need to update our practices. The City of Edmonton, following two drowning fatalities in 2012 reviewed their lifeguarding practices, resulting in an increased lifeguarding requirement. These fatalities occurred under the pre-existing 1:75 lifeguarding ratio.

#### **Initial Review and Findings**

Working with the Lifesaving Society, a two-step process was identified to effectively complete the lifeguarding review, including a Lifeguard Positioning Analysis and Safety and Supervision Plan review in light of upcoming changes to standards. Information on these processes is outlined in the Attachment. Lifeguard Positioning Analyses are routinely done on each City-operated basin every five years or when conditions change. Safety and Supervision Plan reviews are conducted annually.

To initiate this work and report back in the time frames directed, Administration reviewed four of 12 City-operated aquatic facilities: Killarney Aquatic & Recreation Centre, Sir Winston Churchill Aquatic & Recreation Centre, Thornhill Aquatic & Recreation Centre, and Village Square Leisure Centre. These facilities were chosen because they are heavily utilized and are representative of the variety of City-operated site designs.

# BRIEFING

Item # 5.2.3

The Lifesaving Society has provided Calgary Recreation with a report of recommendations from the reviews at each of the four facilities examined. Administration is in the process of evaluating the recommendations to ensure compliance with legislation.

The joint review has found that the initial four facilities have sightline concerns. These concerns present challenges to lifeguarding and result in the recommendation from the Lifesaving Society to change current practices. Specifically, most of the facilities require two zones of lifeguard supervision where previously only a single zone was used.

Administration has met with aquatic representatives from non-City operated swimming pools in Calgary to network and share learnings to validate and evaluate if City practices align with other local service providers and industry best practice. Application of the emerging new standards is inconsistent to date.

Calgary Recreation has met with the Law Department to understand the legal implications of the recommendations from the Lifesaving Society. Moving forward, Administration will need to conform to evolving industry best practices to be compliant with provincial legislation.

## **Next Steps**

The findings from the four initially reviewed facilities, with feedback from The City's Law Department, have indicated that going forward Calgary Recreation will need to alter its current single zone lifeguarding supervision to a two zone practice to meet emerging industry best practices for lifeguarding.

The remaining eight aquatic sites will be reviewed. Some of these facilities have similar designs to the four initially analyzed, allowing the process to be expedited. Once reviews are completed, implementation plans will be developed, including adjusted operating hours, basin availability and programming to minimize service and customer impact.

## **ATTACHMENT(S)**

Lifeguard System Review

## **Lifeguard System Review**

In consultation with The Royal Lifesaving Society – Alberta and Northwest Territories Branch (Lifesaving Society), two processes were identified as required to review lifeguarding provisions at all City of Calgary-operated pools. These processes are outlined below.

### **1. Lifeguard Positioning Analysis**

The purpose of the Lifeguard Positioning Analysis is to provide Calgary Recreation with an understanding of the factors that should be considered when developing or improving safety and supervision systems to lifeguard each pool.

The Lifeguard Positioning Analysis includes:

- An analysis of the physical environment relating to lifeguard positioning, stations, pathways and rotations, as well as characteristics of the various guest activities.
- Facilitation and hands-on experiential activities to collect information and draw on staff knowledge about the facility, existing systems and current customer demographics.
- Discussion about the positioning of lifeguards, lifeguard to bather ratios, as well as how the activities, amenities and equipment supervision impact the ability for the lifeguard to effectively guard all areas within their area of responsibility.

During a Lifeguard Positioning Analysis, lifeguarding staff observe a mannequin as it is dragged across the bottom of the pool from several locations on the pool deck. This process, along with a facilitated discussion identifies blind spots and challenges to lifeguarding in the specific facility.

At the completion of the Lifeguard Positioning Analysis, a detailed report was provided to Calgary Recreation with recommendations specific to each site to reduce risk to the users and The Corporation, in alignment with industry best practices. These recommendations include recommended pathways and positions lifeguards should utilize depending on activity and number of people in the pool. These pathways and positions will mitigate blind spots and reduce the impact glare has on the ability for the lifeguard to see the bottom of the pool.

### **2. Safety and Supervision Plan review**

The comprehensive review of the Safety and Supervision Plan begins following the completion of a finalized Lifeguard Positioning Analysis report at each site. A draft report with recommendations for updating current practices on the four sites analyzed to date was provided to Calgary Recreation. The report was finalized by the Lifesaving Society after Calgary Recreation had an opportunity to review and respond. The Safety and Supervision Plan review process includes:

- Evaluation of each Safety and Supervision Plan for compliance with the Government of Alberta Pool Standards, July 2014 (amended January 2018) and the Lifesaving Society's Pool Safety Standards.

- Review of the incorporation of the Lifeguard Positioning Analysis results into the Safety and Supervision Plan.
- Identification of gaps and inconsistencies in the Safety and Supervision Plan.
- Identification of gaps and inconsistencies across reviewed City of Calgary facilities.
- Meeting with the Lifesaving Society to discuss findings, observations, and recommendations.
- Final report by facility.



## Calgary Police Service Annual Report

---

### EXECUTIVE SUMMARY

This report to the Standing Policy Committee on Community & Protective Services is for information only and to provide Council with an update from the Calgary Police Commission on the Calgary Police Service (CPS).

#### **ADMINISTRATION RECOMMENDATION(S)**

That the SPC on Community and Protective Services recommends that Council receive this report for information.

### PREVIOUS COUNCIL DIRECTION / POLICY

At the 2003 November 26 Special Meeting of Council to review budgets, Council approved a motion requesting that the Calgary Police Commission, with the CPS, provide at the least an annual update to the Standing Policy Committee on Community & Protective Services.

### BACKGROUND

This report is for information purposes only and provides an overview of CPS' activities for the 2018 calendar year.

### STAKEHOLDER ENGAGEMENT, RESEARCH AND COMMUNICATION

The CPS and the Calgary Police Commission regularly engage citizens on issues of importance in both formal and informal ways to ensure our services are reflective of community needs and priorities. This includes leveraging School Resource Officers, Community Resources Officers, and the Diversity Unit, community traffic meetings, Chief's community presentations and social media. The Commission also holds multiple public meetings, as well as hosts an annual community dinner and partners with an independent research firm to conduct citizen research and employee surveys.

## Calgary Police Service Annual Report

---

### ***Strategic Communications***

In 2018, the Calgary Police Service Strategic Communications Section continued to look at ways to enhance communication with the community as well as its employees.

The section responded to approximately 4,000 media enquiries and issued almost 700 news releases and advisories as they continued to push pertinent information to the community while supporting investigations. This was supplemented with a significant drive on social media platforms including Facebook, Twitter, and Instagram. Followers on all three social platforms increased in 2018 by approximately 15,000 people. Content pushed on these platforms included proactive crime prevention measures (cyber security, holiday safety, break and enter prevention), investigative support (wanted persons, appeals for information), success stories (arrests, charges, drug and weapon seizures), event promotion (recruiting, Coffee with a Cop, You and the Blue), and feelgood stories, including human-interest posts, charity support, and positive community interactions.

To further improve internal communications, and reduce spam email communication, a new and improved intranet site was developed ready for rollout in early 2019. A summary of governance meeting minutes is now posted on the Service Newsroom to improve transparency throughout the Service. Continued testing and development also occurred with four pilot static TV displays ready for expansion service-wide in 2019. These televisions bolster communication throughout all areas of the CPS, providing up-to-date information in real time on a continual basis, better connecting employees.

To further improve internal and external communication efforts moving forward, a four-year Service Communications Strategy was also developed in 2018 to align with the 2019-2022 CPS Service Action Plan.

Although the public have a high level of confidence in our ability to deliver the services required in Calgary (94% in 2018), scores relative to being 'trustworthy' range from between 73% and 87%. Both scores are on a downward trend when compared to previous years. We continue to bolster our engagement processes and work towards interacting with the public outside of when they call for assistance. An engagement plan for both social media and at the patrol level is being developed with rollout expected in 2019.

## **Calgary Police Service Annual Report**

---

### ***Calgary Police Commission***

The Commission conducted several public consultations over the past year as part of its annual activities and to support the search for a new Chief Constable:

**Citizen Survey 2018:** A 2018 survey of Calgarians gave insight into citizens' perspectives on policing and safety in Calgary. It also identified opportunities for the CPS to better serve Calgarians. Results showed the vast majority of citizens feel that Calgary is a safe place to live and have confidence that the CPS can deliver the services needed to keep Calgary safe. However, ratings have declined since 2014, with citizens concerned that the CPS does not have the resources or staffing required to keep the city safe. Citizens suggested the CPS could improve with a greater visible presence, improved officer training, and more officers overall. The CPS received the highest ratings from citizens who had in-person interactions with police. People who encountered police rated them highly as professional, courteous, respectful, and knowledgeable.

**Community Consultation 2018:** The roundtable discussion at the Commission's June 2018 community dinner invited more than 400 guests to provide their thoughts about crime prevention. Guests represented community associations, diversity groups, community agencies, elected officials, and CPS members. Feedback reflected a high level of awareness and experience with CPS crime prevention programs. The programs that participants highlighted most frequently as having a significant impact include: community resource officers, diversity resource officers, school resource officers, and youth engagement/intervention programs. Many guests noted the value of having CPS members engage at a community level outside of calls for service.

**Employee Survey 2018:** The Commission partners with an independent research firm to conduct a survey of CPS employees. The Commission uses the candid, anonymous feedback to understand concerns and trends over time, and to evaluate the Chief's performance. Feedback was incorporated into the Chief search process and used to establish evaluation and selection criteria. Results showed that morale and satisfaction with the promotion process received the lowest ratings. Many employees wanted a Chief hired externally. That said, more than half of respondents were positive about their workplace, saying they liked their job and enjoyed the work. Many of the key initiatives underway at the CPS, such as the rollout of body worn cameras and workplace wellness programs, are having a strong positive impact.

## **Calgary Police Service Annual Report**

---

Chief Search Consultation 2018: A period of engagement with employees, citizens and partners took place soon after former Chief Chaffin retired. This enabled the Commission to understand the priorities and qualities desired in Calgary's next Chief Constable. It became clear that Calgarians are passionate about their city and care deeply about the CPS as a vital element of what makes this such a great place to live and work. The feedback the Commission received was incorporated into the position profile as well as the interview and selection process.

### ***City of Calgary Engagement***

The City of Calgary conducts an annual Quality of Life and Citizen Satisfaction Survey. In 2018, Calgarians ranked "crime, safety and policing" as one of the top three issues of importance. Citizens ranked the CPS as one of the top four most important City programs and services. Overall satisfaction with the CPS remains high at 92 per cent, up by 1 per cent from the previous year. The CPS is also one of the top four services where Calgarians would like to invest more funds, with 56% of those surveyed supporting more investment. Roughly 40% of those surveyed wanted investments to remain the same.

## **STRATEGIC ALIGNMENT**

The CPS aligns with the five Council Priorities through the 2015-2018 Business Plan and has identified a commitment to each of the Priorities:

**A Prosperous City:** Strengthen community policing, recognizing the need for community partnerships and strive to enhance those relationships.

**A City of Inspiring Neighbourhoods:** The CPS plays a key role in addressing community safety and ensuring all citizens feel safe.

**A City that Moves:** The CPS provides support to maximize traffic safety.

**A Healthy and Green City:** The CPS is committed to environmental leadership to conserve, protect and improve the environment.

**A Well Run City:** The CPS is committed to fostering a strong workplace community, providing members with a variety of services for well-being, professionalism and career development; maintaining citizen satisfaction and confidence by delivering quality service; and, effectively utilizing of information, technology and infrastructure.

## Calgary Police Service Annual Report

---

### RISK ASSESSMENT

Policing across the globe is becoming increasingly complex due to a variety of external factors impacting service delivery. Mental health issues and drug addictions are significant contributors to crime and disorder in Calgary. These social issues require strong community partnerships to address needs that go beyond the first response provided by frontline police personnel.

Changes to legislation and significant court decisions are an important component of the environment in which policing operates. These changes require that police agencies respond quickly with new policy, business processes and operational tactics.

Trends in workplace/employee relations are placing greater responsibility on employers to address the mental wellbeing and morale of employees, to increase workforce diversity and inclusion, and to provide a respectful work environment. This includes reforms to Alberta's *Occupational Health and Safety Act*, which have brought about significant changes in workplace practices.

The CPS recognizes the risk of possible budget reductions due the lower than expected municipal tax revenue and change in provincial government that may impact the status of provincial grants available for policing.

Police services are reliant on technology to assist in managing both the operational and business side of work. Rapid advancements in technology will require that CPS makes balanced decisions that consider the crime fighting value, privacy and security, as well as cost of acquisition and maintenance.

### SOCIAL, ENVIRONMENTAL, ECONOMIC

Based on the factors of the Triple Bottom Line, the significant CPS programs, initiatives and partnership efforts are highlighted below.

#### SOCIAL

CPS continually monitors the city's current and emerging crime and disorder environment, as well as other provincial, national and international crime trends that may impact the city. Crime Reduction strategies are implemented to address priority concerns, where CPS employs a combination of tactical enforcement, investigative techniques, and longer-term strategic approaches.

## **Calgary Police Service Annual Report**

---

The response to citizen calls for service continues to be a central component of the service delivery provided by the CPS to ensure community safety. There were 584,792 calls for service in 2018, a 2.6% increase compared to 2017 and 9.1% above the 5-year average. This increase was driven by officer generated calls for service resulting from targeted patrols relating to District crime priorities, traffic stops, and a more accurate reflection of airport and support (k-9) unit activity. CPS attended 56% of all CFS; the remaining 44% were walk-in inquiries handled by front-counter staff, online submissions that are reviewed by office staff, and some requests that are addressed by the Calgary 9-1-1 call-taker. There was a shift in the top 5 received attended/dispatched event types to 'Non-Injury Collisions', 'Check on Welfare', 'Theft', 'Miscellaneous' & 'Suspicious Person'.

Over the last year, the prevalence of methamphetamines in Calgary continued to grow, which had significant implications for crime, safety, and officer workload. Criminal incidents involving a methamphetamine offence as the most serious violation increased significantly. A recent Statistics Canada report identified Calgary as one of the four Census Metropolitan Areas (CMAs) in Canada with the largest increase in methamphetamine offences; Lethbridge, Hamilton and Montreal were the other jurisdictions. Calls for Service involving methamphetamine have also increased and our methamphetamine seizures both in number and volume continued to rise.

Methamphetamine is highly addictive, resulting in people seizing opportunities to commit acquisitive crimes such as vehicle thefts, car prowlings, and thefts to support their drug habits. Methamphetamine is also associated with volatile and unpredictable behaviours which has led to increased incidents of random violence and disorder. This behaviour is evidenced throughout the city and most acutely in the downtown core.

In response to these trends, the CPS undertook both tactical and strategic approaches. Tactical responses involved police operations targeting drug trafficking and identifying and shutting down drug houses across the city. These operations resulted in arrests as well as seizures of drugs and weapons. Strategically, the CPS continued its work with multiple levels of government and community partners to support people and communities impacted by drugs, while seeking more sustainable approaches to addressing addictions.

Calgary had fewer homicide and aggravated assaults in 2018 but the number of sex offences, robberies, assaults with weapons and against police officers all increased. As a result, the person crime rate in Calgary increased by 10.5% in 2018, the second year in a row that Calgary recorded a double-digit violent crime rate increase.

## **Calgary Police Service Annual Report**

---

A continued rate increase for sex offences and the related crime categories of domestic violence and child abuse was to be expected. This was in large part due to the casefile coding review undertaken by the CPS and most Canadian law enforcement agencies in response to Uniform Crime Reporting (UCR) Survey changes in 2018, aimed at ensuring sexual assaults were not being mislabeled as unfounded. The CPS specifically has undertaken several initiatives towards victim advocacy over the past several years to encourage reporting of sexual assaults and invite oversight to the investigative process. This includes implementing the Philadelphia Model for citizen oversight of sexual assault investigations, working with Statistics Canada and law enforcement across Canada to improve national reporting of sexual assault, ensuring specialized investigative resources via the Sex Crimes Unit, strengthening partnerships with relevant community partners such as Calgary Communities Against Sexual Abuse and supporting provincial campaigns aimed at increasing reporting.

The increase in robberies was driven exclusively by person robberies, partially attributed to a rash of swarming/intimidation robberies throughout 2018 and into 2019, perpetrated primarily by young offenders targeting cell phones. These robberies were particularly violent, involving weapons (not firearms). These offenders were active in communities surrounding Calgary, not just within the City itself. Police operations responded to these incidents and these young offenders have transitioned to CPS offender management programming. Robbery numbers were further influenced by an increase in carjacking robberies in 2018, up roughly 50% over 2017.

Since 2017, Calgary has seen increases in assault with weapon/causing bodily harm and assaults against police officers. Increasingly firearms, club/blunt objects and other weapons are used in these incidents, while the number of incidents involving edged weapons went down slightly.

The property crime rate remained relatively stable over 2018; however, the volume of incidents remains high. Calgary registered a 6% increase in the break and enter (B&E) rate, outpacing the B&E rate increase for both the province and the country. Concerted efforts by the CPS starting in 2016 have kept the residential B&E rate at the five-year average, however the commercial B&E rate has continued to increase since 2015. Vehicle and storage lockers in underground parkades of condominium and apartment buildings were particularly targeted in the downtown core, accounting for about a quarter of citywide commercial B&Es.

## **Calgary Police Service Annual Report**

---

Vehicle theft continued to increase. These crimes are often opportunistic where cars have been left running in driveways and outside of businesses. Vehicle theft is also increasingly associated with other crimes such as break and enters and frauds (stolen credit cards). In response to the high crime rate, an operational team was created to focus on vehicle theft exclusively by identifying and acting on identified vehicle theft hotspots and offenders.

Shoplifting registered a nearly 30% increase driven by a surge in liquor thefts. In response to this trend, and other identified shoplifting series with an organized crime aspect, the CPS' Organized Retail Crime Unit established an online reporting process and training for businesses and loss prevention officers. As the process and training rolls out in 2019, the impact of improved reporting on the Calgary shoplifting crime rate is expected to continue.

Frauds continue to increase and those involving a cyber element increased substantially. Rapidly changing technologies, including blockchain, cryptocurrency, Internet-of-Things (IoT) and artificial intelligence (AI) create more opportunities for new crimes and add increased complexity to investigations.

### ***Crime Prevention and Early Intervention Programs***

#### ***Persons Facing Vulnerabilities***

The CPS has been active partner in addressing community mental health and addiction issues, and has worked extensively with other City partners and community groups to identify high-risk areas and activities in the city. SORCe continues to play a critical role in providing vulnerable persons with support and programming to help them with their addictions. The CPS also worked with Alberta Health Services (AHS) to enhance our ability to respond to people in crisis. The Mobile Response Team (MRT) is an AHS unit comprised of nurses, social workers, and psychologists that specialize in mental health. The MRT has extended their consultation services to police officers, offering support and guidance when they are interacting with an individual with a mental health issue.

Persons facing vulnerabilities need a special duty of care and often require wrap-around services that fall outside of policing. As such, a Department of Justice Canada grant supported the establishment of a Victims of Sexual Exploitation Team (VSET). This collaborative team composed of a police officer, community outreach worker, and experiential speaker, increased awareness and decreased stigma amongst patrol officers about the complexities of the sex trade, provided tools to identify who is at risk and in need of intervention, and stressed the importance of connecting individuals with appropriate resources. VSET audiences included community organizations, police officers, and hotel/motel establishments.



## **Calgary Police Service Annual Report**

---

An Indigenous Liaison Chiefs Advisory Board was established, consisting of 13 community members representing First Nations, Metis Nation and Inuit. The Board provides Indigenous training to CPS Executive members with topics related to Indigenous issues within the community and ways to further build relationships and trust.

### ***Youth Programs***

The CPS remains committed to community-based crime intervention and prevention partnership programs. Many of the existing programs were sustained through 2018, with significant efforts placed on program evaluations and collaborating with the Calgary Police Foundation (CPF) to secure continued funding. Some highlights from 2018 include:

- Securing funding from the CPF to support the continued implementation of Multi-Agency School Support Team (MASST), Youth at Risk Development program (YARD), Power Play, Calgary Police Cadet Corps and the Integrated School Support Project (ISSP).
- MASST participants were connected to a mentor from Big Brothers Big Sisters of Calgary & Area. This partnership provided important transitional support to clients leaving our program, ensuring they are connected to positive adult role models and prosocial activities outside of school.
- Power Play was expanded to provide year-round programming and established a partnership with the Flames Foundation and Hockey Canada. Power Play engaged approximately 70-100 youth aged 6 to 17 from diverse and marginalized communities and gave participants an opportunity to learn how to skate and play hockey while fostering a positive relationship with officers in a safe and supportive environment.
- The Calgary Police Cadet Corps program was launched in 2011 and since its inception, 385 young people have been positively engaged through a focus on policing.
- Elizabeth Ly, Education Coordinator with Diversity Resources Team, was the recipient in the 2018 Inspiration Award in the Leadership and Bullying Prevention Category for her internationally recognized Hate Hurts program. Elizabeth has delivered over 3,500 presentations in junior and senior high schools, as well as numerous community organizations. The program offers a train-the-trainer handbook for policing agencies in the province.
- ReDirect is a prevention and early intervention initiative that aims to build resilience against the radicalization of youth and young adults (aged 12 to 28) towards violent extremism. A five-year grant from Public Safety Canada supported the hiring of a Community Outreach Worker. The first-ever “Youth

## Calgary Police Service Annual Report

---

Innovation Group” project took place with youth working together alongside the CPS and Calgary Neighbourhoods staff to create a community-based project on risk factors for violent radicalization. “YEET (Youth Education on Empathy and Togetherness) Fest” took place at Vivo for Healthier Generations Community Hub with over 100 participants attending.

## ENVIRONMENTAL

The CPS is committed to responsible environmental management practices and energy use. Our Infrastructure Services Division is continually exploring initiatives to reduce the CPS’s footprint in support of the environmental strategy and in accordance to the City environmental policy.

- Energy consumption reduction: the CPS leveraged data trending analytics, implemented ongoing monitoring and energy modeling, retrofitted and upgraded the LED lighting system in several buildings, and upgraded rather than replaced generator controller units to gain 10-15 years on their lifecycle.
- Waste diversion: the CPS achieved its waste diversion goal of 50% (baseline 2010). The CPS also partnered with Waste Recycling Services on initiatives to further reduce waste generation, including the continuation of the composting program introduced in November 2017.
- The CPS incorporates and applies leading environmental industry practices in all its facilities, including constructing according to LEED® Canada silver rating.
- The CPS introduced strategies to replace pool vehicles with fuel efficient/hybrid technology, an idling reduction policy, carpooling programs and utilized alternative technologies. The objective is to focus on reducing emissions through a life-cycle approach to vehicle purchase.

## ECONOMIC

### *Our People*

In 2018, CPS’ authorized strength was 2,873 employees, of which 2,113 were sworn officers and 760 were civilian employees. Seventy new police officers were hired.

To continue fostering a strong workplace community and maintain the highest standard in professionalism and service to the public, the CPS engaged in a number of initiatives and provided members with a variety resources to support their safety, well-being and career development. These included:

- Training opportunities, including Cannabis and Workplace Policy Training, Standardized Field Sobriety Testing and Drug Recognition Expert Training, and Incident Command Training;

## Calgary Police Service Annual Report

---

- Personal protective equipment kits distributed to front-line officers containing respiratory masks, bio-hazard gloves and bags, protective suits, and eyewear;
- A Workplace Concern Advisor to support employees regarding workplace concerns, policy violations, and conflict resolution options;
- The modernization of the Employee Services Division which included the creation of a Chief HR Officer (CHRO) position that reports directly to the Chief, a structural re-organization to bring sworn and civilian HR support together and the introduction of an HR Business Partner model;
- Engagement with The City of Calgary on the Gender Equity Baseline Assessment Project and Diversity & Inclusion Advisory Committee; and
- Organizational changes in response to the Alberta *Occupational Health & Safety Act* reforms.

### ***Organizational performance***

The CPS embraces innovation and efficiency, while maintaining fiscal responsibility. Some innovative solutions explored in 2018 include:

- Direct Data Entry to decrease officer data entry time, improve the quality of their reports, and increase timeliness of information;
- Piloting Body Worn Cameras (BWC) to understand their impact on operations and workload, and software to capture information related to use of force incidents; and
- Refining the Project Management Program to improve prioritization of projects and evidence-based decision making.

A major infrastructure project that began in 2018 was the new Spyhill Services Centre that will host the Arrest Processing Unit. This multi-year construction project will last until 2020 and addresses the current building lifecycle challenges.

An independent review on CPS use of force was delivered by retired Chief Justice Neil Wittmann. The report made 65 recommendations in several categories: provincial oversight, officer recruitment, officer education and training, use of force, mental health, substance abuse and police interactions, police culture and strategic management. In response, the CPS identified six key programs to address use of force: strategic planning, development, mental health, early intervention, patrol rewards and recognition, and senior officer patrol. The CPS will be exploring the implementation of these programs through 2019.

## Calgary Police Service Annual Report

---

A Service Optimization Review was also initiated, focusing on frontline deployment and infrastructure capital planning. The purpose of the Review is to ensure the efficient and effective deployment of patrol resources and infrastructure planning to serve the needs of citizens, while safeguarding officer safety and wellness. The review will be completed and deliver tangible recommendations to improve the efficiency and effectiveness of service delivery by April 2020. This Review is intended to support the CPS in sustainably serving the community.

### ***Funding***

The City of Calgary has been faced with a slow economy over the past few years, which impacted the ability to increase and maintain funding to various departments, including the CPS. The CPS has taken this opportunity to ensure we are focused on results and are well positioned as a service to address emerging priorities.

Over the 2018 fiscal year, the CPS emphasized recruiting, training and implementing new technology for frontline officers and utilizing these tools to enhance transparency.

Furthermore, new legislation, both implemented and forthcoming, will require the CPS to find ways to address workload and prioritize core business requirements. Although the economy is showing signs of recovery, there is no expectation that it will return to pre-recession growth levels. The CPS is attuned to the risks of potential changes to the current funding model, which would have an impact to our sustainability. Reductions to grants and/or programs for the CPS or its partners will have a negative impact to the existing patrol response to the public's calls for service, investigative capacity, and offender management, and will reduce our ability to engage in crime prevention efforts.

The CPS will continue to develop and implement strategies that will align our response to the citizen's needs, increased calls for service and address emerging crime trends.

<b>REASON(S) FOR RECOMMENDATION(S):</b>
---

This is a report for information only.
--

### **ATTACHMENT(S)**

1. Attachment 1 – 2018 CPS 4<sup>th</sup> Quarter Business Plan Report
2. Attachment 2 – 2018 CPS 4<sup>th</sup> Quarter Statistical Report
3. Attachment 3 – 2018 Calgary Police Commission Annual Report to the Community



# 2015-2018 BUSINESS PLAN REPORT

2018 4th QUARTER



CALGARY  
POLICE  
SERVICE

Crime Categories	5 Year Average Year to Date	2017 Year to Date	2018 Year to Date	% Change 2018: 5 AVG	% Change 2017-2018
<b>DISORDER</b>					
Disorder	97,056	97,056	96,484	-0.6%	5.1%
<b>PROPERTY CRIME</b>					
Residential Break & Enter	4,351	4,726	4,446	9%	-6%
Commercial Break & Enter	3,158	4,985	4,884	58%	-2%
Vehicle Theft	4,912	6,082	6,183	24%	2%
Theft from Vehicle	11,305	13,258	12,573	11%	5%
<b>VIOLENT CRIME</b>					
Domestic Violence	3,551	4,629	5,010	41.1%	8.2%
Youth Victims <sup>1</sup>	-	-	-	-	-
Youth Offenders	-	-	-	-	-

**Disorder:** There was a notable increase in citywide social disorder volumes in December 2018 when compared to the average. The most noteworthy event type increases were Unwanted Guest (422 incidents above average) and Suspicious Person (311 incidents above average). Districts 4 and 5 noted a significant increase in activity in December compared to the average. Year to date, there has been a slight overall increase in citywide disorder. While there has been a slight decrease in disorder in the downtown core, District 1 accounts for the highest proportion of disorder activity throughout the city. CPS personnel have partnered with various City stakeholders and created an Operational and Analytics group to ensure coordination. The first objective of these groups has been to address needle debris.

**Break and Enter:** At the end of 2018, B&Es were 29% above average and 8% higher than in 2017. There were many notable trends and incidents over the last quarter: (1) nighttime B&Es primarily targeting attached garages and pedestrian doors inside the garages; (2) B&Es citywide when homeowners were away; (3) four active offenders who broke into buildings and stole keys to vehicles, computers and electronics, and used the vehicles to move across the city and break into condo and apartment building lobbies to steal mail; and (4) a series spanning Calgary and the surrounding area that involved ATM break and enters, where culprits stole vehicles and attempted to tow or grind/saw ATM machines.

**Vehicle Theft:** Over the last quarter of 2018, there were reductions in vehicle crime (stolen autos and car prowlings) across the city. However, the year ended with increases over the 5-year average in both theft of vehicle (24%) and theft from vehicle (2%). The months of January, February, July and August showed the biggest increases over the same months in previous years. As the weather turned colder vehicles left running were stolen from people's driveways, convenience stores and other locations. One series involved a male claiming to buy a new vehicle, taking the car for a test drive and not returning.

**Domestic Violence:** 2018 has resulted in the highest volume annual domestic violence year on record, reaching over 5000 incidents. It is expected that this trend will continue, resulting in a sustained volume of incidents and workload. CPS continues to work with community partners, government agencies, and others to support victims, prevent and investigate incidents involving domestic violence, and educate the public.

<sup>1</sup> Youth data currently unavailable.





## Illegal Drug Activity

Drug Seizures	5 Year Average Year to Date	2017 Year to Date	2018 Year to Date	% Change 2018: 5 AVG	% Change 2017-2018
Fentanyl	96	177	324	237%	83%
Opioids (excluding Fentanyl)	165	135	115	-30%	-14%
Cocaine	558	450	405	-27%	-10%
Heroin	117	165	165	41%	-
Methamphetamine	501	864	1,043	108%	20%
Marihuana	1,001	848	744	-25%	-12%

**Drugs:** Both fentanyl and methamphetamine-related drug seizures continue to register increases in 2018 as compared to 2017 and the five-year average. Fentanyl continues to be the most prevalent opioid, and there were over a thousand incidents involving meth (20% increase over the previous year) with almost 2000 seizures (23% increase). It is believed that meth is the driving force behind much of the property crime and random violence observed. It is also a significant officer safety and public safety issue. On December 11, Chief Constable Steve Barlow presented to the House of Commons, Standing Committee on Health for their study on the Impacts of Methamphetamine Abuse in Canada. The CPS acknowledges that the complex social issues related to substance abuse cannot be solved in isolation and are the responsibility of many stakeholders, not just police. The CPS continues to work with its community partners to provide a balanced approach of prevention, harm reduction, treatment and enforcement services, and supports to vulnerable persons.

## Traffic Violations

Traffic Violations	5 Year Average Year to Date	2017 Year to Date	2018 Year to Date	% Change 2018 : 5 AVG	% Change 2017-2018
Total Impaired Driving (Incidents) <sup>2</sup>	1,212	1,014	956	-21%	-6%
Total Collisions involving Alcohol or Drugs <sup>3</sup>	943	887	853	-9.5%	-3.8%
Total Reportable Collisions	38,016	40,154	42,744	12.4%	6.5%
Speeding Summonses	404,494	449,318	468,666	16%	4.3%

**Impaired Driving:** 2018 Q4 impaired driving incidents continued to register well below the 5-year average (-21%), although marked an improved change as compared to all other quarters in 2018. When compared to same time-period in 2017, Q4 registered at -6%. The CPS District Checkstop program remained in effect throughout 2018 with 164 patrol members attending from all districts. The initiative continues into 2019.

**Collisions Involving Alcohol/Drugs:** 2018 Q4 total collisions involving alcohol/drugs decreased by -9.5% as compared to the 5-year average, and registered a smaller decrease of -3.8% as compared to 2017. Q4 marks the first quarter in 2018 where collision total scored below 2017 for this category. The decline was driven primarily by notably low collision total in December (n=55) combined with an uncommonly high number for same month in 2017 (n=171). 2018 also marked the first completed year with new driver/pedestrian condition options added to collision reports to improve data capture of drug-impaired collisions. The most common drug category was "unknown drug" followed by "street drug" and "Cannabis".  
*Note: Selection of a drug category on the collision report is based on suspected drug type by the investigating officer, and has not been confirmed through formal testing processes.*

**Reportable Collisions:** Q4 reportable collisions observed an increase of 12.4% as compared to the 5-year average and a 6.5% increase as compared to 2017. Year-end figures were driven upwards by high collision numbers in Q1 and Q2 resulting from severe winter events, despite average to low static collision totals for Q3 and Q4.

**Speeding Summonses:** 2018 Q4 speeding summonses maintained increases observed in prior quarters, registering +4.3% as compared to 2017 and +16% as compared to the 5-year average. Q4 increase was driven by concentrated enforcement in playground zones in the fall, preceded by increased focus in construction zone enforcement on major roadways during spring and summer months. The upward trend in speeding summonses parallels overall summons increase for 2018.

<sup>2</sup> "Total Impaired Driving incidents" refers to any occurrence type of impaired driving or fail to provide and may include a collision involving alcohol or drug.

<sup>3</sup> "Total Collisions involving Alcohol or Drugs" refers to specific actual collisions.



## Calls for Service

Calls for Service	5 Year Average Year to Date	2017 Year to Date	2018 Year to Date	% Change 2018 : 5 AVG	% Change 2017-2018
Public generated (dispatch calls)	268,801	282,276	280,509	4%	-1%
Police generated (on-view calls)	43,136	44,867	48,901	13%	9%
<b>Total Attended calls<sup>4</sup></b>	311,938	327,143	329,410	6%	1%

**Calls for Service:** The CPS attended 329,410 calls for service representing a 1% increase over 2017 and a 6% increase relative to the 5-year average. Police generated calls (on-view) show the largest year to year increase (9.0%) and as compared to the 5-year average (13%). This increase is in part due to a process change, when the Mobile Responder was issued to the airport allowing the unit to create calls themselves instead of going through the C911 Dispatcher. Year-over-year, public generated calls decreased slightly; however, the statistics still show a slight increase of 4% relative to the 5-year average. The top five dispatched calls for service were (1) Check on Welfare, (2) Unwanted Guest, (3) Suspicious Person, (4) Domestic, and (5) Theft. These do not show any changes from the previous reporting periods.

Crime Statistics (Source: CPS Crime & Intelligence Analytical Section, January 2019)

<sup>4</sup> "Total Attended Calls" excludes calls cancelled after dispatch. (Source: CAD BI, 2019).





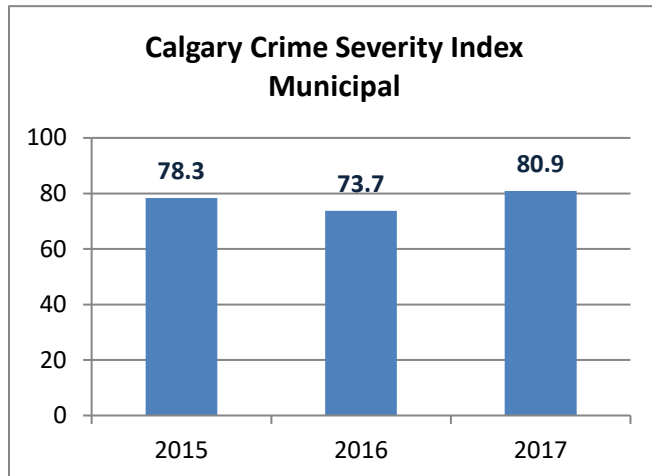
## Council Priority: A Prosperous City

**CPS Commitment: Strengthen Community Policing. We continue to recognize the need for community partnerships and strive to enhance those relationships to make Calgary an even safer place to live, work and raise a family.**

### Strategies

- ✓ Work collaboratively with internal and external partners to address crime and public safety needs.

### Headline Measure



Source: Statistics Canada, July 2018, Table 252-0052 – Crime severity index and weighted clearance rates, annual.

The crime severity index (CSI) combines violent and non-violent crime severity indexes together. The Calgary total CSI for 2017 was 80.9, an increase of 7.2% from the previous year, and higher than the national score of 72.9. Calgary's violent CSI was 75.4, which is lower than the national average of 80.3. The non-violent index score of 82.6 was associated with increases in break and enters and possession of stolen property.

### Updates and Accomplishments

- A Project Manager has been hired for the Community Court and will start at the end of December.
- Between Oct. 19 – Dec 31, the Mobile Response Team Consultation Line received 71 calls from District 2 officers related to 53 unique clients. Of the 71 calls received, there were 26 Form 10 Mental Health calls. Several individuals were diverted from emergency rooms, enabling officers to attend other calls for service while more appropriate resources were made available to those in need.

- Approximately 220 guests attended a Family Holiday Party at TELUS Spark – a collaboration between TELUS Spark, the Calgary Zoo, and the CPS Multi-Agency School Support Team (MASST).
- A new Youth At Risk Development (YARD) program logic model was approved to support annual program evaluation.
- Take Our Kids to Work Day was another success with 40 grade nine students attending CPS Westwinds to interact with different facets of policing such as Canine (K9), the HAWCS helicopter and the Mounted Patrol Unit.
- The ReDirect program implemented the Youth Innovation Group, a youth-led education program, with the goal of preventing division and addressing underlying risk factors for violent radicalization.
- The Youth Education Unit launched a Cannabis Impaired Driving Campaign at two high schools to engage with students about cannabis impaired driving and the legalization of cannabis.

### Challenges and Risks

- The CPS is still working to secure funding for the Community Court.

### Next Steps

- In February, the Mobile Response Team Consultation Line will expand to include District 7.
- In Q1, the YARD program will pilot the new evaluation tool.



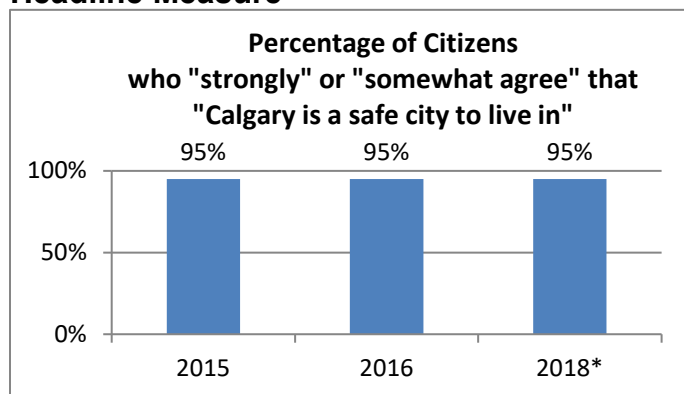
## Council Priority: City of Inspiring Neighbourhoods

**CPS Commitment: Strengthen Community Policing. The Calgary Police Service plays a key role in addressing community safety, as well as ensuring all citizens feel safe.**

### Strategies

- ✓ Deliver timely and quality investigations to ensure investigative excellence.
- ✓ Enhance communication with citizens to link community needs to police response.
- ✓ Ensure policing practices respond to the needs of an increasingly diverse community.
- ✓ Confront crime and improve community safety.

### Headline Measure



Source: Calgary Police Commission, 2018 Citizen Satisfaction Report. \*Note: 2017 data unavailable as Citizen Survey was not administered that year.

Citizens who feel safe are a key indicator for being a City of Inspiring Neighbourhoods. The majority of citizens participating in the annual survey agreed that Calgary is a safe place to live.

### Updates and Accomplishments

- An Intelligence Foundations seminar was attended by approximately 140 CPS members and 20 external partners to promote collaboration and information sharing, and provide awareness training to frontline and specialty unit members
- The Integrated Threat Risk Assessment Centre was moved from the Alberta Law Enforcement Response Team (ALERT) to the Solicitor General/Justice Ministry as part of the Provincial Domestic Violence Justice Response (DVJR).
- The CPS Hate Hurts program received the 2018 Inspiration Award in Leadership and Bullying Prevention and is being used as a model by other Alberta policing agencies.
- Social media followers continue to increase. Twitter followers have grown from 205,500 to 207,000, and Facebook from 107,900 to 109,800.
- Social media was utilized for campaigns and communication involving: domestic violence; don't drive high; holiday crime prevention; cyber security; skating with officers at Olympic Plaza; Cop Shop; fundraising for various charities; announcing a new CPS facilities dog; a hockey game with children and officers; recruiting; virtual ride-alongs; Ask Me Anything (AMA) sessions; Coffee with a Cop; and You and the Blue (joint engagement event with the Calgary library).

### Next Steps

- The launch of MyCPS internal website and TV screens in district offices is scheduled for Q1 2019.
- The current Panasonic In Car Digital Video (ICDV) contract expires in 2020. An options analysis will begin in early 2019 to determine future requirements.



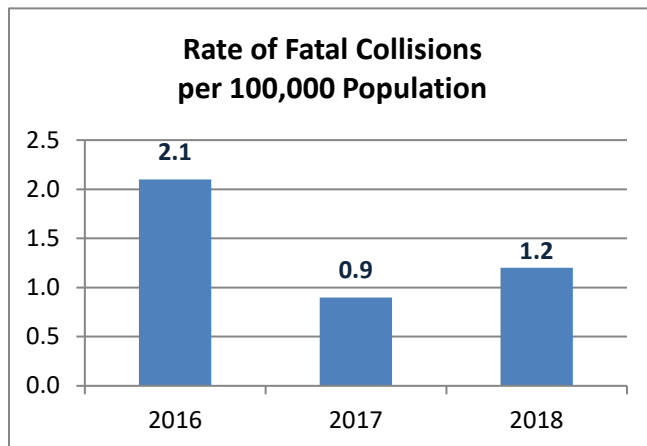
## Council Priority: A City that Moves

**CPS Commitment: Strengthen Community Policing. The Calgary Police Service provides support to maximize traffic safety in communities and on major roadways.**

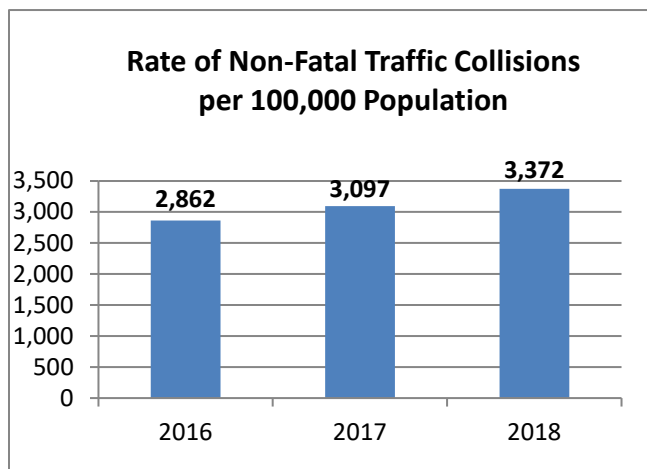
### Strategies

- ✓ Promote the safe mobility of all road users by implementing the CPS Traffic Safety Plan.

### Headline Measures



Source: CPS Traffic Section



Source: CPS Traffic Section

In 2018 there were 15 reportable fatal collisions representing an increase of 4 collisions as compared to 2017 (n=11) and a rate of 1.2 per 100,000, the 2nd lowest on record (since 1996). The upward trend in non-fatal collisions observed in recent years continued for 2018, observing a rate of 3371.5. Property damage collisions accounted for the majority of the increase, while injury collisions remained on par with 2017. Overall reportable collisions increased in 2018, driven primarily by severe winter events in Q1 and Q2.

### Updates and Accomplishments

- Due to legislative changes and the legalization of Cannabis on Oct. 17<sup>th</sup>:
  - the Alcohol and Drug Recognition Unit and CCLC (Chief Crowfoot Learning Centre) developed an e-learning module detailing the new *Criminal Code* sections, police authorities and processes.
  - Mandatory Alcohol Screening (MAS) commenced as part of the Checkstop program and enforcement activities of Traffic Section members. From Dec. 18 – 31, 1,192 MAS tests were completed, resulting in 3 persons charged for impaired driving/fail to comply and 17 suspensions.

### Challenges and Risks

- Responding to the impact of case law related to the new *Criminal Code* Sections and building operational capacity to effectively apply the requirements of MAS.
- Collection and reporting of Mandatory Alcohol Screening data and information will require technology enhancements and operational resources.

### Next Steps

- MAS will be rolled out to frontline officers in the Spring when more Approved Screening Devices (ASD) are available.
- Policy and Standard Operating Procedures will be further developed to align with the legislative changes and provincial guidelines.
- Standardized Field Sobriety Testing and Drug Recognition Expert Training will continue in order to meet the goal set by Public Safety Canada of having 33% of frontline officers trained.

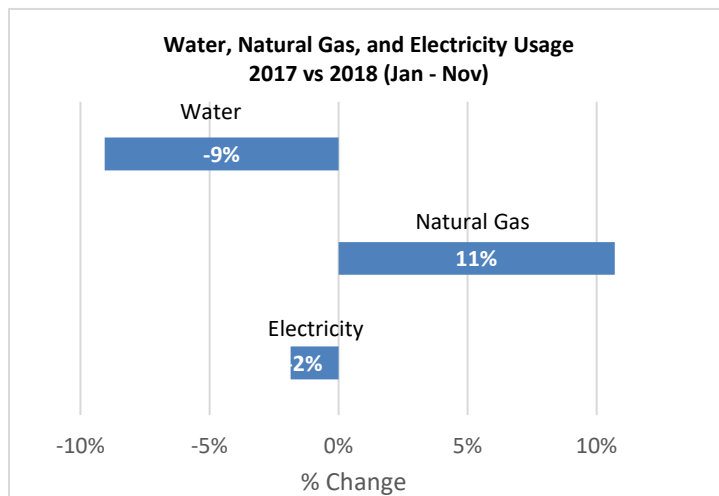


## Council Priority: A Healthy and Green City

**CPS Commitment: The Calgary Police Service is committed to environmental leadership to conserve, protect and improve the environment.**

### Strategies

- ✓ Demonstrate leadership in responsible environmental management practices and energy use.



Source: CPS Infrastructure Services Division (Data: Energy Management Office)

2017 vs 2018 (Jan – Nov) Service-wide usage comparisons:

- Water consumption decreased by 9%;
- Natural gas increased by 11%; and,
- Electricity decreased by 2%.

### Updates and Accomplishments

- CPS water consumption decreased by 9% in 2018 when compared to 2017, likely due to the installation of a new efficient carwash and improved landscaping.
- The CPS Anti-Idling Committee and CCLC developed an employee learning module and online FYI module to increase employee compliance with the corporate green driving policy and Anti-Idling Program.
- During Q4, the CPS recycled 400 lbs of non-rechargeable batteries.



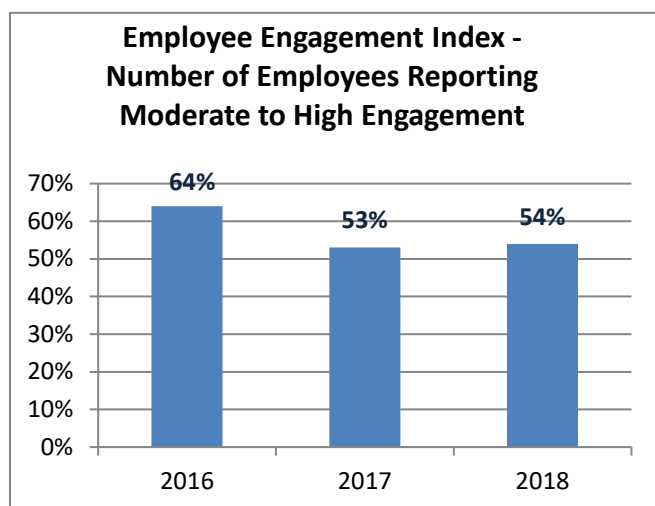
## Council Priority: A Well Run City

**CPS Commitment: Foster a Strong Workplace Community. The Calgary Police Service strives to be an employer of choice, through providing members with a variety of services that encourage well-being and ensure professionalism. We also assist our members in career development through ongoing mentorship, training and education.**

### Strategies

- ✓ Train and educate all members to support the delivery of exceptional service.
- ✓ Retain and recruit quality people.
- ✓ Provide a supportive, healthy and professional work environment for all members.

### Headline Measure



Source: Calgary Police Commission, 2018 Employee Survey Data Report

Employees reporting moderate engagement is increasing while high engagement continues to decline.<sup>5</sup>

The index groups four indicators of employee engagement into one score:

- ✓ Proud to work for CPS.
- ✓ Job satisfaction.
- ✓ Motivated to go above and beyond.
- ✓ Recommend a career with CPS.

### Updates and Accomplishments

- District Training Officers and Skills and Procedures Unit members attended Stress Exposure Training Canada (SETCAN) to increase the effectiveness of simunition and scenario-based training.

- The CCLC purchased a drone to develop Driver Training videos.
- Due to legislative changes, approximately 2,300 employees received Cannabis and Workplace Policy Training during 2018.
- During 2018, the Westwinds Lecture Hall was utilized 325 times for meetings, pipe band rehearsals, seminars, information sessions, training/courses and conferences.
- A CPS Police Officer Recruitment Campaign began that included: increased social media presence, live Facebook chats, "We are Hiring" banners, and the purchase of a permanent spot on LinkedIn. The employee referral program has been re-instated and additional resources have been assigned to outreach initiatives.
- A Human Resources (HR) Business Partner Model is being developed to improve CPS HR practices.
- Over 300 flu vaccines were administered to CPS employees during flu vaccine clinics in Districts Offices and at the Westwinds campus.
- The Annual Wellness Expo was held on October 25<sup>th</sup> to promote health and well-being programs and services available for CPS employees.

### Next Steps

- A Recruitment Strategy will be created in Q2 2019 to compete against other Canadian police agencies and market the CPS as an employer of choice.
- The CPS Employee Performance Development system will be enhanced in 2019 to effectively prioritize leadership and career development.

<sup>5</sup> 2018 CPC Annual Employee Engagement Survey Report, November 2018



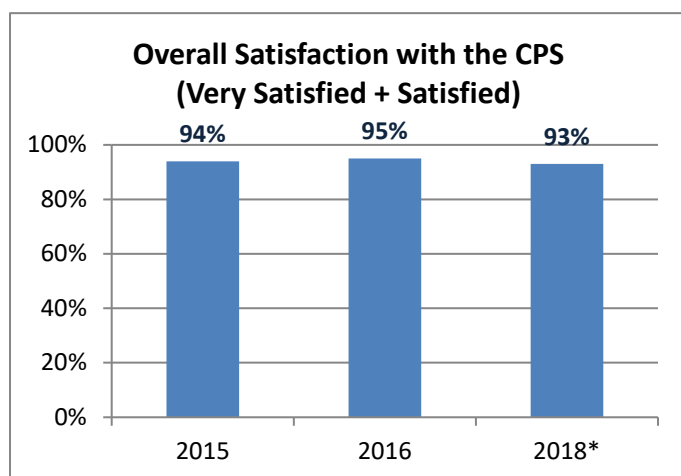
## Council Priority: A Well Run City

**CPS Commitment: Maintain citizen satisfaction and confidence by delivering quality service. How the Calgary Police Service makes decisions, invests, and engages with Calgarians is key to ensuring a safe community. We promote organizational changes that embrace innovation and efficiency, while maintaining fiscal responsibility.**

### Strategies

- ✓ Utilize project management principles to ensure quality projects are completed on-time, in-scope and on-budget.
- ✓ Explore relevant methodologies and metrics to establish a common understanding of the roles police play in community safety.
- ✓ Continue to explore innovative approaches to service delivery models.

### Headline Measure



Source: Calgary Police Commission, 2018 Citizen Satisfaction Report. \*Note: 2017 data unavailable as Citizen Survey was not administered that year.

Citizen satisfaction with the CPS has remained stable.

### Updates and Accomplishments

- During 2018, 91 CPS employees attended Introduction to Project Management and 28 employees attended Overview of Public Sector Procurement to improve efficiency and effectiveness of organizational project work.
- The 2018 Citizen Satisfaction Report was published by the Calgary Police Commission to provide insight on Calgarians' perceptions of safety and satisfaction levels with the CPS.
- The CPS has created a 6-Month Playbook to implement ten tactics for positive change in the areas of drugs, staff and engagement.
- Over 50 participants from the CPS, Calgary Fire Department (CFD), and Emergency Medical Services (EMS) attended Rescue Task Force training to learn about coordinated response tactics.

### Next Steps

- In April, the Incident Command Unit will utilize the Greyhound Bus Terminal to conduct 10 additional weeks of Rescue Task Force training with CPS, CFD and EMS.
- The 10-week Rescue Task Force training block will be delivered Service-wide during Q1 and Q2 2019.





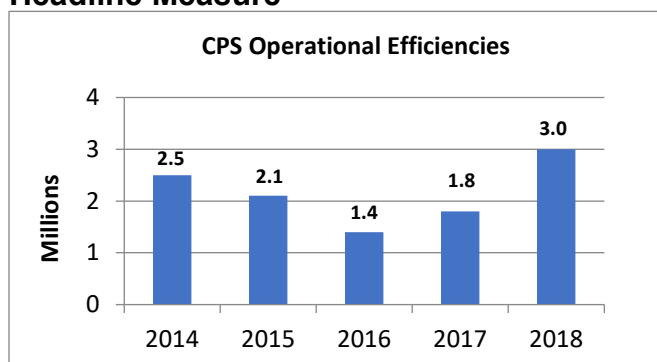
## Council Priority: A Well Run City

**CPS Commitment: Effective utilization of information, technology and infrastructure. The Calgary Police Service aims to maximize efficiencies through increased use of smart technology and more efficient infrastructure.**

### Strategies

- ✓ Enhance policing operations through the implementation of effective technologies.
- ✓ Continue to identify and fulfill the infrastructure requirements of the Service.

### Headline Measure



Source: CPS Finance Section

For the year ending 2018, the CPS has recognized efficiencies totalling \$3.0 million. This is a result of salary savings from vacancies, along with utility savings. The efficiencies recognized in 2018 will be transferred to The City Budget Savings Account (BSA).

### Updates and Accomplishments

- The Body Worn Camera Team (BWC) rolled out an additional 150 cameras to District 1 and the Traffic Section. The Team continues to monitor the impacts on officers and the Court and Disclosure Unit.
- The Unified Computer-Aided Dispatch (CAD) project received Canadian Police Information Centre (CPIC) approval and testing of a new version is underway.
- The Smartphone project was completed ahead of schedule with the deployment of approximately 3,000 smartphones to CPS employees.
- There was a focus on the following major IT projects (% complete): Livelink upgrade (70%); Windows 10/Office 365 upgrade (50%); and Unified CAD (10%). The Smartphone Replacement project and TeleForm-Windows 10 integration are complete.

- To increase efficiency, CPIC automation was launched to automatically notify CPIC when requirements have been identified within Sentry reporting.
- In support of the Retail Crime Officer Call Reduction Strategy, Shoplifting Crimes (ORC) online reporting was developed and testing is underway
- The Direct Data Entry (DDE) pilot project is complete and findings indicate a 30% reduction in occurrence reporting administrative time.
- In support of the New Master Data Strategy, a new Data Services Team was created to manage critical master data moving across CPS business units.
- Funding was approved to hire a Project Manager and implement IT infrastructure for the *Bill 30 - Occupational Health and Safety Act* project.
- During 2018, approximately 1,500 CPS members were fit tested and issued vital respiratory protection to address hazardous working conditions (such as unknown powered substances).

### Challenges and Risks

- Future legislative changes may impact the way the CPS collects, stores and uses body worn camera data.
- A significant change management process will be required for New Master Data Strategies, with Service-wide implications on how data and information are handled.

### Next Steps

- In Q1, the BWC Team will roll out an additional 850 cameras to frontline officers. This is expected to be complete by mid-April.
- The Unified CAD project timelines may slip as significant frontline resources are required for testing and training.
- A major upgrade to Livelink will occur in January, and Windows 10/Office 365 rollout will continue into 2019.



## Financial Summary

- At the end of the 2018 year, revenue was \$3.0 million favorable primarily due to increased court fines and traffic enforcement. While the overall revenue variance was higher than the prior year, there still were contributing offsets. Alarm Bylaw did not meet projected targets due to lower than budgeted collection on permits (renewed/newly issued/penalties). Further, there were vacancies in ALERT positions as well as lower than budgeted revenue from the Municipal Policing Assistance Grant (based on an estimated 25,000 population growth in Calgary, however actual population growth was less).
- Recoveries were favorable in 2018 due to the Motorola radio cost sharing program with multiple business units.
- Salary and wages were favourable as a result of sworn and civilian vacancies, as well as increased sickness and accident recoveries. This offsets increased overtime from ongoing criminal investigations and implementation/maintenance of new systems.
- Contract services were unfavourable due to higher expenses for legal and professional health services, along with courier expenses from the Canada Post strike.
- Materials and equipment were unfavourable resulting from cell phone replacement across the Service.
- Utilities were favourable from savings through lower natural gas pricing and reduced electricity consumption.
- Capital investments into infrastructure, technology and equipment are on-going. The spend rate at the end of the year was 52% of the projected target.
- Contributions in 2018 were made to the Red Light Camera Reserve as well as the Vehicle Reserve. In addition, the operating surplus of \$3.0 million (due to court fine revenue, salary savings from vacancies and utility savings) was transferred to The City Budget Savings Account.

SUMMARY	2015	2016	2017	2018
Cost per capita of policing in Calgary	\$327	\$335	\$340	\$360
Dollars received for policing from the Provincial Government	\$33 million	\$32.3 million	\$32.7 million	\$33.5 million

2018 OPERATING BUDGET EXECUTIVE SUMMARY	Total Budget (\$000)	Budget To Date (\$000)	Actual To Date (\$000)	Variance To Date (\$000)	Variance Percent (%)
Revenue	(108,818)	(108,818)	(111,907)	3,089	2.8%
Expenditure	509,888	509,888	512,977	(3,089)	(0.6%)
<b>Net Program</b>	401,070	401,070	401,070	-	-

2018 CAPITAL BUDGET EXECUTIVE SUMMARY	Total Budget (\$000)	Expenditures To Date (\$000)	Commitments To Date (\$000)	Balance Remaining (\$000)
<b>Total Capital Programs</b>	52,518	27,199	15,983	9,336

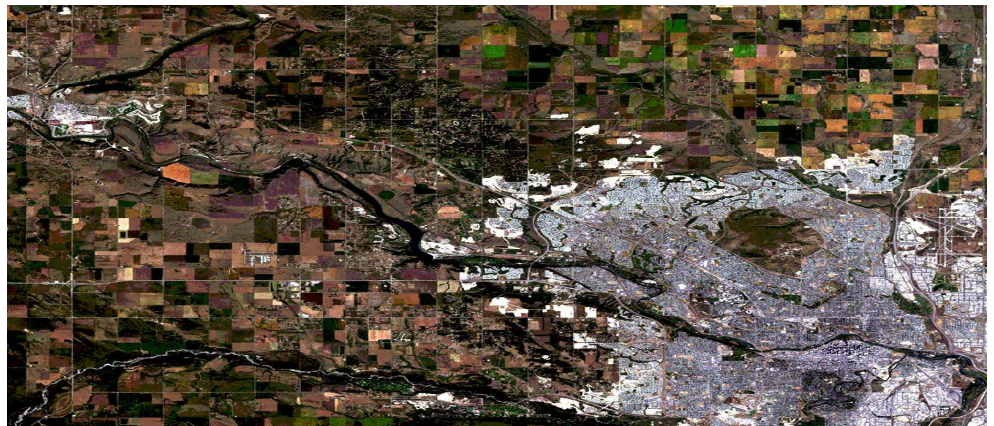
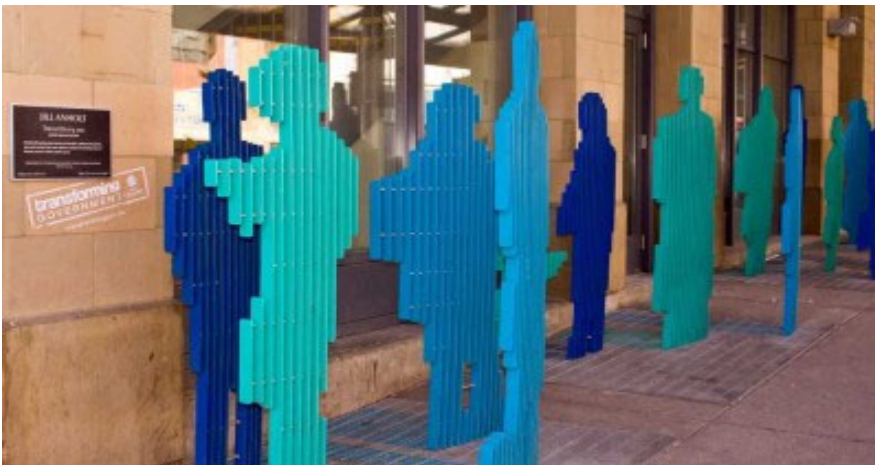






# 4th Quarter 2018 Statistical Report

Compiled by: Centralized Analysis Unit  
CIAS, Strategic Services Division  
© Calgary Police Service 2018





## Table of Contents

<b>Calgary Crime Statistics</b>	<b>1</b>
<b>Person Crimes</b>	<b>2</b>
<b>Property Crimes</b>	<b>3</b>
<b>Other Criminal Code Crimes and Selected Other</b>	<b>4</b>
<b>Weapons and Intimidation usage in Violent Crime</b>	<b>5</b>
<b>Calgary Disorder Statistics</b>	<b>6</b>
<b>Domestic Related</b>	<b>7</b>
<b>Youth Related</b>	<b>8</b>
<b>Calgary Crime Statistics—Detailed Breakdown</b>	<b>9</b>

### REPORT NOTES

Most of the statistical data in this report is derived from the Calgary Police Service records management system (SENTRY) and compiled by the Centralized Analysis Unit. Disorder data is derived from the Computer aided Dispatch (CAD) system.

Reporting is based on the most serious offence in the incident. Please note that offences are assigned to the month in which the offence was reported, which is not necessarily the month the offence occurred. The reported date is the first point in time at which the police were notified of the offence and reporting lag may vary due to circumstances (these are typically property crimes where the victim did not report the offence until a later date, or was unaware of the loss until a later date, or late-reported sexual assaults). Also note that “attempted” offences are included in these totals. Person crime offences, excluding robbery, are counted by the number of victims, using the most serious offence against the victim. Robbery, and all other crimes at the incident level, is counted using the most serious offence in the incident. Of note, cases are often cleared months and sometimes years later. Consequently, clearance rates for previous years may appear to be much higher than those of the present year. Cases “cleared by charge” and those “cleared otherwise” are included in these clearance rate totals.

For a more detailed explanation of the offence counting methodology, please contact the Centralized Analysis Unit.





# Calgary Crime Statistics

4TH QUARTER 2018

	4th Quarter				Year to Date				
	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	% Cleared 2018
<b>PERSON CRIMES<sup>1</sup></b>									
Homicide <sup>2</sup>	10	6	7.6	-21.1%	30	18	27.8	-35.3%	66.7%
Other Offences Causing Death	0	0	1.0	-100.0%	3	0	2.0	-100.0%	-
Attempted Homicide	8	7	5.6	25.0%	17	18	14.0	28.6%	55.6%
Sex Offences	309	276	218.6	26.3%	1153	1262	895.8	40.9%	24.5%
Robbery <sup>3</sup>									
Financial	19	4	10.0	-60.0%	49	35	41.6	-15.9%	42.9%
Commercial	104	78	74.6	4.6%	315	304	255.2	19.1%	35.5%
Home Invasion	19	12	15.2	-21.1%	74	58	58.2	-0.3%	24.1%
Person	133	193	124.8	54.6%	522	669	518.6	29.0%	24.8%
Robbery of Firearm	1	0	0.2	-100.0%	1	1	0.2	400.0%	0.0%
<b>Total Robbery</b>	<b>276</b>	<b>287</b>	<b>225.0</b>	<b>27.6%</b>	<b>961</b>	<b>1067</b>	<b>874.0</b>	<b>22.1%</b>	<b>28.4%</b>
Assault									
Level 3 - Aggravated	19	12	21.0	-42.9%	96	68	95.0	-28.4%	83.8%
Level 2 - Weapon/Bodily Harm	571	665	426.2	56.0%	2258	2576	1654.2	55.7%	49.9%
Level 1 - Common Assault	1378	1405	1102.6	27.4%	5229	5911	4395.8	34.5%	43.7%
Assault Police Officer	76	107	67.6	58.3%	277	339	256.2	32.3%	23.0%
Discharge Firearm with Intent	3	5	2.6	92.3%	15	20	10.4	92.3%	50.0%
Other Assaults	22	26	13.8	88.4%	66	82	55.4	48.0%	48.8%
<b>Total Assault</b>	<b>2069</b>	<b>2220</b>	<b>1633.8</b>	<b>35.9%</b>	<b>7941</b>	<b>8996</b>	<b>6467.0</b>	<b>39.1%</b>	<b>47.8%</b>
Miscellaneous Person Crime	443	504	378.8	33.1%	1641	1837	1437.0	27.8%	36.6%
<b>TOTAL PERSON CRIMES</b>	<b>3115</b>	<b>3300</b>	<b>2471.0</b>	<b>33.5%</b>	<b>11746</b>	<b>13198</b>	<b>9719.6</b>	<b>35.8%</b>	<b>42.5%</b>
<b>PROPERTY CRIMES</b>									
Break and Enter									
Dwelling	644	620	654.0	-5.2%	2394	2621	2646.8	-1.0%	7.6%
Commercial	1419	1193	844.6	41.3%	4606	5015	3152.8	59.1%	8.2%
Other B&E	553	503	429.8	17.0%	1964	2063	1622.8	27.1%	3.5%
Unlawfully in Residence	16	21	11.4	84.2%	54	66	37.4	76.5%	68.2%
B&E Firearms	10	11	15.0	-26.7%	47	40	51.8	-22.8%	5.0%
<b>Total Break and Enter</b>	<b>2642</b>	<b>2348</b>	<b>1954.8</b>	<b>20.1%</b>	<b>9065</b>	<b>9805</b>	<b>7511.6</b>	<b>30.5%</b>	<b>7.4%</b>
<b>Total Theft</b>	<b>7389</b>	<b>7162</b>	<b>5988.8</b>	<b>19.6%</b>	<b>29044</b>	<b>29691</b>	<b>23982.4</b>	<b>23.8%</b>	<b>14.5%</b>
<b>Vehicle Theft (incl attempts)</b>	<b>1934</b>	<b>1625</b>	<b>1372.8</b>	<b>18.4%</b>	<b>6862</b>	<b>6918</b>	<b>5069.2</b>	<b>36.5%</b>	<b>5.0%</b>
<b>Fraud</b>	<b>1301</b>	<b>1246</b>	<b>1033.8</b>	<b>20.5%</b>	<b>5109</b>	<b>5438</b>	<b>3832.6</b>	<b>41.9%</b>	<b>19.3%</b>
<b>Other Property Crimes</b>	<b>1183</b>	<b>1189</b>	<b>1287.4</b>	<b>-7.6%</b>	<b>4866</b>	<b>5091</b>	<b>5299.8</b>	<b>-3.9%</b>	<b>12.1%</b>
<b>TOTAL PROPERTY CRIMES</b>	<b>14449</b>	<b>13570</b>	<b>11637.6</b>	<b>16.6%</b>	<b>54946</b>	<b>56943</b>	<b>45695.6</b>	<b>24.6%</b>	<b>12.4%</b>
<b>OTHER CRIMINAL CODE</b>									
Vice	1	0	18.2	-100.0%	4	31	54.0	-42.6%	87.1%
Gaming	0	1	0.2	400.0%	0	1	0.4	150.0%	0.0%
Weapon Related	104	104	73.8	40.9%	351	416	313.6	32.7%	89.9%
Miscellaneous	2038	1373	1086.8	26.3%	6791	8092	4377.8	84.8%	91.1%
<b>TOTAL OTHER CRIMINAL CODE</b>	<b>2143</b>	<b>1478</b>	<b>1179.0</b>	<b>25.4%</b>	<b>7146</b>	<b>8540</b>	<b>4745.8</b>	<b>79.9%</b>	<b>91.0%</b>
<b>SELECTED OTHER</b>									
Criminal Code Traffic	427	308	465.8	-33.9%	1567	1475	1803.6	-18.2%	94.3%
Drugs	283	266	315.4	-15.7%	1191	1266	1296.0	-2.3%	92.5%
Selected Non-Criminal									
Missing Person <sup>4</sup>	979	977	811.4	20.4%	3824	3807	3346.2	13.8%	
Domestic Information	3330	3170	3212.0	-1.3%	12352	13459	12850.4	4.7%	
Domestic Standby	251	224	232.8	-3.8%	970	994	951.2	4.5%	N/A
<b>Total Selected Non-Criminal</b>	<b>4560</b>	<b>4371</b>	<b>4256.2</b>	<b>2.7%</b>	<b>17146</b>	<b>18260</b>	<b>17147.8</b>	<b>6.5%</b>	
<b>Total Selected Other</b>	<b>5270</b>	<b>4945</b>	<b>5037.4</b>	<b>-1.8%</b>	<b>19904</b>	<b>21001</b>	<b>20247.4</b>	<b>3.7%</b>	

Source: Sentry, January 2019

<sup>1</sup> Person crimes are counted at the victim level using the most serious violation against each victim in an incident. <sup>2</sup> Due to the dynamic nature of homicide investigations these numbers may have been updated manually to reflect the current homicide count. Due to manual updating, it's possible that 1 or more homicides may be reflected in the assault category. Homicide counts are provided by the homicide unit. <sup>3</sup> Robbery and all other crimes, as well as selected domestic non-criminal incidents, are counted at the incident level using the most serious offence in the incident. <sup>4</sup> Missing persons are counted by the number of missing individuals.

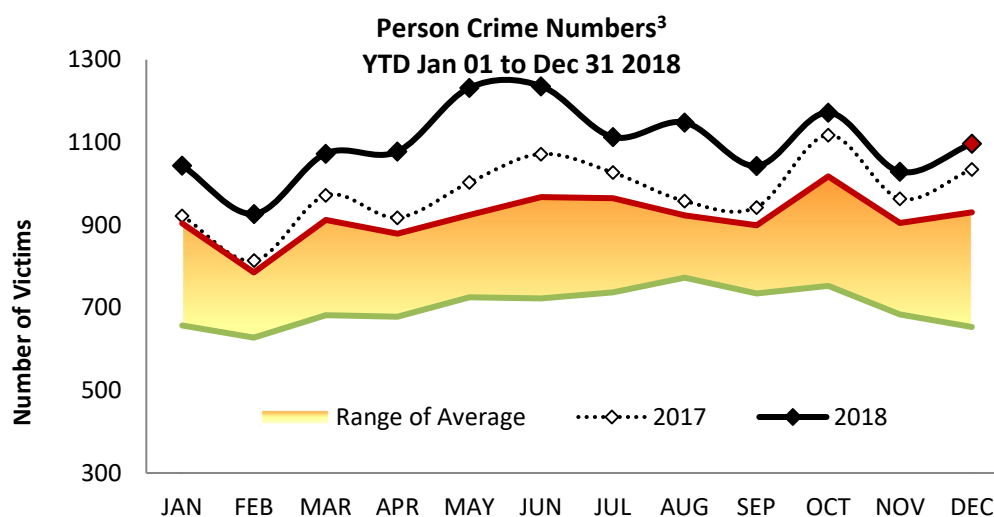


# Calgary Person Crime Statistics

4TH QUARTER 2018

	4th Quarter Number of Victims				Year to Date Number of Victims				
	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	% Cleared 2018
<b>PERSON CRIMES*</b>									
Homicide <sup>1</sup>	10	6	7.6	-21.1%	30	18	27.8	-35.3%	66.7%
Other Offences Causing Death	0	0	1	-100.0%	3	0	2	-100.0%	-
Attempted Homicide	8	7	5.6	25.0%	17	18	14	28.6%	55.6%
Sex Offences	309	276	218.6	26.3%	1153	1262	895.8	40.9%	24.5%
Robbery <sup>2</sup>									
Financial	19	4	10	-60.0%	49	35	41.6	-15.9%	42.9%
Commercial	104	78	74.6	4.6%	315	304	255.2	19.1%	35.5%
Home Invasion	19	12	15.2	-21.1%	74	58	58.2	-0.3%	24.1%
Person	133	193	124.8	54.6%	522	669	518.6	29.0%	24.8%
Robbery of Firearm	1	0	0.2	-100.0%	1	1	0.2	400.0%	0.0%
<b>Total Robbery</b>	<b>276</b>	<b>287</b>	<b>225</b>	<b>27.6%</b>	<b>961</b>	<b>1067</b>	<b>874</b>	<b>22.1%</b>	<b>28.4%</b>
Assault									
Level 3 - Aggravated	19	12	21	-42.9%	96	68	95	-28.4%	83.8%
Level 2 - Weapon/Bodily Harm	571	665	426.2	56.0%	2258	2576	1654.2	55.7%	49.9%
Level 1 - Common Assault	1378	1405	1102.6	27.4%	5229	5911	4395.8	34.5%	43.7%
Assault Police Officer	76	107	67.6	58.3%	277	339	256.2	32.3%	23.0%
Discharge Firearm with Intent	3	5	2.6	92.3%	15	20	10.4	92.3%	50.0%
Other Assaults	22	26	13.8	88.4%	66	82	55.4	48.0%	48.8%
<b>Total Assault</b>	<b>2069</b>	<b>2220</b>	<b>1633.8</b>	<b>35.9%</b>	<b>7941</b>	<b>8996</b>	<b>6467</b>	<b>39.1%</b>	<b>47.8%</b>
Miscellaneous Person Crime	443	504	378.8	33.1%	1641	1837	1437	27.8%	36.6%
<b>TOTAL PERSON CRIMES</b>	<b>3115</b>	<b>3300</b>	<b>2471</b>	<b>33.5%</b>	<b>11746</b>	<b>13198</b>	<b>9719.6</b>	<b>35.8%</b>	<b>42.5%</b>

Source: Sentry, January 2019



<sup>1</sup>Due to the dynamic nature of homicide investigations these numbers may have been updated manually to reflect the current homicide count. Due to manual updating, it's possible that 1 or more homicides may be reflected in the assault category. Homicide counts are provided by the homicide unit. <sup>2</sup>Robbery is counted at the incident level, rather than at the victim level in accordance with Uniform Crime Reporting counting standards. <sup>3</sup>The range of average is calculated as 1 standard deviation above and 1 below the calculated average for the previous five year period.

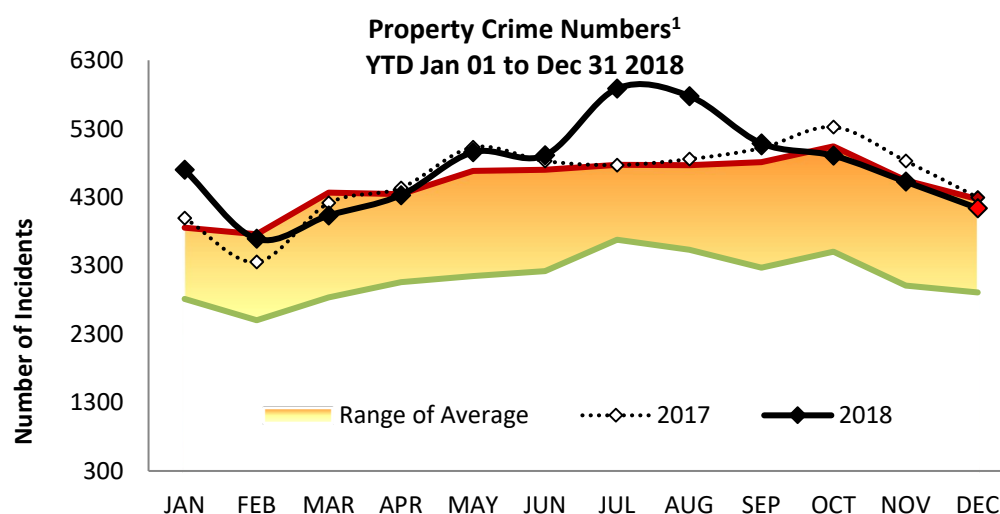


# Calgary Property Crime Statistics

4TH QUARTER 2018

	4th Quarter Number of Incidents				Year to Date Number of Incidents				
	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	% Cleared 2018
<b>PROPERTY CRIMES</b>									
<b>Break and Enter</b>									
Dwelling	644	620	654.0	-5.2%	2394	2621	2646.8	-1.0%	7.6%
Commercial	1419	1193	844.6	41.3%	4606	5015	3152.8	59.1%	8.2%
Other B&E	553	503	429.8	17.0%	1964	2063	1622.8	27.1%	3.5%
Unlawfully in Residence	16	21	11.4	84.2%	54	66	37.4	76.5%	68.2%
B&E Firearms	10	11	15.0	-26.7%	47	40	51.8	-22.8%	5.0%
<b>Total Break and Enter</b>	<b>2642</b>	<b>2348</b>	<b>1954.8</b>	<b>20.1%</b>	<b>9065</b>	<b>9805</b>	<b>7511.6</b>	<b>30.5%</b>	<b>7.4%</b>
<b>Theft</b>	<b>7389</b>	<b>7162</b>	<b>5988.8</b>	<b>19.6%</b>	<b>29044</b>	<b>29691</b>	<b>23982.4</b>	<b>23.8%</b>	<b>14.5%</b>
<b>Vehicle Theft (incl attempts)</b>	<b>1934</b>	<b>1625</b>	<b>1372.8</b>	<b>18.4%</b>	<b>6862</b>	<b>6918</b>	<b>5069.2</b>	<b>36.5%</b>	<b>5.0%</b>
<b>Fraud</b>	<b>1301</b>	<b>1246</b>	<b>1033.8</b>	<b>20.5%</b>	<b>5109</b>	<b>5438</b>	<b>3832.6</b>	<b>41.9%</b>	<b>19.3%</b>
<b>Other Property Crimes</b>	<b>1183</b>	<b>1189</b>	<b>1287.4</b>	<b>-7.6%</b>	<b>4866</b>	<b>5091</b>	<b>5299.8</b>	<b>-3.9%</b>	<b>12.1%</b>
<b>TOTAL PROPERTY CRIMES</b>	<b>14449</b>	<b>13570</b>	<b>11637.6</b>	<b>16.6%</b>	<b>54946</b>	<b>56943</b>	<b>45695.6</b>	<b>24.6%</b>	<b>12.4%</b>

Source: Sentry, January 2019



<sup>1</sup>The range of average is calculated as 1 standard deviation above and 1 below the calculated average for the previous five year period.



## Calgary Other Crime Statistics

4TH QUARTER 2018

	4th Quarter Number of Incidents				Year to Date Number of Incidents				
	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	% Cleared 2018
<b>OTHER CRIMINAL CODE</b>									
Vice	1	0	18.2	-100.0%	4	31	54.0	-42.6%	87.1%
Gaming	0	1	0.2	400.0%	0	1	0.4	150.0%	0.0%
Weapon Related	104	104	73.8	40.9%	351	416	313.6	32.7%	89.9%
Miscellaneous	2038	1373	1086.8	26.3%	6791	8092	4377.8	84.8%	91.1%
<b>TOTAL OTHER CRIMINAL CODE</b>	<b>2143</b>	<b>1478</b>	<b>1179.0</b>	<b>25.4%</b>	<b>7146</b>	<b>8540</b>	<b>4745.8</b>	<b>79.9%</b>	<b>91.0%</b>
<b>SELECTED OTHER</b>									
Criminal Code Traffic	427	308	465.8	-33.9%	1567	1475	1803.6	-18.2%	94.3%
Drugs	283	266	315.4	-15.7%	1191	1266	1296.0	-2.3%	92.5%
<b>Selected Non-Criminal</b>									
Missing Person <sup>1</sup>	979	977	811.4	20.4%	3824	3807	3346.2	13.8%	N/A
Domestic Information	3330	3170	3212.0	-1.3%	12352	13459	12850.4	4.7%	N/A
Domestic Standby	251	224	232.8	-3.8%	970	994	951.2	4.5%	N/A
<b>Total Selected Non-Criminal</b>	<b>4560</b>	<b>4371</b>	<b>4256.2</b>	<b>2.7%</b>	<b>17146</b>	<b>18260</b>	<b>17147.8</b>	<b>6.5%</b>	<b>N/A</b>
<b>Total Selected Other</b>	<b>9830</b>	<b>9316</b>	<b>9293.6</b>	<b>0.2%</b>	<b>37050</b>	<b>39261</b>	<b>37395.2</b>	<b>5.0%</b>	<b>N/A</b>

Source: Sentry, January 2019

### Drug Incidents<sup>2</sup>

	4th Quarter Number of Incidents				Year to Date Number of Incidents				
	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	Trend
<b>DRUGS</b>									
Demand	217	170	208.0	-18.3%	853	884	816.2	8.3%	
Supply	66	96	107.4	-10.6%	338	382	479.8	-20.4%	
<b>Total</b>	<b>283</b>	<b>266</b>	<b>315.4</b>	<b>-15.7%</b>	<b>1191</b>	<b>1266</b>	<b>1296.0</b>	<b>-2.3%</b>	
<b>Drug Type</b>									
Cannabis	89	13	125.4	-89.6%	337	250	533.0	-53.1%	
Cocaine/Crack	51	54	86.2	-37.4%	253	234	380.6	-38.5%	
Heroin	25	27	18.8	43.6%	114	114	72.4	57.5%	
Methamphetamine/Crystal Meth	82	129	52.8	144.3%	309	473	182.8	158.8%	
Opiates	11	21	11.6	81.0%	46	86	49.0	75.5%	
All Other Drugs	25	22	20.6	6.8%	132	109	78.2	39.4%	
<b>Total</b>	<b>283</b>	<b>266</b>	<b>315.4</b>	<b>-15.7%</b>	<b>1191</b>	<b>1266</b>	<b>1296.0</b>	<b>-2.3%</b>	

Source: Sentry, January 2019

<sup>1</sup>Missing persons are counted by the number of missing individuals.

<sup>2</sup>'Demand' is a roll-up of all possession drug incidents where the drug offence represented the most serious offence on the incident; 'Supply' includes possession for the purpose of trafficking, trafficking, importation/exportation and cultivation.



# Weapons and Intimidation Usage in Violent Crime

4th QUARTER 2018

## Most Serious Weapon Present

WEAPON TYPE	4th Quarter Number of Incidents				Year to Date Number of Incidents			
	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)
Firearm	96	84	80	4.5%	330	352	270	30.4%
Edged Weapon	218	230	186	23.4%	882	871	739	17.8%
Club/Blunt Object	48	50	40	26.3%	219	249	172	45.1%
Other Weapon	340	385	276	39.3%	1204	1395	1075	29.7%
Unknown	55	40	38	5.8%	239	213	141	50.8%
Physical force	1681	1664	1275	30.5%	6377	7079	5038	40.5%
Verbal Threat	257	265	169	56.4%	884	1038	621	67.3%
No weapon	158	212	174	21.7%	645	796	758	5.1%
<b>Total</b>	<b>2853</b>	<b>2930</b>	<b>2239</b>	<b>30.8%</b>	<b>10780</b>	<b>11993</b>	<b>8813.4</b>	<b>36.1%</b>

Source: Sentry (BI), January 2019

Unit of Count: Incident based on reporting date. Most serious weapon present per incident where at least one violent offence occurred.

## Injury Level of Victims by Weapon Type (Most serious weapon Used)

WEAPON TYPE	4th Quarter Number of Incidents					Year to Date Number of Incidents				
	Death	Major	Minor	Unknown / Not Stated	Total	Death	Major	Minor	Unknown / Not Stated	Total
Firearm	1	8	0	0	9	2	33	11	1	47
Edged Weapon	1	52	22	1	76	6	222	72	2	302
Club	0	16	16	0	32	0	75	61	1	137
Other	0	52	202	2	256	0	233	677	17	927
Physical force	1	131	785	27	944	2	543	3154	104	3803
Unknown	1	5	9	10	25	2	44	33	68	147
<b>TOTAL INJURED</b>	<b>4</b>	<b>264</b>	<b>1034</b>	<b>40</b>	<b>1342</b>	<b>12</b>	<b>1150</b>	<b>4008</b>	<b>193</b>	<b>5363</b>

Source: Sentry (BI), January 2019

Unit of Count: Victim. Most serious injury sustained per victim of violent offence incident.

<sup>1</sup> "Edged weapon" includes weapons classified as cutting and piercing instruments.

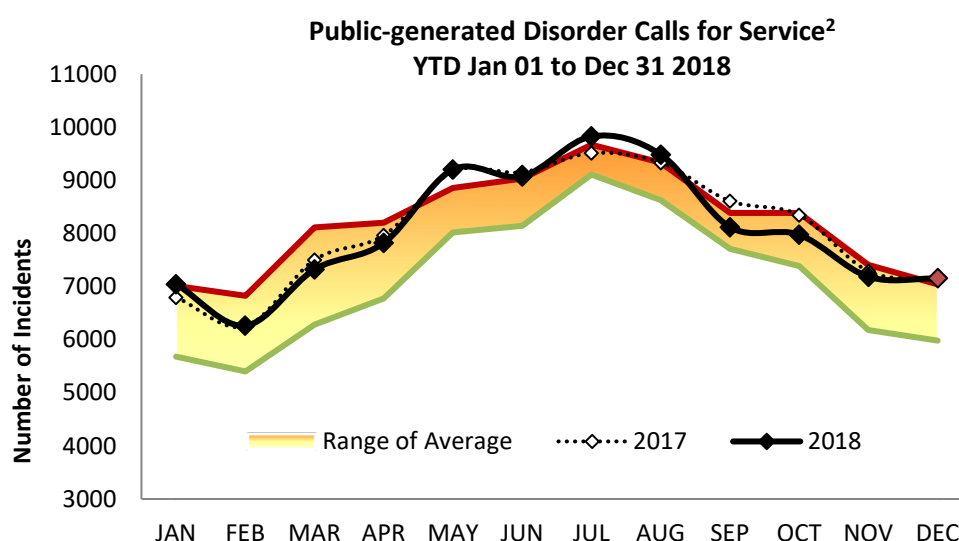
<sup>2</sup> "Other" weapons include any physical object not classified otherwise, such as fire, vehicle, body fluids, beverages and their containers, strangulation/ligature instruments, etc.



## Calgary Disorder Statistics

4th Quarter 2018

	4th Quarter Number of Events				Year to Date Number of Events			
	2017	2018	5 yr AVG (2013-2017)	% Change (5 Year)	2017	2018	5 yr AVG (2013-2017)	% Change (5 Year)
<b>SOCIAL DISORDER</b>								
<b>Social Disorder</b>								
Disturbance	3946	3598	3617	-0.5%	12198	11707	11182	4.7%
Drugs	789	685	741	-7.6%	2512	2549	2458	3.7%
Indecent Act	165	152	170	-10.8%	598	593	615	-3.6%
Intoxicated Persons	933	805	1394	-42.3%	3265	2832	4703	-39.8%
Landlord Tenant	925	855	868	-1.5%	2871	2841	2722	4.4%
Mental Health Concern	1211	1330	1161	14.6%	3906	4092	3430	19.3%
Neighbour Dispute	672	671	654	2.6%	2313	2484	2137	16.2%
Noise Complaint	1230	1115	1391	-19.8%	4245	4086	5022	-18.6%
Party Complaint	423	367	497	-26.1%	1708	1540	1880	-18.1%
Possible Gunshots	181	214	226	-5.3%	674	781	804	-2.8%
Prostitution	26	18	62	-71.1%	116	75	219	-65.8%
Speeder	168	135	179	-24.5%	722	506	720	-29.7%
Suspicious Person	7862	7866	6671	17.9%	24665	23621	20651	14.4%
Suspicious Vehicle	3802	3390	3368	0.6%	11554	10967	10301	6.5%
Threats	562	501	909	-44.9%	1932	1645	2790	-41.0%
Unwanted Guest	6251	6568	5010	31.1%	17352	19333	14555	32.8%
<b>TOTAL SOCIAL DISORDER</b>	<b>29146</b>	<b>28270</b>	<b>27091</b>	<b>4.4%</b>	<b>90631</b>	<b>89652</b>	<b>84978</b>	<b>5.5%</b>
<b>Physical Disorder</b>								
Abandoned Auto	179	174	162	7.7%	460	630	420	50.0%
Fire	533	443	563	-21.4%	1540	1514	1769	-14.4%
Property Damage <sup>1</sup>	1521	1548	1426	8.5%	4425	4688	4625	1.4%
<b>TOTAL PHYSICAL DISORDER</b>	<b>2233</b>	<b>2165</b>	<b>2151.2</b>	<b>0.6%</b>	<b>6425</b>	<b>6832</b>	<b>6814</b>	<b>0.3%</b>
<b>TOTAL DISORDER</b>	<b>31379</b>	<b>30435</b>	<b>29242</b>	<b>4.1%</b>	<b>97056</b>	<b>96484</b>	<b>91793</b>	<b>5.1%</b>



Dispatched, advised and callback calls are included.

<sup>1</sup> The majority of Property Damage calls result in *Criminal Code* reports, which are counted under 'Other Property Crimes'. <sup>2</sup> The range of average is calculated as 1 standard deviation above and 1 below the calculated average for the previous five-year period.



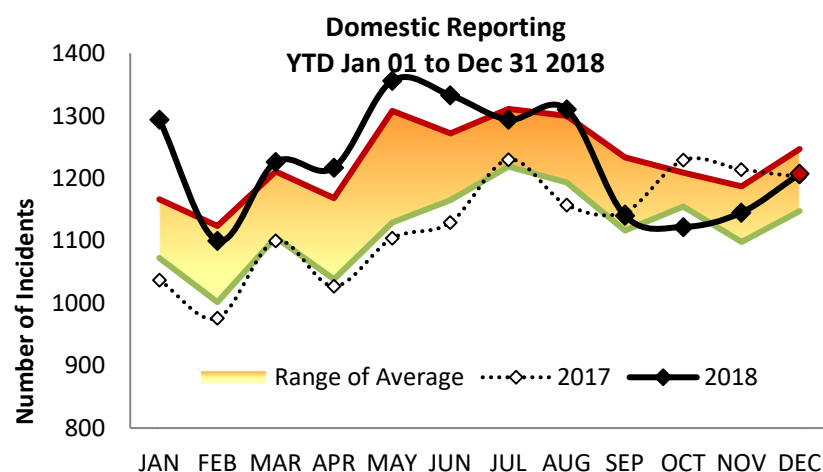
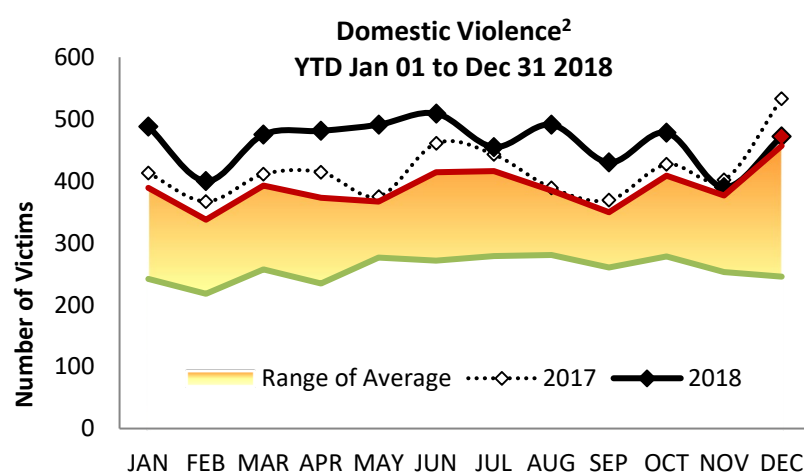


## Domestic Related Statistics

4TH QUARTER 2018

	4th Quarter Number of Victims				Year to Date Number of Victims				
	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	% Cleared 2018
<b>PERSON CRIMES*</b>									
Homicide <sup>1</sup>	3	1	3.0	-66.7%	7	7	5.0	40.0%	100.0%
Other Offences Causing Death	0	0	0.2	-100.0%	0	0	0.2	-100.0%	-
Attempted Homicide	2	0	0.8	-100.0%	7	1	4	-75.0%	100.0%
Sex Offences	89	80	57.2	39.9%	291	383	226.4	69.2%	28.7%
Assault									
Level 3 - Aggravated	7	5	6.8	-26.5%	19	20	23.8	-16.0%	95.0%
Level 2 - Weapon/Bodily Harm	190	207	135.2	53.1%	748	834	525	58.9%	64.3%
Level 1 - Common Assault	887	848	657.6	29.0%	3297	3640	2537.8	43.4%	42.0%
Assault Police Officer	9	12	4.4	172.7%	23	25	14.8	68.9%	30.4%
Discharge Firearm with Intent	0	0	0.0	n/a	0	1	0.2	n/a	100.0%
Other Assaults	0	4	0.6	566.7%	13	5	7.2	-30.6%	40.0%
<b>Total Assault</b>	<b>1093</b>	<b>1076</b>	<b>804.6</b>	<b>33.7%</b>	<b>4100</b>	<b>4525</b>	<b>3108.8</b>	<b>45.6%</b>	<b>46.7%</b>
Miscellaneous Person Crime	176	183	144.2	26.9%	601	647	533.6	21.3%	51.3%
<b>TOTAL PERSON CRIMES</b>	<b>1363</b>	<b>1340</b>	<b>1009.0</b>	<b>32.8%</b>	<b>5006</b>	<b>5563</b>	<b>3879.6</b>	<b>43.4%</b>	<b>46.0%</b>

Source: Sentry, January 2019



	4th Quarter Number of Reports				Year to Date Number of Reports			
	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)	2017	2018	5yr AVG (2013-2017)	% Change (5 Year)
<b>DOMESTIC REPORTING</b>								
Domestic Information	3330	3170	3212	-1.3%	12352	13459	12850.4	4.7%
Domestic Standby	251	224	232.8	-3.8%	970	994	951.2	4.5%
<b>TOTAL INFORMATIONS</b>	<b>3581</b>	<b>3394</b>	<b>3444.8</b>	<b>-1.5%</b>	<b>13322</b>	<b>14453</b>	<b>13801.6</b>	<b>4.7%</b>

Source: Sentry, January 2019

<sup>1</sup>Due to the dynamic nature of homicide investigations these numbers may have been updated manually to reflect the current homicide count. Due to manual updating, it's possible that 1 or more homicides may be reflected in the assault category. Homicide counts are provided by the homicide unit. <sup>2</sup>The range of average is calculated as 1 standard deviation above and 1 below the calculated average for the previous five year period.

## Calgary Crime Statistics

## 4TH QUARTER 2018

PERSON CRIMES <sup>1</sup>	4th Quarter			Year to Date			Accumulated to Date		
	Number of Victims			Number of Victims			Percentage Cleared		
	2016	2017	2018	2016	2017	2018	2016	2017	2018
<b>Homicide<sup>2</sup></b>									
1st Degree	2	4	2	17	12	6	52.9%	83.3%	33.3%
2nd Degree	2	5	3	7	15	9	85.7%	86.7%	88.9%
Manslaughter	3	1	1	6	3	3	100.0%	66.7%	66.7%
Infanticide	0	0	0	0	0	0	-	-	-
<b>Total</b>	<b>7</b>	<b>10</b>	<b>6</b>	<b>30</b>	<b>30</b>	<b>18</b>	<b>70.0%</b>	<b>83.3%</b>	<b>66.7%</b>
<b>Other Offences Causing Death</b>									
Criminal Negligence	0	0	0	1	3	0	100.0%	100.0%	-
Other Offences Causing Death	0	0	0	0	0	0	-	-	-
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>100.0%</b>	<b>100.0%</b>	<b>-</b>
<b>Attempted Homicide</b>									
Attempted murder	3	8	7	13	17	18	76.9%	58.8%	55.6%
Conspiracy to Commit	0	0	0	0	0	0	-	-	-
<b>Total</b>	<b>3</b>	<b>8</b>	<b>7</b>	<b>13</b>	<b>17</b>	<b>18</b>	<b>76.9%</b>	<b>58.8%</b>	<b>55.6%</b>
<b>Sex Offences</b>									
Level 3, aggravated	2	0	1	4	4	4	50.0%	50.0%	50.0%
Level 2, weapon or bodily harm	3	10	12	5	30	40	40.0%	26.7%	17.5%
Level 1	205	258	213	806	919	1040	33.9%	30.1%	24.9%
Other	22	41	50	114	200	178	37.7%	30.5%	23.0%
<b>Total</b>	<b>232</b>	<b>309</b>	<b>276</b>	<b>929</b>	<b>1153</b>	<b>1262</b>	<b>34.4%</b>	<b>30.2%</b>	<b>24.5%</b>
<b>Robbery<sup>3</sup></b>									
Financial	2	19	4	33	49	35	69.7%	55.1%	42.9%
Commercial	33	104	78	256	315	304	37.9%	44.4%	35.5%
Home Invasion	17	19	12	51	74	58	15.7%	27.0%	24.1%
Person	109	133	193	480	522	669	18.5%	21.5%	24.8%
Robbery of Firearm	0	1	0	0	1	1	-	100.0%	0.0%
<b>Total</b>	<b>161</b>	<b>276</b>	<b>287</b>	<b>820</b>	<b>961</b>	<b>1067</b>	<b>26.5%</b>	<b>31.2%</b>	<b>28.4%</b>
<b>Assault</b>									
Level 3 - Aggravated	16	19	12	68	96	68	67.6%	74.0%	83.8%
Level 2 - Weapon/Bodily Harm	458	571	665	1707	2258	2576	57.9%	51.2%	49.9%
Level 1 - Common Assault	1123	1378	1405	4727	5229	5911	68.2%	49.1%	43.7%
Assault Police Officer	61	76	107	286	277	339	37.7%	30.5%	23.0%
Discharge Firearm with Intent	1	3	5	7	15	20	42.9%	40.0%	50.0%
Other Assaults	9	22	26	50	66	82	78.0%	68.2%	48.8%
<b>Total</b>	<b>1668</b>	<b>2069</b>	<b>2220</b>	<b>6845</b>	<b>7941</b>	<b>8996</b>	<b>66.9%</b>	<b>51.8%</b>	<b>47.8%</b>
<b>Miscellaneous Person Crime</b>									
Kidnapping/Abduction	16	5	15	47	35	42	48.9%	45.7%	54.8%
Forcible Confinement	19	25	32	61	84	91	85.2%	76.2%	80.2%
Extortion	10	21	40	51	61	124	29.4%	26.2%	10.5%
Criminal Harassment	94	73	92	361	294	346	46.3%	46.9%	40.5%
Uttering Threats	232	252	274	904	921	1004	52.1%	44.8%	38.7%
Threatening/Harassing Communicati	22	55	44	53	206	196	18.9%	14.1%	4.6%
Other Person Crime	10	12	7	38	40	34	76.3%	52.5%	76.5%
<b>Total</b>	<b>403</b>	<b>443</b>	<b>504</b>	<b>1515</b>	<b>1641</b>	<b>1837</b>	<b>50.6%</b>	<b>42.5%</b>	<b>36.6%</b>
<b>TOTAL PERSON CRIMES</b>	<b>2474</b>	<b>3115</b>	<b>3300</b>	<b>10153</b>	<b>11746</b>	<b>13198</b>	<b>58.3%</b>	<b>46.8%</b>	<b>42.5%</b>

## Calgary Crime Statistics

## 4TH QUARTER 2018

PROPERTY CRIMES	4th Quarter Number of Incidents			Year to Date Number of Incidents			Accumulated to Date Percentage Cleared		
	2016	2017	2018	2016	2017	2018	2016	2017	2018
<b>Break and Enter</b>									
Dwelling	539	644	620	2703	2394	2621	11.2%	7.7%	7.6%
Commercial	858	1419	1193	3602	4606	5015	9.8%	9.0%	8.2%
Other B&E	541	553	503	1995	1964	2063	4.0%	4.2%	3.5%
Unlawfully in Residence	13	16	21	36	54	66	72.2%	77.8%	68.2%
B&E Firearms	30	10	11	87	47	40	5.7%	8.5%	5.0%
<b>Break and Enter Total</b>	<b>1981</b>	<b>2642</b>	<b>2348</b>	<b>8423</b>	<b>9065</b>	<b>9805</b>	<b>9.1%</b>	<b>8.0%</b>	<b>7.4%</b>
<b>Theft</b>									
Theft Over	109	155	207	314	602	830	12.1%	7.5%	4.7%
Theft Under	1640	1703	1330	7489	7638	6756	8.3%	8.9%	6.7%
From Vehicle Over	90	96	81	362	428	356	1.4%	1.4%	0.8%
From Vehicle Under	3480	3815	3666	13488	14401	14378	1.6%	1.4%	1.1%
Possession Stolen Property	236	323	290	797	1178	1203	98.9%	90.3%	86.0%
Shoplift Over	5	18	9	27	50	47	40.7%	30.0%	10.6%
Shoplift Under	1101	1279	1579	4780	4747	6121	60.0%	48.9%	42.5%
<b>Theft Total</b>	<b>6661</b>	<b>7389</b>	<b>7162</b>	<b>27257</b>	<b>29044</b>	<b>29691</b>	<b>16.7%</b>	<b>14.9%</b>	<b>14.5%</b>
<b>Vehicle Theft</b>									
Vehicle Theft	1624	1934	1625	5806	6862	6918	7.7%	5.1%	5.0%
<b>Vehicle Theft Total</b>	<b>1624</b>	<b>1934</b>	<b>1625</b>	<b>5806</b>	<b>6862</b>	<b>6918</b>	<b>7.7%</b>	<b>5.1%</b>	<b>5.0%</b>
<b>Fraud</b>									
False Pretences	39	35	27	64	136	123	21.9%	11.8%	13.0%
Forgery/Uttering	162	118	129	490	585	536	51.8%	34.2%	33.4%
Computer	4	8	17	5	40	56	0.0%	2.5%	3.6%
Identity Theft/Fraud/Personation	309	117	113	599	428	465	21.4%	26.9%	26.0%
Food/Lodging/Transportation	65	59	59	243	230	251	55.1%	47.8%	50.2%
Defraud Person	375	420	374	2021	1529	1816	19.9%	21.3%	14.9%
Credit Card	422	537	504	1218	2126	2029	22.3%	20.0%	15.8%
Fraud - Other	2	7	23	10	35	162	60.0%	28.6%	9.3%
<b>Fraud Total</b>	<b>1378</b>	<b>1301</b>	<b>1246</b>	<b>4650</b>	<b>5109</b>	<b>5438</b>	<b>26.0%</b>	<b>23.5%</b>	<b>19.3%</b>
<b>Other Property Crimes</b>									
Arson	26	27	51	137	154	157	7.3%	9.1%	10.8%
Mischief	425	503	441	1732	1841	1906	19.9%	23.7%	22.7%
Vehicle Damage	772	653	697	3205	2869	3026	6.3%	5.9%	5.5%
Altering/Removing VIN	1	0	0	2	2	2	50.0%	0.0%	0.0%
<b>Other Property Crimes Total</b>	<b>1224</b>	<b>1183</b>	<b>1189</b>	<b>5076</b>	<b>4866</b>	<b>5091</b>	<b>11.0%</b>	<b>12.7%</b>	<b>12.1%</b>
<b>TOTAL PROPERTY CRIMES</b>	<b>12868</b>	<b>14449</b>	<b>13570</b>	<b>51212</b>	<b>54946</b>	<b>56943</b>	<b>14.7%</b>	<b>13.2%</b>	<b>12.4%</b>

## Calgary Crime Statistics

## 4TH QUARTER 2018

OTHER CRIMINAL CODE	4th Quarter Number of Incidents			Year to Date Number of Incidents			Accumulated to Date Percentage Cleared		
	2016	2017	2018	2016	2017	2018	2016	2017	2018
<b>Vice</b>									
Impede/Communicate	1	0	0	28	0	19	96.4%	-	89.5%
Live on Avails	0	0	0	0	1	6	-	100.0%	83.3%
Bawdy House	0	0	0	0	0	0	-	-	-
Procure/Solicit	24	1	0	26	3	6	96.2%	33.3%	83.3%
<b>Vice Total</b>	<b>25</b>	<b>1</b>	<b>0</b>	<b>54</b>	<b>4</b>	<b>31</b>	<b>96.3%</b>	<b>50.0%</b>	<b>87.1%</b>
<b>Gaming</b>									
Betting/Gaming House	0	0	0	0	0	0	-	-	-
Other Gaming	0	0	1	0	0	1	-	-	0.0%
<b>Gaming Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Weapon Related</b>									
Explosives	1	1	0	3	2	2	100.0%	50.0%	50.0%
Importation/Exportation	0	0	0	0	1	0	-	100.0%	-
Weapons Trafficking	0	0	1	1	1	4	100.0%	100.0%	25.0%
Possession Offences	66	101	101	319	336	402	99.4%	94.9%	91.5%
Weapons Administration Offences	0	0	0	0	1	0	-	100.0%	-
Unsafe Storage	0	2	2	3	10	8	100.0%	90.0%	50.0%
<b>Weapon Related Total</b>	<b>67</b>	<b>104</b>	<b>104</b>	<b>326</b>	<b>351</b>	<b>416</b>	<b>99.4%</b>	<b>94.6%</b>	<b>89.9%</b>
<b>Miscellaneous CC Offences</b>									
Counterfeiting	117	60	70	638	444	497	10.2%	8.8%	8.9%
Obstruct Peace Officer	23	29	25	137	101	115	97.8%	95.0%	98.3%
Bail Violation/Fail to Attend	437	1686	991	2371	5239	6396	99.8%	99.3%	99.0%
Fail to Comply with Probation	49	89	105	230	294	332	100.0%	96.9%	97.9%
Escape Custody/UAL	48	62	65	208	203	247	100.0%	99.5%	100.0%
Attempt to commit/Accessory	1	0	1	2	1	2	100.0%	100.0%	0.0%
Indecent Acts	22	20	29	126	143	123	34.9%	26.6%	25.2%
Miscellaneous Criminal Code	78	92	87	306	366	380	76.8%	66.4%	74.7%
<b>Miscellaneous CC Offences Total</b>	<b>775</b>	<b>2038</b>	<b>1373</b>	<b>4018</b>	<b>6791</b>	<b>8092</b>	<b>81.8%</b>	<b>89.9%</b>	<b>91.1%</b>
<b>Other Criminal Code Violations Total</b>	<b>867</b>	<b>2143</b>	<b>1478</b>	<b>4398</b>	<b>7146</b>	<b>8540</b>	<b>83.2%</b>	<b>90.1%</b>	<b>91.0%</b>

## Calgary Crime Statistics

## 4TH QUARTER 2018

SELECTED OTHER	4th Quarter Number of Incidents			Year to Date Number of Incidents			Accumulated to Date Percentage Cleared		
	2016	2017	2018	2016	2017	2018	2016	2017	2018
<b>Criminal Code Traffic</b>									
Impaired Causing Death	0	0	0	1	2	1	100.0%	100.0%	0.0%
Impaired Causing Harm	0	2	1	3	4	4	100.0%	100.0%	25.0%
Impaired > .08	27	52	29	31	167	166	100.0%	98.8%	100.0%
Impaired Driving	173	195	150	770	727	668	99.6%	97.7%	93.4%
Fail/Refuse	27	24	23	102	97	102	100.0%	99.0%	100.0%
Dangerous Operation Causing Death	2	0	0	2	1	0	50.0%	0.0%	-
Dangerous Operation Causing Harm	2	3	1	8	9	9	87.5%	88.9%	88.9%
Dangerous Operation of Motor Vehicle	35	38	32	87	154	151	96.6%	93.5%	92.1%
Fail to Stop/Remain	10	0	0	20	0	0	60.0%	-	-
Other CC Traffic	55	100	63	192	354	328	100.0%	96.9%	98.5%
<b>Criminal Code Traffic Total</b>	<b>331</b>	<b>427</b>	<b>308</b>	<b>1216</b>	<b>1567</b>	<b>1475</b>	<b>98.7%</b>	<b>95.9%</b>	<b>94.3%</b>
<b>Drugs</b>									
Possession	201	217	168	774	853	881	99.1%	93.7%	92.7%
Possession for Purpose	65	44	56	297	232	235	100.0%	97.0%	96.2%
Trafficking	24	21	39	144	98	141	99.3%	85.7%	87.9%
Cultivation/Production	1	1	3	3	7	8	100.0%	57.1%	50.0%
Importation/Export	0	0	0	1	1	1	100.0%	0.0%	0.0%
<b>Drugs Total</b>	<b>291</b>	<b>283</b>	<b>266</b>	<b>1219</b>	<b>1191</b>	<b>1266</b>	<b>99.3%</b>	<b>93.4%</b>	<b>92.5%</b>
<b>Selected Non-Criminal</b>									
Missing Person <sup>4</sup>	881	979	977	3691	3824	3807	N/A	N/A	N/A
Domestic Information	3084	3330	3170	12738	12352	13459	N/A	N/A	N/A
Domestic Standby	226	251	224	1004	970	994	N/A	N/A	N/A
<b>Selected Non-Criminal Total</b>	<b>4191</b>	<b>4560</b>	<b>4371</b>	<b>17433</b>	<b>17146</b>	<b>18260</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

<sup>1</sup>Person crimes are counted at the victim level using the most serious violation against each victim in an incident. <sup>2</sup>Due to the dynamic nature of homicide investigations these numbers may have been updated manually to reflect the current homicide count. Due to manual updating, it's possible that 1 or more homicides may be reflected in the assault category. Homicide counts are provided by the homicide unit. <sup>3</sup>Robbery and all other crimes, as well as selected domestic non-criminal incidents, are counted at the incident level using the most serious offence in the incident. <sup>4</sup>Missing persons are counted by the number of missing individuals.



# Calgary Crime Statistics

## 2018 Year-End Crime Rate

Count						Rate per 100,000 population						
2014	2015	2016	2017	2018	1 YR CHG		2014	2015	2016	2017	2018	1 YR CHG
1195194	1230915	1235171	1246337	1267344	1.7%	Population	1195194	1230915	1235171	1246337	1267344	1.7%
						PERSON CRIMES <sup>1</sup>						
32	36	30	30	18	-40.0%	Homicide <sup>2</sup>	2.7	2.9	2.4	2.4	1.4	-41.0%
0	2	1	3	0	-100.0%	Other Offences Causing Death	0.0	0.2	0.1	0.2	0.0	-100.0%
7	23	13	17	18	5.9%	Attempted Homicide	0.6	1.9	1.1	1.4	1.4	4.1%
751	868	929	1153	1262	9.5%	Sex Offences	62.8	70.5	75.2	92.5	99.6	7.6%
815	970	820	961	1067	11.0%	Robbery <sup>3</sup>	68.2	78.8	66.4	77.1	84.2	9.2%
5959	6360	6845	7941	8996	13.3%	Assault	498.6	516.7	554.2	637.1	709.8	11.4%
1363	1421	1515	1641	1837	11.9%	Miscellaneous Person Crime	114.0	115.4	122.7	131.7	144.9	10.1%
8927	9680	10153	11746	13198	12.4%	TOTAL PERSON CRIMES	746.9	786.4	822.0	942.4	1041.4	10.5%
						PROPERTY CRIMES						
5627	9009	8423	9065	9805	8.2%	Break and Enter	470.8	731.9	681.9	727.3	773.7	6.4%
18900	25911	27257	29044	29691	2.2%	Theft	1581.3	2105.0	2206.7	2330.3	2342.8	0.5%
3384	5498	5806	6862	6918	0.8%	Vehicle Theft (incl attempts)	283.1	446.7	470.1	550.6	545.9	-0.9%
2935	3884	4650	5109	5438	6.4%	Fraud	245.6	315.5	376.5	409.9	429.1	4.7%
5301	5721	5076	4866	5091	4.6%	Other Property Crimes	443.5	464.8	411.0	390.4	401.7	2.9%
36147	50023	51212	54946	56943	3.6%	TOTAL PROPERTY CRIMES	3024.4	4063.9	4146.1	4408.6	4493.1	1.9%
						OTHER CRIMINAL CODE						
49	67	54	4	31	675.0%	Vice	4.1	5.4	4.4	0.3	2.4	662.2%
1	1	0	0	1	n/a	Gaming	0.1	0.1	0.0	0.0	0.1	n/a
282	315	326	351	416	18.5%	Weapon Related	23.6	25.6	26.4	28.2	32.8	16.6%
3559	3975	4018	6791	8092	19.2%	Miscellaneous	297.8	322.9	325.3	544.9	638.5	17.2%
3891	4358	4398	7146	8540	19.5%	TOTAL OTHER CRIMINAL CODE	325.6	354.0	356.1	573.4	673.9	17.5%
48965	64061	65763	73838	78681	6.6%	TOTAL CC (excluding traffic)	4096.8	5204.3	5324.2	5924.4	6208.3	4.8%
2164	1823	1216	1567	1475	-5.9%	CRIMINAL CODE TRAFFIC	181.1	148.1	98.4	125.7	116.4	-7.4%
51129	65884	66979	75404	80167	6.3%	TOTAL CRIMINAL CODE	4277.9	5352.4	5422.6	6050.0	6325.6	4.6%
1488	1164	1219	1191	1266	6.3%	TOTAL DRUGS	124.5	94.6	98.7	95.6	99.9	4.5%

<sup>1</sup> Person crimes are counted at the victim level using the most serious violation against each victim in an incident. <sup>2</sup> Due to the dynamic nature of homicide investigations these numbers may have been updated manually to reflect the current homicide count. Due to manual updating, it's possible that 1 or more homicides may be reflected in the assault category. Homicide counts are provided by the homicide unit. <sup>3</sup> Robbery and all other crimes, as well as selected domestic non-criminal incidents, are counted at the incident level using the most serious offence in the incident.



# 2018

## ANNUAL REPORT TO THE COMMUNITY

Calgary Police Commission



© 2019 Calgary Police Commission

The information contained in this report is the property of the Calgary Police Commission and is copyrighted. Publication of any information contained in the report must include appropriate source citation. Any reproduction or distribution of this report in whole or in part without the appropriate source citation and the express written permission of the Chair or Executive Director of the Calgary Police Commission is prohibited.



## TABLE OF CONTENTS

Message From The Chair.....	4
Commission Overview.....	5
Oversight In Practice.....	6
Our Members - 2018.....	8
Highlights - 2018.....	14
Hearing From The Community.....	19
Community Policing Awards.....	22
Calgary Police Service Employee Survey.....	26
Complaints Oversight.....	27
Commission Reporting.....	30

*Photography on pages 3, 8-13 & 20-25 courtesy of Tim Bellaart*



# Message From The Chair

---

Dear Calgarians,

On behalf of the Commission, I am proud to present highlights from our work in 2018. As a group of nine volunteer citizens and two city councillors, we oversee the work of the Calgary Police Service on behalf of Calgarians to ensure that the priorities of CPS align with the community.

In 2018, we continued overseeing progress within CPS toward achieving gender equity, diversity, and inclusion. We also worked toward achieving those same goals on our board.

A Commission that includes experienced, collaborative members with diverse backgrounds and perspectives is critical for effective oversight and governance. By the end of 2018 – and for the first time ever- we had more women than men on the Commission after city council appointed several highly qualified women to fill vacancies.

The Commission also engaged with CPS on the development of the 2019-2022 business plan and budget, which outlines how CPS will create a community that is safe, diverse and inclusive. We know CPS can only achieve these goals by working closely with the community.

Mid-way through the year, we launched the process to hire a new Chief Constable. The process included extensive engagement with citizens, employees and partners to understand priorities and qualities desired in Calgary's next police Chief. It will be vital for the next Chief to ensure that CPS members, who bring integrity, dedication, and courage to work every single shift, have the resources, training, and leadership to effectively serve our community.

The Commission is proud of the high level of police service CPS provides to Calgarians, and we are confident that CPS is ready to take on 2019 with energy, focus, and professionalism.

Sincerely,

BRIAN THIESSEN



# Commission Overview

---

## RELATIONSHIP TO ALBERTA JUSTICE

The Calgary Police Commission is accountable to Alberta Justice and Solicitor General. The Province sets the standards for effective policing in Alberta, and through the Alberta Police Act, sets out the requirements and responsibilities for police commissions, Public Complaint Directors, municipalities, and police services.

We uphold and value the core principles of police oversight in Alberta:

1. The participation of the public in determining the priorities is essential.
2. The police service must be accountable to the public.
3. The police service must operate in the absence of political influence.

The Calgary Police Commission remains committed to fulfilling our legislated responsibilities, as well as our responsibilities outlined in the Alberta Policing Oversight Standards. The standards require police oversight agencies to ensure efficient and effective policing, and to provide a way to receive and monitor public complaints against the police service.

When last measured in 2015, the Calgary Police Commission achieved full compliance with the Provincial Policing Oversight Standards. A review by the Province confirmed that the Commission has well-developed policies and practices that promote and support police oversight.

## RELATIONSHIP TO CALGARY CITY COUNCIL

The Police Act provides for the City to establish a municipal commission. The Calgary Police Commission operates in accordance with the City's Calgary Police Commission bylaw. The bylaw reiterates and refines the responsibilities of the Commission, and outlines duties and procedures, including for the creation and appointment of members. City Council appoints members to the Calgary Police Commission, drawing upon the expertise and experience available in the community.

In consultation with the Chief Constable, the Commission is responsible for allocating funds for policing that are provided through City Council. The Commission regularly provides reports and presentations to City Council on the financial status of CPS, and works to ensure information flows seamlessly between the Commission, CPS, and the City.

Each year, the Calgary Police Commission and the Calgary Police Service present an annual report to the Standing Policy Committee on Community and Protective Services. This includes a report on the activities and highlights from the previous year.

The Commission also presents to the City's Audit Committee to provide annual financial statements and the results of the annual financial audit.

We continually strive to ensure we have a strong working relationship with our partners, including the City of Calgary.

# Oversight In Practice

## *Providing independent civilian oversight and governance of the Calgary Police Service to ensure a safe community.*

### PUBLIC MEETINGS

In 2018, the Calgary Police Commission held seven\* public meetings. The Commission provides advance notice of upcoming meetings through media and on its website. Agendas, reports and minutes of those meetings are also on the Commission's website.

*\*March meeting was cancelled due to shooting injury of CPS officer*

The Commission welcomes both media and public guests to attend meetings, viewing it as an opportunity to show the community what police oversight looks like in practice and to be accountable to the community.



The Commission receives presentations from CPS on various aspects of police operations, priorities, accomplishments, and challenges. In 2018, topics included:

- Sexual offence strategy
- HR reform action plan updates
- School resource officer program
- Mental health strategy and psychological supports for employees
- Residential traffic safety strategy
- Not in My City-Anti-trafficking efforts
- Auto theft team
- Crime and safety impact of meth use
- Cannabis legalisation update

Commission work is supported by three standing committees that meet eight times per year: Governance & Personnel, Finance & Audit, and Complaints Oversight. Ad hoc committees are created as needed, such as a search committee for hiring a new Chief Constable.



# Oversight In Practice

---

## **FINANCE + AUDIT COMMITTEE**

This committee works closely with CPS on closely analyzing the budget allocated by city council to ensure a responsible business plan and budget are presented to city council to ensure CPS has the resources it needs to keep the city safe.

## **COMPLAINT OVERSIGHT COMMITTEE**

With the support of the Public Complaint Director, this committee monitors and oversees the public complaint process. While CPS is responsible for investigating complaints, the Commission and the Public Complaint Director ensure investigations are thorough, fair to all parties, and are conducted in accordance with laws and policies.

## **GOVERNANCE + PERSONNEL COMMITTEE**

As part of the Commission's responsibility to establish policies for efficient and effective policing, this committee considers the financial, privacy, personnel, and public interest implications of CPS policies and decisions. This committee also establishes the evaluation framework and evaluates the performance of the Chief Constable.

## **SEARCH COMMITTEE**

Following the retirement of Chief Constable Chaffin, the Commission established a committee to lead the search process. The committee partnered with an executive search firm to assist with a fair, transparent and competitive search. The committee conducted extensive engagement activities with citizens, employees,

and partners to understand the priorities and qualities desired in Calgary's next Chief. The information gathered from the engagement activities was used to develop a position profile. The committee will also shortlist candidates, conduct interviews, and conduct reference checks.



## Our Members 2018

---



**Brian Thiessen – Chair** (Nov 2015 – present) is a Calgary lawyer whose practice focuses on employment, labour, and workplace privacy law. He is among Canada’s top business lawyers and has received numerous recognitions including Chambers Canada: Canada’s Leading Lawyers for Business from 2011 to 2018, and the Best Lawyers in Canada from 2011 to 2018.

As a certified human resource professional and certified information and privacy professional, he works extensively on developing best practices in employment, privacy and governance with employers and their boards of directors.

Commissioner Thiessen has a Juris Doctor, Law from the University of Calgary and a Bachelor of Commerce (Honours) from Queen’s University.

As a dedicated community volunteer, he has received the Debra Dean Award for outstanding contribution for work with the Board of Directors of Ronald McDonald House Southern Alberta.



**Lisa Silver – Vice-Chair** (Nov 2012 – Nov 2018) is a native Calgarian, lawyer, and educator. Her educational achievements include earning a degree in economics, a degree in law, and a master’s of law. She has appeared before all levels of court, including the Supreme Court of Canada.

Since 2016, Commissioner Silver has been on faculty at the University of Calgary Faculty of Law where she teaches criminal law, evidence, and advocacy courses.

Commissioner Silver also sits on the Alberta Legal Aid Provincial Appeals Committee, is a board member of Calgary Legal Guidance and is on the Access to Justice Committee for the Canadian Bar Association – Alberta. She is a member of the Advocate’s Society, the Canadian Bar Association, and the Institute of Corporate Directors.

## Our Members 2018

---



**Chris Salmon – Vice-Chair** (Nov 2015 – Oct 2018) is a management consultant, specializing in the areas of strategy, change and organizational performance. He previously served as a UK Crown servant and has strong professional interests in the areas of intelligence, big data, and the mental wellness of first responders.

Commissioner Salmon serves as Chair of the Emergency Medical Services Foundation and has previously served on the advisory board for change management programs at Mount Royal University.

He is a graduate of the Universities of London, Manchester and Aberystwyth, a member of the Institute of Corporate Directors, and holds the Freedom of the City of London.



**Amira Dassouki** (Nov 2017 – present) is a born and raised Calgarian who values community involvement. She has spent time volunteering with organizations such as the Calgary Women's Centre, the Junior Achievement Southern Alberta Company Program, and the University of Calgary.

As a compensation consultant, Commissioner Dassouki helps clients in various industries resolve compensation issues by conducting and providing statistical trend analysis. She has led projects for clients in various industries including the financial, hospitality, social services, post-secondary, and municipality sectors. She has an affinity for numbers and enjoys applying them to real-life uncertainties.

Commissioner Dassouki is a University of Calgary graduate with a Bachelor of Science in actuarial science and statistics.

## Our Members 2018

---

*Photo not  
available*

**Jennifer Forrest** (July 2018 – present) is a lawyer and member of the Law Society of Alberta. Her educational achievements include earning a degree in history from the University of Lethbridge, a master's degree in history from the University of Toronto, and a degree in law from the University of Calgary in 2004. She has focused her legal practice in the areas of labour and employment, privacy, corporate governance and commercial law. She clerked for the Federal Court of Canada in Ottawa, focused on administrative law, and has been employed in the Calgary legal field for over 13 years.

As a lawyer and certified compensation and benefits professional, she has held various senior leadership positions in the energy infrastructure sector, including corporate secretary, and senior management roles overseeing mandates including facility management, human resources, and commercial services.

She is currently a public member of the Board of Governors of the University of Lethbridge, Chair of the Governance Committee and member of the Executive Committee. She is also a board member and Vice President of The Elder Statesmen Group, a non-profit organization dedicated to providing safe, comfortable and affordable housing for senior citizens of Calgary.



**Jyoti Gondek** (Nov 2017 – present) is the City of Calgary Councillor for Ward 3. Previously, Councillor Gondek was the Director of the Westman Centre for Real Estate Studies and an adjunct professor at the University of Calgary's Haskayne School of Business. In the 12 years prior to her work at the university, she provided consulting services ranging from creating complete communities to fostering healthy corporate cultures. She also has private sector experience in financial services and public sector experience as a policy analyst.

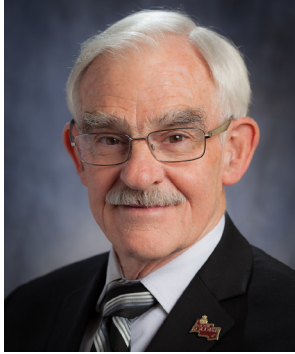
Councillor Gondek holds a PhD in urban sociology and an MA in organizational sociology. She has served the community in a variety of volunteer capacities, including Calgary Planning Commission, the Community Representation Task Force, Northern Hills Community

Association, Vivo for Healthier Generations, Urban Land Institute Alberta, and the National Executive Forum on Public Property. She has been recognized for her contributions to community through the 2012 Queen Elizabeth II Diamond Jubilee Medal and the 2016 Angus Reid Applied Sociology Award.



## Our Members 2018

---



**Roy Goodall** (Nov 2017 – present) was a member of the Canadian Forces from 1962 to 2000. He spent 36 years as a communications and electronics officer in national and international (USA and Europe) defence settings.

This employment included two tours as a commanding officer and 26 years working with capital budgets, operations and maintenance budgets, as a human resource manager, a career counsellor, a recruiter, a communication security and information technology policy and system oversight manager, project management, strategic planning, mergers, and risk management.

Commissioner Goodall has extensive not-for-profit community board experience earned during his military career and after retiring. He has also completed the Institute of Corporate Directors education program.



**Johnathan Liu** (Nov 2014 – Nov 2018) is an executive with Westmount Charter School Society who works on policy development, finance and accounting and enterprise risk management. He is also a director with the Alberta Association of Police Governance, and the Supply Chain Management Association.

He previously served on the board of Brickburn Funds Inc., Norfolk Housing Association, Kincora Residents Association, and Kincora Community Association.

Commissioner Liu holds an ICD.D designation from Institute of Corporate Directors program, a Bachelor of Commerce degree in Accounting from the University of Calgary, and is a chartered professional accountant.

## Our Members 2018

---



**Marilyn North Peigan** (Nov 2017 – present) works to support residential school survivors and their families in her role doing outreach, community advocacy and education with the Native Counseling Services of Alberta.

She is also specialist in the field of corporate, event, and private security, bringing a background in military training and customer service. She has extensive experience in VIP security with a focus on the Aboriginal entertainment community.

She served with the military medical corps of the Canadian Armed Forces. After an honourable discharge, she earned a BA in psychology and an MA from Athabasca University, which covered the historical issues leading up to Canada's current situation with missing and murdered Aboriginal women.

Her contributions to the community include having served as vice-chair of the Calgary Aboriginal Urban Affairs Committee, which strived to improve the opportunities and quality of life for Aboriginal people living in Calgary. Commissioner North Peigan is proficient in the Blackfoot language and Treaty 7 territory culture.

In 2012, she was awarded the Queen Elizabeth II Diamond Jubilee medal.



**Tyler Shandro** (Nov 2015 – June 2018) received his Juris Doctor in 2004 from the University of Calgary and has focused his legal practice in the area of municipal law. He is a member of the Law Society of Alberta and facilitates and evaluates several modules of the Legal Education Society of Alberta's bar admission course.

In the past, Commissioner Shandro sat on a number of boards including the Municipal Government Board, the National Parole Board, the Criminal Injuries Review Board, as well as the Senate of the University of Calgary, and the Calgary Parking Authority.

His community experience also extends to volunteering with the Calgary Flames Ambassadors and the Calgary Stampede Promotion Committee.

## Our Members 2018

---



**Richard Sigurdson** (Nov 2016 – present) is currently the Dean of the Faculty of Arts at the University of Calgary, having spent almost three decades in academic and administrative roles in universities across the country.

Prior to moving to Calgary in 2012, Commissioner Sigurdson served as Dean, Faculty of Arts and Acting Provost at the University of Manitoba where he also held the Duff Roblin Professorship of Government. A political scientist by training, he has published on a variety of topics, from the history of political theory to the Charter of Rights in Canada.

As an administrator, his focus has been on internationalization, indigenous teaching and learning, and improving the student experience. Commissioner Sigurdson has a long-standing commitment to public service, volunteerism, and engagement with the community. He has served on the Manitoba Electoral Boundaries Commission, and has co-chaired the University of Calgary's United Way campaign.



**Councillor Ward Sutherland** (Nov 2014 – present) was re-elected to Calgary City Council in 2017 for a second term. Prior to his role as city councillor, he had 25 years of senior leadership and management in top-tier companies such as Sony, Tim Horton's, McDonald's, and Hartco Corporation.

In Councillor Sutherland's volunteer work and as the president of the Rocky Ridge Royal Oak Community Association, he established a track record of positive outcomes across various levels of government, on multiple diverse issues. In 2013, he was honoured to receive the Queen Elizabeth II Diamond Jubilee Medal for his service to the community.

# Highlights - 2018

## HIRING A NEW CHIEF CONSTABLE

When Chief Constable Roger Chaffin announced in July his plan to retire, the Commission launched a search process. The process started with the Commission holding a strategic planning session to refine and confirm its priorities and expectations for the next Chief Constable. The next step involved partnering with an executive recruitment firm to get expertise on a fair, transparent, competitive search.

A period of engagement with employees, citizens, and partners followed. This enabled the Commission to understand the priorities and qualities desired in Calgary's next police Chief. A public questionnaire, employee survey, employee consultations, and one-on-one and

group discussions revealed that Calgarians are passionate about their city and care deeply about CPS as a vital element of what makes this such a great place to live and work.

It became clear that success in the role will be built on the foundation of trust and confidence that the CPS has built with the community, and by creating a supportive, inclusive workplace for all employees.

The feedback the Commission received was incorporated into the position profile and opened to applicants in December 2018.

A brief summary follows.

ENGAGEMENT METHOD (NO. OF PARTICIPANTS)*	THEMES
2018 Employee Survey (1278) - See Illumina Research Partners Report	Each fall, the Commission partners with an independent research firm to conduct a survey of CPS employees. It is an extensive report with many significant insights from employees about how they feel about working at CPS.
Online survey for all CPS employees, shared via email and memo	When it comes to their top priorities for a new Chief, employees feel it is important to improve morale, rebuild trust, hire more officers to increase capacity, improve the promotion process, enforce accountability at all levels of the organization, reconsider the tenure policy, better support members through public advocacy, and improve training and development.

*\*Please note that there is likely some overlap between those who filled out the employee survey and public questionnaire and those who had discussions with the Commission or MNP, which means there were 2000+ contacts with the Commission about the next Chief, though not necessarily from 2000 separate individuals.*

# Highlights - 2018

<p>Public Questionnaire (523) – See What We Heard – Citizen Survey Report</p> <p>Online survey for public, shared through CPS social media, with an invite to community associations and representatives from policing, legal, and business communities, ethnic and cultural groups, sexuality and gender diversity groups, Indigenous groups, immigrant groups, mental health groups, and faith-based organizations</p>	<p>A public questionnaire was available to all Calgarians, including CPS employees and community partners in October. Calgarians were asked to evaluate the level of importance of five policing priorities and six leadership qualities. The priorities most often selected as ‘very important’ were:</p> <ul style="list-style-type: none"> <li>• Reliability: maintain adequate staff and resources to meet the City’s needs, and</li> <li>• Safety + Wellness: support public safety and employee safety and wellness by ensuring police have sufficient training, equipment and policies to support them.</li> </ul> <p>The qualities most often selected as ‘very important’ were ‘Acts with a high level of integrity, respect, fairness, and compassion’ and ‘Team builder considerate of community and employee concerns.’</p> <p>When asked what other priorities and qualities should be considered, participants most often said it’s important to:</p> <ul style="list-style-type: none"> <li>• Improve the morale of CPS members and change culture</li> <li>• Have appropriate education and experience</li> <li>• Support a positive public image of CPS</li> <li>• Support accountability and integrity</li> </ul>
<p>Employee discussions at district offices (approx. 235) and direct discussions with MNP (approx. 60) – See MNP Consultation Summary</p>	<p>The Commission created an opportunity to meet with employees face-to-face at each district office to hear directly from them about the topics raised in the employee survey. MNP also had a number of discussions (group and one-on-one) with CPS leadership, municipal and provincial officials, and some community partners.</p>
<p>On-site meetings with employees, including Calgary Police Association</p> <p>One-on-one meetings with CPS senior management</p> <p>Group and individual meetings with City Council, provincial government representatives, and safety partners.</p>	<p>Some common themes emerged, such as:</p> <ul style="list-style-type: none"> <li>• Ability to effectively communicate with employees and the community will be essential to success in the role.</li> <li>• Members want a clear understanding of how decisions are made and the rationale of decisions that affect them.</li> <li>• New Chief needs a supportive executive team that includes complementary or balanced skill sets.</li> <li>• A constructive relationship with the Calgary Police Association is necessary and needs work.</li> </ul> <p>Those consulted also believe that it’s important for a leader to be humble, ethical and authentic, and to communicate a vision and effectively implement a plan for the organization to achieve that vision.</p>

# Highlights - 2018

## EMBRACING DIVERSITY & INCLUSION AT CPS

In 2018, the Commission continued its focus on supporting CPS to achieve a diverse, inclusive, and respectful workplace.

Building on the 7-point plan provided to CPS in 2016, the Commission received frequent updates from CPS about the progress on each item. In a short amount of time, CPS has made significant progress on reviewing and modifying policies and organizational structures to achieve the goals outlined in the 7-point plan:

- |  |  |
|--|--|
| <p><b>1 ESTABLISH INDEPENDENT THIRD-PARTY ADVOCATE</b><br/> <span style="color: green;">Hire Independent Workplace Concern Advisor</span><br/> <span style="color: green;">Strengthen Respectful Workplace Office</span><br/> <span style="color: green;">Revise Respectful Workplace Policy</span></p>  | <p><b>4 REVIEW PROMOTION, JOB PLACEMENT POLICIES +</b><br/> <b>5 ASSESS PERCEIVED OR ACTUAL GENDER BIAS IMPACTS</b><br/> <span style="color: green;">Conduct independent policy reviews</span><br/> <span style="color: green;">Conduct Gender-Based Analysis + pilot</span><br/> <span style="color: red;">Follow-up with independent policy reviews</span><br/> <span style="color: orange;">Develop Diversity &amp; Inclusion Strategy</span></p> |
| <p><b>2 RETAIN EXTERNAL EXPERTISE TO ADDRESS RECOMMENDATIONS</b><br/> <span style="color: green;">Develop HR Service Delivery Review Execution Plan</span><br/> <span style="color: green;">Develop Workplace Violence policy</span><br/> <span style="color: orange;">Secure civilian CHRO</span><br/> <span style="color: blue;">Monitor provincial legislation</span></p> | <p><b>6 REVISE PROMOTION, JOB PLACEMENT POLICIES</b><br/> <span style="color: green;">Implement Flexible Work Program</span><br/> <span style="color: green;">Implement Flexible Work Policy</span><br/> <span style="color: red;">Follow-up with independent policy reviews</span><br/> <span style="color: orange;">Develop Diversity &amp; Inclusion Strategy</span></p>  |
| <p><b>3 CONDUCT WORKFORCE CENSUS</b><br/> <span style="color: green;">Conduct workforce census</span><br/> <span style="color: green;">Communicate results to Service</span><br/> <span style="color: green;">Compare results to general population</span></p>   | <p><b>7 PROVIDE TRAINING TO EMPLOYEES</b><br/> <span style="color: blue;">Sustain Respectful Workplace Office</span><br/> <span style="color: orange;">Deliver Respectful Workplace training</span><br/> <span style="color: orange;">Develop Diversity &amp; Inclusion Strategy</span></p>  |

### Color legend:

Action complete	Work is ongoing
Under development	Not started/assigned



# Highlights - 2018

## DIVERSITY ON THE COMMISSION

The Commission supports and endorses the City of Calgary's efforts to create a more inclusive municipal decision making system, which includes the participation of women across diverse communities on boards and commissions.

With this in mind, the Commission works with city council to select individuals with proven professional experience from a diverse cross-section of the city to fill vacancies on the Calgary Police Commission. The

Commission expects the Calgary Police Service to achieve gender equity and diversity within the organization which means the Commission itself must model the diversity it expects.

In 2018, the Commission achieved a gender balance and believes the city is best served when the board is comprised of individuals who represent the diversity of our community alongside proven professional expertise.

## SECURING RESOURCES FOR CPS - 2019-2022 BUSINESS PLAN AND BUDGET

The Calgary Police Commission has a duty under the Alberta Police Act to ensure that the service has sufficient resources to carry out its mission to keep our city safe and to prevent crime.

Throughout 2018, the Commission and CPS developed a four-year budget and business plan that would give CPS the resources it needs to keep Calgary safe and to support CPS employees to do their very best.

After significant deliberation, City Council approved the request submitted by the Commission on behalf of CPS. Council considered the request in the context of property tax rates, funding requests from 60 other city departments, service levels, fees, and the long-term needs of our city.

Most significantly, the decision was rooted in citizen feedback. Commission research showed that the vast majority of citizens are satisfied with the Calgary Police Service and want CPS to have the resources it needs to address current pressures and meet the challenges ahead.

The Commission is thankful to Calgary city council maintaining current funding levels in 2019 and 2020, and approving an increase in 2021 and 2022 to hire 120 more members. This budget means CPS can continue to deliver the services needed to keep our communities safe, to strengthen partnerships to prevent crime, and to apply innovative approaches to maintain excellent investigations.



# Highlights - 2018

---

## USE OF FORCE REPORT RECOMMENDATIONS

In May 2017, CPS invited Chief Justice Wittmann to conduct an independent review to ensure CPS has the correct policies, procedures, equipment, and training in place to police our community in the safest way possible.

He conducted extensive research and interviews to understand the topic. The result was a thorough, thoughtful, and comprehensive report delivered in May

2018. The report included 65 recommendations which require significant reform to organizational structures and systems.

CPS is considering the best way to put the recommendations into practice, and the Commission will continue to work closely with CPS to oversee the implementation of the report.

## ALBERTA POLICE ACT REFORM CONTRIBUTIONS

The Calgary Police Commission is actively engaged in the process launched by the Alberta Minister of Justice to review the Alberta Police Act. We are hopeful that the outcome will be a reformed act that maintains and enhances trust between police officers and citizens.





# Hearing From The Community

## CITIZEN SURVEY

The Commission conducts comprehensive research annually to understand how citizens feel about policing and safety in Calgary. The research also helps identify opportunities to better serve the community. Citizen feedback is an essential part of keeping police responsive and accountable to the community.

The results show the vast majority of citizens feel that Calgary is a safe place to live, are satisfied with the Calgary Police Service, and have confidence that the Calgary Police Service can deliver the services needed to keep Calgary safe.

“We appreciate the time that hundreds of citizens took to give us their feedback. Input from the community is an essential part of keeping police responsive and accountable, especially at such an important time for the Calgary Police Service. This information will inform the direction of CPS and budget in the coming years, as well as the priorities of the next chief of police.”

*Brian Thiessen, Chair, Calgary Police Commission*

“The quality of information that citizens provide to the Commission through this survey is exceptional. After eleven years conducting this research, CPS is still performing well. Citizens support the Calgary Police Service. However, the strength of that satisfaction and confidence has been slipping in recent years, which is noteworthy for the Commission and CPS leadership.”

*Yvonne Brouwers, President & CEO,  
Illumina Research Partners*

However, ratings have declined this year. Citizens suggest CPS could improve services with a greater visible police presence, more transparent and accountable communications, improved officer training and more officers. Citizens also want greater financial investment in crime prevention programs and measures to prevent violent crimes, drugs, and gangs.

CPS received the highest ratings from citizens who had in-person interactions with police. People who are interacting with officers rate them highly as professional, courteous, respectful and knowledgeable.



# Hearing From The Community

## COMMUNITY DINNER ROUNDTABLE DISCUSSION

The roundtable discussion portion of the Calgary Police Commission community event, held on June 19, 2018, invited guests to provide their thoughts about crime prevention.

The 400+ guests in attendance represented community associations, diversity groups, community agencies, the Calgary Police Service, and community policing award recipients. Youth cadets and CPS auxiliary members who volunteered at the dinner also brought their unique experience and perspectives to the roundtable discussion.



The Commission posed three questions in an effort to seek feedback that could be incorporated into strategic planning and future priority setting:

- What CPS crime prevention programs or campaigns have the greatest impact on you or your community?
- What role do you/your community play in helping prevent crime?
- What topics are you interested in learning more about to keep your community safe?



Feedback reflected a high level of awareness and experience with CPS crime prevention programs. The programs that participants highlighted most frequently as having a significant impact include:

- Community resource officers
- Diversity resource officers
- School resource officers
- Other youth engagement and intervention programs

# Hearing From The Community



Guests also noted the importance of CPS publishing crime prevention tips and crime updates through social and traditional media. Many pointed to Operation Cold Start, Coffee with a Cop, and Lock it or Lose It as effective campaigns that improved community safety. Many participants also commented on the importance of having CPS officers attend community meetings to talk about safety topics, and having the bike unit and active patrols within their neighbourhoods.

Guests outlined dozens of ways they were taking initiative to help to prevent crime in their neighbourhoods. Building relationships and staying connected with neighbours to share information and spread awareness was the primary way guests help keep their communities safe. Residents also stay informed about local crime trends and safety tips by monitoring CPS social media and engaging with CPS community resource officers.

Additional activities include participating in community association programs aimed at creating stronger communities, such as seminars, fairs, and guest speakers. Community association participants also organize events and workshops to give CPS an opportunity to present on local safety topics.

*When it comes to topics that participants are eager to learn more about, participants requested more information from CPS about:*

- The impact of cannabis legalization on their community
- Supervised consumption sites
- Crime prevention through environmental design
- Cybercrime and fraud prevention, especially targeted at specific ethnic groups
- Events happening in real time
- Traffic enforcement, pedestrian safety, and traffic calming measures
- Diversity training within CPS to ensure sensitivity to all victims
- Community resource officer assignments
- Crime maps or statistical information about when and where crimes are occurring



# Community Policing Awards

The annual community event includes an awards ceremony that gives the Commission an opportunity to honour the exceptional individuals and community groups who are helping to make our community stronger and our city safer.

In 2018, the Commission presented awards in six categories to 11 deserving people.

## WINNERS OF 2018 COMMUNITY POLICING AWARDS

### AWO TAAN HEALING LODGE SOCIETY



The Awo Taan Healing Lodge Society is a full-service emergency shelter that provides essential community services to women and children who have experienced family violence and abuse. It has guided thousands of local families from all backgrounds, religions and ethnicities through life's most difficult experiences.

The society also creates opportunities to bring the Calgary community together, such as the Red Dress Project. This campaign honours and raises awareness about missing and murdered Indigenous women and girls. The red dress has become a powerful symbol and a call for action and social justice for Indigenous women.

In 2017, CPS displayed a red dress at its district one office to show its support for Indigenous women. This action was based on the strong relationship developed between the society and the CPS team in district one. Together, the groups have worked on supporting the victims of violence and to educate CPS employees on the foundations of Indigenous culture.

# Community Policing Awards

## SYDNI BRIX

When she was a grade 12 student, Sydni envisioned having Students Against Drinking and Driving ribbons tied to all Calgary Police Service patrol vehicles. Inspired to eliminate the number one cause of death and injury among youth, Sydni approached CPS with her vision, and CPS jumped on board without hesitation.

Sydni also singlehandedly coordinated with CPS and her school principal to prepare a display that would give her fellow students a real life perspective about the realities of drinking and driving. She arranged for CPS to display a truck that had been involved in a fatal drinking and driving-related collision. The CPS traffic section also brought a Checkstop van so students could tour the inside and learn about the process involved in arresting an impaired driver and taking breath samples.

“Sydni helped deliver SADD’s message alongside the efforts of CPS to educate citizens about the dangers of impaired driving. She demonstrated a great deal of confidence, courage, and leadership by spearheading these activities on her own.”  
– Cst. Sheldon Hamm



## HEATHER MORLEY & ELSBETH MEHRER, YWCA

Through the leadership and commitment of these two YWCA vice-presidents, a highly successful program is able to continue to support people dealing with chronic and high risk domestic conflict.

Originally a partnership between the Calgary Police Service and HOMEFRONT, the domestic conflict response team plays a critical role in early intervention and prevention of domestic and family violence and ultimately reduces calls for service.

When it became clear that sustainable public and private funding could not be secured to continue the partnership with HOMEFRONT, Heather and Elsbeth worked on a smooth and seamless transition of the program to YWCA. They also committed additional resources and domestic violence case workers to work with CPS to provide timely intervention and outreach to families in need of social supports and referrals to housing, counselling, and child care.

The team reaches over 1400 families in Calgary each year, and with the support and partnership of the YWCA Calgary, the program will continue to help families dealing with domestic conflict and family violence.





# Community Policing Awards

SGT. GARETH JOELS (*pictured*) & CST. GARRY WOODS



“Prior to this initiative, CPS had nothing to give to children and families who spoke no English. Now we have the books and pamphlets in multiple languages that will help CPS connect with more residents. This was not an initiative that was tasked to these officers. They saw a gap and they took action. This was done solely to provide a service to the community.” – Inspector Leah Barber

As members of the Calgary Police Service Diversity Team, their work involves building bridges between police and residents from diverse cultures, especially new immigrants to Canada. Together, they created a newcomers guide for adults, with translations available in seven different languages – English, Spanish, Punjabi, Hindi, Arabic, Somali, and Tagalog.

These resources gave a broader group of people basic information about CPS, and how to contact police. A coloring book for children was also created in the same languages. The material became a vehicle to form

relationships with youth and families in diverse communities. They successfully printed hundreds of booklets that are helping break down barriers and give newcomers a better understanding about how police in Canada operate.

CPS SOCIAL MEDIA OFFICERS - CSTS. RILEY BABOTT, JEREMY SHAW & MARK SMITH



With over 300,000 followers on Twitter and Facebook, CPS is able to reach more citizens than through traditional media. Some posts have reached over one million people, thanks to the engaging content these officers create.

The social media team are well-known for their reliable, timely, and often humorous interactions with citizens. From behind their desks, these officers continuously interact with citizens by answering questions, correcting rumours, and assisting with investigations.

In 2017, they expanded their reach to connect with community social groups. This approach enables CPS to address community concerns about crime trends, provide community specific crime reduction advice, and solve local crime issues, while being easily accessible to the community at all times.

# Community Policing Awards

## MIKE SHAIKH

Mike Shaikh has a long history of supporting the Calgary community, which includes a significant role supporting the Calgary Police Service. For eight years, he served on the Calgary Police Commission where he was instrumental in forming the Calgary Police Foundation. To get the Foundation off the ground, he created a powerful fundraising team which raised more than \$12 million to establish the Foundation.

As part of his commitment to helping youth succeed, Mike also introduced the Calgary Police Cadet Corps model to our city. The program has become a launching pad for many local youth. Dozens of cadets have developed leadership skills and learned the elements of community-based policing, with many cadet graduates going on to become CPS officers.



“Seven years after the youth programs started, we are witnessing the success that its founders dreamed of – boosting youth academic scores, and educating children to prevent high-risk behavior and criminal activity. Mr. Shaikh knew then that the real results would come in the future. All of Calgary expresses its gratitude and appreciation for someone so passionate about our city, our youth, about education, and about safety.”

– Corrine Wilkinson, Calgary Police Foundation

## ALBERTA HEALTH SERVICES (*Shannon Hennig, pictured*)

Alberta Health Services was a key driver, architect and champion of the development of the first provincial supervised consumption site. Supported by both the City and the Province, the site was created as a direct response to the opioid crisis that claimed the lives of more than 200 Calgarians in 2017 alone.

As a leader of the initiative, Alberta Health Services helped the Calgary Police Service with internal training, policy development, data collection, and community engagement.

Throughout 2017, AHS managed relationships with various levels of government, the Calgary Coalition on Supervised Consumption and various social agency and community groups to get the site constructed and operational, while responding to community and partner concerns along the way.



*We are grateful to our 2018 event sponsors: the Silver & Kowall Families, Field Law, Bennet Jones, and a generous anonymous donor.*

# Calgary Police Service Employee Survey

The Calgary Police Commission partners with an independent research firm to conduct a survey of CPS employees each year. Our goal is to give all employees an opportunity to provide candid, anonymous feedback about working at CPS.

We use this input to understand concerns and trends over time, and to evaluate the Chief's performance. This year, these results will weigh heavily in the selection of a new Chief Constable.

Feedback was incorporated into the position profile, alongside the results of other engagement activities. The position profile is the foundational document provided to candidates and used to establish evaluation and selection criteria. The Commission will then select the right Chief to tackle many of these issues, and will make sure they are capable of effectively implementing a plan to create a healthy, supportive workplace.



## *Some highlights from the survey include:*

- Employees want the new Chief to address low morale and the promotion process, and to be hired externally.
- Morale, and satisfaction with the promotion process, received the lowest ratings in the survey.
- While many employees noted concerns with poor leadership and low morale, more than half of respondents were positive about their workplace environment, saying they liked their job and enjoyed the work.
- Employees point to excellent coworkers and a fulfilling career as the primary things they like about working at CPS.
- Many of the key initiatives underway at CPS, such as the rollout of body worn cameras and hard body armour, are having a strong positive impact on those directly affected.
- 83% of employees who participated in a workplace wellness program in the past 12 months experienced improvement in their overall wellness.



# Complaints Oversight

In 2018, the Commission continued its ongoing work to enhance the public complaint process. This involved monitoring and reviewing ongoing files and reviewing complaint file audits conducted by the Public Complaint Director.

## How does the public complaint director support the commission's oversight role?

- Receives complaints from the public
- Acts as a liaison between the Commission, CPS, and the complainant
- Reviews investigations conducted by CPS while they are ongoing and at their conclusion
- Offers alternative dispute resolution, when appropriate, and review the delivery of the resolution process
- Reports to the Commission on complaint matters

### Definitions:

*Public Complaint:* complaint about conduct of a member that may contravene the regulations governing the discipline or performance of duty of police officers

*Citizen Contact:* initial contact about an allegation or an enquiry or request for assistance – may become a complaint

*Internal Complaint:* complaint initiated by the Chief of Police about the conduct of a member that may contravene the regulations governing discipline or performance of duty of police officers

*Statutory Complaint:* complaint about an act by a police officer that may contravene provincial or federal legislation – complaint may be generated by a citizen or by the police service itself

## COMPLIMENTS

In 2018, CPS received **336** compliments.

Each compliment is for one or more members or for CPS as an organization.

Public Complaints & Citizen Contacts	2014	2015	2016	2017	2018
Public Complaint (External)	212	245	286	227	258
Citizen Contact	847	846	1089	908	963
Internal Complaints	23	41	33	69	37
Statutory Complaints	27	33	44	33	39
Administrative Concern	21	40	34	16	5
<b>TOTAL</b>	<b>1130</b>	<b>1205</b>	<b>1486</b>	<b>1253</b>	<b>1302</b>

# Complaint Oversight

## RESOLUTION OF EXTERNAL PUBLIC COMPLAINTS

Resolutions of Public (External) Complaints 2014-2018	2014	2015	2016	2017	2018
Withdrawn by Complainant	8	13	13	4	5
Lost Jurisdiction (resign/retire)	1	3	3	0	2
Filed Beyond One Year Limit	9	8	8	4	10
Dismissed - Extension Not Granted	0	1	1	0	0
Frivolous / Vexatious / Bad Faith	3	0	4	1	0
Informally Resolved	134	173	222	139	171
<i>Supervisor Intervention</i>	38	36	42	27	28
<i>Professional Mediation</i>	2	1	0	0	1
<i>Facilitated Discussion</i>	17	12	5	1	2
<i>Informal Discussion Among Parties</i>	77	124	175	111	140
Sustained - No Hearing	0	0	3	2	1
Sustained In Part - No Hearing	2	3	13	8	11
Not Sustained - No Hearing	19	26	3	0	0
*Dismissed – No Hearing – No Reasonable Prospect	0	0	51	67	42
**Sustained – Dismissed – No Hearing PSR 19(1)(a)(i)					9
Sustained - Hearing	0	1	0	0	0
Sustained in Part - Hearing	0	0	1	2	1
Not Sustained - Hearing	0	0	1	0	2
Other	0	0	0	0	0
<b>TOTAL</b>	<b>176</b>	<b>228</b>	<b>323</b>	<b>227</b>	<b>254</b>

\*Terminology changed in 2016

\*\*Terminology added in 2018

# Complaint Oversights

Disciplinary Measures for External Complaints 2018		
Incident	Allegation	Discipline
1	Failure to Provide Adequate Service or Deficient Policy (Police Act-Section 44)	N/A
2	Neglect Duty: Fail to Promptly/Diligently Perform Duty Discreditable: Discredit the Reputation of the Service	3 Year Official Warning
3	Neglect Duty: Fail to Promptly/Diligently Perform Duty Insubordination: Breach Policy/Order/Directive	Forfeiture of Overtime Suspended from Duty Without Pay
4	Discreditable: Discredit the Reputation of the Service	Agreed Reprimand
5	Insubordination: Breach Policy/Order/Directive	Agreed Reprimand
6	Neglect Duty: Fail to Promptly/Diligently Perform Duty	Agreed Suspension from duty WITHOUT pay
7	Neglect Duty: Fail to Promptly/Diligently Perform Duty	Official Warning
8	UUEA: Unlawful/Unnecessary Exercise of Authority	Additional Training
9	Insubordination: Breach Policy/Order/Directive UUEA: Unlawful/Unnecessary Exercise of Authority	Agreed Suspension from duty WITHOUT pay
10	Neglect Duty: Fail to Promptly/Diligently Perform Duty Neglect Duty: Fail to Promptly/Diligently Perform Duty	Official Warning Official Warning
11	Failure to Provide Adequate Service or Deficient Policy (Police Act-Section 44)	N/A
12	Discreditable: Profane/Abusive Language	Official Warning
13	Neglect Duty: Fail to Promptly/Diligently Perform Duty	Counselling

## COMPLAINTS AGAINST THE CHIEF

In 2018, nine complaints were initiated against the Chief.

The Commission concluded in two instances that, based on the information provided, there was no conduct on the part of the Chief that would provide jurisdiction for the Commission to proceed under the Alberta Police Act. One complaint was formally withdrawn. The remainder of the complaints, including those received prior to 2018, were dismissed due to loss of jurisdiction when the former Chief Constable retired on October 19, 2018.

# Commission Reporting

The Calgary Police Commission has a mandate to provide independent citizen oversight of police in a way that upholds the high levels of trust and confidence the Calgary Police Service has earned from the community.

Given the significance of police oversight in keeping our city safe and ensuring police are accountable to the public, the workload and expectations of police Commissioners are high. Members can easily spend more than 30 hours each month attending meetings, preparing for meetings, participating in public and

employee outreach activities, attending celebratory events at CPS, attending learning sessions about policing and governance, and sitting on affiliated boards. The Chair spends many additional hours in their role as spokesperson and as a point of contact with CPS and the City.

In addition to seven public meetings, two business meetings, 24 regular sub-committee meetings and 12 search committee meetings, members also participated in the following activities in 2018:

- Annual governance retreat
- Strategic priorities review
- Annual citizen and employee research workshop
- Joint strategy session with CPS
- Joint meeting with CPS and Calgary Police Association
- Commission's annual community dinner + community policing awards
- Employee engagement sessions at district offices
- Three CPS recruit graduations
- Tsuut'ina Christmas Feast & Powow
- Community Menorah Lighting
- CPS regimental ball
- Tour of the CPS evidence and property unit
- Cadet annual review
- Cadet corp mess dinner
- CPS annual promotion reception
- 25 year belt buckle presentation
- Spyhills groundbreaking ceremony
- Annual auxiliary review
- Auxiliary graduation
- Commissioner's cup award ceremony
- CPS half marathon
- 30 year celebration of CPS special projects volunteers
- CPS volunteer recognition dinner
- CPS employee recognition lunch
- Tour of Integrated School Support Program schools with Calgary Police Foundation
- Townhall with Calgary Pride
- Alberta Police and Peace Officers Memorial Day ceremony
- Presentation to City's Standing Policy Committee on Community & Protective Services
- Presentation to City's Audit Committee
- Presentation to City's Priorities & Finance Committee
- Presentation to City's Planning and Urban Development Committee
- Presentation at International Association of Women Police conference
- Canadian Association of Police Governance conference
- Alberta Association of Police Governance conference
- FOIP orientation
- Spokesperson and media training
- Orientation to CPS budget and business planning

City Council selects citizens with proven professional experience from a diverse cross-section of the city, who are able to dedicate themselves to this community service position.

To find out more about how to become a citizen member, visit the City of Calgary:

<http://bcconline.calgary.ca/publish/bcc.aspx?id=72>

## CONTACT INFORMATION

To learn more about the Calgary Police Commission,  
or to weigh in on policing in Calgary, contact us at:

### **Calgary Police Commission**

615- 650 MacLeod Trail SE

Calgary, AB T2G 4t8

Tel: 403 428-8914

Email: [cpced@calgarypolicecommission.ca](mailto:cpced@calgarypolicecommission.ca)

[www.calgarypolicecommission.ca](http://www.calgarypolicecommission.ca)





**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1039**

**Establishment of the Beltline Business Improvement Area**

---

**EXECUTIVE SUMMARY**

On 2019 June 10 City Administration received a request to establish a Business Improvement Area (BIA), to be called the Beltline BIA. The request meets the legislative requirements of the Business Improvement Area Regulation, AR 93/2016 (the Regulation). A petition opposing the request was submitted on 2019 August 23 by business owners within the proposed BIA. The petition was declared to be not sufficient.

As the request for establishment of a BIA has met legislative requirements and the petition is not sufficient, Administration is recommending that Council consider approving this request to establish the BIA. Administration has prepared the proposed wording for a bylaw for the establishment of the Beltline BIA for Council's consideration.

**ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Approve the establishment of the Beltline Business Improvement Area as outlined (Attachment 1); and
2. Give three readings to a proposed Bylaw to establish the Beltline Business Improvement Area (Attachment 2); and
3. Appoint, by resolution, the individuals listed in Attachment 3 as the interim Beltline Business Improvement Area board until an Annual General Meeting is held and board members are approved by Council by Q1 2020.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2014 November 3 Council adopted PFC2014-0760 Business Revitalization Zones 2015-2018 Business Plan, which identifies the growth of new BIAs (formerly known as Business Revitalization Zones or BRZs) as a key outcome.

**BACKGROUND**

In 1983 June, the Government of Alberta amended the *Municipal Government Act* Alberta (MGA) to empower municipalities to enact a bylaw to establish a Business Improvement Area (BIA). Council's authority to establish a BIA is found in sections 50 to 52 of the MGA, and Sections 2 to 6 of the Business Improvement Area Regulation AR 93/2016 (the Regulation). The MGA sets out the purposes of the BIA, to: improve, beautify and maintain property in the area; develop, improve and maintain public parking; and promote the areas as a business or shopping district. The bylaw establishes a board to govern the BIA, and the board members are appointed by Council.

BIA operations are funded through a tax paid by all taxable businesses in the BIA and collected from business operators. The tax enables the business owners to collectively fund activities to promote and improve the economic vitality of their main area for purposes set out in the MGA. Calgary currently has 12 BIAs, established between 1984 and 2017.

**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1039**

**Establishment of the Beltline Business Improvement Area**

---

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The businesses in support of the proposed Beltline BIA seek to form a collective voice and dedicate a taskforce to advocate for and act on behalf of local businesses, with the ultimate mission to improve the economic vitality of the area. The proposed initiatives fall within section 50 of the MGA.

The original process of engagement of the request to establish the BIA occurred in early 2016. At that time, the requirement under Section 3(1) of the Regulation to secure signatures from persons representing at least 25 per cent of the businesses that would be taxable if the area was established was not met. Business owners and local community volunteers who worked on the request to establish the BIA in 2016 indicated that at that time, many of the taxable businesses in the proposed boundary were vacant and non-existent businesses which likely contributed to the request for establishment not meeting requirements of Section 3(1) of the Regulation.

In 2019 March, the conversation about establishing a BIA including engagement efforts were reinitiated. Communication included a general email to all businesses within the proposed boundaries and door to door conversations supported by printed BIA information packages. Visits to over 150 businesses in the proposed area took place between 2019 March 18 and April 11. An information session was held on 2019 March 25, and two follow up emails were sent on 2019 March 27 and 2019 April 3. For more details of the request to establish and engagement process see Attachment 4.

Administration assessed the request to establish a Beltline Business Improvement Area for compliance with Sections 3(1) and (2) of the Regulation. The Regulation requires the request to be signed by at least 25 per cent of the businesses that would be liable to pay the BIA tax if the BIA were established. A request to establish was submitted on 2019 June 10 and included valid signatures from 95 of the 348 businesses, which amounts to 27.3 per cent of the businesses in the proposed BIA. A notice of request letter was mailed by Administration to every business in the proposed area that would be a taxable business if an area was established on 2019 June 24 as per Section 3(3) of the Regulation.

Pursuant to the Regulation, a petition objecting to the establishment of a BIA may be submitted. A petition was received by The City on 2019 August 23 objecting to the establishment of the Beltline Business Improvement Area. The petition was reviewed by Administration to determine whether it met the legislative requirements. The number of businesses eligible to sign the petition was 348 businesses and there was a total of 8 valid signatures on the petition, totalling 2.3 per cent of the businesses within the proposed BIA. As the petition did not meet the 50 per cent threshold required by the Regulation, it was declared insufficient. On 2019 September 4 a letter was sent by Administration to the individual that submitted the petition informing them that the petition was deemed to be insufficient under the requirements of the Regulation.

**Stakeholder Engagement, Research and Communication**

Administration provided information and assistance to both the organizers of the request to establish the BIA, and organizers of the petition opposing the establishment of the BIA.

Both those wanting to establish the Beltline BIA and those opposing the establishment of the BIA have been notified via email by Administration that this report will be brought forward at the



**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1039**

**Establishment of the Beltline Business Improvement Area**

---

2019 September 11 Standing Policy Committee on Community & Protective Services and  
September 30 Combined Council meetings.

**Strategic Alignment**

BIAs encompass networks of businesses that support *Calgary in the New Economy: An Economic Strategy for Calgary*, more specifically the Business Environment Area of Focus, through activities that support local economic development, placemaking and revitalization. Their activities also contribute to the *Cultural Plan for Calgary* and Tourism Calgary's *Destination Strategy*. BIA's located in the downtown contribute to implementation of The City's Downtown Strategy.

The BRZ/BIA 2015-2018 Business Plan identifies the growth of new BIAs as a key outcome.

**Social, Environmental, Economic (External)**

BIAs provide an opportunity to promote Calgary, support economic activity and neighbourhood revitalization. Under *One Calgary*, BIAs fall within the Economic Development and Tourism line of service and support the implementation of *Calgary in the New Economy: An economic strategy for Calgary*, The City's Downtown Strategy, a *Cultural Plan for Calgary*, *Centre City Plan* and *Resilient Calgary Strategy*.

BIA board members are local business community volunteers appointed by Council under the terms of The City's bylaw that established the BIA. The board is responsible for addressing the needs of the defined area as identified by the business owners that are liable to pay the BIA tax.

**Financial Capacity**

***Current and Future Operating Budget:***

There are no operating budget implications associated with this report. The revenue paid by taxpayers in the BIA will be transferred directly to the interim and established BIA board.

***Current and Future Capital Budget:***

There are no capital budget implications as a result of this report.

**Risk Assessment**

The request to establish the proposed BIA and the petition were reviewed for compliance with the MGA and the Regulation. The legislation was reviewed to determine Council's obligation to consider the request and Council's authority to pass a bylaw to establish the BIA.

While the request meets the legislative requirements to form a BIA, the lack of consensus among the BIA potential taxpayers is evidenced by the filing of the petition. Although Section 226(3) of the MGA states that Council is not required to take any notice of a petition that is not sufficient, Council may still consider both the support and the opposition to the BIA when deciding whether to pass a bylaw to establish the proposed BIA.

**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1039**

**Establishment of the Beltline Business Improvement Area**

The proposed boundary of the BIA is immediately adjacent or near several established BIAs, including Victoria Park, Calgary Downtown Association, and 4th Street South West. Members of the group requesting to establish the Beltline BIA have informally met with several BIA Executive Directors with the goal to learn about current practices during the request for establishment process.

**REASON(S) FOR RECOMMENDATION(S):**

The request to establish the Beltline BIA meets the legislative requirements. The petition submitted opposing the BIA establishment was not sufficient. When a petition is not sufficient, the BIA regulation requires Council to consider the request.

BIAs are a defined geographical area that come together to improve said area. Under the MGA, the purposes of a BIA are to improve, beautify and maintain property in the area; develop, improve and maintain public parking; and promote the areas as a business or shopping district. Administration has prepared a bylaw to establish the proposed BIA.

**ATTACHMENT(S)**

1. Attachment 1 – Proposed Beltline Business Improvement Area (BIA) map
2. Attachment 2 – Proposed Beltline BIA bylaw
3. Attachment 3 – Proposed interim Beltline BIA board
4. Attachment 4 – Documents relating to Beltline BIA proposal

Calgary



# 2019 Business Improvement Area (BIA)

Beltline - Proposed





**Text of a proposed bylaw to establish the Beltline  
Business Improvement Area**

1. This Bylaw may be cited as the "Beltline Business Improvement Area Bylaw".
2. In this Bylaw the phrase "Business Improvement Area" may be referred to as "BIA".

**Establishment of BIA**

3. There is established a Business Improvement Area in the City of Calgary for the area outlined on Schedule "A" attached to this Bylaw, which schedule forms a part of this Bylaw.

**Name of BIA**

4. The name of the BIA established by this Bylaw shall be the "Beltline Business Improvement Area".

**Purposes**

5. The purposes for which the Beltline BIA is established are:
  - (a) improving, beautifying and maintaining property in the BIA;
  - (b) developing, improving and maintaining public parking within or adjacent to the BIA; and
  - (c) promoting the BIA as a business or shopping area.

**Establishment of the Board**

6.
  - (1) The board of the Beltline Business Improvement Area is hereby established as a non-profit corporation pursuant to section 51 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, and section 16 of the *Business Improvement Area Regulation*, Alta. Reg. 93/2016.
  - (2) The board shall be comprised of not less than 6 and not more than 12 members (hereinafter referred to as "the Board").

**Appointment of Board Members**

7.
  - (1) Members of the Board shall be appointed by resolution of Council.

- (2) The Board must consist of individuals who have been nominated by one or more taxpayers in the BIA as defined in s. 1(e) of the *Business Improvement Area Regulation*, Alta. Reg. 93/2016.

### Term of Office

8. (1) Members of the Board shall be appointed for 2 year terms.
- (2) Despite subsection (1), Council may appoint a member of the Board for a term that is less than 2 years.
- (3) Each member of the Board shall remain in office until:
- (a) the member resigns,
  - (b) the revocation of the member's appointment by Council following the recommendation of the Board, or
  - (c) the member's term of office expires,
- whichever comes first.

### Vacancy

9. When a vacancy occurs on the Board, the Board may appoint an individual to fill that office until the next annual meeting of the taxpayers in the BIA. Such interim appointments shall not require the further approval of Council.

### In Force

10. This Bylaw shall come into force on January 1, 2020.

READ A FIRST TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2019.

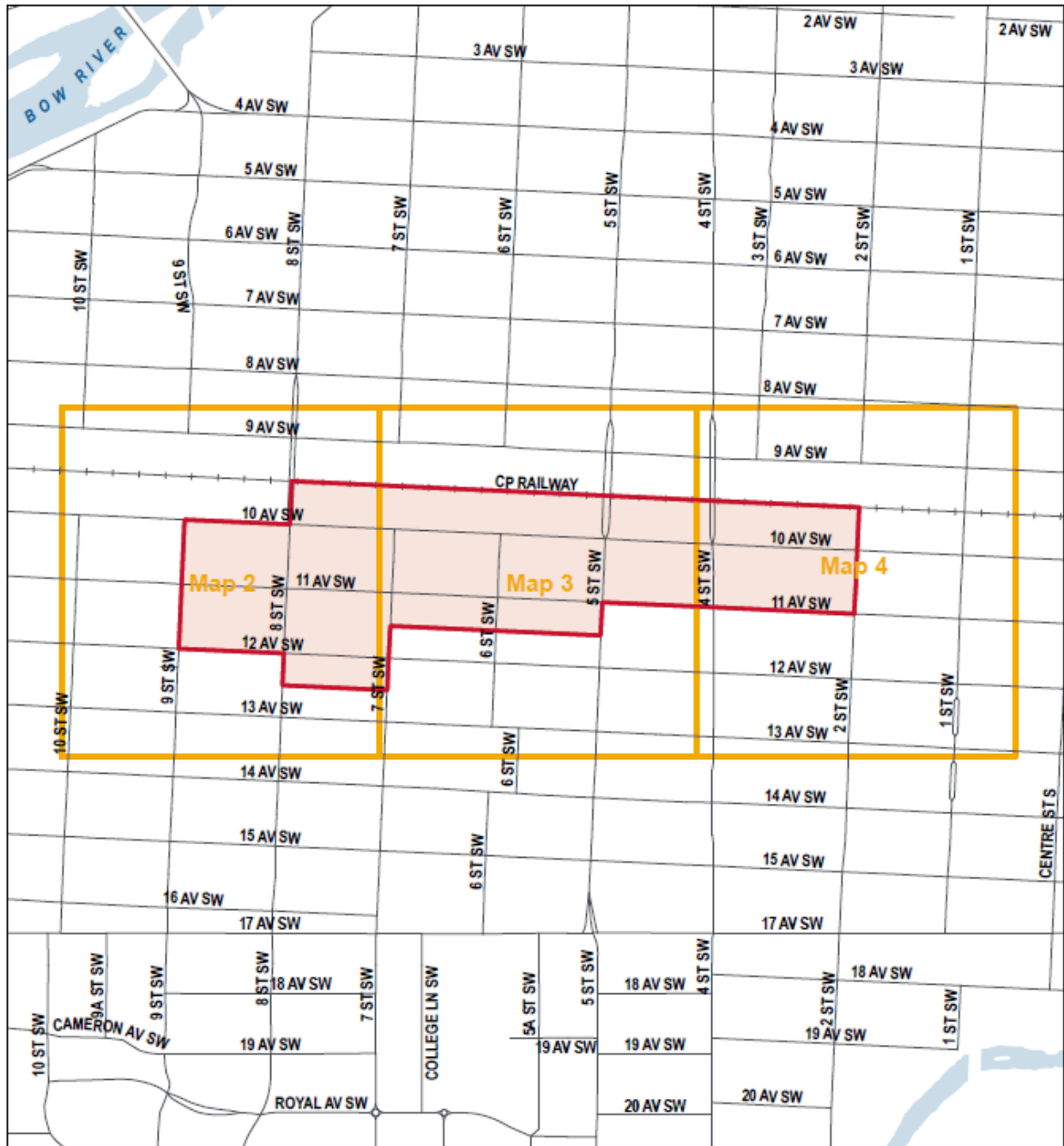
READ A SECOND TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2019.

READ A THIRD TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2019.

\_\_\_\_\_  
MAYOR  
SIGNED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2019.

\_\_\_\_\_  
CITY CLERK  
SIGNED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2019.

## SCHEDULE "A"



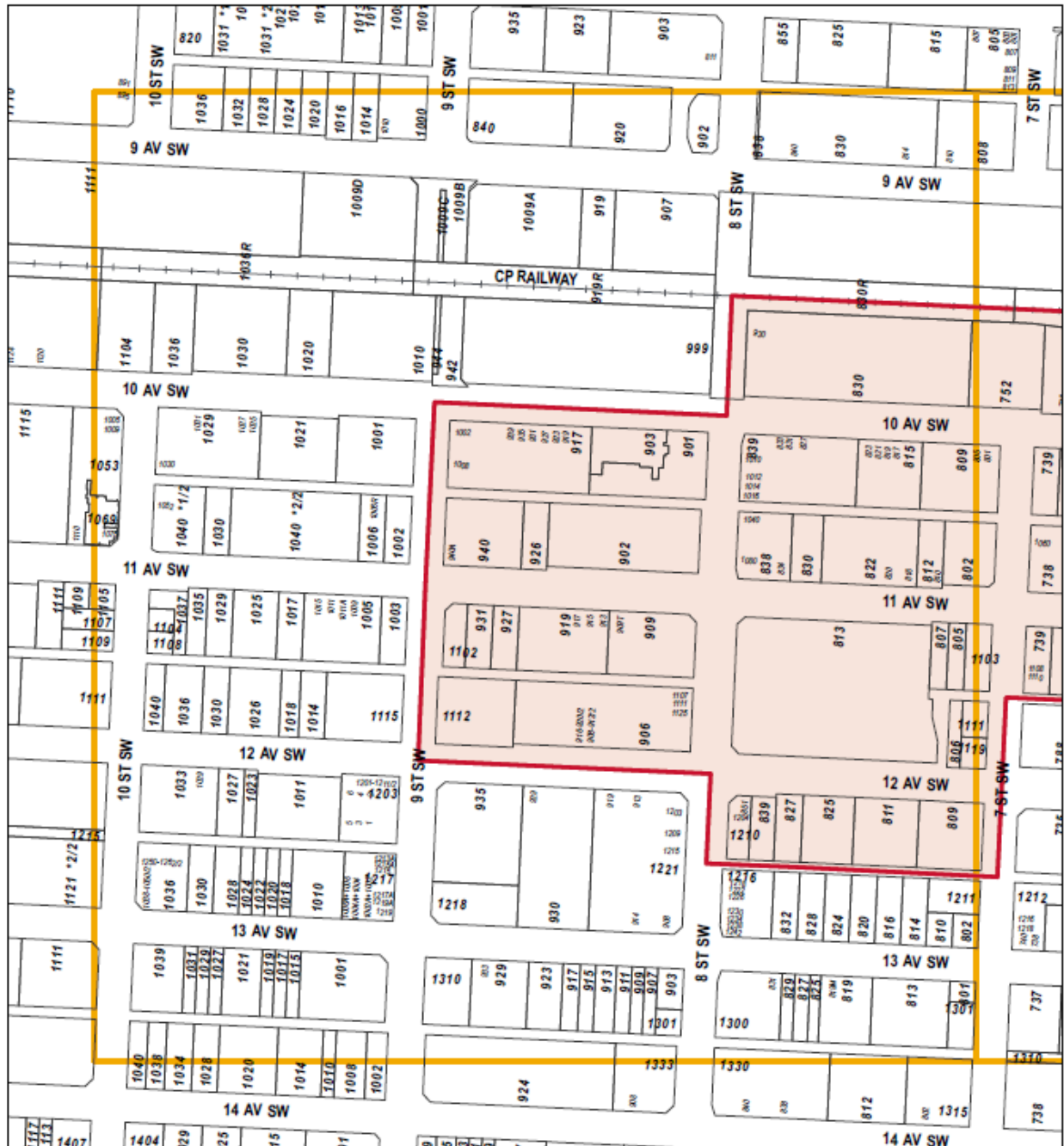
## Beltline

Business Improvement Area

### Map 1 - Overview

#### Legend

- Beltline
- Business Improvement Area



## Beltline

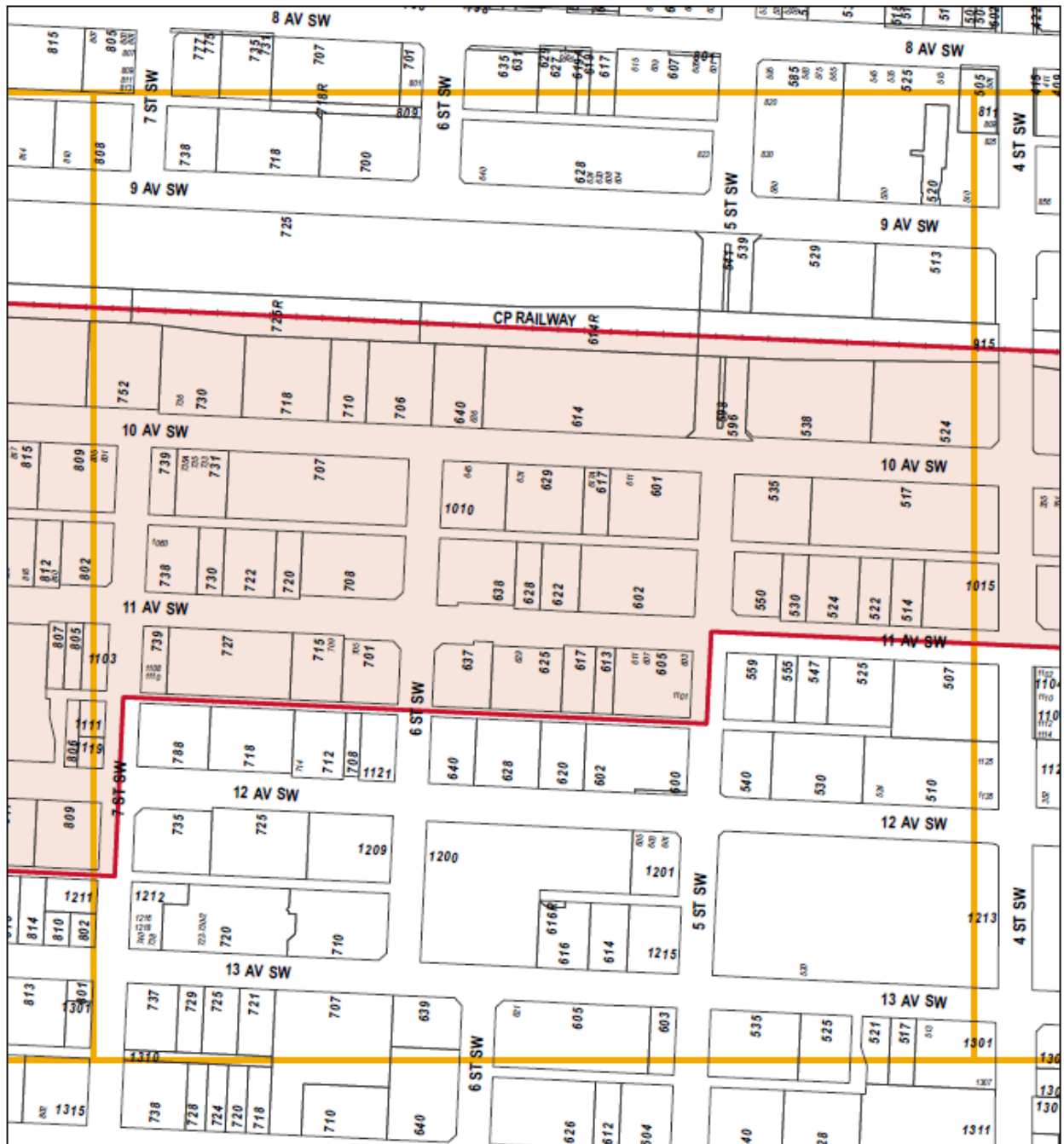
### Business Improvement Area

Map 2 - Detail

#### Legend

- Beltline Business Improvement Area





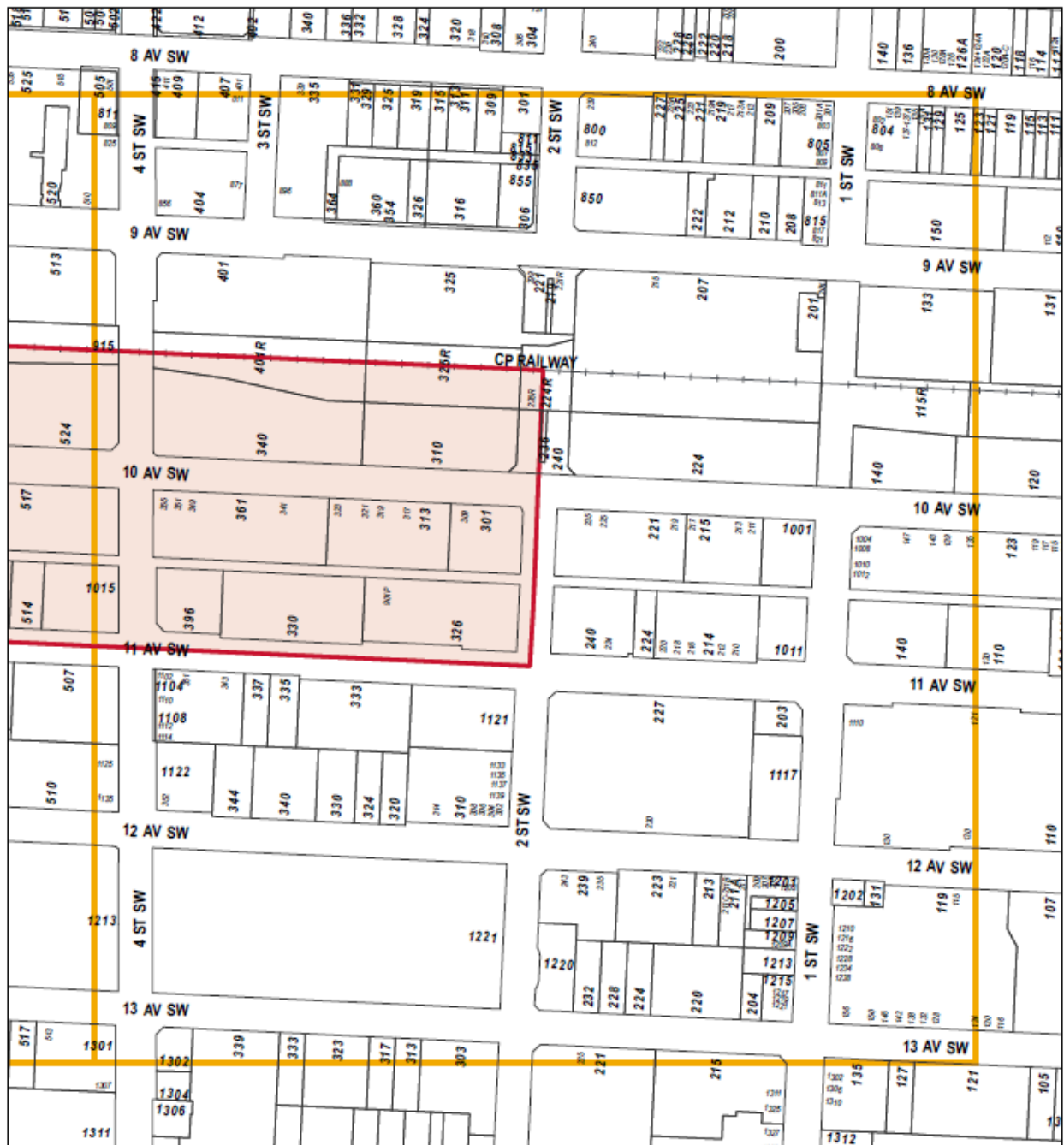
## Beltline

Business Improvement Area

### Map 3 - Detail

#### Legend

- Beltline
- Business Improvement Area



## Beltline

Business Improvement Area

Map 4 - Detail

### Legend

- Beltline
- Business Improvement Area

**Interim Beltline Business Improvement Area Board**

<b>Name</b>	<b>Nominating Taxpayer</b>
Ryan Barkwell	Last Best Brewing & Distilling
Andrew Brassard	Broken City
Amanda De Los Reyes	GOAT
Doug Hamilton	Inner City
Brett Ireland	Last Best Brewing & Distilling
Trevor Kulyk	Brewsters Brewing Company & Restaurant
Jodi Ohama	RedBloom Salon
Rob Swiderski	Craft Restaurant and Bar



ELECTIONS  
AND CENSUS OFFICE

'19 APR 12 P3:09

CITY CLERK'S  
CITY OF CALGARY

1  
APR 12 2019

April 12, 2019

19 APR 12 P3:10

City Clerk's Office  
Ground Floor, Administration Building (Municipal Complex)  
333 7<sup>th</sup> Avenue SE  
Calgary, AB

CITY CLERK'S  
CITY OF CALGARY**Re: Beltline Business Improvement Area Request for Establishment****Reason for this Request**

The reason for the request to establish a Beltline Business Improvement Area is to form a collective voice and dedicated taskforce to advocate for, and act on behalf of, businesses in Calgary's Beltline, focusing on issues that matter most to business owners. The ultimate mission of the Beltline Business Improvement Area is to improve the economic vitality of the Beltline district. Some primary concerns that the Beltline BIA would address, identified by Beltline Business owners, include:

- Developing and implementing a marketing and promotional strategy to establish an identity for the Beltline district, creating a desirable destination for shopping, dining, and other services.
- Addressing concerns related to parking and other infrastructure.
- Developing and implementing beautification and public art projects.
- Working with the Beltline Neighbourhood Association and other community groups to foster the growth of a connected, involved community.

**Proposed Beltline Business Improvement Area Boundary**

The Beltline Establishment Committee proposes the following boundary for the Beltline Business Improvement Area, mainly capturing the following areas:

- South of Canada Pacific Railway, between 9<sup>th</sup> Avenue and 10<sup>th</sup> Avenue Southwest, East of 8<sup>th</sup> street to East of 2<sup>nd</sup> Street.
- South of 10<sup>th</sup> Avenue Southwest, East of 9<sup>th</sup> street and West of 8<sup>th</sup> Street.
- West of 9<sup>th</sup> Street Southwest, south of 10<sup>th</sup> Avenue to North of 12<sup>th</sup> Avenue.
- North of the laneway between 12<sup>th</sup> Avenue and 13<sup>th</sup> Avenue Southwest, between 8<sup>th</sup> street and 7<sup>th</sup> Street
- North of the laneway between 11<sup>th</sup> Avenue and 12<sup>th</sup> Avenue Southwest, between 7<sup>th</sup> Street and 5<sup>th</sup> Street

2

APR 12 2019

April 12, 2019

City Clerk's Office  
Ground Floor, Administration Building (Municipal Complex)  
333 7<sup>th</sup> Avenue SE  
Calgary, AB

**Re: Beltline Business Improvement Area Request for Establishment**

**Reason for this Request**

The reason for the request to establish a Beltline Business Improvement Area is to form a collective voice and dedicated taskforce to advocate for, and act on behalf of, businesses in Calgary's Beltline, focusing on issues that matter most to business owners. The ultimate mission of the Beltline Business Improvement Area is to improve the economic vitality of the Beltline district. Some primary concerns that the Beltline BIA would address, identified by Beltline Business owners, include:

- Developing and implementing a marketing and promotional strategy to establish an identity for the Beltline district, creating a desirable destination for shopping, dining, and other services.
- Addressing concerns related to parking and other infrastructure.
- Developing and implementing beautification and public art projects.
- Working with the Beltline Neighbourhood Association and other community groups to foster the growth of a connected, involved community.

**Proposed Beltline Business Improvement Area Boundary**

The Beltline Establishment Committee proposes the following boundary for the Beltline Business Improvement Area, mainly capturing the following areas:

- South of Canada Pacific Railway, between 9<sup>th</sup> Avenue and 10<sup>th</sup> Avenue Southwest, East of 8<sup>th</sup> street to East of 2<sup>nd</sup> Street.
- South of 10<sup>th</sup> Avenue Southwest, East of 9<sup>th</sup> street and West of 8<sup>th</sup> Street.
- West of 9<sup>th</sup> Street Southwest, south of 10<sup>th</sup> Avenue to North of 12<sup>th</sup> Avenue.
- North of the laneway between 12<sup>th</sup> Avenue and 13<sup>th</sup> Avenue Southwest, between 8<sup>th</sup> street and 7<sup>th</sup> Street
- North of the laneway between 11<sup>th</sup> Avenue and 12<sup>th</sup> Avenue Southwest, between 7<sup>th</sup> Street and 5<sup>th</sup> Street

3  
APR 12 2019

### Process of Engagement

By way of background, some members of the Establishment Committee had begun engagement to explore the establishment of a Business Improvement Area with Beltline business owners in early 2016. During the 2016 engagement process, information sessions attracted over 200 attendees. A survey on topics such as marketing and promotion, safety, area improvements, and area character, was provided to Beltline business owners in 2016. The Establishment Committee received over 100 replies. However, the Establishment Committee was challenged in the pursuit of collecting signatures of support at this time, as the listing of taxable businesses in the proposed boundary consisted of many vacant and non-existent businesses. Thus, by a miniscule margin, the required 25% support was not obtained.

Due to previous engagement efforts, many Beltline business owners were well-primed on the potential for a Beltline Business Improvement Area. On March 18, 2019, a general email was delivered to businesses for which the Establishment Committee had email addresses, indicating the initiative to establish a BIA in the Beltline. Concurrently, a canvassing group comprised of Beltline Business Owners and the BIA Establishment Committee began to canvass businesses in the proposed boundary with printed BIA information Packages (See Appendix B for the package). The Establishment Committee engaged face-to-face, via email, and over the phone with over 250 businesses over the course of the engagement process. Canvassing of the proposed area took place between March 18 and April 11, 2019. Canvassers engaged with over 150 businesses during this period.

On March 25, 2019, two separate information sessions were held for any business owners seeking to input or seeking additional information on the potential for a Beltline BIA. Representatives from three businesses attended the information sessions.

On March 27, 2019, after additional email addresses were collected, another email to inform of the initiative to form a Beltline Business Improvement Area was delivered to Beltline Businesses.

On April 3, 2019, once the Establishment Committee had received confirmation from City of Calgary staff that digital signatures may be collected from supporting businesses, an additional email was distributed to Beltline Business Owners containing a digital signature sheet.

Please note, the final proposed Beltline Business Improvement Area boundary (included in Appendix A), was revised, and is smaller than the versions provided to Beltline business owners over the course of the engagement process.

4

APR 12 2019



## Supportive Taxable Businesses

Of the 454 taxable businesses identified in the proposed BIA boundary, 123 have indicated their support by signing hard copy signature sheets, or providing electronic signatures via email. The total number of signatures comprises 27% of identified taxable businesses; thus meeting the requirement for establishing a Business Improvement Area. Signatures of support are included in Appendices D & E.

We look forward to the City Clerk's Office's response to the proposal herein.

Regards,

The Beltline Business Improvement Area Establishment Committee  
% Adrian Urlacher  
adrian@themorningroastcollective.com  
403-461-4120

Delivered in person, on April 12, 2019, to:

Elections and Information Services Office  
1103 55 Avenue NE  
Calgary, Alberta

### Appendices attached:

Appendix A: Proposed Beltline BIA Boundary Map  
Appendix B: Engagement Documentation  
Appendix C: Listing of Businesses Supportive of Establishment of Beltline BIA  
Appendix D: Digital Signatures of Support  
Appendix E: Physical Signatures of Support  
Appendix F: Notes on Signatures Collected

5 APR 12 2019

---

## APPENDIX A

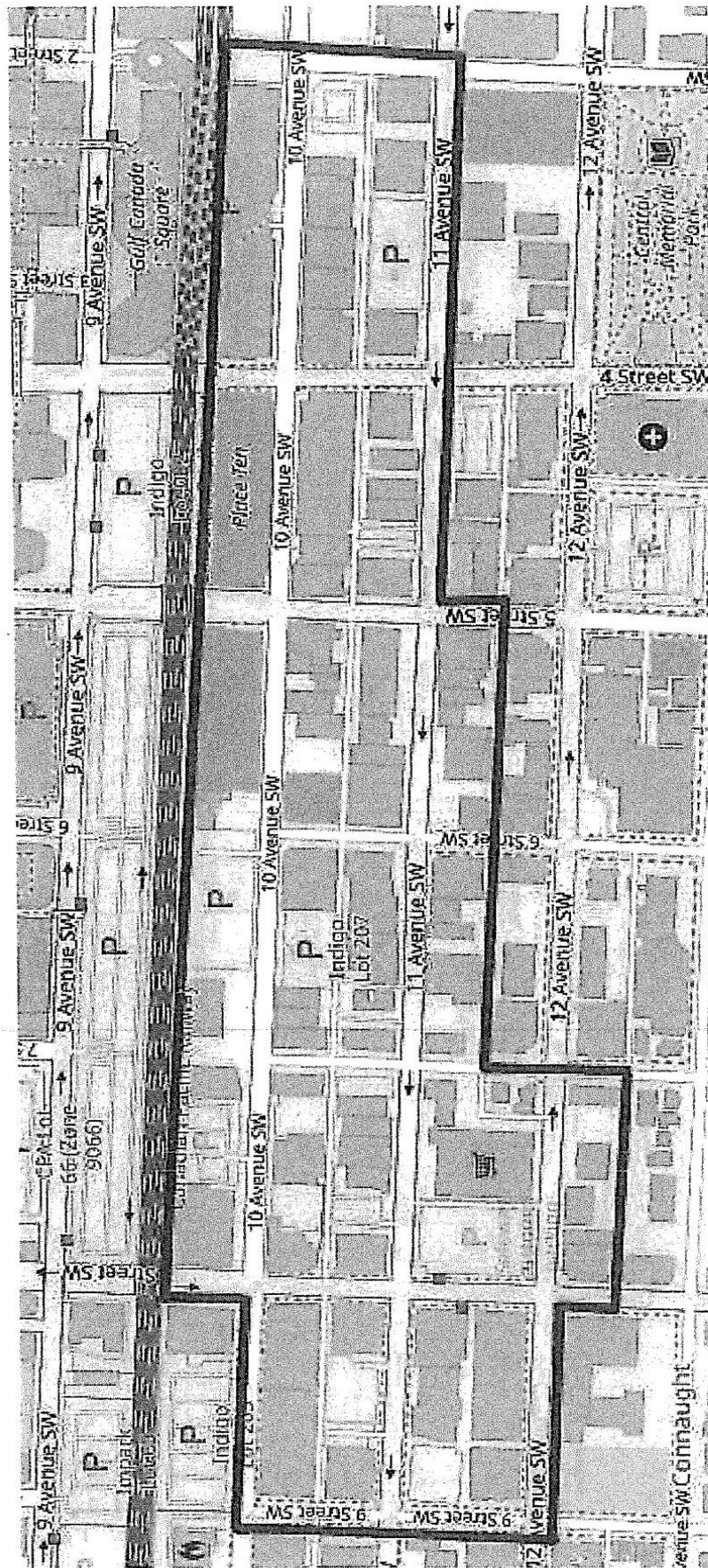
# PROPOSED BELTLINE BUSINESS IMPROVEMENT AREA BOUNDARY MAP

---

APR 12 2019

# PROPOSED BELTLINE BUSINESS IMPROVEMENT AREA BOUNDARY

DRAFT: FOR ILLUSTRATION ONLY



APR 12 2019

---

## APPENDIX B

### ENGAGEMENT DOCUMENTATION

---

APR 12 2019

---

# BELTLINE BUSINESS IMPROVEMENT AREA

---

March 18, 2019

Dear Beltline Business Owner,

We are the Establishment Committee for the potential Beltline Business Improvement Area ("Beltline BIA"). The Beltline area is the only downtown district not currently represented by a BIA. It is time we define this area and its businesses. Through the Beltline BIA, we want to improve the economic vitality of the Beltline district, and be the collective voice and advocate for all businesses in Calgary's Beltline.

## **What is a BIA and what does it offer?**

A BIA is an initiative through which businesses have a collective voice through which to advocate for addressing issues that directly affect the businesses in the identified BIA zone. Examples of Calgary's other BIAs include Victoria Park, Kensington, the Core, and Inglewood, which exist to enhance, represent, market and promote the local businesses. The Beltline District BIA proposed area is defined on the map attached.

BIAs funds can be used to invest in infrastructure, parking, beautification, events and activation, promotion, marketing, safety, and advocacy. BIAs work to:

- Enhance the economic development of an area through promotion and marketing.
- Improve the physical environment and vibrancy of public spaces in commercial areas through beautification efforts and public art installations.
- Coordinate the installation and programming of arts and culture.
- Develop, improve and maintain public parking, and improve ease of access to the business area.
- Work collaboratively with The City in delivery of municipal services in their zones.
- Advocate for policies and practices that support economic vitality in their zones.

## **How much will the BIA cost my business?**

BIA funds are allocated through an additional tax rate, collected by the City of Calgary on behalf of the BIA. The BIA tax rate will depend on a number of factors including the number of businesses within the proposed BIA's boundaries, the City's total business assessment value of businesses in the proposed BIA, and the businesses' goals. All of Calgary's BIAs pay a rate at less than 0.03% of a business's assessed tax value.

## **What happens next?**

Our goal is to connect with local businesses to obtain support for this initiative, and seek signatures of support from business owners and representatives in favour of establishing a Beltline BIA. The establishment of a BIA will be determined by summer, 2019. If successful, the City of Calgary will deliver to you a letter of notification.

## **Let's meet.**

We invite you to attend one of two open houses to learn more and provide your feedback about a potential Beltline BIA.

**Location:** Last Best Distilling & Brewing - 607 11 Ave SW

**Date:** March 25, 2019 -

**Session 1:** 3:00 pm - 4:00 pm

**Session 2:** 5:00 pm - 6:00 pm

Thank you,

The BIA Engagement Committee  
% Adrian Urlacher  
adrian@themorningroastcollective.com  
403-461-4120

9

APR 12 2019



**Calgary**

Office of the Councillors  
COUNCILLOR E. Woolley

March 11, 2019

Dear Beltline Business Owner,

As the Councillor for Ward 8, I am happy to support the creation of a new Business Improvement Area (BIA) in your neighbourhood. Please consider the information in this package, which will highlight the goals and next steps for the formation of a Beltline Business Improvement Area.

Many Beltline businesses have been hit hard by the economic downturn and other mitigating factors. It's troubling that the community in which I've spent most of my life is losing some of the very businesses that create its vibrancy and make it one of the most desirable neighbourhoods in which to live and play.

A sensible solution is to unify under one body—a Business Improvement Area that can provide the tools your business needs to succeed. A Beltline BIA would dedicate resources and maintain a unified voice which would enhance the economic development of the neighbourhood.

We've seen the value BIAs provide to other commercial districts throughout Calgary. I believe that now is the time for the Beltline to come together in the same way. It's ultimately up to you, the business owners to decide if you want a BIA to represent your Beltline business community.

Please contact me if you require more details regarding my endorsement of this opportunity.

Sincerely,

Evan Woolley  
City of Calgary Councillor, Ward 8

APR 12 2019

# BUSINESS IMPROVEMENT AREA FACT SHEET

---

From: [www.calgary.ca/BIA](http://www.calgary.ca/BIA)

## Business Improvement Areas

A Business Improvement Area (BIA) is a group of businesses in a defined geographical area that come together to improve and promote their businesses.

## BIA Roles

- Enhance the economic development of an area through promotion and marketing.
- Improve the physical environment of public spaces in commercial areas.
- Develop, improve and maintain public parking.
- Work collaboratively with The City in delivery of municipal services in their zones.
- Advocate for policies and practices that support economic vitality in their zones.

## BIA Investments

- Calgary's 12 BIA's made an initial streetscape improvement investment through a local improvement bylaw.
- After the initial capital investment, BIA's invest annually in promotion, special events, street maintenance and improvements.

## Environmental & Social Value

- BIAs play a lead role in area revitalization and work with their communities on public safety and crime prevention efforts.
- Helped create some of Calgary's best known and most loved neighbourhoods.
- People living in and visiting Calgary identify with and value these areas as special and unique - each BIA gives Calgary a distinctive, appealing 'character'.
- BIAs offer an international array of exotic and unusual shops, food stores, restaurants, and coffee shops.
- BIAs collaborate with The City regarding operational issues in the community (parks, land use, urban design, redevelopment, physical improvements, public safety, maintenance, traffic, parking, etc.).
- BIAs provide input on policies to support economic health.

## Economic value of businesses in Calgary's BIAs

- With over 5,400 businesses represented, businesses in BIAs comprise about 20 percent of all Calgary businesses.
- Businesses in BIAs contribute \$59 million in annual business taxes.
- Businesses in BIAs account for over \$660 million in assessed property and business value.
- Businesses in BIAs account for 220+ city blocks of businesses.

## Other tools and resources

- [Business Improvement Areas in Calgary](#)
- [Business Improvement Areas \(BIA\) Contact Information](#)
- [Business Improvement Area \(BIA\) tax](#)
- [Establishing a Business Improvement Area](#)
- [Invest in Calgary – Planning and development for businesses](#)

Provided by the Beltline BIA Establishment Committee - 2019

APR 12 2019

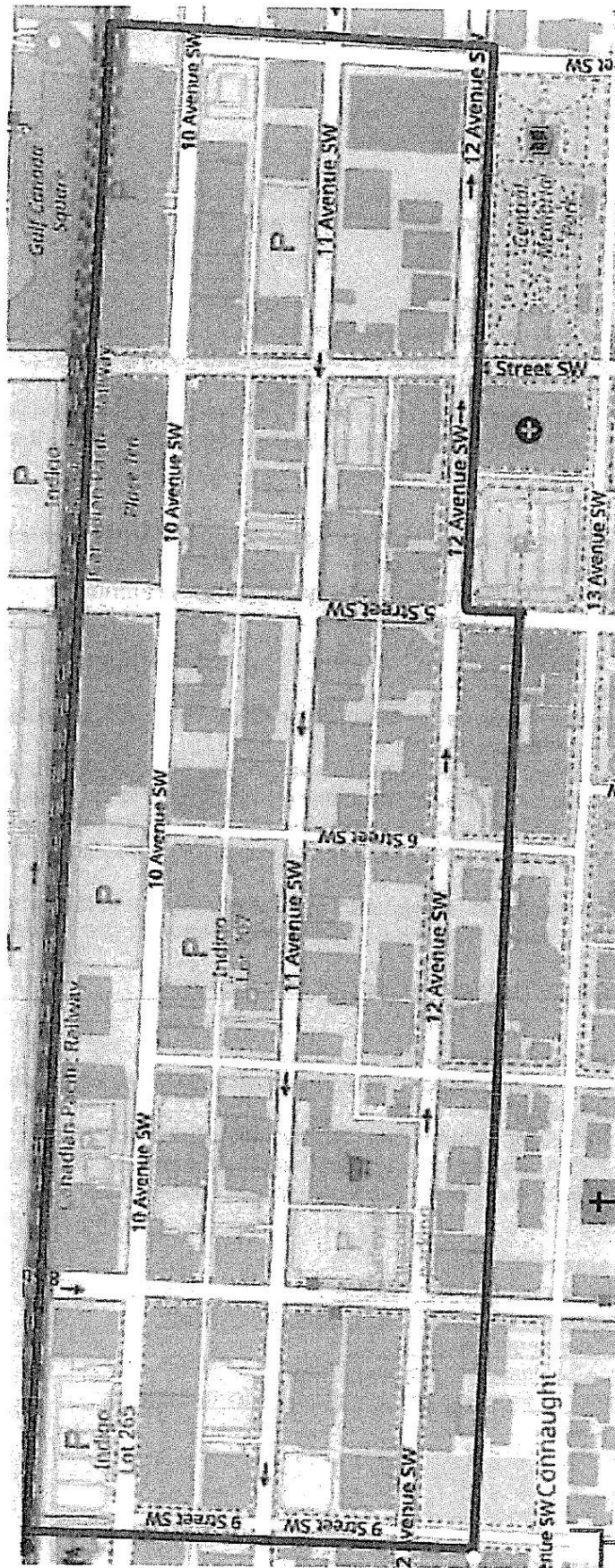


12

# Proposed Beltline Business Improvement Area Boundary – DRAFT For Illustration Only.

The proposed Beltline BIA Boundary includes businesses within the following area, as illustrated in the map below:

- East of 9<sup>th</sup> Street SW
- West of 2<sup>nd</sup> Street SW
- South of alley between 9<sup>th</sup> Avenue and 10<sup>th</sup> Avenue SW
- North of alley between 12<sup>th</sup> Avenue and 13<sup>th</sup> Avenue SW



APR 12 2019



---

## APPENDIX C

# LISTING OF BUSINESSES SUPPORTIVE OF THE ESTABLISHMENT OF A BELTLINE BUSINESS IMPROVEMENT AREA

---

13

APR 12 2019

---

LISTING OF BUSINESSES SUPPORTIVE OF THE ESTABLISHMENT OF  
A BELTLINE BUSINESS IMPROVEMENT AREA

---

1207790 ALBERTA

ABYSSINIA ETHIOPIAN RESTAURANT

ALBERTA BEER FESTIVALS

ALLIED PROPERTIES REIT (PARKING)

BARRON TATTOO

BIKE SHOP (THE)

BINH MINH

BLOKES

BLONDIES ALL STAR CABARET

BOTTEGA WINE AND SPIRITS (*Urban Canna*)

BOW VALLEY CREDIT UNION

BREWSTERS BREWING COMPANY &  
RESTAURANT / BEER REVOLUTION

BRIDGETTE BAR

BRIGGS KITCHEN & BAR

BROKEN CITY

BROWNLEE (*5 Registered Entries*)

BUMPY'S CAFE

CALGARY PSYCHOLOGY GROUP

COMPASS CANNABIS CLINIC

COMMONWEALTH BAR & STAGE

CONVERGENT INFORMATION SYSTEMS

CRAFT RESTAURANT AND BAR

DECADENT DESSERTS

DMT GEOSCIENCES

DONNA MAC

DU PLOOY LAW FIRM

EDWARD JONES & COMPANY

EMILY-ROSE EXECUTIVE HEALTH

ENDEAVOR TECHNOLOGIES

EVANS HUNT GROUP (THE)

EXIT 420

GERRY THOMAS GALLERY

GIBSON FINE ART

GOAT

HABITAT DESIGN

HABITAT DESIGN (PARKING)

HOLY GRILL (THE)

INNER CITY BREWING

JAPANESE VILLAGE

KAPASI & ASSOCIATES

LAST BEST BREWING & DISTILLING

LAST BEST BREWING & DISTILLING  
EATERY & BREWPUB

LEELA ECO SPA - BELTLINE

METROVINO

MIKEY'S ON 12TH

MILANO

MONTAUK

NAKAMUN GROUP (THE) (Miele)

NAM VIETNAMESE KITCHEN

NATIONAL BOWL (LOWER LEVEL)

NEUSTAR WELLNESS CHOICES

NEW WAVE MEDIA

14

APR 12 2019

NOVIA MIA BRIDAL BOUTIQUE  
NUVO HOTEL SUITES (37 Registered Entries)  
OPTIMAL ESTHETICS | OPTIMAL  
STRENGTH PERSONAL TRAINING  
PAMPA BRAZILIAN STEAK HOUSE  
PARK DIGITAL  
PASSAGE HIIT & SPIN  
PAUL KUHN FINE ARTS  
QUESADA BURRITOS & TACOS  
REDBLOOM SALON  
REDHEADS BAGEL CAFE  
REGRUB  
RODNEY'S OYSTER HOUSE  
SAMSON'S HEALTH & FITNESS SHOP  
SARAH WARD INTERIORS  
SILVER ORCHID SALON  
SIX DEGREES STUDIOS

SOURCE (THE)  
SPOT SEXY  
SQUARE1 FITNESS  
STUFF FOR LIVING  
SUBWAY  
SUCRE PATISSERIE  
TAO VIETNAMESE CUISINE  
THAI-SA-ON  
UNDERCARD BOXING STUDIO  
UTHRIVE  
VINTAGE CHOP HOUSE  
WAKADO RAMEN  
WAYNE'S BAGELS  
WELLNESS BODY & SPA (THE)  
YOGA PASSAGE

15

APR 12 2019

---

## APPENDIX D

### DIGITAL SIGNATURES OF SUPPORT

---

16

APR 12 2019

**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1038**

**Establishment of the Bridgeland Business Improvement Area**

---

**EXECUTIVE SUMMARY**

On 2019 March 29 City Administration received a request to establish a Business Improvement Area (BIA) in the community of Bridgeland, to be called Bridgeland BIA. The request meets the legislative requirements of the Business Improvement Area Regulation, AR 93/2016 (the Regulation).

As the request for establishment of a BIA has met legislative requirements, Administration is recommending that Council consider approving this request to establish the BIA. Administration has prepared the proposed wording for a bylaw for the establishment of the Bridgeland BIA.

**ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Approve the establishment of the Bridgeland Business Improvement Area as outlined (Attachment 1);
2. Give three readings to a proposed Bylaw to establish the Bridgeland Business Improvement Area (Attachment 2); and
3. Appoint, by resolution, the individuals listed in Attachment 3 as the interim Bridgeland Business Improvement Area board until an Annual General Meeting is held and board members are approved by Council by Q1 2020.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2014 November 3 Council adopted PFC2014-0760 Business Revitalization Zones 2015-2018 Business Plan, which identifies the growth of new BIAs (formerly known as Business Revitalization Zones or BRZs) as a key outcome.

**BACKGROUND**

In 1983 June, the Government of Alberta amended the *Municipal Government Act* Alberta (MGA) to empower municipalities to enact a bylaw to establish a Business Improvement Area (BIA). Council's authority to establish a BIA is found in sections 50 to 52 of the MGA, and Sections 2 to 6 of the Business Improvement Area Regulation AR 93/2016 (the Regulation). The MGA sets out the purposes of the BIA, to: improve, beautify and maintain property in the area; develop, improve and maintain public parking; and promote the areas as a business or shopping district. The bylaw establishes a board to govern the BIA, and the board members are appointed by Council.

BIA operations are funded through a tax paid by all taxable businesses in the BIA and collected from business operators. The tax enables the business owners to collectively fund activities to promote and improve the economic vitality of their area for purposes set out in the MGA. Calgary currently has 12 BIAs, established between 1984 and 2017.

**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1038**

**Establishment of the Bridgeland Business Improvement Area**

---

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The businesses in support of the proposed BIA seek to work together to re-vitalize the Bridgeland business community by improving storefronts to attract and retain clients, promoting development to new investors and business operators, and marketing the area as a tourist destination to visitors, pedestrians and patrons as a place to eat, shop, and be entertained. The proposed initiatives fall within section 50 of the MGA.

Engagement about the request to establish the BIA began in 2018 with several meetings between local business owners. In 2019 three major engagement events occurred with a presentation about BIAs. The presentation was also widely circulated amongst business owners. Business owners working on the request to establish the BIA also sent emails, and visited businesses in person or called to discuss the BIA proposal. See Attachment 4 for details about the request to establish a BIA and engagement.

Administration assessed the request to establish a Bridgeland BIA for compliance with Sections 3(1) and (2) of the Regulation. The Regulation requires the request to be signed by at least 25 per cent of the businesses that would be liable to pay the BIA tax if the BIA were established. The request included valid signatures from 35 of the 134 businesses, which amounts to 26.1 per cent of the businesses in the proposed BIA. A notice of request letter was mailed by Administration to every business in the proposed area that would be a taxable business if an area was established on 2019 April 22 as per Section 3(3) of the Regulation.

Pursuant to the Regulation, a petition objecting to the establishment of a BIA may be submitted. No petition against the establishment of the Bridgeland BIA was submitted to The City.

**Stakeholder Engagement, Research and Communication**

Administration provided information and assistance to the organizers of the BIA establishment request. The organizers have been notified of the September 11 Standing Policy Committee on Community & Protective Services and September 30 Combined Council meeting dates.

**Strategic Alignment**

BIAs encompass networks of businesses that support *Calgary in the New Economy: An Economic Strategy for Calgary*, more specifically the Business Environment Area of Focus, through activities that support local economic development, placemaking and revitalization. Their activities also contribute to the *Cultural Plan for Calgary* and Tourism Calgary's *Destination Strategy*. BIAs located in the downtown contribute to implementation of The City's Downtown Strategy.

The BRZ/BIA 2015-2018 Business Plan identifies the growth of new BIAs as a key outcome.

**Social, Environmental, Economic (External)**

BIAs provide an opportunity to promote Calgary, support economic activity and neighbourhood revitalization. Under *One Calgary*, BIAs are within the Economic Development and Tourism line of service and support the implementation of *Calgary in the New Economy: An economic*

**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1038**

**Establishment of the Bridgeland Business Improvement Area**

*strategy for Calgary, The City's Downtown Strategy, a Cultural Plan for Calgary, Centre City Plan and Resilient Calgary Strategy.*

BIA board members are local business community volunteers appointed by Council under the terms of The City's bylaw that established the BIA. The board is responsible for addressing the needs of the defined area as identified by the business owners that are liable to pay the BIA tax.

**Financial Capacity**

***Current and Future Operating Budget:***

There are no operating budget implications associated with this report. The revenue paid by taxpayers in the BIA will be transferred directly to the interim and established BIA board.

***Current and Future Capital Budget:***

There are no capital budget implications as a result of this report.

**Risk Assessment**

The request to establish the proposed BIA and the petition were reviewed for compliance with the MGA and the Regulation. The legislation was reviewed to determine Council's obligation to consider the request and Council's authority to pass a bylaw to establish the BIA.

Administration has notified the establishment group of the meeting where this report will be considered, and advised them of their opportunity to present to the Standing Policy Committee and Council. The proposed boundary of the BIA does not infringe on any of the 12 currently established BIA boundaries.

**REASON(S) FOR RECOMMENDATION(S):**

The request to establish the Bridgeland BIA meets the legislative requirements. No petition was submitted opposing the establishment of the BIA. The BIA regulation requires Council to consider the request.

BIAs are a defined geographical area that come together to improve said area. The MGA sets out purposes of the BIA, to: improve, beautify and maintain property in the area; develop, improve and maintain public parking; and promote the areas as a business or shopping district. Administration has prepared a bylaw to establish the proposed BIA.

**ATTACHMENT(S)**

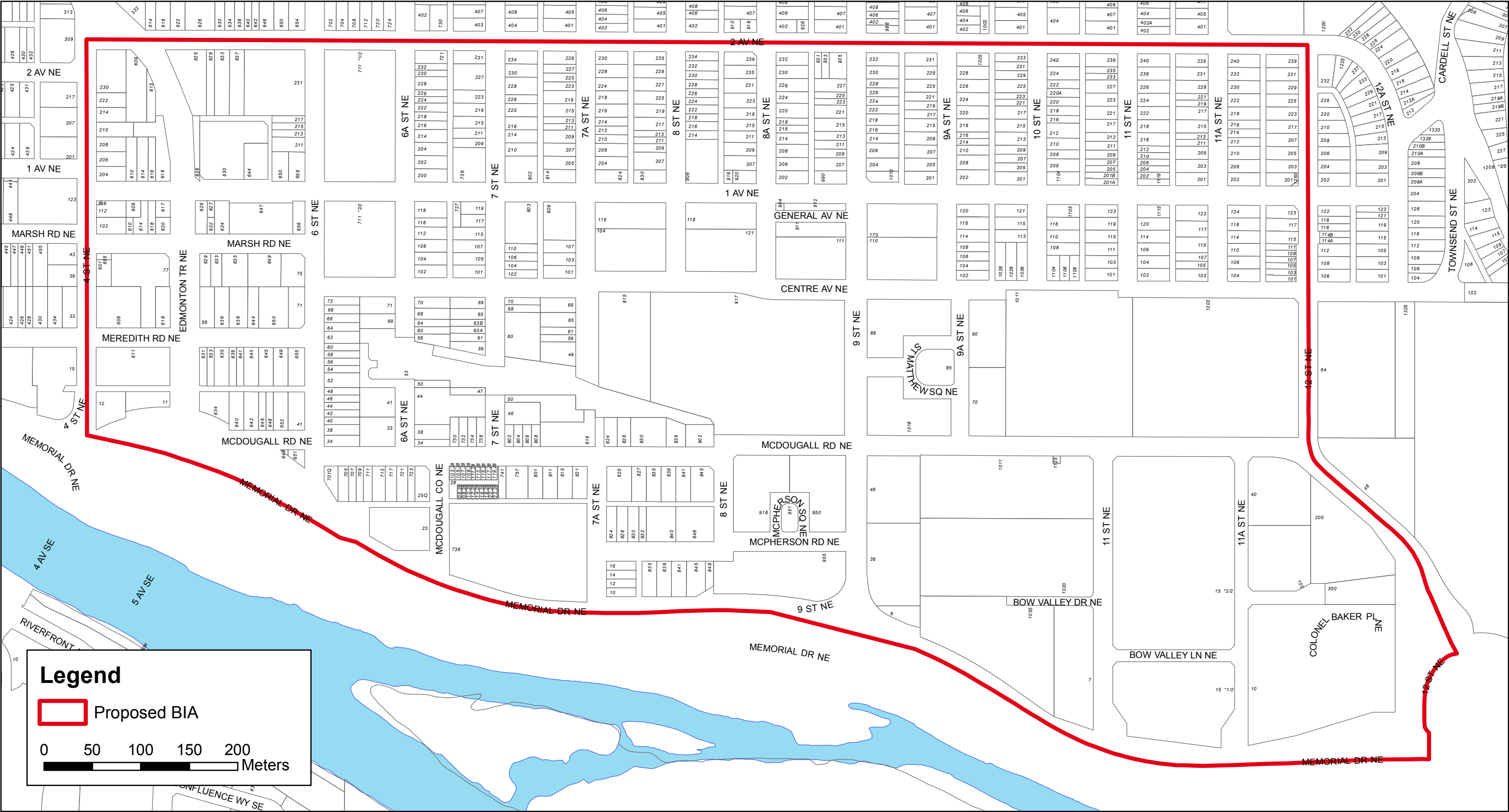
1. Attachment 1 – Proposed Bridgeland Business Improvement Area (BIA) map
2. Attachment 2 – Proposed Bridgeland BIA bylaw
3. Attachment 3 – Proposed interim Bridgeland BIA board
4. Attachment 4 – Documents relating to Bridgeland BIA proposal





# 2019 Proposed Business Improvement Area (BIA)

## Bridgeland - Proposed





### **Text of a proposed bylaw to establish the Bridgeland Business Improvement Area**

1. This Bylaw may be cited as the “Bridgeland Business Improvement Area Bylaw”.
2. In this Bylaw the phrase “Business Improvement Area” may be referred to as “BIA”.

### **Establishment of BIA**

3. There is established a Business Improvement Area in the City of Calgary for the area outlined on Schedule “A” attached to this Bylaw, which schedule forms a part of this Bylaw.

### **Name of BIA**

4. The name of the BIA established by this Bylaw shall be the “Bridgeland Business Improvement Area”.

### **Purposes**

5. The purposes for which the Bridgeland BIA is established are:
  - (a) improving, beautifying and maintaining property in the BIA;
  - (b) developing, improving and maintaining public parking within or adjacent to the BIA; and
  - (c) promoting the BIA as a business or shopping area.

### **Establishment of the Board**

6.
  - (1) The board of the Bridgeland Business Improvement Area is hereby established as a non-profit corporation pursuant to section 51 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, and section 16 of the *Business Improvement Area Regulation*, Alta. Reg. 93/2016.
  - (2) The board shall be comprised of not less than 3 and not more than 10 members (hereinafter referred to as “the Board”).

### **Appointment of Board Members**

7.
  - (1) Members of the Board shall be appointed by resolution of Council.

- (2) The Board must consist of individuals who have been nominated by one or more taxpayers in the BIA as defined in s. 1(e) of the *Business Improvement Area Regulation*, Alta. Reg. 93/2016.

### Term of Office

8. (1) Members of the Board shall be appointed for 2 year terms.
- (2) Despite subsection (1), Council may appoint a member of the Board for a term that is less than 2 years.
- (3) Each member of the Board shall remain in office until:
- (a) the member resigns,
  - (b) the revocation of the member's appointment by Council following the recommendation of the Board, or
  - (c) the member's term of office expires,
- whichever comes first.

### Vacancy

9. When a vacancy occurs on the Board, the Board may appoint an individual to fill that office until the next annual meeting of the taxpayers in the BIA. Such interim appointments shall not require the further approval of Council.

### In Force

10. This Bylaw shall come into force on January 1, 2020.

READ A FIRST TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2019.

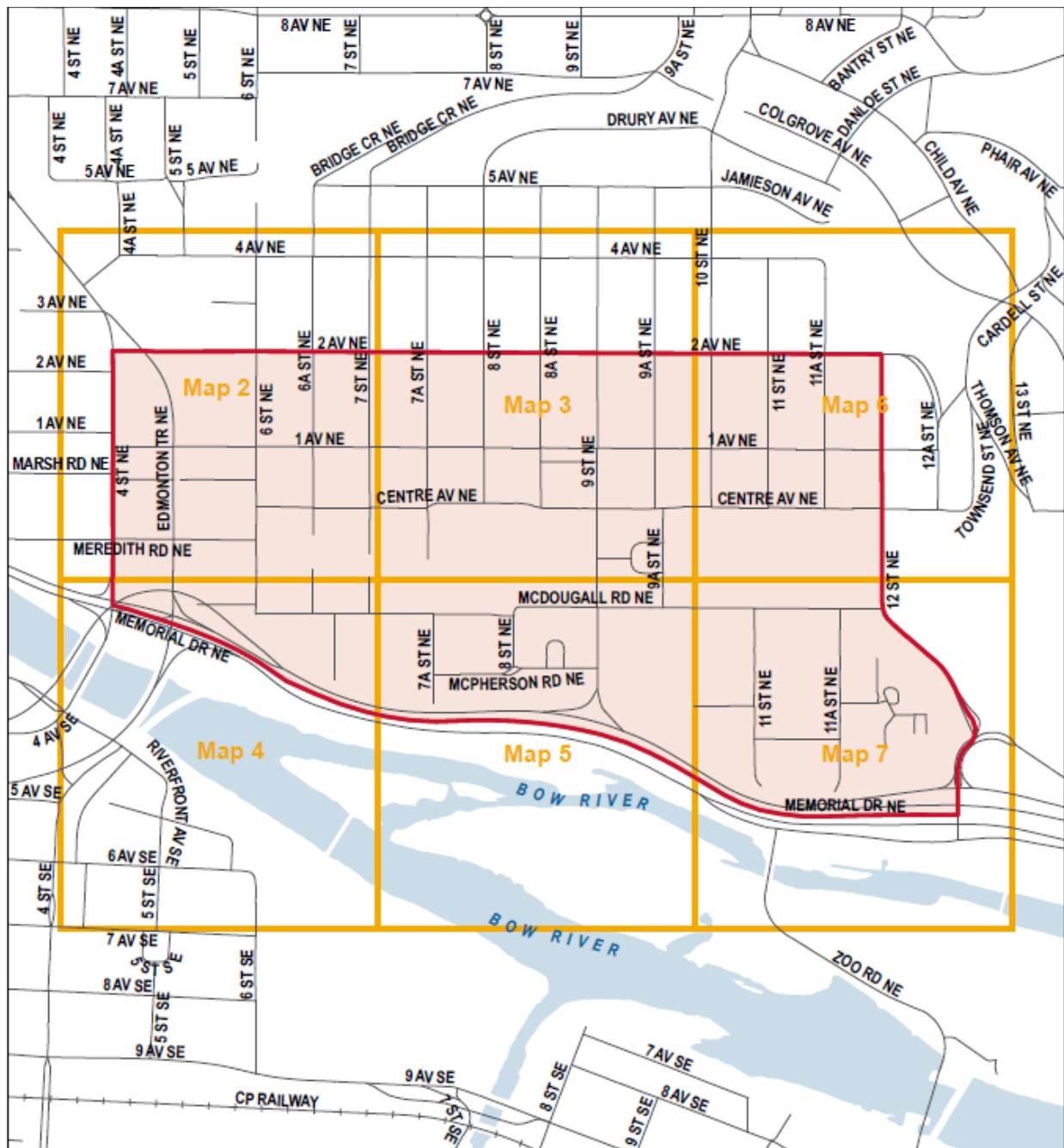
READ A SECOND TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2019.

READ A THIRD TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2019.

\_\_\_\_\_  
MAYOR  
SIGNED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2019.

\_\_\_\_\_  
CITY CLERK  
SIGNED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2019.

## SCHEDULE "A"



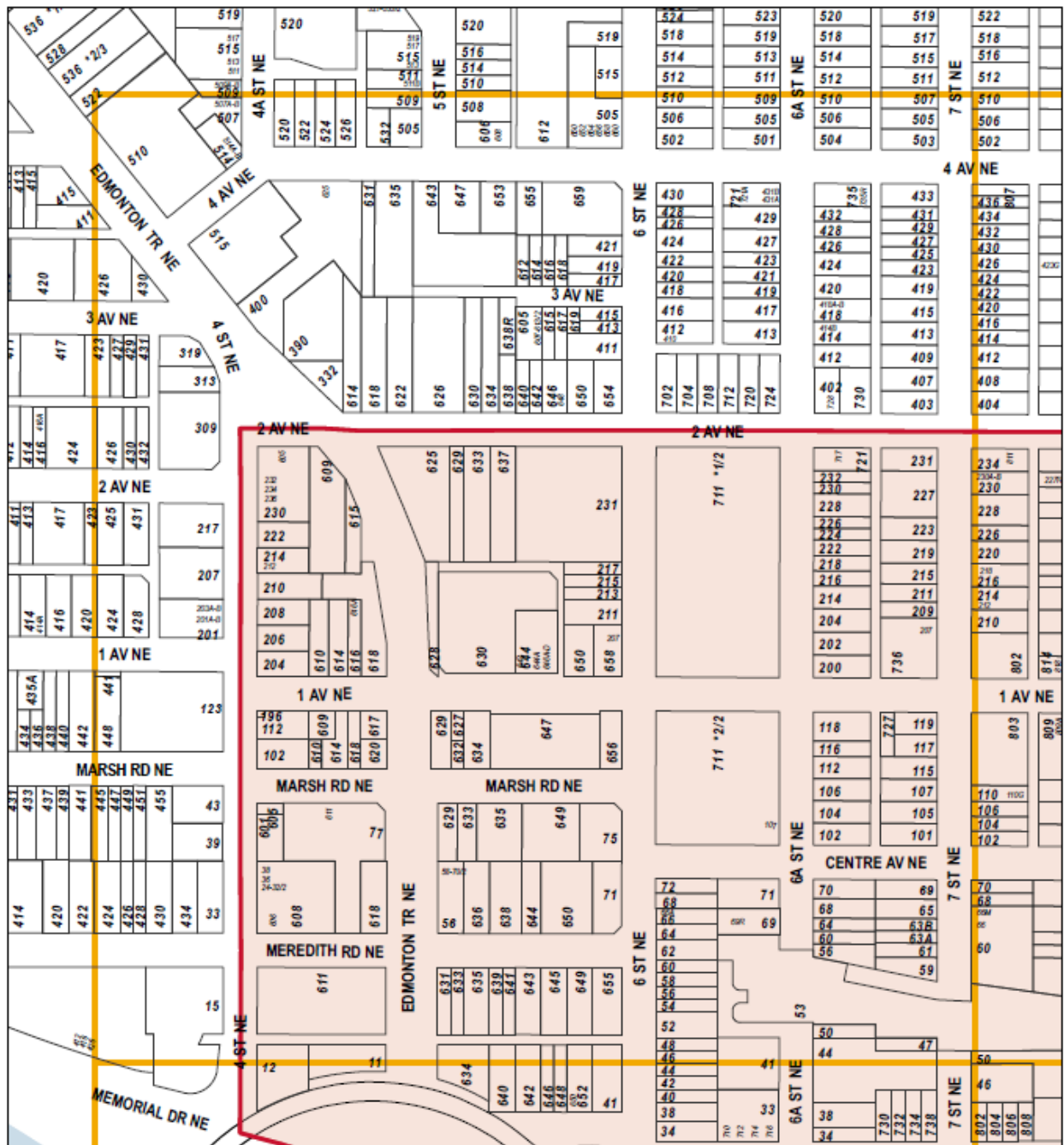
## Bridgeland

### Business Improvement Area

### Map 1 - Overview

#### Legend

- Bridgeland
- Business Improvement Area



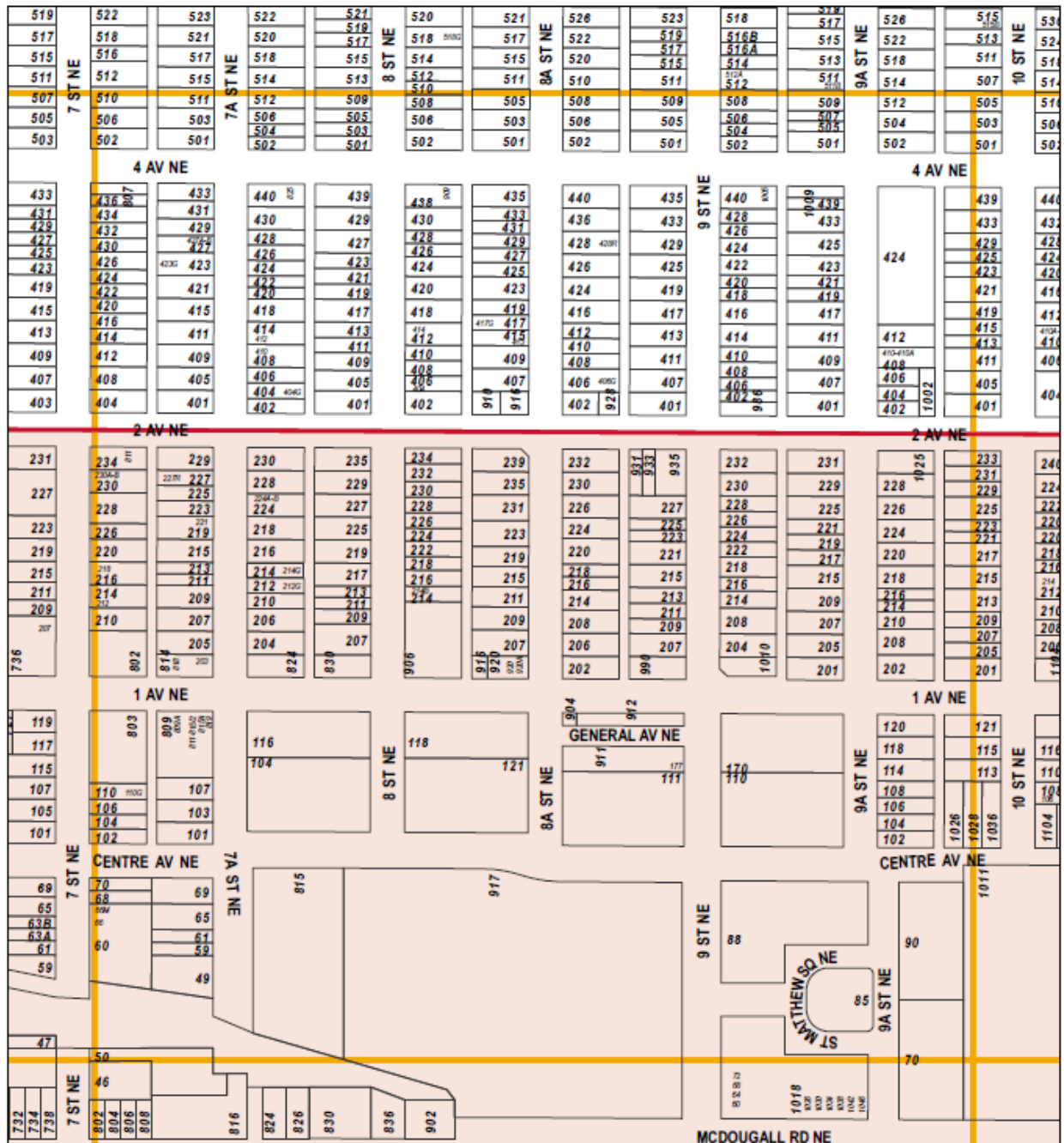
## Bridgeland

### Business Improvement Area

Map 2 - Detail

#### Legend

- Bridgeland
- Business Improvement Area



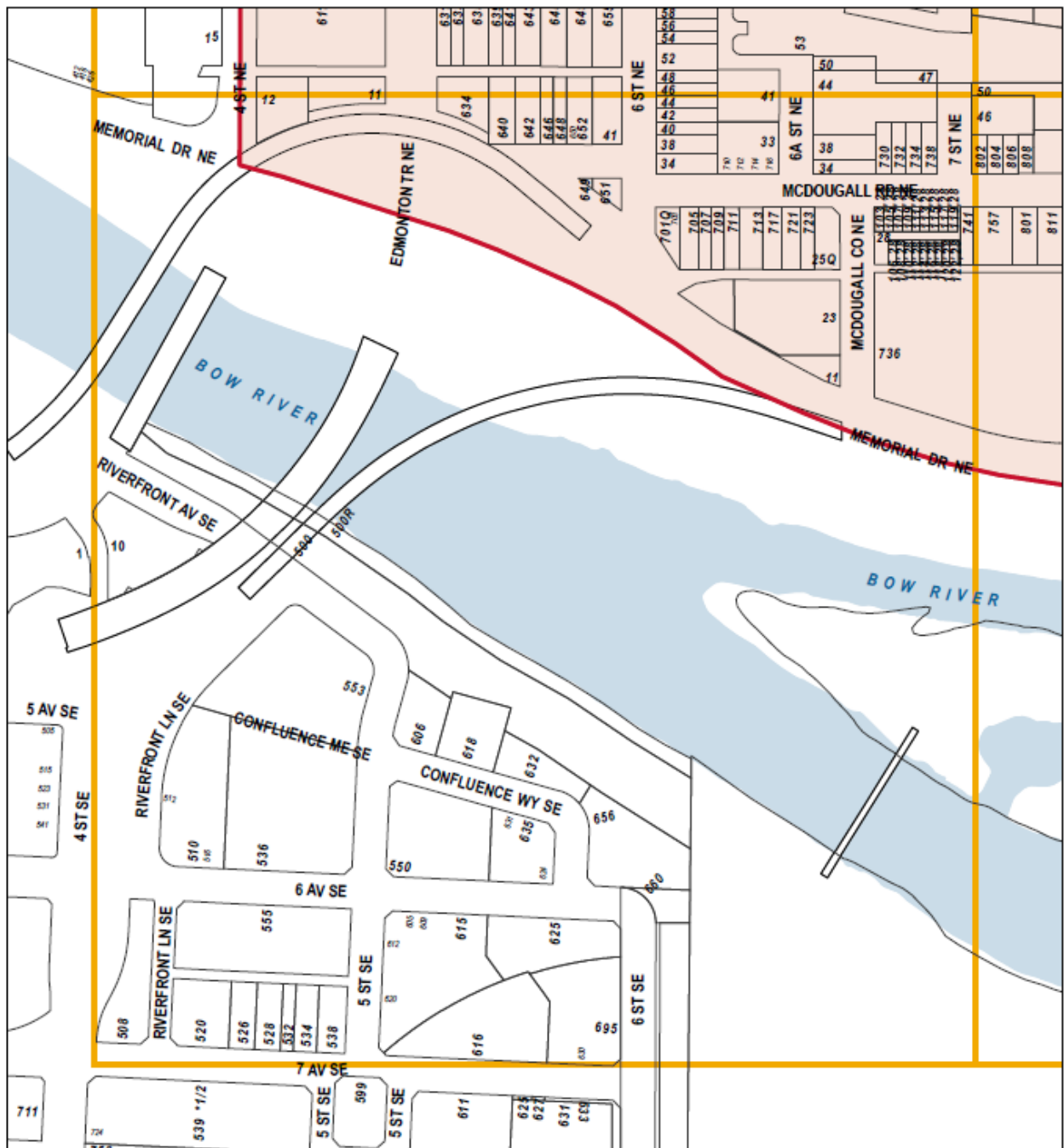
# **Bridgeland** Business Improvement Area

Map 3 - Detail

## Legend

- Bridgeland
- Business Improvement Area





## Bridgeland

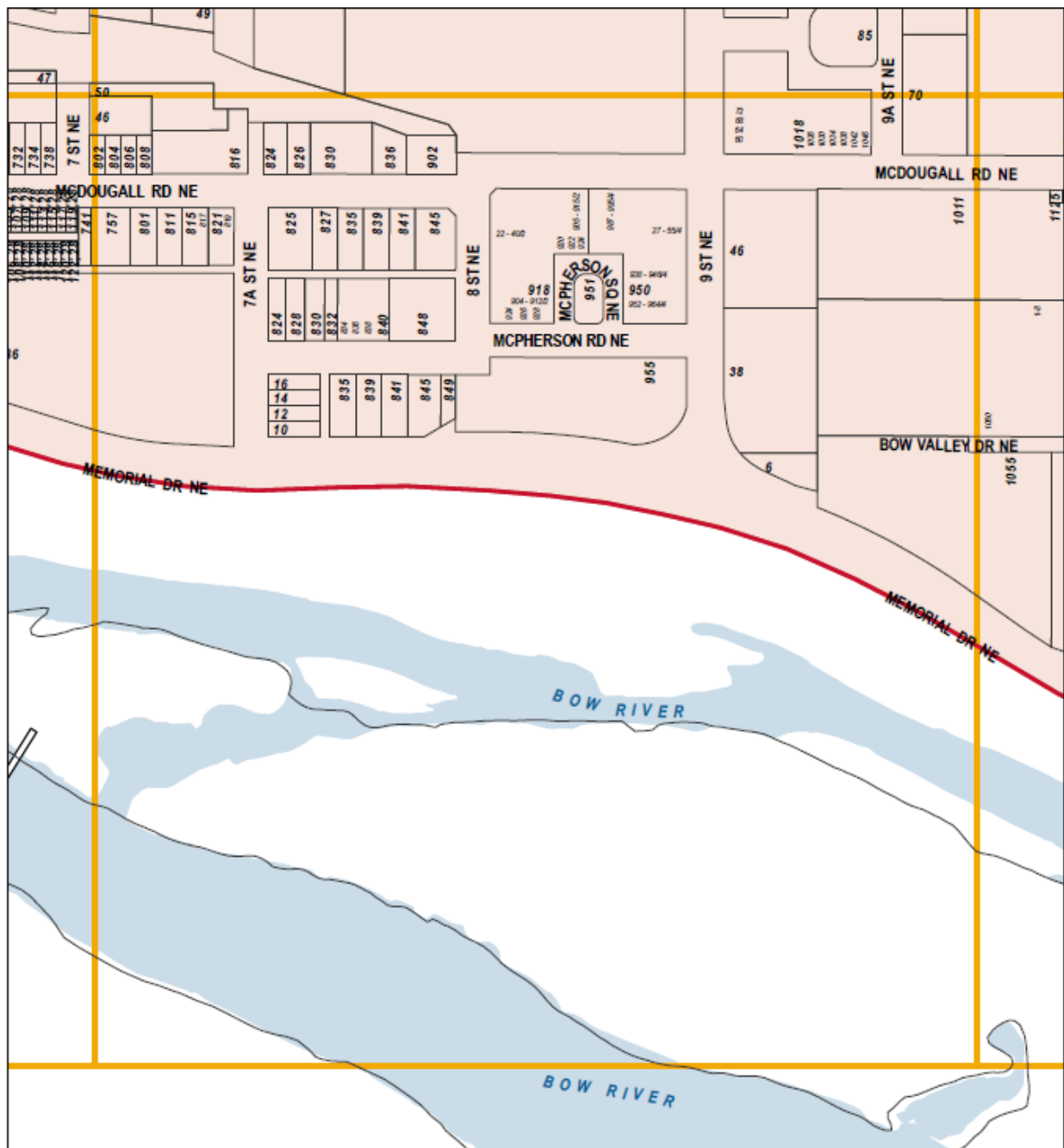
### Business Improvement Area

#### Map 4 - Detail

#### Legend

- Bridgeland Business Improvement Area





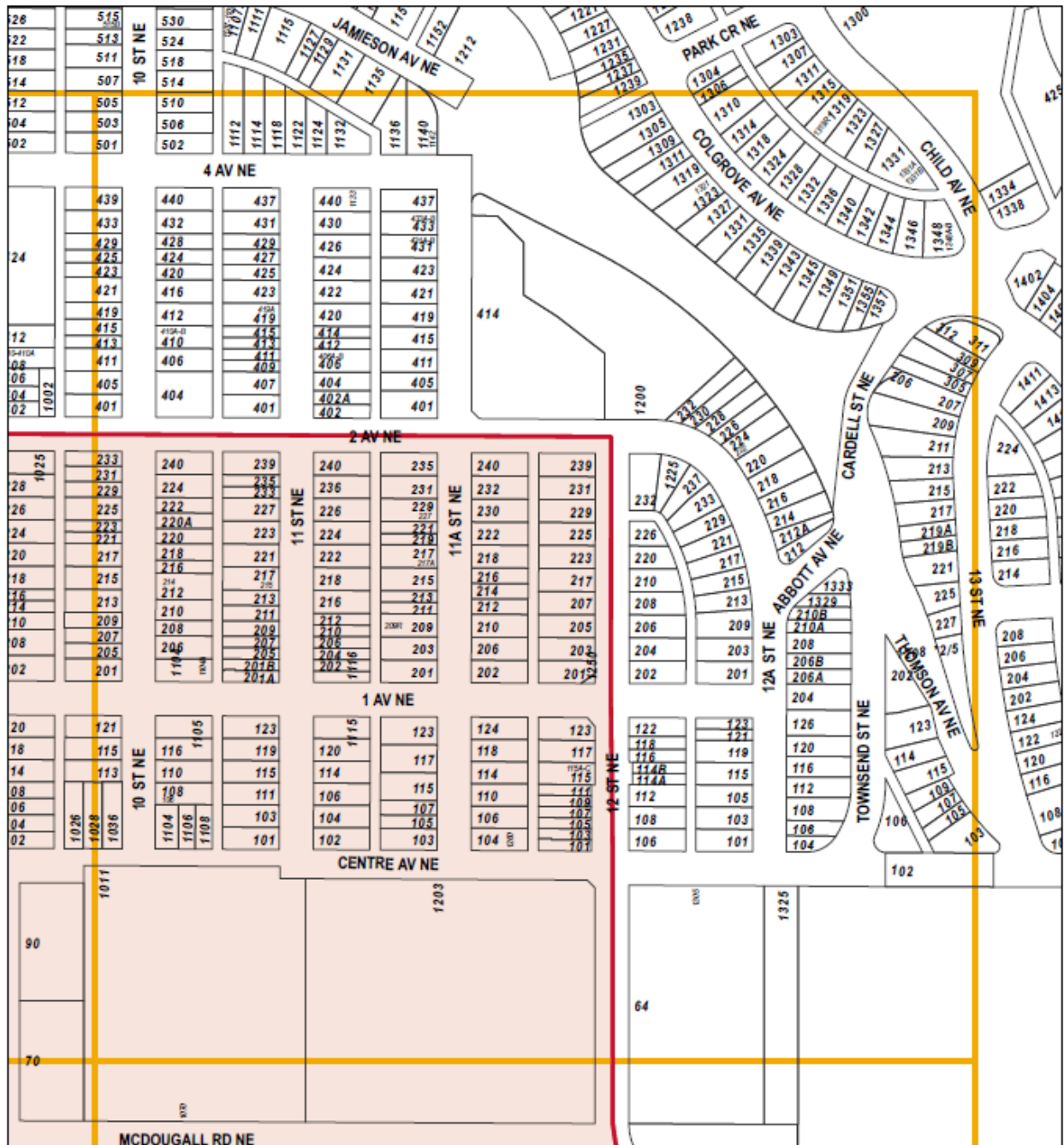
## Bridgeland

### Business Improvement Area

#### Map 5 - Detail

#### Legend

- Bridgeland Business Improvement Area



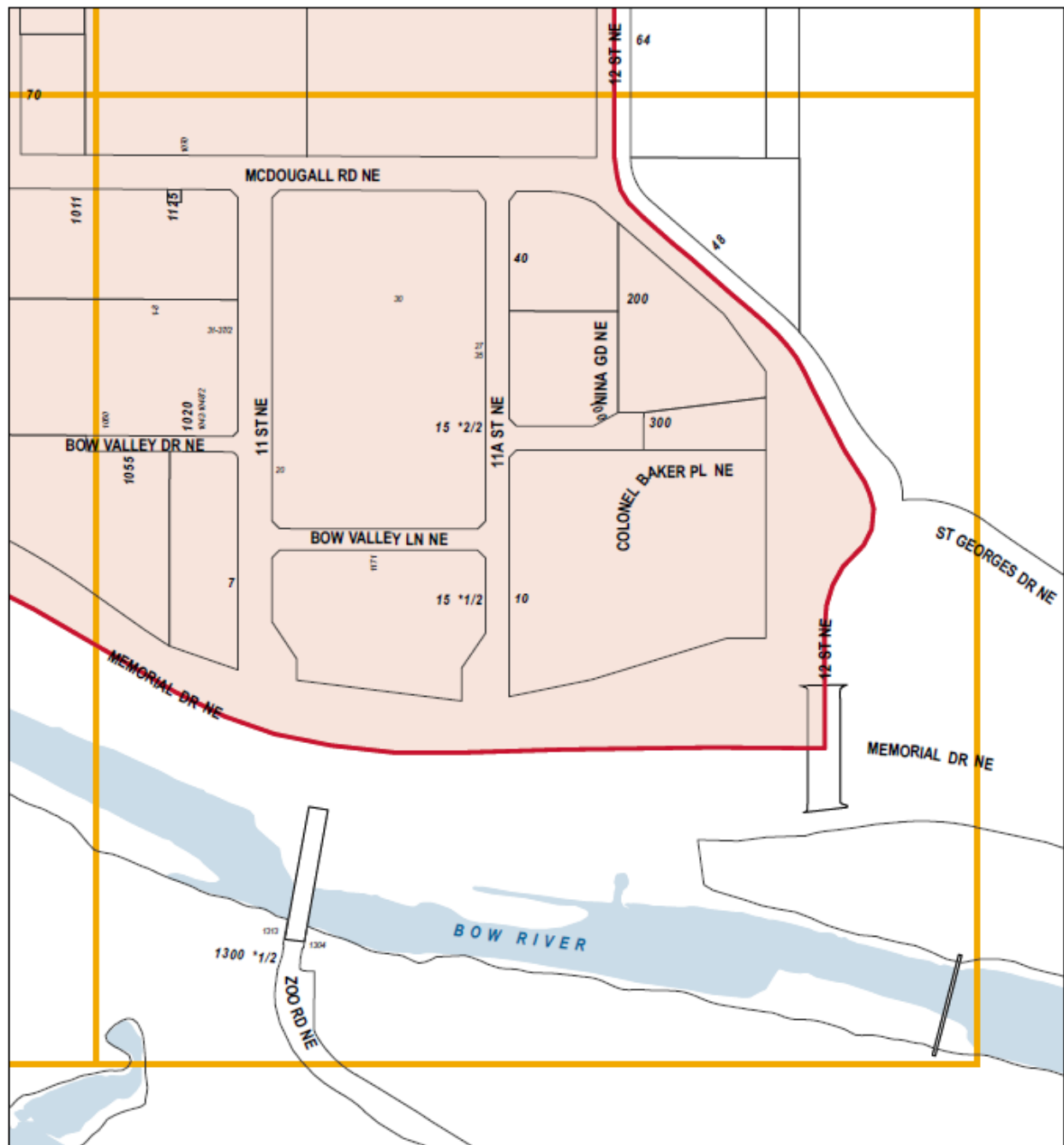
## Bridgeland

### Business Improvement Area

#### Map 6 - Detail

#### Legend

- Bridgeland
- Business Improvement Area



## Bridgeland

### Business Improvement Area

#### Map 7 - Detail

#### Legend

- Bridgeland Business Improvement Area



**Interim Bridgeland Business Improvement Area Board**

<b>Name</b>	<b>Nominating Taxpayer</b>
Gaurav Gupta	Leela Eco Spa
Alena Jenkins	Five Point Cannabis
Amy-Rose Sigouin	Leela Eco Spa



March 29 2019

City Clerk's Office  
800 Macleod Trail SE  
Calgary, AB, T2P2M5

ELECTIONS  
AND CENSUS OFFICE

Attn: Joanne Paulenko

'19 MAR 29 P1:31

Subject: Request to Establish Bridgeland BIA (Business Improvement Area)

Dear Joanne Paulenko

CITY CLERK'S  
CITY OF CALGARY

On behalf of the BIA Establishing Committee, representing a consortium of businesses operating in Calgary's Bridgeland community, we hereby request that City Council develop and approve a bylaw to establish a Business Improvement Area (BIA) hereafter referred to as the 'Bridgeland Business Improvement Area'.

Reason for this request:

The purpose of the Bridgeland BIA is to enable the businesses in this community to work together for several reasons:

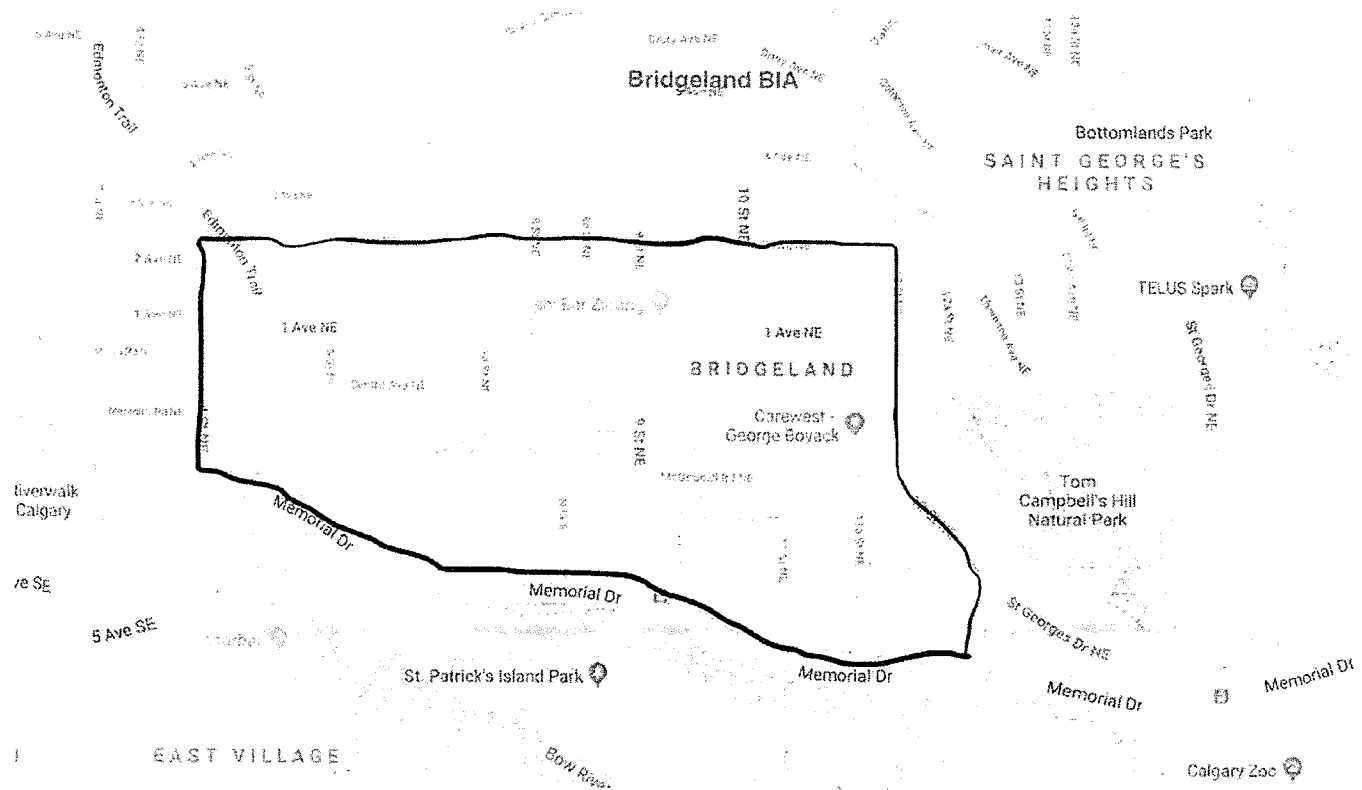
- 1) Raise funds and use it to develop and re-vitalize the Bridgeland business community. Given, that several businesses are in the important corridors of the city (like 1<sup>st</sup> Avenue), there is a recognition of working together and improving the storefronts to attract and retain clients.
- 2) Represent the business community to the planners and officials at the City and provide feedback and input on the projects planned for the Bridgeland community both short term and long term.
- 3) Promotion development and business opportunities in the Bridgeland community to new investors and business operators.
- 4) Marketing this community as a tourist destination to visitors, tourists, pedestrians and patrons as a place to eat, shop and be entertained.

MAR 29 2019

ISC: Unrestricted



## Proposed Bridgeland BIA Boundary



The proposed Bridgeland BIA boundary is:

- South – Memorial drive
- West – 4<sup>th</sup> Street NE
- North – 2<sup>nd</sup> Ave
- East – 12<sup>th</sup> Street NE

## Process of Community Engagement

Several business owners and stakeholders have been discussing and have been interested in this initiative for a few years. Last year in 2018, there were a couple of incidents in the businesses in Bridgeland which highlighted the need for businesses to work together. Given that, a list of businesses was formed and couple of engagement events were held at the bar in the Molson Breweries on 1<sup>st</sup> Ave.

The events were successful, and it prompted a few of the business owners in the bridgeland community to take the initiative and move forward with preparing an application for this request. In 2019, we have held 3 major engagement events (one at Molson Breweries, one at LDV pizza and one at Leela Boutique), all of them had several business owners attend and support the initiative in the meetings. A presentation was made as well, which will be attached to this application which was not only presented but widely circulated amongst business owners.

For the purpose of obtaining signatures, a docusign document created in conjunction with Iris Li (BIA rep at the city) and we collected the signatures from the docusign document.

Many business owners either received an email from us, a visit or a phone call to discuss this initiative before getting their support signature.

### **Supportive Taxable Businesses**

Out of 135 businesses, we have the support of 40 businesses representing 29.6% support which exceeds the 25% requirement per Alberta regulations 377/94 – Municipal Government Act – Business Revitalization Zone – Section 3(2).

While a few of us have worked on this initiative, but if you have any questions, please contact me – Gaurav Gupta, directly at [gaurav@leelaecospa.com](mailto:gaurav@leelaecospa.com) or by phone at 587-224-4287.

Sincerely,



**Gaurav Gupta**

# BRIDGELAND BIA GROUP

---

PROPOSAL/DISCUSSION ON PROS AND CONS IN CREATING BIA FOR  
BRIDGELAND

# PROPOSED BIA BOUNDARY



5

MAR 29 2019  
MAR 29 2019



## WHY BIA?

---

- Pros
  - Build a robust business community and be on par with other major business communities such as Kensington, Inglewood, 17<sup>th</sup> Ave, Marda Loop (All of them have BIA setup)
  - Promote local shopping to Bridgeland/Riverside, Renfrew, Crescent Heights and Mayland heights by direct promotion/marketing to them on behalf of all the businesses
  - Help create Bridgeland as a destination for retail experience
  - Strong lobby to the city to get access to several grants and other revenue streams (such as parking money back to BIA instead to the city)

## WHY BIA?

---

- Pros
  - Strong lobby and required consultation step to protect the business interests such as construction on roads, have a say on the landscaping etc (good example is how 17<sup>th</sup> Ave BIA worked with the city to reduce/mitigate the loss to business during major construction). The only point of contact is BRCA (residents association) right now who represents the business community.
  - Effective platform for sharing information with businesses such as break-ins, robbery, special and landmark events etc.



## WHY BIA

---

- Pros
  - Cross-promotion with businesses together, share learnings/experiences from the business perspective – Grow Together!

## WHY BIA

---

- Cons/Concerns?

- Whats the financial cost to businesses?

Being part of BIA, we set the budget for the year. The contribution from the businesses is based on their assessed value from the city. There is no deduction to the city for this initiative. For example: if we have a \$100k budget for the year, the median cost is \$325/year for Bridgeland business. The cost will vary as per the assessed value. This is considered a business expense.

- How much involvement is required from each business?

The majority of the work will fall on the Board of Directors which is to be formed. You can engage in this initiative as much or as little you like. This will need support from many people!



## WHICH CITY GRANTS/FUNDING AND FOR WHAT?

---

- We do not have lots of information on this. Speaking to other BIA's and City reps, there is a major initiative – Mainstreets. City has identified I Ave as a "Mainstreet" and has good amount of funding set aside for some mainstreets. By having a voice for the businesses, we can determine what we need for the I ave and lobby/liason towards that funding.
- There are several other funding/grants available which only BIA can apply.
- We can have the ability to propose our own initiatives and apply for funding for them.

## TIMELINE

- By end of March, we need to submit to the city our intent to form this BIA. We need to have minimum of 25% of the businesses in the marked area, committed to form BIA.
- Using this intent, the city will confirm these commitments and then the BIA can ready for September 2019.

We have the forms in this meeting where you can commit your interest to form Bridgeland BIA by signing on the form.



# WE NEED SUPPORT

---

- We are volunteers trying to setup a cohesive, strong business community. Lots of work still needs to be done and we need your support in going ahead with this initiative.

Thank you and we look forward to growing together and making Bridgeland one of the best communities to live and shop!

**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1037**

**Establishment of the Crescent Heights Village Business Improvement Area**

**EXECUTIVE SUMMARY**

On 2019 March 29 City Administration received a request to establish a Business Improvement Area (BIA), to be called the Crescent Heights Village BIA. The request meets the legislative requirements of the Business Improvement Area Regulation, AR 93/2016 (the Regulation). A petition opposing the request was submitted on 2019 June 13 by business owners within the proposed BIA. The petition was declared to be not sufficient.

As the request for establishment of a BIA has met legislative requirements and the petition is not sufficient, Administration is recommending that Council consider approving this request to establish the BIA. Administration has prepared the proposed wording for a bylaw for the establishment of the Crescent Heights Village BIA for Council's consideration.

**ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommend that Council:

1. Approve the establishment of the Crescent Heights Village Business Improvement Area as outlined (Attachment 1);
2. Give three readings to a proposed Bylaw to establish the Crescent Heights Village Business Improvement Area (Attachment 2); and
3. Appoint, by resolution, the individuals listed in Attachment 3 as the interim Crescent Heights Village Business Improvement Area board until an Annual General Meeting is held and board members are approved by Council by Q1 2020.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2014 November 3 Council adopted PFC2014-0760 Business Revitalization Zones 2015-2018 Business Plan, which identifies the growth of new BIAs (formerly known as Business Revitalization Zones or BRZs) as a key outcome.

**BACKGROUND**

In 1983 June, the Government of Alberta amended the *Municipal Government Act* Alberta (MGA) to empower municipalities to enact a bylaw to establish a Business Improvement Area (BIA). Council's authority to establish a BIA is found in sections 50 to 52 of the MGA, and Sections 2 to 6 of the Business Improvement Area Regulation AR 93/2016 (the Regulation). The MGA sets out the purposes of the BIA, to: improve, beautify and maintain property in the area; develop, improve and maintain public parking; and promote the areas as a business or shopping district. The bylaw establishes a board to govern the BIA, and the board members are appointed by Council.

BIA operations are funded through a tax paid by all taxable businesses in the BIA and collected from business operators. The tax enables the business owners to collectively fund activities to promote and improve the economic vitality of their area for purposes set out in the MGA. Calgary currently has 12 BIAs, established between 1984 and 2017.

**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1037**

**Establishment of the Crescent Heights Village Business Improvement Area**

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The businesses in support of the proposed BIA seek to work together to administer an organization that will improve and promote business in the community, and revitalize the distinct cultural and societal diversity in the community. The proposed initiatives fall within section 50 of the MGA.

Engagement with local businesses that would be included in the new BIA occurred from fall 2018 up to the time of writing of this report. Business owners and local community members created a brochure about the proposed BIA in both English and Chinese and presented it in-person to business owners. Business owners were invited to an information session with presentations from three established BIAs, and The City of Calgary Main Streets team, Green Line team members and BIA Partnership Coordinator. Four pop-up events were also held on 2018 November 28, 2018 December 5, 2018 December 9 and 2019 January 14 at local businesses. Attachment 4 has further details about the request to establish a BIA, and engagement activities.

Administration assessed the request to establish a Crescent Heights Village Business Improvement Area for compliance with sections 3(1) and (2) of the Regulation. The Regulation requires the request be signed by at least 25 per cent of the businesses that would be liable to pay the BIA tax if the BIA were established. The request submitted included valid signatures from 41 of the 112 businesses, which amounts to 36.6 per cent of the businesses in the proposed BIA. On 2018 April 18, City Clerk's mailed a notice of request letter to every business in the proposed area that would be a taxable business if an area was established as required under Section 3(3) of the Regulation.

Pursuant to the Regulation, a petition objecting to the establishment of a BIA may be submitted. A petition was received by The City on 2019 June 13 objecting to the establishment of the Crescent Heights Village Business Improvement Area. The petition was reviewed by Administration to determine whether it met the legislative requirements. The number of businesses eligible to sign the petition was 112 and there was a total of 26 valid signatures to the petition, totalling 23.2 per cent of the businesses within the proposed BIA. As the petition did not meet the 50 per cent threshold required by the Regulation, it was declared insufficient. On 2019 June 28 a letter was sent by Administration to the individual that submitted the petition informing them that the petition was deemed to be insufficient under the requirements of the Regulation.

**Stakeholder Engagement, Research and Communication**

Administration provided information and assistance to both the organizers of the request to establish the BIA, and organizers of the petition opposing the establishment of the BIA.

Both those wanting to establish the Crescent Heights Village BIA and those opposing the establishment of the BIA have been notified via email by Administration that this report will be brought forward at the 2019 September 11 Standing Policy Committee on Community & Protective Services and September 30 Combined Council meetings.

**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1037**

**Establishment of the Crescent Heights Village Business Improvement Area**

---

**Strategic Alignment**

BIAs encompass networks of businesses that support *Calgary in the New Economy: An Economic Strategy for Calgary*, more specifically the Business Environment Area of Focus, through activities that support local economic development, placemaking and revitalization. Their activities also contribute to the *Cultural Plan for Calgary* and Tourism Calgary's *Destination Strategy*. BIA's located in the downtown contribute to implementation of The City's Downtown Strategy.

The BRZ/BIA 2015-2018 Business Plan identifies the growth of new BIAs as a key outcome.

**Social, Environmental, Economic (External)**

BIAs provide an opportunity to promote Calgary, support economic activity and neighbourhood revitalization. Under *One Calgary*, Administration's support for BIAs are included within the Economic Development and Tourism line of service. BIA's support the implementation of *Calgary in the New Economy: An economic strategy for Calgary*, The City of Calgary's Downtown Strategy, the *Cultural Plan for Calgary*, Centre City Plan and the *Resilient Calgary Strategy*.

BIA board members are local business community volunteers appointed by Council under the terms of The City's bylaw that established the BIA. The board is responsible for addressing the needs of the defined area as identified by the business owners that are liable to pay the BIA tax.

**Financial Capacity**

***Current and Future Operating Budget:***

There are no operating budget implications associated with this report. The revenue paid by taxpayers in the BIA will be transferred directly to the interim and then established BIA board.

***Current and Future Capital Budget:***

There are no capital budget implications as a result of this report.

**Risk Assessment**

The request to establish the proposed BIA and the petition were reviewed for compliance with the MGA and the Regulation. The legislation was reviewed to determine Council's obligation to consider the request and Council's authority to pass a bylaw to establish the BIA.

While the request meets the legislative requirements to form a BIA, the lack of complete consensus among the potential BIA taxpayers is evidenced by the filing of a petition. Under Section 226(3) of the MGA, Council is not required to take any notice of a petition that is not sufficient, however, Council may still consider both the support and the opposition to the BIA when deciding whether to pass a bylaw to establish the proposed BIA.

The proposed boundary of the BIA does not infringe on any of the 12 currently established BIA boundaries. Members of the BIA request to establishment group have met with the Chinatown BIA Executive Director to discuss any potential joint opportunities, as appropriate, should the BIA be established.

Community Services Report to  
SPC on Community and Protective Services  
2019 September 11

ISC: UNRESTRICTED  
CPS2019-1037

### **Establishment of the Crescent Heights Village Business Improvement Area**

#### **REASON(S) FOR RECOMMENDATION(S):**

The request to establish the Crescent Heights Village BIA meets the legislative requirements. The petition submitted opposing the BIA establishment was not sufficient. When a petition is not sufficient, the BIA regulation requires Council to consider the request.

BIAs are a defined geographical area that come together to improve said area. Under the MGA, the purposes of a BIA are to improve, beautify and maintain property in the area; develop, improve and maintain public parking; and promote the areas as a business or shopping district. Administration has prepared a bylaw to establish the proposed BIA.

#### **ATTACHMENT(S)**

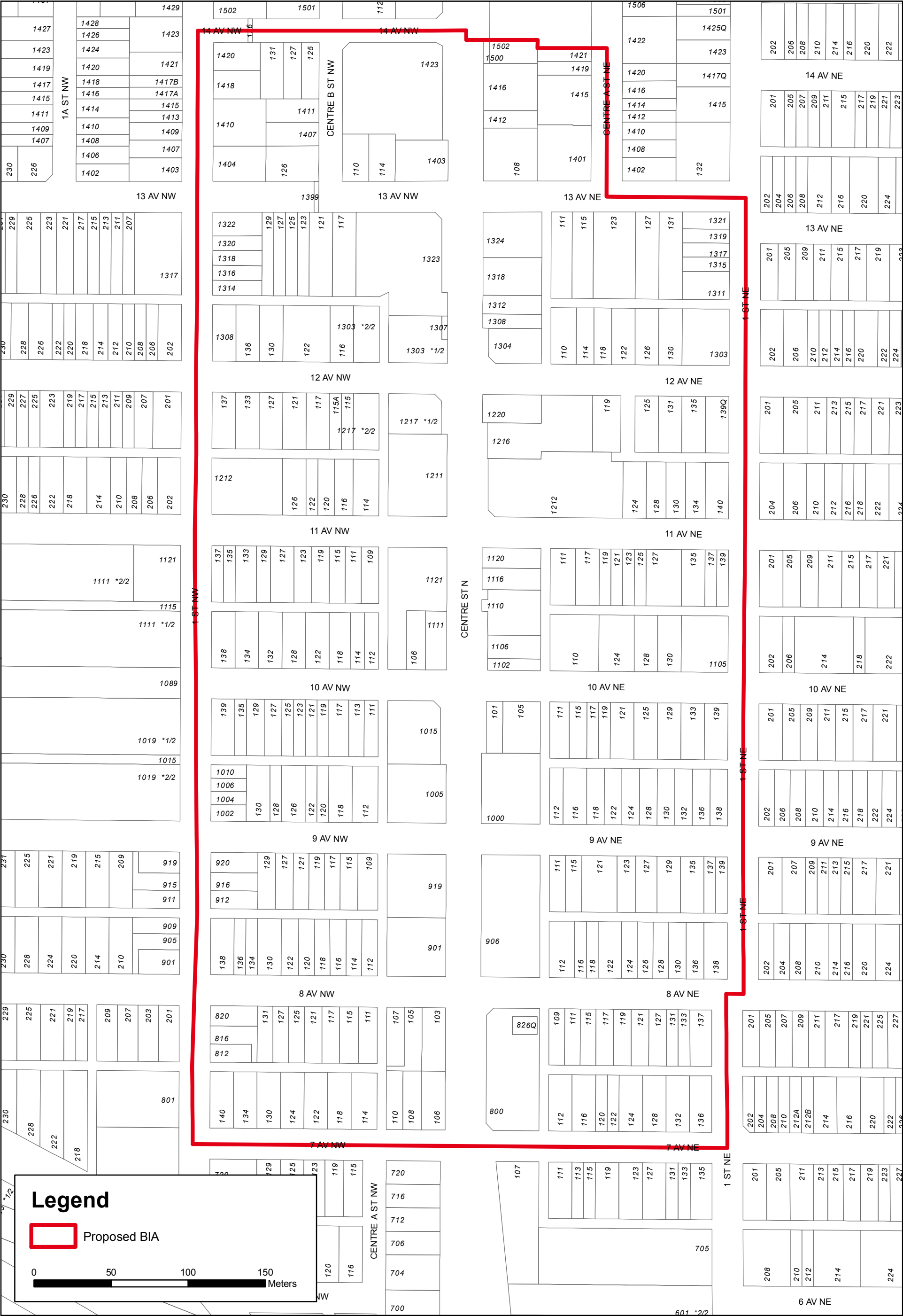
1. Attachment 1 – Proposed Crescent Heights Village Business Improvement Area (BIA) map
2. Attachment 2 – Proposed Crescent Heights Village BIA bylaw
3. Attachment 3 – Proposed interim Crescent Heights Village BIA board
4. Attachment 4 – Documents relating to Crescent Heights Village BIA proposal



# 2019 Proposed Business Improvement Area (BIA) Map

## Crescent Heights Village - Proposed

CPS2019-1037  
ATTACHMENT 1





**Text of a proposed bylaw to establish the Crescent Heights Village  
Business Improvement Area**

1. This Bylaw may be cited as the “Crescent Heights Village Business Improvement Area Bylaw”.
2. In this Bylaw the phrase “Business Improvement Area” may be referred to as “BIA”.

**Establishment of BIA**

3. There is established a Business Improvement Area in the City of Calgary for the area outlined on Schedule “A” attached to this Bylaw, which schedule forms a part of this Bylaw.

**Name of BIA**

4. The name of the BIA established by this Bylaw shall be the “Crescent Heights Village Business Improvement Area”.

**Purposes**

5. The purposes for which the Crescent Heights Village BIA is established are:
  - (a) improving, beautifying and maintaining property in the BIA;
  - (b) developing, improving and maintaining public parking within or adjacent to the BIA; and
  - (c) promoting the BIA as a business or shopping area.

**Establishment of the Board**

6.
  - (1) The board of the Crescent Heights Village Business Improvement Area is hereby established as a non-profit corporation pursuant to section 51 of the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended, and section 16 of the *Business Improvement Area Regulation*, Alta. Reg. 93/2016.
  - (2) The board shall be comprised of not less than 3 and not more than 10 members (hereinafter referred to as “the Board”).

**Appointment of Board Members**

7.
  - (1) Members of the Board shall be appointed by resolution of Council.

- (2) The Board must consist of individuals who have been nominated by one or more taxpayers in the BIA as defined in s. 1(e) of the *Business Improvement Area Regulation*, Alta. Reg. 93/2016.

### Term of Office

8. (1) Members of the Board shall be appointed for 2 year terms.
- (2) Despite subsection (1), Council may appoint a member of the Board for a term that is less than 2 years.
- (3) Each member of the Board shall remain in office until:
- (a) the member resigns,
  - (b) the revocation of the member's appointment by Council following the recommendation of the Board, or
  - (c) the member's term of office expires,
- whichever comes first.

### Vacancy

9. When a vacancy occurs on the Board, the Board may appoint an individual to fill that office until the next annual meeting of the taxpayers in the BIA. Such interim appointments shall not require the further approval of Council.

### In Force

10. This Bylaw shall come into force on January 1, 2020.

READ A FIRST TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2019.

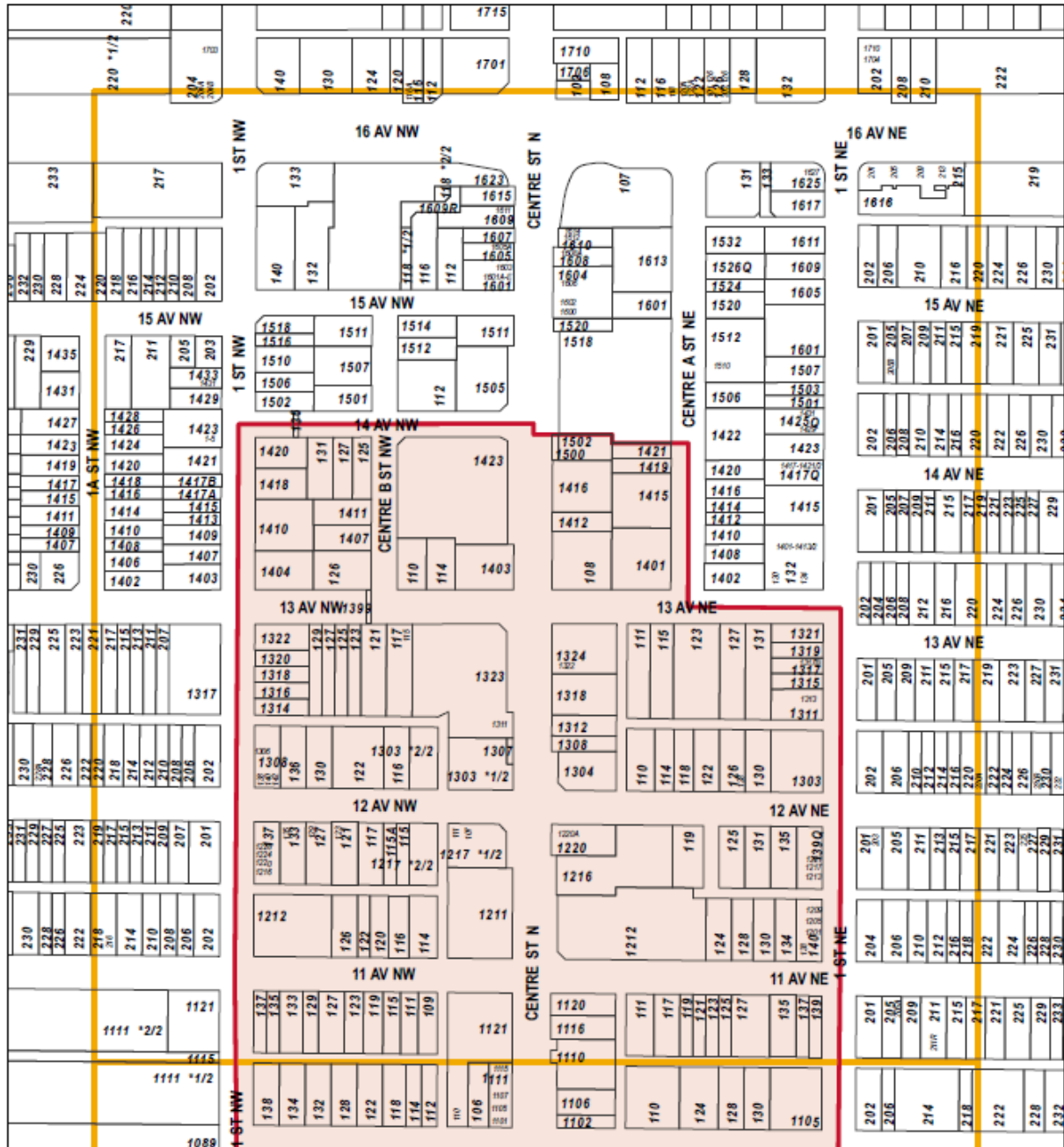
READ A SECOND TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2019.

READ A THIRD TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2019.

\_\_\_\_\_  
MAYOR  
SIGNED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2019.

\_\_\_\_\_  
CITY CLERK  
SIGNED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2019.





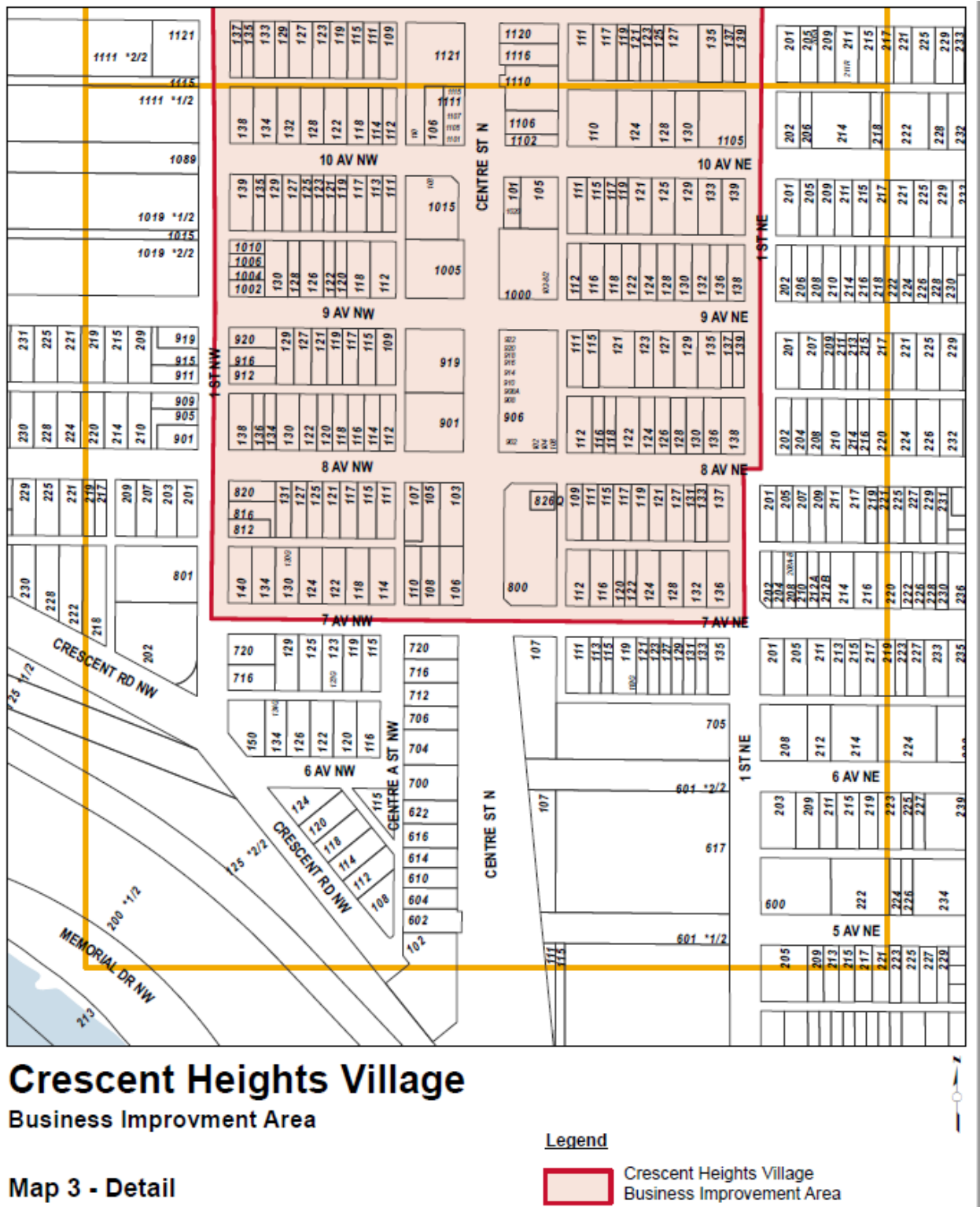
## Crescent Heights Village

### Business Improvement Area

Map 2 - Detail

#### Legend

- Crescent Heights Village Business Improvement Area







**Interim Crescent Heights Village Business Improvement Area Board**

<b>Name</b>	<b>Nominating Taxpayer</b>
Jennifer Black	Crescent Liquor
Vaneesa Cline	Crescent Liquor
Gord Hobbins	Gord's Running Store
Akshay Jejurkar	The UPS Store 243
Alice Lam	Tigerstedt Flea Pop-Up Market
Gurinder Parmar	Crescent Liquor



2019 March 29  
Election and Information Services Office  
City of Calgary  
1103 55 Avenue NE, Calgary, Alberta

Attention: Karol Yeung / Jeannine Dryden

Subject: Request to Establish the Crescent Heights Village Business Improvement Area (BIA)

On behalf of the BIA Establishing Committee representing a consortium of businesses operating in Calgary's Crescent Heights community, we hereby request that City Council develop and approve a bylaw to establish a BIA, hereafter referred to as the Crescent Heights Village BIA.

### Reason for this Request

The purpose of the Crescent Heights Village BIA is to enable businesses in this community to work together in raising funds and administering an organization that will improve and promote business in this community. The BIA Establishing Committee also intends to revitalize the distinct cultural and societal diversity in this community and the 110+ years of heritage and pride. This will be achieved by:

- **Promotion:** Economic development through marketing and events.
- **Streetscape:** Improve the physical environment of public spaces, creating a more vibrant, walkable, and attractive area.
- **Parking:** Improve public parking.
- **Services:** Work collaboratively with the City in delivery of municipal services.
- **Advocacy:** Campaign for policies and practices that support economic vitality.

### Proposed Crescent Heights Village Business Improvement Area Boundary

The Crescent Heights Village Business Improvement Area is centered on Centre Street North between 7<sup>th</sup> Avenue North and 14<sup>th</sup> Avenue North. It extends east-to-west from 1<sup>st</sup> Street NW to 1<sup>st</sup> Street NE.

A map of the proposed area is included in Schedule A.

### Process of Engagement

BIA informational brochures in both English and Chinese were prepared with help from the Calgary Chinese Community Service Association (CCCSA) and presented in-person to business owners (see Schedule B). Members of the BIA Establishing Committee personally visited each of the businesses in the area to explain the concept and benefits of a BIA and invite them to an information session on October 20, 2018. The information session featured presentations from three established BIAs, as well as presentations from the City of Calgary Main Streets team, the City of Calgary Green Line team, and the City of Calgary BIA Partnership Coordinator.

Four pop-up events were held on November 28, 2018, December 5, 2018, December 9, 2018, and January 14, 2019 at local businesses to enable business owners to drop in and ask questions. The BIA Establishing Committee also kept in regular contact with businesses by email, phone, and in-person visits between October 2018 and March 2019, and business owners were invited to drop in to any of the businesses making up the BIA Establishing Committee during business hours to learn more about the BIA.

### The Establishment Committee

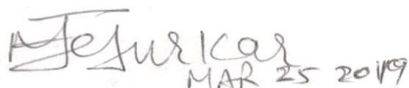
It is our pleasure as the BIA Establishing Committee to represent the businesses of the Crescent Heights Village area. We have worked diligently as an ad-hoc committee collaboratively with the businesses within the Crescent Heights Village BIA boundaries. The signatures of business owners who have signed in support of establishing a BIA are included in Schedule C.

We look forward to your favourable consideration of this presented BIA request.

Yours Truly,



Gord Hobbins, Owner, Gord's Running Store



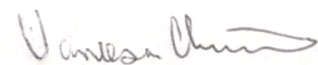
Akshay Jejurkar, Owner, The UPS Store 243



Monty Parmar, Owner, Crescent Liquor



Jennifer Black, Crescent Heights Community Association Engagement Director



Vaneesa Cline, BIA Establishing Committee Volunteer



Alice Lam, Representative, Certus Developments Inc.

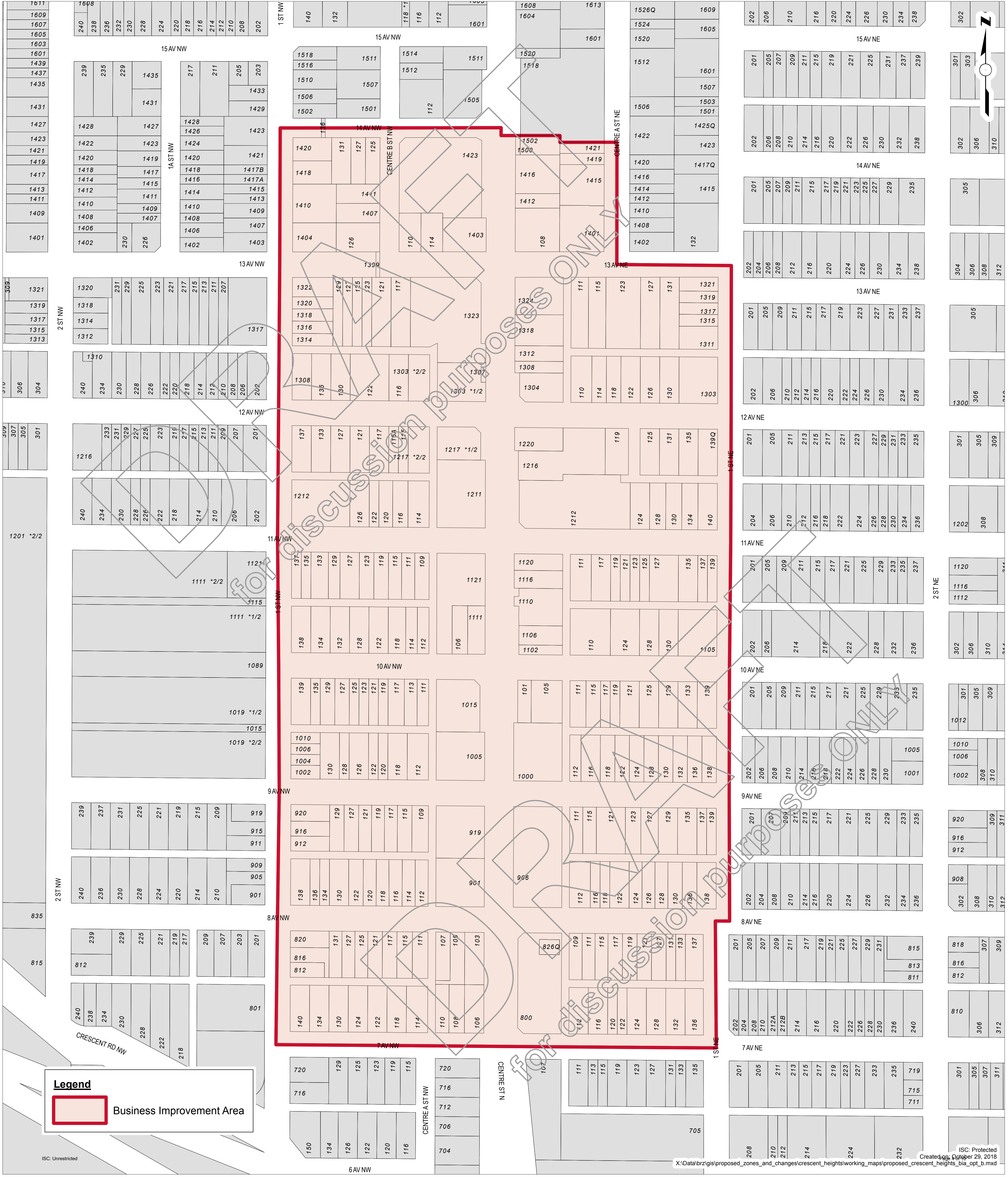


Ashley Walsworth, Representative, Three Peaks Teaching and Research Clinic

Schedule A – Map of Proposed Area

PROPOSED - Crescent Heights Village

Business Improvement Area



Legend

Business Improvement Area



## Schedule B – Process of Engagement

# **Crescent Heights Village BIA Information Session Open House**

October 30, 2018 7:30 PM

CHCA Hall -1102 2ND STREET NW

[jennifer@crescentheightsyyc.ca](mailto:jennifer@crescentheightsyyc.ca)  
for more info

We invite you to come learn about the proposed Crescent Heights Village Business Improvement Area (BIA), how a BIA can support you and the vibrant business community along Centre Street, share ideas about how a BIA can support your business, and understand ways you can participate.

## How is a BIA run?

A board of directors is responsible for the administration of the BIA. The board must include up to 10 business owners who are nominated by the business members of the BIA. The board develops the BIAs' annual program

There are many changes coming to Centre Street as a result of the Green Line and Main Streets projects. A BIA will help to ensure the businesses are represented in those decisions

*BIAs help create some of Calgary's most vibrant, best-known, and most-loved neighbourhoods.*



For more information & to get involved, please contact our growing  
**Committee to Form a BIA**

Jennifer Black, Engagement Director,  
Crescent Heights Community  
Association  
[jennifer@crescentheightsyyc.ca](mailto:jennifer@crescentheightsyyc.ca)

Gord Hobbins, Owner,  
Gord's Running Store  
[gordsrun@telusplanet.net](mailto:gordsrun@telusplanet.net)

Vanessa Cline  
[vaneesa@goinsureme.ca](mailto:vaneesa@goinsureme.ca)

**CRESCENT  
HEIGHTS  
VILLAGE  
BUSINESS  
IMPROVEMENT  
AREA**





## How is a BIA established?

A group of businesses come together and define the boundaries of a BIA



March 2019: Request to Establish a BIA signed by at least 25% of the businesses within the zone submitted to City



April 2019: City issues a notice to businesses



September 2019: Report to Committee and Council for approval



January 2020: BIA budget and enabling bylaws

## How is a BIA funded?

Businesses will collectively decide how much they want to invest in a BIA.

The BIA receives its revenue from local business owners in the zone. This revenue is collected by means of a special BIA levy added to each business owner's annual business tax bill.

## What can a BIA do for local businesses in their zone?

- Promotion:** Economic development through marketing and events.
- Streetscape:** Improve the physical environment of public spaces, creating a more vibrant, walkable, and attractive area.
- Parking:** Improve public parking.
- Services:** Work collaboratively with the City in delivery of municipal services.
- Advocacy:** Campaign for policies & practices that support economic vitality.





## BIA 如何運作?

BIA的行政工作由董事會負責。董事會必須由包含最多10位由BIA商業委員會提名的商戶，該董事會負責發展每年BIA的項目。

BIA 協助創造卡加利市最有活力、廣為人知及最受歡迎的鄰近社區。

隨著綠色輕鐵的興建和主要街道的發展規劃，未來中央街將會有很大的改變。BIA 會成為商戶統一的代表，發表各類事務的決策。



如需額外資訊、有興趣參與BIA，請與我們的委員會聯絡

Jennifer Black,  
Crescent Heights 社區組織理事  
[jennifer@crescentheightsyyc.ca](mailto:jennifer@crescentheightsyyc.ca)

Gord Hobbins,  
Gord's Running Store店主  
[gordsrun@telusplanet.net](mailto:gordsrun@telusplanet.net)

Vanessa Cline  
[vaneesa@goinsureme.ca](mailto:vaneesa@goinsureme.ca)

Crescent Heights  
商業改進小區計劃  
BIA  
(Business Improvement Area)



## BIA 如何成立？

一群商戶聚集一起界定BIA的範圍。

2019年3月：區內最少25%的商戶聯署，提出成立BIA的要求，並提交建議與市政府。

2019年4月：市政府向商戶發出通知。

2019年9月：向委員會及議會匯報，尋求批准。

2020年1月：BIA 財政預算及通過地區法。2018年9月

## BIA 如何獲得資金？

投資BIA 金額的多少是由商戶集體決定。

BIA 的收入來自本區的店舖東主，除每年的商業稅之外，商戶需額外繳交BIA的特別稅。

## BIA 如何服務該地帶的商戶？

- **宣傳**：透過市場推廣及特別節目帶來經濟發展。
- **街道景觀**：改善公共空間的自然環境，締造一個充滿活力、適宜步行和富吸引力的地區。
- **泊車**：改善公眾泊車的情況。
- **服務**：與市政府合作提供市政的服務。
- **推動**：擁護支持經濟活力的政策及實際行動。



**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1040**

**Change to the 17th Avenue Retail & Entertainment District Business Improvement  
Area Boundary**

---

**EXECUTIVE SUMMARY**

The 17th Avenue Retail & Entertainment District Business Improvement Area (17th Ave RED BIA) board has requested a change to its boundary. An amendment to the 17th Ave RED Bylaw 39M84 is required to make these changes. The request to change the boundary complies with the provincial legislation. The 17th Ave RED BIA has additionally conducted engagement activities to inform current and potential new taxpayers of the proposed boundary change. Administration is recommending that Council give three readings to amend Bylaw 39M84 (Attachment 1) to make the change requested by the 17th Ave RED BIA board.

**ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommend that Council give three readings to the proposed Bylaw to amend the 17th Avenue Retail & Entertainment District Business Improvement Area Bylaw 39M84 with respect to the identified boundaries (Attachment 1).

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 1984 September 18 Council approved Clause C84-93 Proposed 17th Avenue Business Revitalization Zone and Bylaw 38M84.

**BACKGROUND**

The *Municipal Government Act* Alberta (MGA) sets out the purposes of the BIA in section 50, to: improve, beautify and maintain property in the area; develop, improve and maintain public parking; and promote the areas as a business or shopping district.

Business Improvement Area Regulation Section 8(1) of the Regulation requires that before Council approves a bylaw that changes a BIA boundary, (1) the BIA's board must consent to the change and (2) taxable businesses in the existing area and businesses who would be taxpayers under the change in boundary must be provided with an opportunity to make representations concerning the change to Council.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

On 2019 March 26 a request to expand the BIA's boundary was submitted on behalf of the 17th Ave RED BIA board in compliance with Section 8(1)(a) of the Regulation. The new boundary will allow taxable businesses in the area to participate and benefit from the 17th Ave RED BIA's activities that promote, revitalize and beautify the district.

17th Ave RED BIA has been contacted by a number of merchants in the area with the request to be part of the BIA. The 17th Ave RED BIA is requesting the change in boundary in order to respond to this need. The 17th Ave RED BIA intends to support current and future businesses with continued promotion of the BIA area through event initiatives, marketing strategies, and collaboration with The City of Calgary and other organizations. The proposed initiatives fall within section 50 of the MGA. There is approximately 145 new businesses included in the proposed change in boundary.



**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1040**

**Change to the 17th Avenue Retail & Entertainment District Business Improvement  
Area Boundary**

---

The following outlines the process followed by the 17th Ave RED BIA board to initiate a change in the boundary and the actions required by Administration to facilitate this change.

1. In compliance with Section 8(1)(a) of the Regulation, the 17th Ave RED BIA board submitted a request to Administration on 2019 May 18 (Attachment 2) which included proof of the board's consent to the change in boundary. A summary map of the proposed boundary change is in Attachment 3. The potential expansion area include (from west to east):
  - a. North and south sides of 17 AV SW, west of 14 ST SW to 16 ST SW
  - b. North on 14 ST SW (east and west sides) to 15 AV SW
  - c. North on 11 ST SW to 15 AV SW on east side
  - d. 16 AV SW between 8 ST SW and 9 ST SW
  - e. North on 8th ST SW (east and west sides) to 14th AV SW
  - f. 17th AV south side east of 4 ST SW to 2 ST SW
2. Attachment 4 summarizes the engagement activities conducted by the BIA board and Executive Director to notify, communicate, and provide information about the proposed boundary expansion to current taxpayers in the area and people who would be taxpayers under the change in boundaries. The activities commenced in early 2019 and continued up to the submission of this report.
3. Subsequently, as required by Section 8(2) of the Regulation, Administration mailed a notice on 2019 August 29 to the taxable businesses in the existing area, and the businesses who would be taxpayers under the proposed change in boundary, detailing their opportunity to present to Council concerning the change (Attachment 5).

**Stakeholder Engagement, Research and Communication**

As required under section 8(1)(a) of the Regulation, The 17th Ave RED BIA board has consented to the change in boundaries. Stakeholder engagement activities leading up to and following the submission of the board's request to change the BIA boundary was also completed. As required by Section 8(2) of the Regulation, a notice was mailed by Administration on 2019 August 29 to taxpayers in the area and people who would be taxpayers under the change in boundary detailing the opportunity present to Council concerning the change (Attachment 5).

**Strategic Alignment**

BIAs encompass networks of businesses that support *Calgary in the New Economy: An Economic Strategy for Calgary*, more specifically the Business Environment Area of Focus, through activities that support local economic development, placemaking and revitalization. Their activities also contribute to the *Cultural Plan for Calgary* and Tourism Calgary's *Destination Strategy*. BIA's located in the downtown contribute to implementation of The City's Downtown Strategy.

The BRZ/BIA 2015-2018 Business Plan identifies the growth of new BIAs as a key outcome.

**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1040**

**Change to the 17th Avenue Retail & Entertainment District Business Improvement  
Area Boundary**

---

**Social, Environmental, Economic (External)**

BIAs provide an opportunity to promote Calgary, support local economic activity and enhance neighbourhood revitalization. Under *One Calgary*, BIAs are within the Economic Development and Tourism line of service and support the implementation of *Calgary in the New Economy: An economic strategy for Calgary*, The City's Downtown Strategy, the *Cultural Plan for Calgary*, *Centre City Plan* and *Resilient Calgary Strategy*.

BIA board members are local business community volunteers appointed by Council under the terms of The City's bylaw that established the BIA. The board is responsible for addressing the needs of the defined area as identified by the business owners that pay the BIA tax.

**Financial Capacity**

***Current and Future Operating Budget:***

There are no operating budget implications for The City associated with this report. The revenue raised as a result of the additional levies paid by any new taxpayers that fall within the expanded BIA boundary will be transferred directly to the 17th Ave RED BIA.

***Current and Future Capital Budget:***

There are no capital budget implications as a result of this report.

**Risk Assessment**

Compliance with the requirements of the Regulation mitigates potential risks associated with a change to the boundary of the 17th Ave RED BIA. This includes mitigation of the risk associated with stakeholder engagement. Ensuring the notice of the boundary expansion request was mailed by Administration to taxpayers in the area, and people who would be taxpayers under the change in boundary, detailing the opportunity to make representations concerning the change to Council (Attachment 5) is an important requirement to reduce risk. Similarly, ensuring that the affected taxpayers are given an opportunity to present to Council prior to Council giving second reading to the proposed Bylaw ensure that the Bylaw is enacted in compliance with requirements in the Regulation.

**REASON(S) FOR RECOMMENDATION(S):**

The request to change the 17th Ave RED BIA boundary complies with the provincial legislation. BIAs are a defined geographical area that come together to improve said area. Under the MGA, the purposes of a BIA are to improve, beautify and maintain property in the area; develop, improve and maintain public parking; and promote the areas as a business or shopping district. An amendment to the 17th Ave RED BIA Bylaw 39M84 is required to make these changes.

**ATTACHMENT(S)**

1. Attachment 1 – Proposed bylaw
2. Attachment 2 – Documents relating to the request for expansion
3. Attachment 3 – Map of proposed boundary changes to the 17th Ave RED BIA
4. Attachment 4 – Summary of 17th Ave RED BIA communications and engagement

Community Services Report to  
SPC on Community and Protective Services  
2019 September 11

ISC: UNRESTRICTED  
CPS2019-1040

**Change to the 17th Avenue Retail & Entertainment District Business Improvement  
Area Boundary**

---

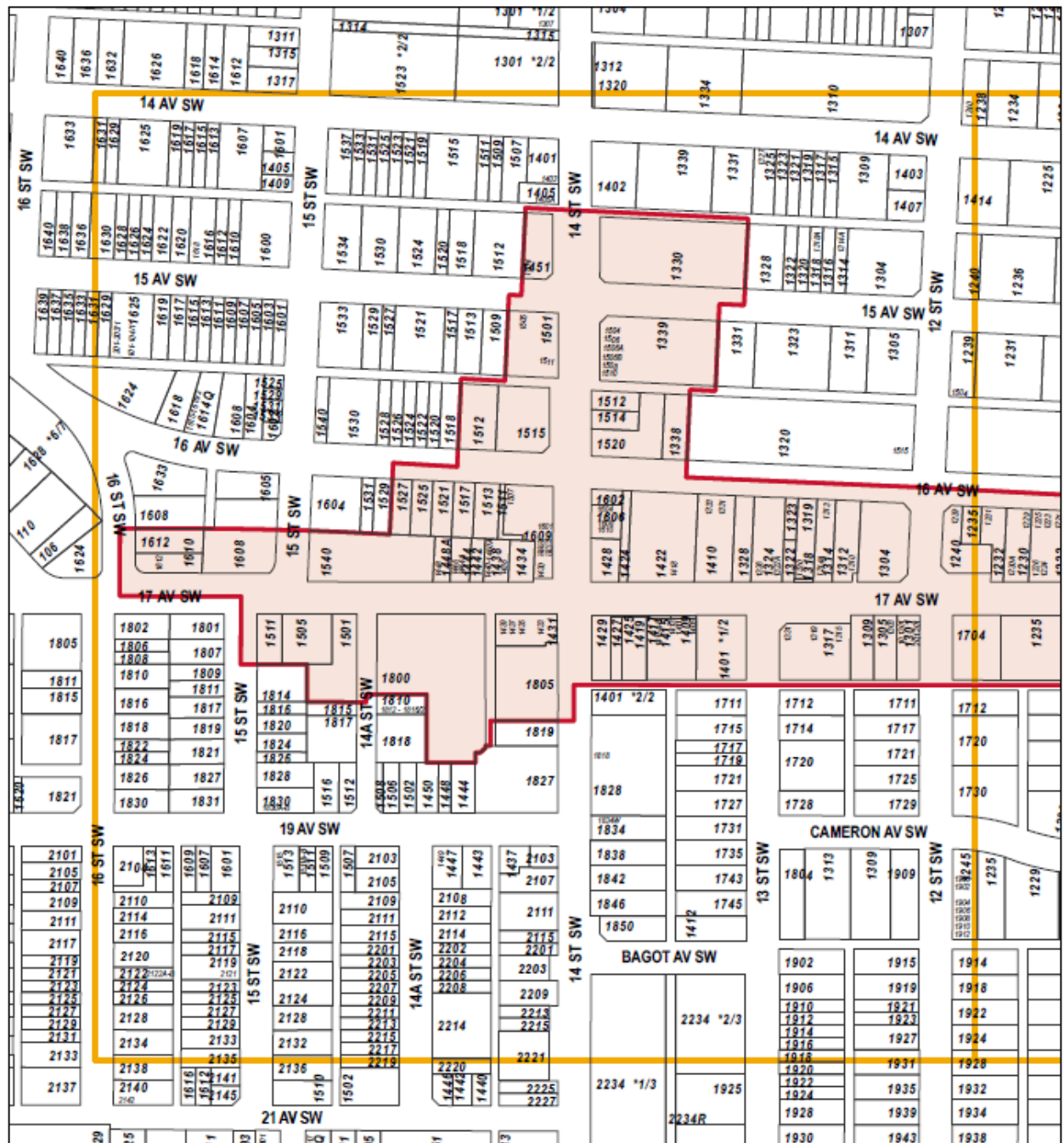
5. Attachment 5 – Administration notice of request of 17th Ave RED BIA boundary

**Proposed Wording for Bylaw to Amend the 17<sup>th</sup> Avenue Retail & Entertainment District  
Business Revitalization Zone Bylaw 39M2017**

1. Bylaw 39M2017, the 17<sup>th</sup> Avenue Retail & Entertainment District Business Improvement Area Bylaw, is hereby amended.
2. The boundaries of the 17<sup>th</sup> Avenue Retail & Entertainment District Business Improvement Area are hereby amended by deleting Schedule "A" in its entirety and substituting in its place Schedule "A" attached to this Bylaw.
3. This bylaw comes into force on the day it is passed.


TEXT FOR DISCUSSION ONLY





# 17th Avenue Retail & Entertainment District


Business Improvement Area

 17th Avenue Retail & Entertainment District  
Business Improvement Area

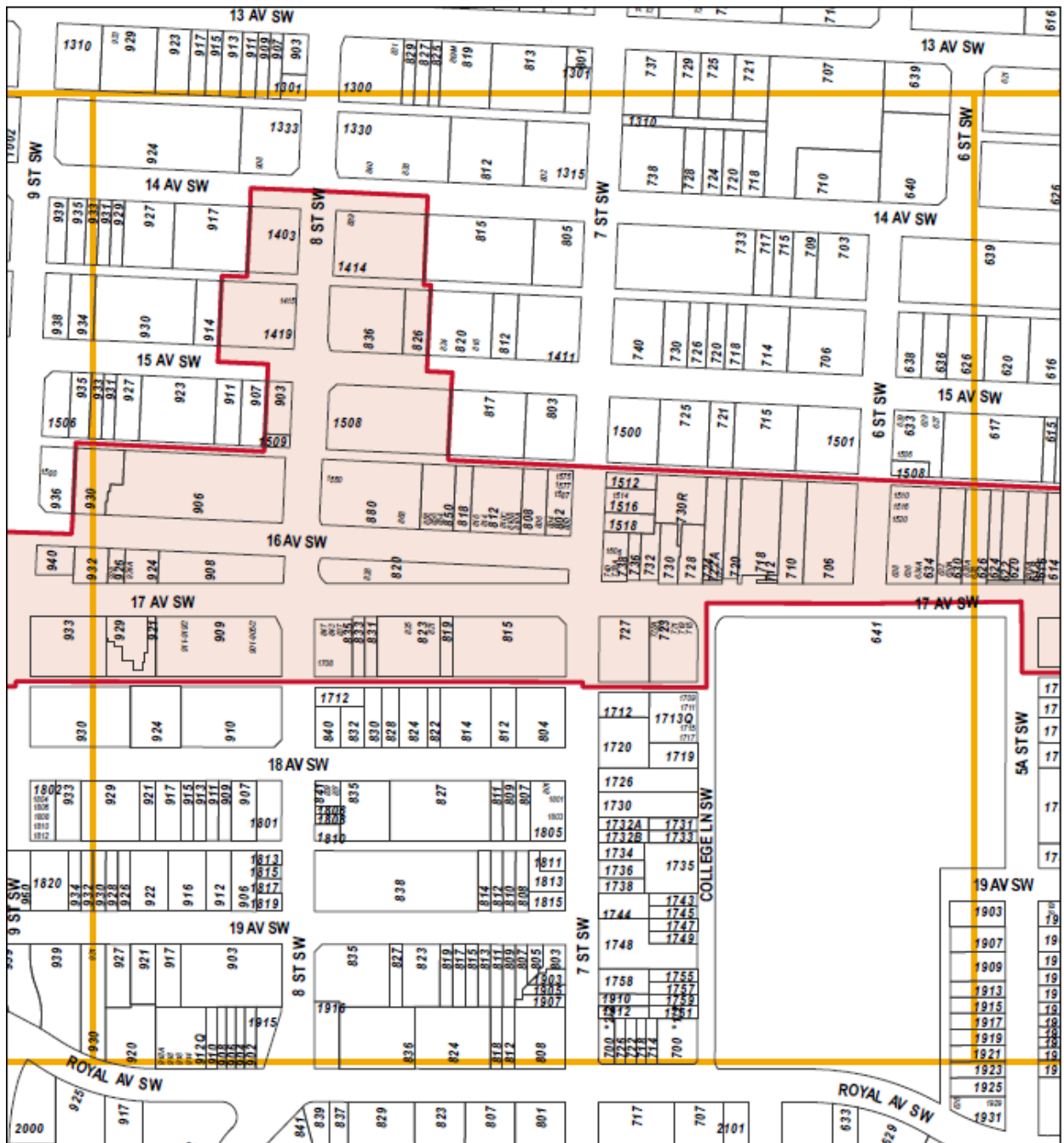
Map 2 - Detail

### Business Improvement Area

### Map 3 - Detail


 17th Avenue Retail & Entertainment District  
Business Improvement Area



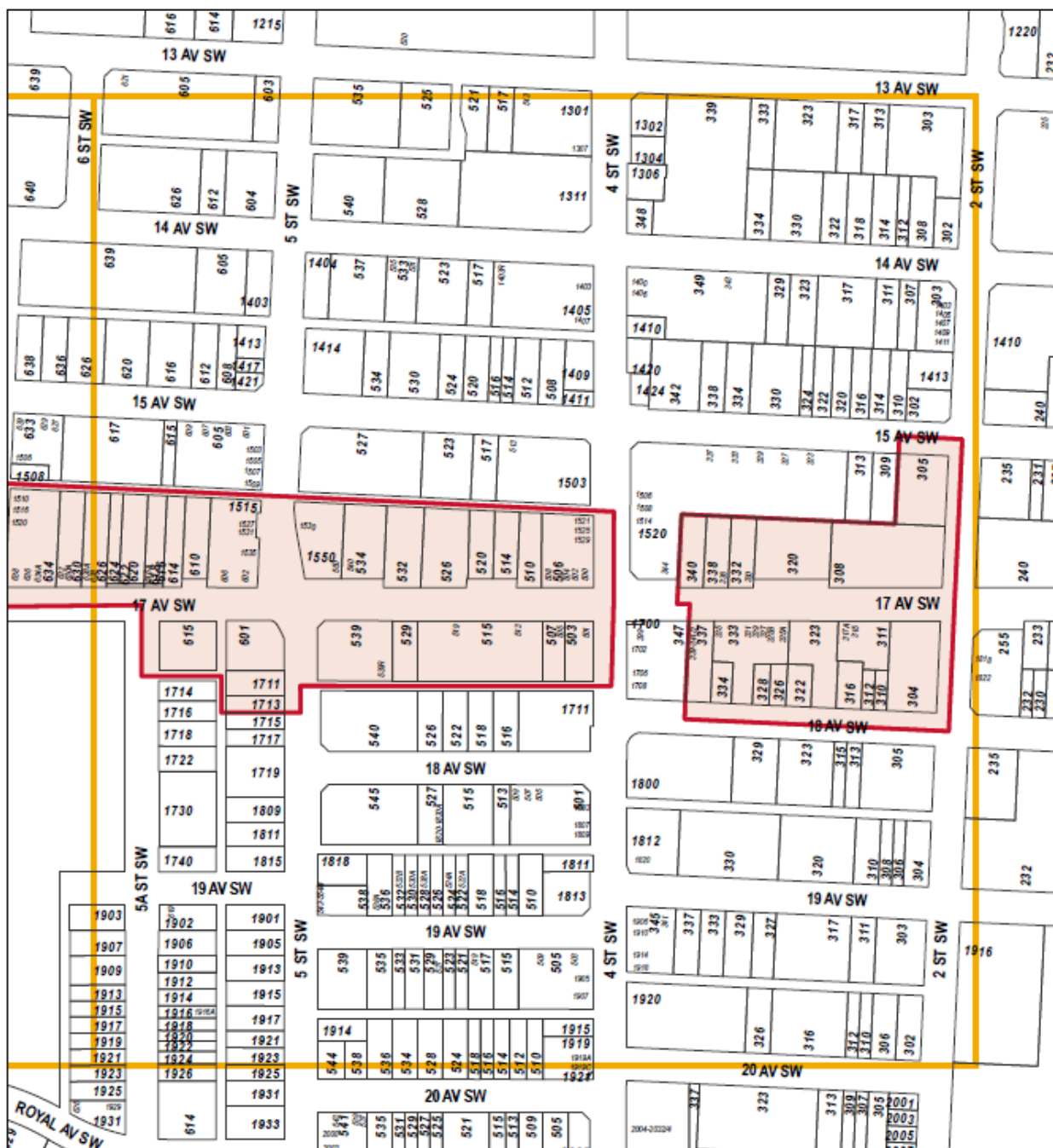


# 17th Avenue Retail & Entertainment District

Business Improvement Area


 17th Avenue Retail & Entertainment District  
Business Improvement Area

Map 4 - Detail



## 17th Avenue Retail & Entertainment District

Business Improvement Area

 17th Avenue Retail & Entertainment District  
Business Improvement Area

Map 5 - Detail



**Request, Communications, Letters of Endorsement and Petitions in Support of the Change in the 17th Avenue Retail & Entertainment District BIA Boundary**

**FCS2010-23** Change to the Boundary of the 17th Avenue Retail & Entertainment District Business Improvement Area

ISC: Unrestricted

209-908 17th Ave SW Calgary, Alberta T2T 0A3  
City Clerk's Office  
Mail Code #8007  
P.O. Box 2100  
Station M  
Calgary, AB  
Canada T2P 2M5

To Whom it May Concern,

The 17th Avenue Retail & Entertainment District BIA is seeking an expansion of its current borders. The 17th Avenue Retail & Entertainment District BIA board has consented to a change in boundaries (as per AR 377/94 Section 7.1 (1)), please see attached board minutes for motion to expand boundaries, passed on October 9, 2018.

This is a mutually beneficial expansion, for both the existing BIA businesses, and those in the area to be expanded. The BIA has been contacted by a number of merchants in the area just outside of our Borders (such as Shag, Sylv Style Boutique, Avalon Salon & Spa, Curate Consignment, Simply Irie, Cowboy Smoke Shop) who would like to become a part of the 17th Avenue Retail & Entertainment District BIA. Given the plans that have been set into motion to increase the densification of our neighbourhood over the past three years and into the future, it would be reasonable to include these additional business areas in the 17th Ave RED BIA, as the revised boundaries will be able to support current businesses, the future businesses and the community at large. We would also like to increase our membership in order to increase our tax base so as to decrease or maintain our tax rate now and into the future.

The change in boundaries would pertain to the following locations (see attached map showing areas to expand BIA):

1. 16th Ave SW between 8th and 9th St SW
2. North (where possible) and South Sides of 17th Ave SW, East of 4th St SW to 2nd St SW
3. North and South sides of 17th Ave SW, west of 14th St SW to 16th St SW
4. North on 14th St SW (East & West Sides) to 15th Ave SW
5. North on 11th St SW to 15th Ave SW on East Side



6. North on 8th St SW (East & West Sides) to 14th Ave SW
7. North and South on 2 St SW (East & West Sides) between 15th Ave SW and 18 Ave

Additionally, I or the BIA Marketing Manager have personally visited and mailed a letter to each location in the proposed boundary expansion zones and invited them to the public open house. The public consultation will take place March 31, 2019 at the BIA office located at 209-908 17th Ave SW between 3:00 PM to 5:00 PM.

Attached below are :

- Minutes of the Board meeting, Oct 9, 2018, where adjustments as listed above were approved.
- A letter was sent out to the BIA membership & shared with the new boundary zones advising of the potential changes in boundaries and the open house.
- A rough map of the proposed changes

If there are any further questions, please don't hesitate to ask. Further correspondence in support of this boundary change may be forthcoming. Sincerely,

Sincerely,

Kerri Burnside

A handwritten signature in black ink that reads 'K Burnside'.

Board Chair  
17th Ave Retail & Entertainment District BIA





## BOARD OF DIRECTORS MEETING

### MINUTES

November 20, 2018

**Present:** Esther Kelly (ED/EK), Kerri Burnside (KB), Martin Halliday (MHAL), Dan Northfield (DN), , Morgan Haight (MH) Alison Davison (AD), Chad McCormick (CM), Ernie Tsu (ET)

**Regrets:** Lindsey Collette (LC)

1. Call to Order - by KB at 1:37 PM
2. Call for motion to Approve Agenda by KB - MOTIONED BY MH, SECONDED BY CM, AIF(7) AO(0)
3. Call for Motion to Adopt Oct 9, 2018 Minutes & ED Report by KB - MOTIONED: DN SECONDED by: MH, AIF(7) AO(0)
4. 17<sup>th</sup> Ave SW Construction Project Update



## BOARD OF DIRECTORS MEETING

### MINUTES

October 9, 2018

**Present:** Esther Kelly (ED/EK), Kerri Burnside (KB), Martin Halliday (MHAL), Dan Northfield (DN), , Morgan Haight (MH) Alison Davison (AD)

**Regrets:** Lindsey Collette (LC) Chad McCormick (CM), Ernie Tsu (ET)

1. Call to Order - by KB at 2:08 PM
2. Call for motion to Approve Agenda by KB - MOTIONED BY DN, SECONDED BY MHAL, AIF(5) AO(0)

#### **Standing Committees:**

**2. Boundary Changes** - EK inquired if it was still the Board's desire to move forward with boundary expansion in 2019. MHAL advised that it would be in the best interest of the BIA. [REDACTED] EK advised already began work on letters required, getting the process from the BIA Liaisons to move forward, and information package about joining our BIA. [REDACTED] MOTIONED BY MH, SECONDED BY MHAL AIF (5) AO (0)



To Whom It May Concern:

The 17th Avenue Retail & Entertainment District Business Improvement Area is revising the BIA's borders (current borders are highlighted in red on the enclosed map) and would like your business to join our business association.

The 17th Avenue RED BIA has approximated 345 members who pay a small levy of 1.75% of their business taxes. This levy is rebated to the BIA office and those funds are used to promote, revitalize and beautify the district. A volunteer board of directors is elected each November at an annual general meeting. The BIA liaises with the City of Calgary for sidewalk repair, graffiti removal programs; and works with other BIA to establish policies that benefit inner city businesses. We also work to improve the businesses locally and nationally through media, event initiatives & marketing strategies. We continually build an online community and network that supports our BIA and leverage access to this network to promote our businesses, create community events that draw people to our area and assist business with cross promotion opportunities. Additionally, we advocate on behalf of our business in areas of public safety and crime prevention.

If you are interested in learning more about the BIA business membership advantages or have questions, please contact me. **If your business is interested in joining the 17th Ave RED BIA, please send me a letter confirming your desire in writing by March 28, 2019.** An open house on the BIA expansion will be held at the BIA's Office located in the Devenish Building at 209-908 17th Ave SW at 3:00 PM until 5:00PM on March 31, 2019.

Please join the BIA for refreshments and information on the expansion process.

Sincerely,

Esther Kelly  
Executive Director  
17th Avenue Retail & Entertainment BIA  
209-908 17th Ave SW, Calgary, AB T2T 0A3  
P| 587-356-4106  
E| [brz@17thave.ca](mailto:brz@17thave.ca)

List of potential expansion areas:

1. 16th Ave SW between 8th and 9th St SW
2. North (where possible) and South Sides of 17th Ave SW, East of 4th St SW to MacLeod Trail S and South at 17th Ave SW and MacLeod Trail S, East Side only to 18th Ave SW
3. North and South sides of 17th Ave SW, west of 14th St SW to 16th St SW
4. North on 14th St SW (East & West Sides) to 15th Ave SW
5. North on 11th St SW to 15th Ave SW on East Side
6. North on 8th St SW (East & West Sides) to 14th Ave SW
7. North and South on 2 St SW (East & West Sides) between 15th Ave SW and 18 Ave SW



LETTER OF SUPPORT TO JOIN 17TH AVE RETAIL & ENTERTAINMENT DISTRICT BIA

Business' Main Contact Name: Sylvie Law  
Business Name: Sylvstyle Boutique  
Business Address: 329B 333 17th Ave SW  
Business Phone No.: 587-352-5122  
Business Email: sylvstyle@hotmail.com

Attention: Esther Kelly, Executive Director  
17th Ave Retail & Entertainment District BIA  
209-908 17th Ave SW  
Calgary, AB  
T2T 0A3

Dear Ms. Esther Kelly,

I am writing you today to confirm my support to join the 17th Ave Retail & Entertainment District BIA upon approval from City Council to change the current BIA boundaries.

If there is any additional support or information that you require I/we provide, please feel free to reach out.

Sincerely,

Signature:

Print Name:

Sylvie Law

LETTER OF T TO JOIN 17<sup>TH</sup> AVE RETAIL & ENTERTAINMENT DISTRICT BIA

Business' Main Contact Name: Hanan Atwi (second contact Emad Sleiman)

Business name: Cowboy's Smokeshop & Electronics

Business Address: 341 17<sup>th</sup> Ave SW Calgary AB

Business Phone number:

For customers – 403-454-1477

For business contact: Hanan – 7807073985

Emad – 403-852-5151

Sam (3<sup>rd</sup> contact when Hanan /Emad unavailable)- 403-608-5954

Dear Ms Esther Kelly,

I am writing you today to confirm my support to join the 17<sup>th</sup> Ave retail & Entertainment District BIA upon approval from City Council to change the current BIA boundaries.

If there is any additional support or information that you require I/we provide, please feel free to reach out.

Sincerely,

A handwritten signature in black ink, consisting of a large, stylized 'H' followed by a series of loops and a long horizontal stroke.

Hanan Atwi

**LETTER OF SUPPORT TO EXPAND THE 17TH AVE RETAIL & ENTERTAINMENT DISTRICT BIA BOUNDARIES**

Business' Main Contact Name: *Noeme A. Africa / Raymond dela Cruz*  
Business Name: *Hotel Elan*  
Business Address: *1122 16 Ave SW*  
Business Phone No.: *403 229-2040*  
Business Email: *gm@hotelandan.ca / raymond.delacruz@hotelandan.ca*

Attention: Esther Kelly, Executive Director  
17th Ave Retail & Entertainment District BIA  
209-908 17th Ave SW  
Calgary, AB  
T2T 0A3

Dear Ms. Esther Kelly & 17th Ave Retail & Entertainment Board,

I am writing you today to confirm my support to expand the 17th Ave Retail & Entertainment District BIA upon approval from City Council to change the current BIA boundaries. We are excited to become a part of this BIA and feel that we will benefit from being included within the new boundaries.

If there is any additional support or information that you require I/we provide, please feel free to reach out.

Sincerely,

Signature:



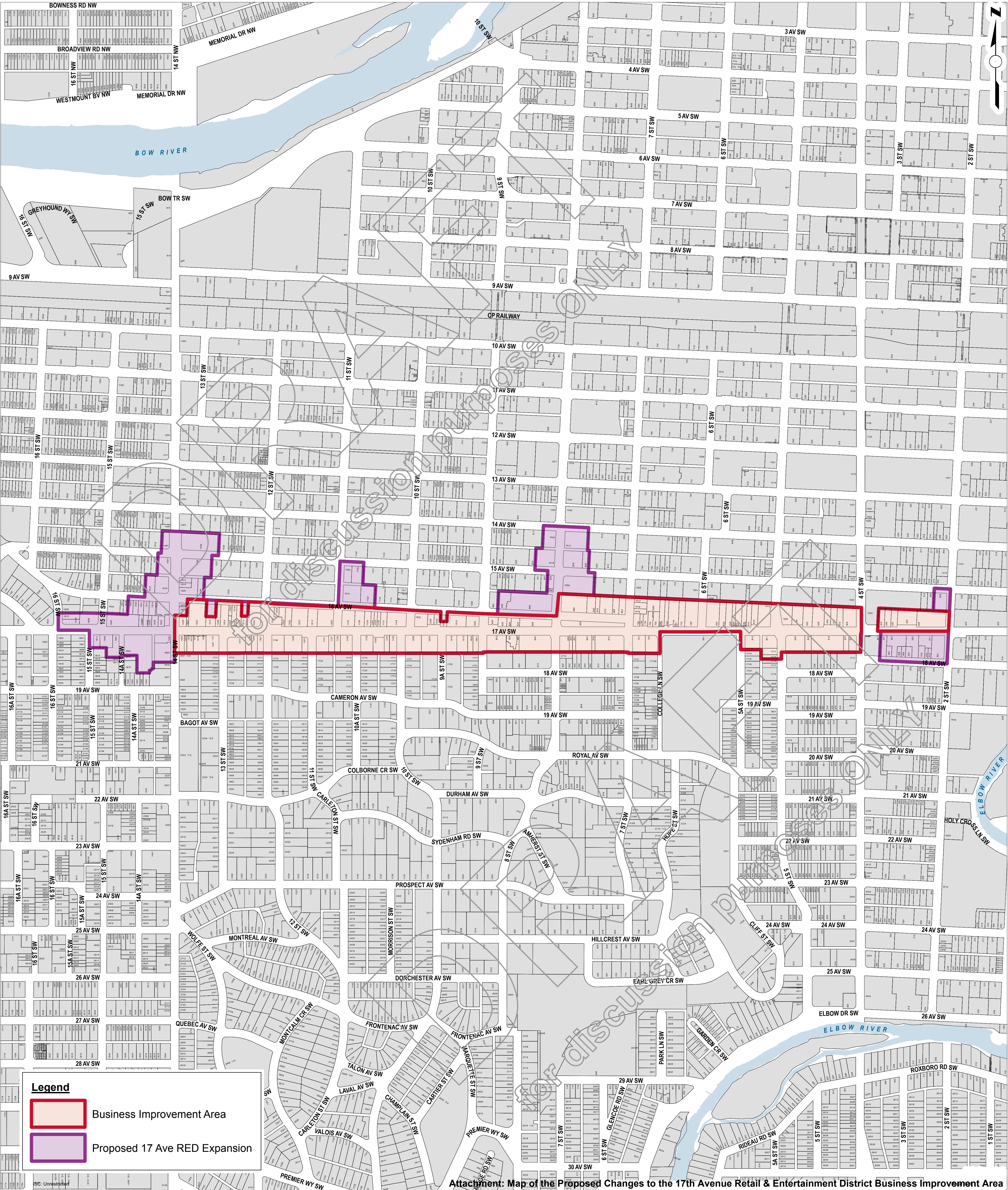
Name:

*NOEME A. AFRICA*





Map of the Proposed Changes to the 17th Avenue Retail & Entertainment District Business Improvement Area









## 17th Avenue Retail &amp; Entertainment District Boundary Change Engagement Activities

UNIT 209- 908 17TH AVE SW CALGARY, ALBERTA T2T 0A3 EMAIL: BRZ@17THAVE.CA OFFICE: 587-356-4106

**BOUNDARY EXPANSION APPLICATION PUBLIC ENGAGEMENT PLAN AND REPORT**

The board of 17th Ave RED BIA applied to expand the boundary to reflect the alignment of the community and business zone boundary. Several engagement activities took place in March and August, 2019 and listed below are the details of the activities.

Date	Activity	Feedback from ratepayers
March 14 <sup>th</sup> to March	A letter was hand delivered to all businesses outside of the current BIA Boundaries to engage them in the process. A letter was also mailed to locations that were not open or difficult to locate.	During the delivery, one business advised that they would be retiring soon so it wasn't a great concern to him. Another business advised that he was strongly opposed to the endeavour. He was informed of the process available to him to state his objection to the proposal and he advised he knew of the process. The remaining business either had no comment or advised that they would pass the information on to the property owners.
March 24 <sup>th</sup>	A letter was mailed out to our entire BIA membership explaining the proposed Boundary Changes.	We received three emails back asking how to become a part of the BIA; and two emails if there was any action required to be taken by the businesses who received the letters. Members were informed that no further steps were necessary.
March 26th	Email sent to the Beltline Community Association President, to explain the	Community Association advised that yes, they support the expansion but have a concern with

	proposed Boundary.Expansion and request support for the proposal.	respect to the expansion north of 16 Ave on 8/11/14th Streets SW. The BIA and the CA met to discuss these concerns
March 31 <sup>st</sup>	Open House was hosted with snacks provided from one of our members (Heaven). The open house ran from 3:00 PM until 5:00PM. At the open house were maps of the proposed areas and details about what the BIA is, implications to their property tax bills and how to learn more.	One business was supportive of the expansion and the other was unsure of the expansion and felt like it would be better suited to explore this in the future (next year or two).
June 4th to Aug 9th	Spoke to Raymond Delacruz of Hotel Elan repeatedly who expressed his interest on behalf of the company to join the BIA. Sent details of what the BIA could do re: marketing, public realm and advocacy.	ED of 17th Ave RED BIA spoke with him, detailing what membership would require, benefits of membership and next steps. Raymond advised that would share details with Owner and believed that there would be no reason for the owner not to support the expansion.
June 7th	Emailed Mount Royal Community Association President to engage them in the proposed boundary expansion.	Feedback was positive the CA will be submitting a letter of support.
June 25th	Met with BCA President to discuss concerns regarding the expansion. BIA advised via correspondences and in person that the BIA is always open to creative ways to improve our community parks and neighborhoods as well through programs like BUMP. Furthermore, an invitation to collaborate on future projects was extended.	Feedback was positive and collaborative in nature. CA president would share our discussion with his Board and report back re: conclusion reached.

Change to the Boundary and Change in the Name of the 17th Ave Retail &amp; Entertainment District BIA

Aug	Sent follow up emails to businesses in the	Reception to expansion was
-----	--	----------------------------



26th	expansion zone to supplement mailed & dropped off letter sent in March. This info was shared to detail the expansion application change that now excludes the section between 2nd St SW and MaCleod Trail.	positive and both EXPAL ENERGY the main tenant in 8th SW advised they would be supporting due to social distancing they have been seeing. INDUSTRIAL ALLIANCE PACIFIC INSURANCE COMPANY also that he didn't think that would be any issue in supporting the expansion.
August 26 - 27th	Sent additional emails and letters with updated information about the expansion that excludes the section between 2nd St SW and MaCleod Trail	No replies have been received thus far via phone, email or letter.

Shall the reader of this report have any questions regarding this engagement process, please feel free to contact the undersigned for further details.

Esther Kelly  
Executive Director  
17th Ave Retail & Entertainment District BIA  
On behalf of the board

Change to the Boundary and Change in the Name of the 17th Ave Retail & Entertainment District BIA

# **LETTER OF SUPPORT TO EXPAND THE 17TH AVE RETAIL & ENTERTAINMENT DISTRICT BIA BOUNDARIES**

Main Contact Name: Michel Bourque

Community Association Name: Mount Royal Community Association  
Address: 2317 10 Street SW, Calgary, Alberta T2T 3G7  
Email: president@mountroyalstation.ca

Attention: Esther Kelly, Executive Director  
17th Ave Retail & Entertainment District BIA  
209-908 17th Ave SW  
Calgary, AB  
T2T 0A3

Dear Esther Kelly,

I am writing you today to confirm our association's support to expand the 17th Ave Retail & Entertainment District BIA boundaries to include businesses outside of their current zone. This will add cohesiveness to the current BIA and increase programming & events, beautification and sense of community in these additional locations.

If there is any additional support or information that you require I/we provide, please feel free to reach out.

Sincerely,

A handwritten signature in blue ink that reads "Michel Bourque". The signature is fluid and cursive, with the first name "Michel" and the last name "Bourque" clearly distinguishable.

Michel Bourque  
President, Mount Royal Community Association



2019 August 29

**RE: 17th Avenue Retail & Entertainment District Business Improvement Area (BIA) Proposed Boundary Change**

Dear Business Owner,

Businesses located within the current and proposed boundaries of the 17th Avenue Retail & Entertainment District Business Improvement Area (BIA) are being advised that City Council will be reviewing the proposed amendment to expand the boundary of the BIA. The BIA board of directors have approved the proposed expansion and a decision will be made by City Council on 2019 September 30. Attached is a map of the current boundary outlined in red, and the proposed expansion area is in purple.

The proposed boundary expansion will first be considered at the Standing Policy Committee on Community Protective Services on 2019 September 11 and any members of the public may attend this meeting and make submissions. Interested business owners within the BIA current and proposed boundaries have the opportunity to present to City Council should they wish. Written submissions (35 copies) may be brought to the meeting to be distributed at the discretion of Council. A period of five minutes is allotted to each speaker. This meeting of City Council is scheduled for:

Date: 2019 September 30  
Time: 9:30a.m.  
Location: Municipal Building, Plaza Level  
Council Chamber, 800 Macleod Trail SE, Calgary Alberta, T2P 2M5

Additional information on attending or presenting at a City Council meeting can be found online at:

<http://www.calgary.ca/CA/city-clerks/Pages/Legislative-services/Legislative-Services-FAQ.aspx>

The agenda for the meeting will be posted online one week prior at:

<http://agendaminutes.calgary.ca/sirepub/meetresults.aspx>

Should you require clarification and/or require additional information on the boundary expansion, please contact:

Esther Kelly, Executive Director, 17th Avenue Retail & Entertainment District Business Improvement Area at 587-356-4106 or [brz@17thave.ca](mailto:brz@17thave.ca)

If you require clarification regarding The City of Calgary process, please contact:

Kathy Tsang, Business Improvement Area Specialist, The City of Calgary at 403-660-5913 or [Kathy.Tsang@calgary.ca](mailto:Kathy.Tsang@calgary.ca)

Sincerely,

Melanie Hulsker, Acting Director  
Calgary Neighbourhoods  
T 403-268-5163 | Mailcode #116

Attachment: Map of the Proposed Changes to the 17th Avenue Retail & Entertainment District Business Improvement Area

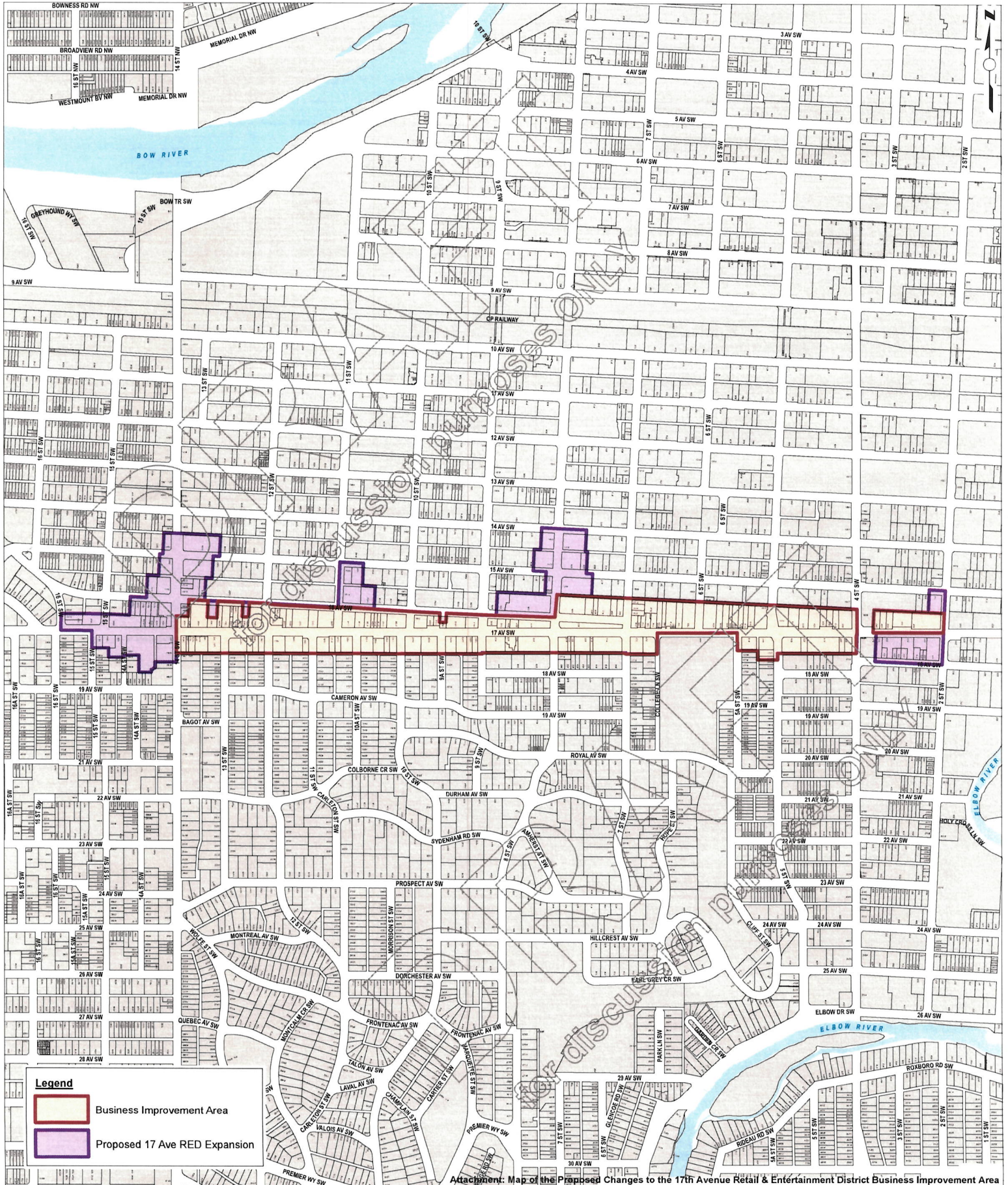
cc: Evan Woolley, Councillor Ward 8, Mail Code #8001

Kathy Tsang, Business Improvement Area Specialist, The City of Calgary, Mail Code #8113

Esther Kelly, Executive Director, 17th Avenue Retail & Entertainment District Business Improvement Area



# Attachment: Map of the Proposed Changes to the 17th Avenue Retail & Entertainment District Business Improvement Area





**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1055**

**Flatwater Pool Business and Service Continuity Update**

---

**EXECUTIVE SUMMARY**

On 2019 July 23, Council approved Proposed 2019 Budget Reductions (C2019-0901) which included stopping services at two flatwater pools. This recommendation was in alignment with strategic service delivery recommendations in the Council-approved Calgary Recreation Zero-Based Review (ZBR) (PFC2018-0647). A Motion Arising was approved as part of C2019-0901 to fund interim service provision at the two sites for the 2019 year, providing time to consider business continuity opportunities and for discussions with area Councillors.

Per that direction, Administration met with three area Councillors to discuss business continuity opportunities and engagement of impacted stakeholders around business continuity opportunities and how to mitigate impacts of stopping services.

Administration pursued three lines of exploration: (1) options to continue service at the specific facilities; (2) alternative uses for the impacted sites; and (3) service continuity for impacted user groups. Initial analysis of options for the facilities (lines of exploration 1 and 2) has identified operating, redevelopment, and expansion limitations resulting from the building, land area and labour requirements but requires further investigation before reaching conclusion. Attachment 1 includes additional site details. Progress has been made on finding alternate locations for user groups (line of exploration 3) and work will continue to find alternate accommodation options for the remaining groups.

**ADMINISTRATION RECOMMENDATION:**

That the SPC on Community and Protective Services recommends that Council direct Administration to continue to explore business and service continuity options for the two flatwater pool facilities and report back to Council no later than 2019 November 30.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2019 July 23, with respect to Report C2019-0901, Council approved the following Motion Arising:

Pending discussions on business continuity opportunities and area Councillors, allocate up to \$800,000 from 2019 Corporate Program Savings to allow for interim servicing of the community recreational assets referred to in Line 75 – Recreation Opportunities for the 2019 year, and report to Council on 2019 September 30.

**BACKGROUND**

On 2019 July 23, Council approved Administration's proposed budget reduction package which included stopping direct delivery of City services at two flatwater pool facilities. The two identified pools were put forward for budget savings because of poor financial operating performance due to changing citizen preferences which have resulted in limited and declining participation at these facilities, and the aging configuration of the facilities which no longer meet citizens' service level expectations for public recreation. The reduction was informed by the age and condition of the facilities and by the broader service provision strategies as identified in the Calgary Recreation ZBR (PFC2018-0647), including the availability of alternate publicly

**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1055**

**Flatwater Pool Business and Service Continuity Update**

---

accessible aquatics service within the catchment area. For additional background on facility conditions, see Attachment 1 and for usage data see Attachment 2. A description of alignment to the guiding principles for the permanent operating reductions is included as Attachment 3.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Arising from the 2019 July 24 meeting with the three area Councillors, Administration pursued three paths of exploration:

**1. Options to continue service at specific facilities**

In alignment with the Recreation ZBR, which identified a shared role for providing recreation services directly and through partner service providers, Administration is meeting with organizations that have expressed an interest in assisting with service continuity or some form of related use on the sites. Expressions and clarifications of interest have been tracked as part of the Summary of Engagement in Attachment 4 and Correspondence from Community Stakeholders in Attachment 5. Discussions with these groups are ongoing.

The facilities themselves present challenges for continued service. These sites were previously assessed for development and expansion potential as part of the Recreation Facility Design and Enhancement Study (2016). While initial analysis revealed there is limited feasibility of business and service continuity through redevelopment, expansion or alternate service provision at these sites in a constrained funding environment without public financial support, further investigation is still required.

If a process such as an Expression of Interest (EOI) were pursued to identify an alternate partner service provider to run the facilities (one or both), it would require approximately 12 months to prepare, distribute and then to evaluate submissions. Funding would be required to administer and execute the EOI as well as to continue operations in the meantime. Criteria for selecting successful EOI application(s) could be established to align with the community of users, facility constraints identified under initial risks review and the request that there be no further draw on City financial resources.

**2. Alternative uses for impacted sites**

Through conversations with impacted stakeholders, Administration has identified that there may be interest in the facilities for either publicly accessible recreation or other uses. Alternate facility use proposals could be solicited through The City's standard real estate sales and/or leasing processes. As with an EOI for a partner operator, Administration would develop selection criteria for a lease proponent.

**3. Service continuity options for impacted user groups**

Administration is working with impacted user groups to understand their service needs. Alternate accommodation options have been found for two of five groups to date – one at a partner facility and one at City-facility through adjusting bookings and programming. While City-operated facilities do not have time blocks available to accommodate the remaining groups, Administration is working with partner operators to seek alternate options for the three remaining groups (Attachment 4 – Summary of Engagement).



**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1055**

## **Flatwater Pool Business and Service Continuity Update**

---

### **Stakeholder Engagement, Research and Communication**

Administration met with the three area Councillors to discuss the engagement strategy and to identify key stakeholders, who were engaged as soon as possible to understand impacts and business continuity requirements. Weekly updates were provided to the three area Councillors on stakeholder engagement and emerging conditions.

Administration has been communicating with identified and impacted stakeholders, partners and user groups of the two facilities on an ongoing basis. Attachment 4 includes a summary of engagement.

As the location and timing became public through media reports, Administration shared details with individual site users and facility staff members on 2019 August 12. Media statements were prepared and used to reflect stakeholder and staff communications.

### **Strategic Alignment**

This report aligns with:

- Council direction on Immediate Tax Relief for Calgary Businesses (C2019-0782), directing Administration to find \$60M for the 2019 tax year through proposed reductions to include, but not be limited to, reductions and/or the elimination of programs, services and staffing positions.
- The Calgary Recreation ZBR (PFC2018-0647), which recommended shifting the emphasis from direct delivery, to a balance of both direct and indirect (partner) delivery.
- The Recreation Master Plan 2010 – 2020 (CPS2010-40), identifying that, “partnerships and collaborations are recognized as vital to the development of a broad and responsive recreation service continuum, to a Recreation for Life service approach, and to building complete communities.”

### **Social, Environmental, Economic (External)**

#### **Social**

Publicly accessible recreation facilities are available in the catchment area providing opportunities to build connections, grow social support networks that help combat isolation and loneliness, encourage learning and provide an opportunity to maintain and develop social skills.

#### **Environmental**

The aging flatwater pools have a limited and declining participation which decreases service efficiency, resulting in high resource consumption per user compared to other service locations. Ceasing service or repurposing buildings for alternate service use would decrease energy consumption, greenhouse gas emissions and landfill waste associated with the provision of mill rate-funded recreation services.

#### **Economic**

Consolidating service delivery in the region would improve efficiency and effectiveness of mill rate-funded recreation service provision and shift customer demand to partner facilities. Focusing on the recreation sector across Calgary, rather than on City-operated direct delivery, leverages nearby partner-operated amenities to deliver an equitable level of service to the catchment area, while improving the operating environment for existing partners.

Community Services Report to  
SPC on Community and Protective Services  
2019 September 11

ISC: UNRESTRICTED  
CPS2019-1055

## **Flatwater Pool Business and Service Continuity Update**

---

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

There are no operating costs associated with this report.

#### ***Current and Future Capital Budget:***

There are no capital costs associated with this report.

### **Risk Assessment**

Risk: Viable partner(s), at no operating cost to The City, may not be found in the available timeframe. Mitigation: Pursue The City's standard real estate sales and/or leasing processes, extend exploration timeline, or cease operations at the end of 2019.

Risk: Several constraints may impact alternate service delivery or alternate service at the sites: union successor rights, building condition assessments, expansion constraints, required capital lifecycle investments and accessibility constraints (refer to Attachment 1 – Site Assessments). Mitigation: Continue to explore business and service continuity options for the two facilities.

### **REASON(S) FOR RECOMMENDATION(S):**

Completion of the exploration of business and service continuity options for the two flatwater pool facilities is required prior to Administration reporting back to Council.

### **ATTACHMENT(S)**

1. Attachment 1 – Site Assessments
2. Attachment 2 – Flatwater Pool Facility Statistics
3. Attachment 3 – Guiding Principles for the Permanent Operating Reductions
4. Attachment 4 – Summary of Engagement
5. Attachment 5 – Correspondence from Community Stakeholders

## Site Assessments

Although Beltline Aquatic & Fitness Centre and Inglewood Aquatic Centre both reside within the inner city, each facility has a unique physical structure and operating conditions. As they are fundamentally distinct facilities, each site assessment is described separately below.

### Beltline Aquatic & Fitness Centre

This summary includes information based on previously completed reports including: a Hazardous Building Materials Assessment (2013), current Building Condition Assessment data (2017) and relevant Bylaw information.

Item	Description
Structural Age	Built in 1954, the building is close to end-of-life at 65 years. Repairs completed in 2018 revealed multiple new and existing cracks in the pool wall tile. The ensuing investigation revealed no structural issues but called for the cracks to be monitored. While there are no immediate structural issues or deficiencies, it has been recommended that regular structural inspections be carried out due to the age of the building.
Building Condition Assessment	<p>The 2017 Building Condition Assessment identified the need for additional investigation, including identifying the source of water leaks and studies to determine the condition of various building components (i.e. voltage distribution equipment, chimney, water utility piping, etc.). A high-level estimate for studies is \$51,000. Based on the age of the building, there is a risk that investigation could reveal additional required repairs.</p> <p>Major building components, such as the building envelope, HVAC, plumbing and electrical systems are dated. The assessment observed the building is nearing its electrical loading capacity and the original central distribution panel has exceeded its expected useful life. The equipment is being monitored and appears to be performing as intended, replacement of this system would need to be considered in the very near future.</p>
Critical Repairs	A facility maintenance project, completed on time and under budget, was required in 2016 to make critical repairs to Beltline in order to maintain level of service delivery. The decision to address Beltline's facility maintenance needs was reconfirmed through project planning stages in 2017, with construction completed 2018.
Required Capital Lifecycle Investments	The deferred lifecycle maintenance required at the Beltline Aquatics & Fitness Centre is estimated at \$737,000, with an additional \$1.5 million (trade costs only) investment in lifecycle maintenance required over the next five years. Attention is needed in the main pool area including replacement of floor and wall tiles, waterproofing, and other pool accessories. Lifecycle replacement of electrical panels, sanitary and stormwater pipes and building envelope is also required.
Accessibility	There is limited potential to implement barrier-free design elements within the existing building configuration. Existing amenities are only accessible by stairs, limiting programming and use potential. Further analysis is required to estimate costs associated with major accessibility improvements. Logistical constraints exist as amenities are spread between multiple building levels and would require multiple elevator trips to access.

Expansion	There is limited expansion potential due the size of the land parcel. The building is also connected to the historic YWCA, a registered Provincial Historic Resource under the Province of Alberta Ministry of Culture and Tourism. Exterior renovations would be impacted by the need to protect the integrity of the adjacent heritage site.
Parking	Parking is currently limited with no means of expansion. There is limited potential to expand above ground parking without rebuilding the site.
Hazardous Building Materials (HBM) Abatement	An HBM Assessment was completed in 2013. The report identified the presence of hazardous materials typical of a 1950s building. Left undisturbed and unexposed (in a wall, floor or ceiling), HBMs are <u>not</u> a health risk. Any work to physically modify the facility would require an abatement strategy and additional costs for removal and disposal.
Non-Hazardous Building Code Misalignments	There are several building elements that do not meet current building code requirements. Misalignments with current code are permitted through 'grandfathering' (existing construction permitted to stay in place even though current standards are stricter). Any portion of work that is built new, modified or renovated would need to meet current code. Changes to the building classification could also require code renovations. While the building is safe and acceptable for use through 'grandfathered' approvals, redevelopment is challenged by the costs associated with updating and renovating the facility to meet current code.
Succession Rights	Any operational changes may fall under Union Succession Rights. If the ownership of a current City recreation facility was to change (leased or sold) and the new lease/owner continues to run the same type service on that land, this scenario would likely meet the criteria for a successorship under the Alberta Labour Relations Code. If the Labour Relations Board issues a successorship order, the successor will assume the bargaining rights and obligations of The City. The current unions will continue to be the bargaining agent of employees working for the successor. Existing certificates, collective agreements and proceedings under the Alberta Labour Relations Code will continue in effect and bind the successor.

**Note:** All dollar values noted are trade component values and do not represent complete project costs.

## Inglewood Aquatic Centre

This summary identifies potential constraints and opportunities for re-purposing Inglewood Aquatic Centre for operation by a third party. The summary includes information based on a Hazardous Building Materials Assessment (2013), a current Building Condition Assessment data (2017) and relevant Bylaw information.

Item	Description
Building Condition Assessment	Inglewood Aquatic Centre was built in 1963 as an outdoor swimming pool and was converted to an indoor pool in 1966. A recent Building Condition Assessment (2017) identified the need for repairs and renovations in the short term. For example, building envelope, roof assembly and interior space are experiencing water ingress problems resulting in some damage to the west exterior wall. The assessment observed the building envelope is in poor condition and needs upgrades. Substantial electrical improvements and interior renovations are also required. The assessment included a Class 5 estimate for repairs over the next five years totaling \$3.5 million (trade costs only).
Required Capital Lifecycle Investments	The deferred lifecycle maintenance required at the Inglewood Aquatic Centre is estimated at \$336,000. Up to \$3.7 million (trade costs only) of additional investment in lifecycle maintenance and repairs may be required over the next five years depending on the results of technical investigations. Critical components requiring immediate attention are electrical installations in the mechanical room, HVAC system exhaust and vents and building envelope. Building concrete and steel structure also required restoration and protection.
Hazardous Building Materials (HBM) Abatement	A Hazardous Building Materials Assessment was completed in 2013. The report identified the presence of hazardous materials typical of a building of this vintage. Left undisturbed and unexposed (in a wall, floor or ceiling), HBMs are <u>not</u> a health risk. Any work to physically modify the facility would require an abatement strategy and additional costs for removal and disposal.
Non-Hazardous Building Code Misalignments	There are some building elements that do not meet current building code requirements. Misalignments with current code are permitted based on 'grandfathering' (existing construction permitted to stay in place even though current standards are stricter). Any portion of work that is built new, modified or renovated would need to meet current code. This includes items related to occupancy, washroom count and barrier-free design.
Succession Rights	Any operational changes may fall under Union Succession Rights. If the ownership of a current City recreation facility was to change (leased or sold) and the new lease/owner continues to run the same type service on that land, this scenario would likely meet the criteria for a successorship under the Alberta Labour Relations Code. If the Labour Relations Board issues a successorship order, the successor will assume the bargaining rights and obligations of The City. The current unions will continue to be the bargaining agent of employees working for the successor. Existing certificates, collective agreements and proceedings under the Alberta Labour Relations Code will continue in effect and bind the successor.
Land Title	The property has a restrictive covenant on title where the use of the land by The City is restricted to a pool.  <i>"The City of Calgary covenants as follows:</i>

	<ol style="list-style-type: none"><li>1. <i>The City of Calgary shall not erect, or permit any person to erect, in and upon Lot Three (3) in Block E of Plan 2079 J.K. any building or any construction of any kind save only a public swimming pool for the use and enjoyment of the citizens of Calgary and of dressing-rooms, ticket offices and other such ancillary installations for the operation and embellishment of such swimming pool.</i></li><li>2. <i>If at any time The City of Calgary or any voluntary association operating the said pool ceases to operate the development on the said Lot Three (3) as a swimming pool, then The City of Calgary shall upon written request of Calgary Brewing &amp; Malting Co. Limited deliver up a registerable transfer of the said Lot Three (3) for the same price and consideration as that on which the said Lot Three (3) was transferred to The City of Calgary.</i></li><li>3. <i>The 'same price' would be approx. \$37K"</i></li></ol>
--	---

**Note:** All dollar values noted are trade component values and do not represent complete project costs.





## Service By the Numbers

BELTLINE		INGLEWOOD		COMPARABLE CITY OPERATED POOL**	
Visits*	43,500	Visits*	55,000	Visits*	91,500
Tax Support/Visit	\$18.00	Tax Support/Visit	\$10.50	Tax Support/Visit	\$7.50
Tax Support	74%	Tax Support	71%	Tax Support	49%
Cost Recovery	26%	Cost Recovery	29%	Cost Recovery	51%



\* Typical annual visits

\*\* Average of other flatwater pools without full amenity complement (Tier 1 Pools)



## Pool Attendance

### CATCHMENT AREA

52,000  
residents

Total catchment population for Beltline and Inglewood facilities.

Based on declining attendance and the decreasing number of users registered for programs at these facilities, compared to other City operated facilities, the decision to end the provision of service at the two flatwater pools represented the least harm approach and aligned with the ZBR recommendation to shift the emphasis from direct delivery to a more balanced delivery approach, including leveraging partner delivered services.

Recent efforts by Calgary Recreation to increase attendance numbers at these facilities have included programming changes and encouraging booking groups to use these sites. However, annual attendance has not improved at the pools. These sites represent the lowest attendance of all pools in Calgary Recreation's aquatics offerings and receive the most tax support to operate.

There are nearby partner operated amenities (Repsol Sport Centre and Gray Family Eau Claire YMCA) within the catchment area. Each provides recreation amenity access that is comparable to other serviced areas of the city. A new publicly provided optimized facility would be required to serve a catchment area population of 75,000 – 80,000 residents without any available catchment area recreation amenities.

#### BELTLINE

Over the past few years, Calgary Recreation implemented some new strategies to increase revenue at Beltline, included adding an outdoor climbing wall and directing bookings to the site. Unfortunately, these strategies haven't had the desired impact.

43,500 visits	Typical annual visits to Beltline pool.
24,000 visits	Participants in group bookings and registered programs, representing 69 people a day. Booking users are typically a 50/50 split between children and youth, and adult programing.
19,500 visits	Annual drop-in admissions and pass scans, representing 56 people a day. Typical annual breakdown of drop-in users is 8% seniors, 66% adults, 25% youth and 1% children.
32 participants	The Calgary AfterSchool program at Beltline averages 32 participants per day.
24 camps	In 2019, there were 24 day camps offered – and run – at Beltline with a 75% fill rate.

#### INGLEWOOD

55,000 visits	Over the past few years, The City of Calgary implemented some new strategies to lower costs and increase efficiencies at Inglewood. This included changing service offerings and encouraging booking groups to use the facility. Unfortunately, these changes haven't had the desired impact.
33,000 visits	Typical annual visits to Inglewood pool.
22,000 visits	Participants in group bookings and registered programs, representing 95 people a day. At Inglewood, birthday party bookings represent 43% of the total hours booked and non-City program bookings (swim clubs, synchro etc.) represents 41% of the total hours booked. Both of these dominant booking groups are typically children and youth.  Annual drop in admissions, representing 63 people a day. Drop-in users were 45% seniors, 32% adults, 7% youth and 14% children.
10 participants	The Calgary AfterSchool program at Inglewood averages 10 participants per day, one of the lowest attended AfterSchool programs offered by The City.
0 camps	Day camps have been cancelled for the last two years due to low registration. The last year that summer day camps were run was in 2017.

## **Guiding Principles for the Permanent Operating Reductions**

As part of the 2019 Budget Reductions, Administration considered possible reductions in light of the 13 guiding principles adopted by Council. The recommendation to stop services at two flatwater pools was aligned with Council's guiding principles, specifically:

- “Least harm approach”
  - The two flatwater pools are located in catchment areas with two nearby partner-operated facilities, providing recreation amenity access that is comparable to other serviced areas of the city. The catchment area population would not meet the threshold to trigger the provision of a new optimized facility. (See Attachment 2).
  - The aging configuration of the two flatwater pools no longer meet citizens' preferences or service level expectations for public recreation, resulting in limited and declining participation.
- “Preserve front line services, albeit, reductions may create a lower level or elimination of service”
  - In alignment with the Council-endorsed Calgary Recreation ZBR mandate, which recommends realigning operating hours with actual customer usage and shifting the emphasis from direct delivery to a more balanced delivery approach, including leveraging partner delivered services, the reduction of two pool facilities is a reduction in City-operated service. However, access to proximate and commensurate recreation amenities through City partner-operated facilities maintains a comparable level of service.
- “Reductions should not result in future additional costs that exceed the reductions”
  - The amount of tax support required to operate the facilities is significant. The closure of these two facilities will not result in additional costs and will mitigate ongoing operational costs and capital investment needs.
- “Continue to prioritize long term plans and policies”
  - The closure of these facilities aligns with the ZBR service delivery mandate and Recreation Master Plan: moving Calgary Recreation from a focus on direct delivery to a balanced approach leveraging partner service provision to increase systemic effectiveness and efficiencies.



## Stakeholder Engagement Summary

*Please note that only face-to-face meetings are noted in this summary. Phone calls and emails were ongoing with stakeholders through the month of August.*

Councillors Carra, Farkas, Woolley: Meeting and weekly updates July – August

Beltline Neighbourhoods Association: 2 meetings July - August

Inglewood Community Association: 1 meeting August

CommunityWise Resource Centre: 2 meetings August

Calgary Outdoor Swimming Pool Association: 1 meeting August

Repsol Sport Centre: 3 meetings July - August

YMCA Calgary: 1 meeting August

<p>Aquatic Clubs All impacted user groups contacted at the end of July</p>	<p>Calgary Recreation is investigating available options to relocate swim clubs and user groups to other City- and partner-operated facilities.</p>
<p>Special Olympics Calgary Aquabelles Waterwerks (youth kayak group) Killarney Synchro Calgary Dolphins</p>	<p>Special Olympics - Business continuity solution identified through Vecova.</p> <p>Calgary Aquabelles - Administration continues to pursue business continuity options.</p> <p>Waterwerks (youth kayak group) - Business continuity solution identified through Acadia Aquatic &amp; Fitness Centre.</p> <p>Killarney Synchro - Administration continues to pursue business continuity options.</p> <p>Calgary Dolphins - Administration continues to pursue business continuity options.</p>





## Correspondence from Community Stakeholders

**From:** Philip McCutcheon [CommunityWise]  
**Date:** August 31, 2019 at 9:42:31 PM MDT  
**To:** "McLaughlin, James"; "Le Berre, Florent"  
**Subject:** [EXT] Betline Aquatic and Fitness Centre Follow up

Hello James,

Thank you again for the effort to reach out to CommunityWise and for the time and consideration you have made in the recent tour of the Beltline Facility. We would like to follow up with you as you are preparing your report to Committee next week.

We are heartbroken and discouraged about the loss of the operational funding your business unit and others within the city of Calgary have had to deal with recently. The impact and loss of opportunity to realize some pretty amazing things is very real and likely not fully appreciated by anyone at the moment.

There are certainly a lot of question and further communication that will be needed in the proposed decommissioning of the beltline facility as a recreational centre related to CommunityWise's operations. We are physically, socially, (and to be honest) economically linked to Beltline

Our position is that the best possible solution is a reinstatement of funds to the Recreation business unit to operate the facility and re imagining the use of the Beltline Centre to include increasing and expanding the function of the Beltline Centre for public benefit.

That said, CommunityWise too recognizes the value that the Beltline Centre has as a building in an of itself and perhaps not solely as a traditional or strictly recreational place.

If all efforts or interest for the Recreation department to adapt the use and model of the Beltline centre have truly been exhausted and that this is the only available option to meet the goals of the budget cuts CommunityWise would like to reiterate that we would have an interest and desire to explore other opportunities for use and possible operation of the facility (or parts of it) and in surly in collaboration with others.

With a keen sense of caution and care, we would like to keep on the table the opportunity to have further conversations with the City of Calgary in order to develop an operating plan that prioritizes Arts, culture, community, recreational, health, and social service needs being met at the building and that could ensure some continuity of services to the area. I'm sure that you have received similar messages from others and we have been in touch with the BNA and the OPA since we last met at Beltline as well.

If you would like to chat further before delivering your report or presenting on the 11th please let us know. We plan on being in attendance at the Committee meeting. See you on the 6th.

All the best and have a great weekend,

Philip McCutcheon  
Operations Coordinator  
CommunityWise resource Centre

--

"Equity and wellness achieved with collaborative work"

Philip McCutcheon  
Pronouns: He/Him  
CommunityWise Centre  
in the Old YWCA Building

#101 - 223 12<sup>th</sup> Avenue SW  
Calgary, Alberta, T2R 0G9  
403 261-9660  
info (at) communitywise.net  
www.communitywise.net

*COMMUNITYWISE is a unique, community driven, collaborative space for multi-sector groups to pursue their individual activities in the context of community development and social change. We are located on Treaty 7 territory, home of the Kainai, Piikani, Siksika, Tsuut'ina, Stoney-Nakoda and Métis Nation, Region 3.*



September 3, 2019

James McLaughlin  
Acting Director, Calgary Recreation  
The City of Calgary | Mail code: #176

Re: September 11, 2019 SPC on Community and Protective Services Meeting Agenda Item:  
Closure Of Beltline and Inglewood Swimming Aquatic Centres

Dear Mr. McLaughlin,

Thank you for the discussions with Calgary Outdoor Swimming Pool Association representatives on the potential closure of the Beltline Aquatic and Fitness Centre and Inglewood Aquatic Centre. As noted, we are an existing Civic Partner and have successfully provided swimming pool services for the community and citizens of Calgary since 2005.

In this role, our Board has identified that there may be a strategic synergy in combining the operation of the Inglewood and Beltline facilities with our existing successful outdoor pool service mandate.

For this reason, the Calgary Outdoor Swimming Pools Association would like to be considered as an alternative operating model to closing Beltline Aquatic and Fitness Centre and Inglewood Aquatic Centre if such an option were discussed.

If there may be questions as to the form and potential of such an arrangement, we are at your disposal.

Sincerely,

Jenny Jensen  
Executive Director  
Calgary Outdoor Swimming Pool Association  
426, 918 – 16 Avenue NW  
Calgary, AB, T2M 0K3

cc: Councillor Gian-Carlo Carra, Ward 9  
Councillor Jeremy Farcas, Ward 11  
Councillor Evam Woolley, Ward 8  
Jarret Hoebbers, Manager, South Region, Recreation



**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1070**

## **Short Term Rental Tiered Licence Category**

---

### **EXECUTIVE SUMMARY**

In response to Council direction, Administration has drafted amendments to the Business Licence Bylaw 32M98 to create a new tiered licence category for Short Term Rentals (STR) as well as revise the Lodging House licence category. Working collaboratively across service lines has identified opportunities to simplify licencing costs and grant citizens rapid access to STR licences. Administration has consulted external stakeholders and evaluated regulatory frameworks in other municipalities to inform this work. The proposed STR tiered licence category and amendments represent a continuum of options for operators to provide accommodations with affordable licence costs, ensuring the safety of guests and owners, and preserving the vibrancy of Calgary neighborhoods.

The proposed STR tiered licence framework recommended in this report has also been designed to minimize red tape. This made-in-Calgary approach will allow the vast majority of STR operators, approximately ninety-three per cent of the host community, to submit their business licence applications online, be charged a lower fee and be issued a licence in a shorter time frame. Guests and hosts will benefit from a solution which balances regulation and autonomy.

### **ADMINISTRATION RECOMMENDATION:**

That the SPC on Community and Protective Services recommend that Council give three readings to the proposed amendments to the Business Licence Bylaw 32M98 (Attachment 1).

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018 December 17, Council received the Short Term Rental Scoping Report CPS2018-1328 and directed Administration to:

1. Undertake work to create a new tiered licence category in the Business Licence Bylaw 32M98 for Tourist Accommodation and bring forward amendments to this bylaw to Council through the SPC on Community and Protective Services no later than 2019 Q3;
2. Revise the Lodging House licence category in the Business Licence Bylaw 32M98 to clarify the definition and scope for application to rooming, lodging, and boarding houses, and bring forward amendments to this bylaw to Council through the SPC on Community and Protective Services no later than 2019 Q3;
3. Develop a public education campaign to be launched following approval of the above bylaw amendments;
4. Continue its advocacy urging the Government of Alberta to deliver on its commitment to improve the administration of the existing Destination Marketing Fee to enhance transparency and accountability and create a level-playing field with the application of the fee to short-term rentals as well as hotels; and
5. Ensure any recommendations are resourced within the existing approved 4-year budget.

On 2017 November 20, Council approved Notice of Motion C2017-1180 directing Administration to explore the Business Licence, Land Use, Fire and Safety Codes requirements that would ensure that Short Term Rentals, Bed and Breakfasts and Lodging Houses are subject to the appropriate level of safety and oversight. Council directed Administration to provide a scoping

**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1070**

**Short Term Rental Tiered Licence Category**

---

report with options (including costs of implementation) and recommendations through the SPC on Community and Protective Services no later than 2018 Q4.

**BACKGROUND**

In 2017 November, Council directed Administration, through Notice of Motion C2017-1180, to examine STRs given the increasing popularity of online platforms that connect travelers with private accommodations, considered to be a part of the sharing economy. A cross-departmental project team was formed with representatives from Calgary Community Standards, Calgary Growth Strategies, Calgary Building Services, Law, Calgary Housing, Calgary Fire Department, and Intergovernmental and Corporate Strategy to respond to the Notice of Motion and to develop options to ensure these dwellings are subject to the appropriate level of safety and oversight.

Administration presented a scoping report to Council on 2018 December 17 with recommendations for a regulatory framework for STRs and Lodging House licence categories. Specifically, Administration recommended amendments to the Business Licence Bylaw 32M98 to create a STR tiered licence category and to revise the existing Lodging House licence category. A public education campaign to communicate any approved changes in existing/new licence categories was also recommended to encourage compliance. Council directed Administration to proceed with the recommendations, to be resourced within the existing approved 4-year budget and return with amendments to the Business Licence Bylaw 32M98 through the SPC on Community and Protective Services no later than 2019 Q3.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

To address the creation of a STR tiered licence category, the existing definitions in the Business Licence Bylaw 32M98 were reviewed to ensure regulation would distinguish category types, clarify licence requirements and create continuity with all other accommodation licence categories. As a result of this review, Administration identified the opportunity to remove the business licence requirement for Bed & Breakfast operators given that an appropriate level of safety and oversight is already achieved through the existing inspection and permitting process. The alignment provides accommodation operators fairness, flexibility and choice.

Attachment 2 provides a summary of the proposed amendments to the Business Licence Bylaw 32M98 relating to STRs and Lodging Houses, which establish key licence requirements identified in the scoping report presented to Council on 2018 December 17. Safety codes (Alberta Building Code [ABC] and Alberta Fire Code [AFC]) requirements are the basis for licence requirements given their importance to life and building safety. Provincial regulations were also examined, specifically provincial statutes (Residential Tenancy Act [RTA] and Inn Keepers Act [IKA]), to assess responsibilities/obligations of landlords and tenants based on conditions of ownership, duration of stay and cohabitation.

To inform the drafting of the proposed amendments, Administration undertook best practices research to assess trends of regulation in other municipalities. The focus of the research examined passed regulation and challenges of implementation. Insight collected through research was considered with Calgary's economic and social climate creating a made-for - Calgary solution. Administration's recommendations have also been informed by engagement

**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1070**

### **Short Term Rental Tiered Licence Category**

---

with STR operators (see Attachment 3). The STR tiered licence category and associated fees align with feedback from stakeholder engagement.

If Council approves the proposed amendments, Administration will implement the changes to take effect 2020 February 1. A public education campaign to provide guests, operators and other members of the public with information/responsibilities of STR properties is planned following approval of the bylaw amendments. The development of policy will occur after approval and identify the conditions under which a STR and Lodging House licence would be issued to the applicant, conditions of operations, collection of information, limitations and the enforcement/inspection activities.

Council also directed greater advocacy for improved transparency and accountability of the Destination Marketing Fee (DMF). Advocacy efforts directed to the Alberta Minister of Economic Development, Trade and Tourism are underway. Administration will continue to investigate opportunities for improved clarity and role of the DMF with potential policy changes based on provincial government direction to determine the application of the DMF to STRs.

Through Administration's analysis of STRs, the sharing economy emerged as an underlying driver of change. Administration will continue to monitor the sharing economy to increase awareness about future opportunities and potential requirements for purposeful regulation in emerging subsectors.

### **Stakeholder Engagement, Research and Communication**

The recommendations in this report have been informed by engagement and research conducted as part of the development of the Short Term Rental Scoping Report CPS2018-1328, presented to Council 2018 December 17. In addition, from 2019 May 1-12, Administration engaged STR hosts through online platforms to collect feedback on safety requirements, licence fees based on accommodation offerings, information sharing and evaluation of taxes. A summary of this engagement is included in Attachment 3.

Administration conducted research with several municipalities (Edmonton, Kelowna, Vancouver and Toronto) to evaluate proposed/existing STR frameworks. Ongoing engagement with internal service lines and communication with external stakeholders has ensured the identified recommendations consider stakeholders and support service line alignment.

### **Strategic Alignment**

The development of a STR tiered licence category aligns with Council Directives from One Calgary based on the needs outlined in A Prosperous City (P1,P2, P3,P5) and A City of Safe & Inspiring Neighbourhoods (N1), which identify:

- (P1) Diversifying the economy and reducing dependency on the resources sectors;
- (P2) Grow the travel and tourism industry;
- (P3) Calgary's new economic strategy must include policies that will attract growth industries to Calgary;
- (P5) Provide a sufficient supply of affordable housing; and



**Community Services Report to  
SPC on Community and Protective Services  
2019 September 11**

**ISC: UNRESTRICTED  
CPS2019-1070**

**Short Term Rental Tiered Licence Category**

---

- (N1) Calgarians want neighbourhoods and public spaces that are safe, accessible and inclusive for all Calgarians.

**Social, Environmental, Economic (External)**

Administration is committed to striking a balance between preserving the economic benefits of STRs in the city's market and ensuring community concerns relating to public safety and oversight are appropriately addressed within the Calgary context. STRs provide economic opportunities to homeowners in Calgary and offer tourism and travel options to visitors.

**Financial Capacity**

***Current and Future Operating Budget:***

Future operating costs associated with the bylaw amendments proposed in this report will be recovered through the STR tiered licence fee.

***Current and Future Capital Budget:***

There are no current or future capital budget impacts associated with this report.

**Risk Assessment**

The complexity and ease of accessibility of the sharing economy represents an unknown risk for future regulation and compliance. There is a risk that continued expansion in the ways citizens repurpose their property may outpace existing regulation. To mitigate this risk, Administration will continue to monitor the sharing economy to consider future opportunities and potential requirements for purposeful regulation.

STRs represent a rapidly evolving submarket of the sharing economy. Without the proposed bylaw amendments, there will be no oversight mechanism to achieve compliance to current health, safety, and community standards. Monitoring this market is important to inform a proactive policy response to address issues, such as affordable housing, as the economy and rental housing market change. By collecting information through the licensing process, Administration will be positioned to assess and understand the evolving role of STRs in Calgary.

**REASON(S) FOR RECOMMENDATION(S):**

This report responds to Council's direction to develop a STR tiered licence category and revise the Lodging House category in the Business Licence Bylaw 32M98.

**ATTACHMENTS**

1. Attachment 1 – Proposed Amendments to the Business Licence Bylaw 32M98
2. Attachment 2 – Proposed Tiered Licence Categories
3. Attachment 3 – Licencing short-term rentals Stakeholder Report Back: What We Heard

**PROPOSED WORDING FOR A BYLAW TO AMEND BYLAW 32M98, THE BUSINESS LICENCE BYLAW**

1. Bylaw 32M98, the Business Licence Bylaw, as amended, is hereby further amended.

2. Section 41 is deleted and replaced with the following:

**“LODGING HOUSE**

41. (1) Lodging House means the *business* of providing sleeping or lodging accommodation for compensation for three or more persons in the same *dwelling unit* for periods of 30 or more consecutive days, where each person has entered into a separate rental agreement.

**Tenant Record**

(2) A Lodging House *licensee* must keep a record in the English language in a form satisfactory to the *Chief Licence Inspector*, including by electronic means, in which must be permanently recorded at the time of each transaction the following information:

- (a) the full name of any *person* who is a paying tenant in the Lodging House and the email address of such persons;
- (b) the room of the Lodging House in which the *person* is a tenant;
- (c) the duration of the *person's* tenancy.

(3) A Lodging House *licensee* must provide on demand to a *Licence Inspector* the record kept pursuant to subsection (2).”

3. The following is added after section 58 as section 58.1:

**“SHORT TERM RENTAL**

58.1 (1) Short Term Rental means the *business* of providing temporary accommodation for compensation, in a *dwelling unit* or portion of a *dwelling unit* for periods of up to 30 consecutive days.

(2) Despite subsection (1), Short Term Rental does not include the provision of temporary accommodation for compensation in a *dwelling unit* located in a building for which a development permit for a Bed and Breakfast has been issued pursuant to the Land Use Bylaw 1P2007.

**Tier 1 and Tier 2**

(3) There shall be two classes of Short Term Rental:

- (a) Short Term Rental Tier 1: 1 to 4 rooms offered for rent; and

- (b) Short Term Rental Tier 2: 5 or more rooms offered for rent.
- (4) A Short Term Rental *licensee* must not:
  - (a) offer to provide temporary accommodation; or
  - (b) permit a guest to sleep;  
in a room that does not have one or more windows which provide egress to the exterior of the *dwelling unit*.

#### **Maximum number of Guests**

- (5) A Short Term Rental *licensee* must not allow more than two guests, not including *minors*, per room.

#### **Overlapping Bookings**

- (6) A Short Term Rental *licensee* must not allow overlapping bookings, whereby 2 or more unrelated or unassociated persons are accommodated in the *dwelling unit* at the same time.

#### **Advertising**

- (7) A Short Term Rental *licensee* who advertises or causes advertising to be placed or distributed respecting the Short Term Rental must include in the advertisement, in a readable manner, the valid *business licence* number for the Short Term Rental.

#### **Emergency Contact**

- (8) A Short Term Rental *licensee* must post, in a conspicuous location on the interior of the *dwelling unit* used for the *business*, the name, phone number and email address of an emergency contact person who can be reached 24 hours per day during rental periods.

#### **Guest Record**

- (9) A Short Term Rental *licensee* must keep a record in the English language in a form satisfactory to the *Chief Licence Inspector*, including by electronic means, in which must be permanently recorded at the time of each transaction the following information:
  - (a) the full name of any *person* who is a paid guest in the Short Term Rental and the email address of such persons;
  - (b) the room of the Short Term Rental in which the *person* is a tenant;
  - (c) the duration of the *person's* tenancy.

(10) An Short Term Rental *licensee* must provide on demand to a *Licence Inspector* the record kept pursuant to subsection (9).”

4. (1) In Schedule “A”, under the headings indicated, the following is deleted:

<u>Section</u>	<u>Business</u>	<u>Consultation or Approval</u>	<u>New Application Fee</u>				<u>Renewal Fee</u>			
			<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
“41	Lodging House	Fire Health Planning	\$191	\$191	\$194	\$198	\$146	\$146	\$149	\$152”

and replaced with:

<u>Section</u>	<u>Business</u>	<u>Consultation or Approval</u>	<u>New Application Fee</u>				<u>Renewal Fee</u>			
			<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
“41	Lodging House	Fire Health	\$191	\$191	\$194	\$198	\$146	\$146	\$149	\$152”

(2) In Schedule “A”, under the headings indicated, after:

<u>Section</u>	<u>Business</u>	<u>Consultation or Approval</u>	<u>New Application Fee</u>				<u>Renewal Fee</u>			
			<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
“58	Secondhand Dealer	Fire Planning Police	\$191	\$191	\$194	\$198	\$146	\$146	\$149	\$152”

the following is added:

<u>Section</u>	<u>Business</u>	<u>Consultation or Approval</u>	<u>New Application Fee</u>				<u>Renewal Fee</u>			
			<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>
“58.1	Short Term Rental – Tier 1	none	n/a	\$100	\$100	\$100	n/a	\$100	\$100	\$100
	Short Term Rental – Tier 2	Fire	n/a	\$191	\$194	\$198	n/a	\$146	\$149	\$152”

5. In Schedule "C", under the headings indicated,

(a) after the fine amounts for **Kennel Service/Pet Dealer**, the following is added:

	<u><b>Section</b></u>	<u><b>Specified Penalty</b></u>
<b>"Lodging House"</b>		
Fail to keep record	41(2)	\$1000.00
Fail to provide records on demand	41(3)	\$1000.00"

(b) after the fine amounts for **Second-hand Dealer**, the following is added:

	<u><b>Section</b></u>	<u><b>Specified Penalty</b></u>
<b>"Short Term Rental"</b>		
Offer room without a window	58.1(4)(a)	\$1000.00
Permit guest to sleep in a room without a window	58.1(4)(b)	\$1000.00
Allow more than 2 adults per room	58.1(5)	\$1000.00
Overlapping bookings	58.1(6)	\$1000.00
Fail to include <i>licence</i> number on advertisement	58.1(8)	\$1000.00
Fail to post emergency contact information	58.1(8)	\$1000.00
Fail to keep record	58.1(9)	\$1000.00
Fail to provide records on demand	58.1(10)	\$1000.00"

6. This bylaw comes into force on February 1, 2020.



Licence Categories	STR One	STR Two	Lodging House
	3128*** (93%)	235*** (7%)	50 - 60
Number of Bookings	1	1	Multiple
Number of Bedrooms	1-4	5+	3+**
Number of Occupants	1-9	10+	3+
Property Requirement	----- Primary/Secondary -----		
Consecutive Days	30 or less		31 or more
Business Licence Cost	\$100*	----- \$191* -----	
Fire Inspection Cost	N/A	----- \$104* -----	
AHS Inspection Cost	----- N/A -----		\$0
Total Cost	\$100*	----- \$295* -----	

\* Cost recovery based fees

\*\* Exclusive to suites

\*\*\* Based on 2018 Host Compliance Report







## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

## Project overview - Why are we looking at licencing

The emergence of the sharing economy (vacation rentals, car sharing, ride sharing, etc.), enabled through web technology, has increased the availability of rooms and full houses for rent on a short-term basis. Short-term rentals (STRs) are now available in most cities in the world, including Calgary, resulting in opportunities and challenges for residents and neighborhoods. With the expansion of this sharing economy, citizens and Councillors are looking at what this means for residential neighbourhoods and the responsibilities of homeowners who operate short-term rentals. With this in mind, we are exploring tiered licencing categories for short-term rentals.

Overall this project has three objectives:

- Create a tiered licence category for short-term rentals with input from STR hosts/operators,
- Amend the Lodging House licence category in the Business Licence Bylaw,
- Launch a public education campaign following approval of the above bylaw amendments to ensure residents and hosts understand their rights and responsibilities.

## Engagement overview

From May 1 to May 12, 2019 an online survey was made available to hosts/operators via email. The survey was distributed through host platforms (i.e. Airbnb and Expedia group) and sent directly to Lodging House license holders. The nine (9) question survey was accompanied by information about the project, its objectives, and an evaluation survey.

The purpose of licencing is to:

- Ensure the safety and protection of both consumers and neighbouring residents
- Amending our current bylaws to define a short-term rental licence
- Revise the definition of Lodging House to reflect the current use of this type of accommodation
- Establish expectations for operators to ensure consumer safety and protection
- Create more clarity for existing licenses for accommodation operators such as Bed & Breakfast

What we are proposing	Why?
1. A tiered licence category for short-term rentals (STR).	Short-term rentals have grown in popularity and now number between 3,300 and 5,800 in Calgary. Licencing short-term rentals ensures guests, owners and communities have consistent standards and safety.
2. Amendments to the Lodging House definition.	The Lodging house licence was created before the development of short-term rentals. With a rapidly changing accommodations industry, Lodging Houses need to be revised to fit within a continuum of accommodation options for citizens and tourists.

## What we asked

We are in the process of developing the licencing agreements and categories for short-term rentals and asked hosts and operators for input on the following nine (9) questions:

1. Please identify which statement(s) applies to you (check all that apply):



## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

2. As a host, what additional requirements do you believe would enhance the overall safety of guests and your community (check all that apply)?
3. How do you think a tiered licence category should be structured?
  - a. Thinking of the host 1 scenario above, how much do you think is a fair price for an annual licence fee?
  - b. Thinking of the host 2 scenario above, how much is a fair price for an annual licence fee?
  - c. Thinking of host 3 scenario from question 3 above, how much is a fair price for an annual licence fee?
4. When short-term rentals are not occupied by the owner, what option should an owner ensure is available to The City in the event an emergency or complaint has occurred and a resolution is required?
5. What is the appropriate number of days a guest can consecutively stay in a short-term rental?
6. As a host, would you be willing to contribute to a local tax to support local tourism and businesses in Calgary?
7. What criteria should be evaluated to ensure the operator, individuals and community are safe (check all that apply)?
8. Do you participate in other sharing economy activities?
9. How would you like to receive future information about the short-term rentals and Lodging houses?

### What we heard

We received 259 completed surveys and had over 800 views from just over 550 visitors of the project information. We also had 151 evaluations. All of the questions have been broken down into pie charts. For a detailed summary of the input that was provided see pages 4 to 8 of the [Summary of Input](#) section. For a verbatim listing of all the input, see the [Verbatim Responses](#) section starting on page 9.

### Next steps

These contributions will be used in the development of the tiered licence categories. The What We Heard report will be shared on The City of Calgary portal page and, emailed to hosts/operators directly. A What We Did report, a report that explains how your input could or could not be used, will be shared in late May.



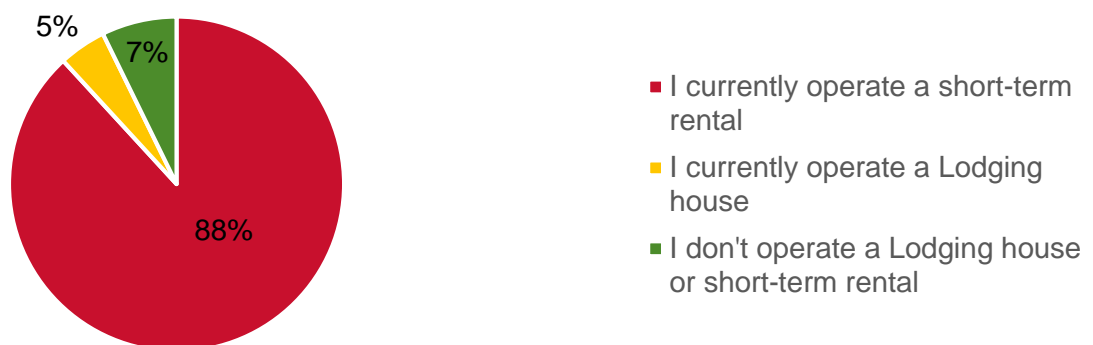
## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

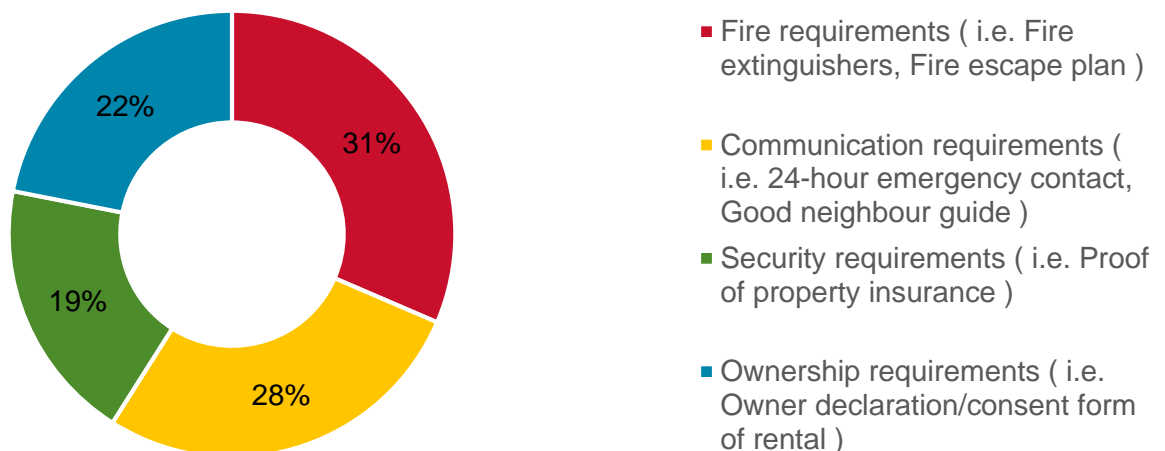
#### Summary of Input

The next six pages are pie charts that show all of the questions and answers. Please note the pie charts are not representative.

1. Please identify which statement(s) applies to you (check all that apply):



2. As a host, what additional requirements do you believe would enhance the overall safety of guests and your community (check all that apply)?





## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

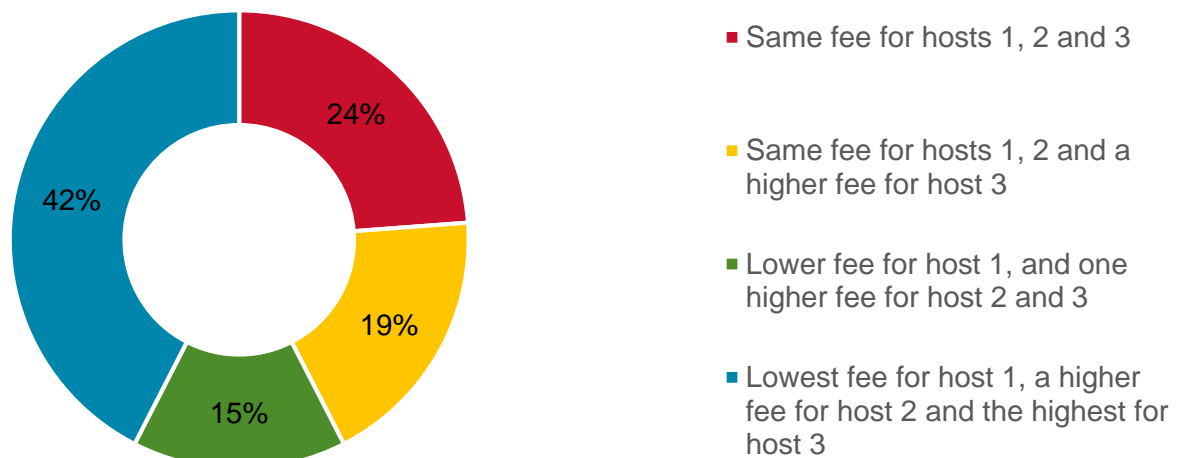
For question 3 there was a preamble as well as 3 sub questions.

Below are three common scenarios for operators who are involved in the STR sharing economy:

- 1) The host **lives in the home** where they rent STRs;
- 2) The host has a **secondary residence** where they do not live but rent as a STR; or
- 3) The host has a **large residence**, capable of hosting 10 people or more a night, which requires additional safety inspections.

The standard business licence fee charged by The City is \$191.

#### 3. How do you think a tiered licence category should be structured?



3 a. Thinking of the host 1 scenario above, how much do you think is a fair price for an annual licence fee?

- 400 was the maximum, 0 was the minimum and the median was 87.

3 b. Thinking of the host 2 scenario above, how much is a fair price for an annual licence fee?

- 1000 was the maximum, 2 was the minimum and 133 was the median.

3 c. Thinking of host 3 scenario from question 3 above, how much is a fair price for an annual licence fee?

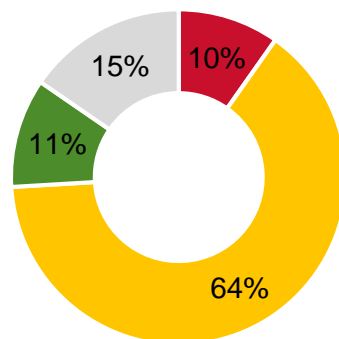
- 1200 was the maximum, 3 was the minimum and 210 was the median.



## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

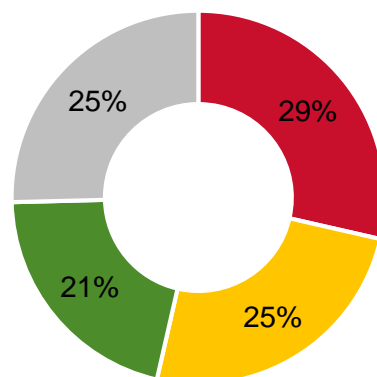
4. When short-term rentals are not occupied by the owner, what option should an owner ensure is available to The City in the event an emergency or complaint has occurred and a resolution is required.



- A professional property management company to act on behalf of the owner
- A family member or friend who can be present at the property within 24 hours
- The short-term rental should only be active when the owner is at the property.
- Other

For “other”, the most common response (32 out of 42 responses) was a phone number or a way to contact the owner in case of an emergency.

5. What is the appropriate number of days a guest can consecutively stay in a short-term rental?



- 30 consecutive days
- 90 consecutive days
- 180 consecutive days
- Other

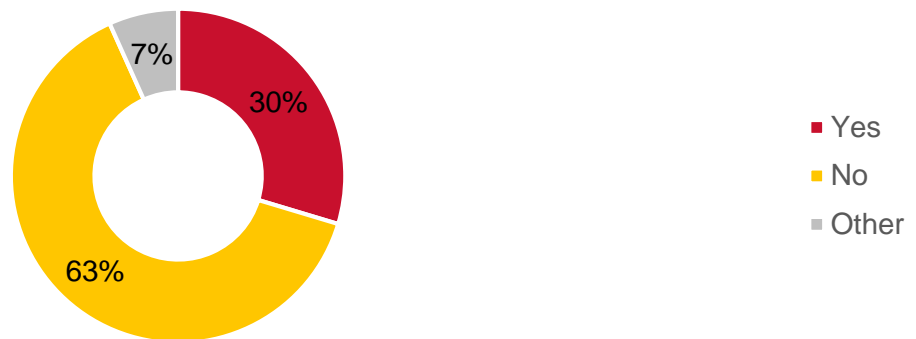
For “other”, 37 out of 81 respondents had a specific limit in mind ranging from 3 months to multiple years, 38 of 81 said that there should be no limit, and 6 responses had an issue with the question.



## Licencing short-term rentals

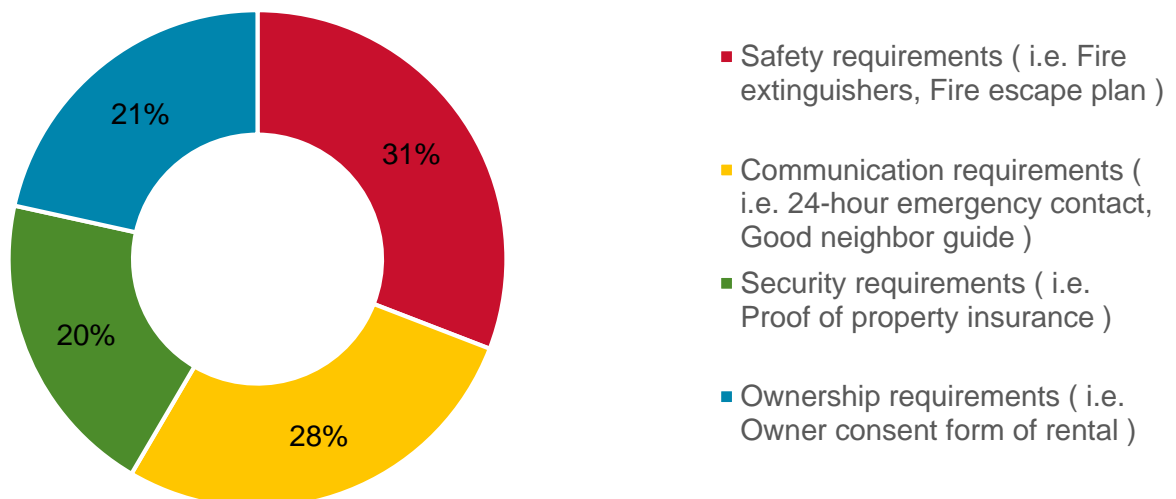
### Stakeholder Report Back: What We Heard

6. As a host, would you be willing to contribute to a local tax to support local tourism and businesses in Calgary?



For respondents who said “yes”, there had to be a clear benefit. For those who said “no”, most said that it was already being paid for else where. For those who told us “it depends”, their reasons were that it would depend on: where it would be spent, how much the host could pay, and that it should depend on income.

7. What criteria should be evaluated to ensure the operator, individuals and community are safe (check all that apply)?

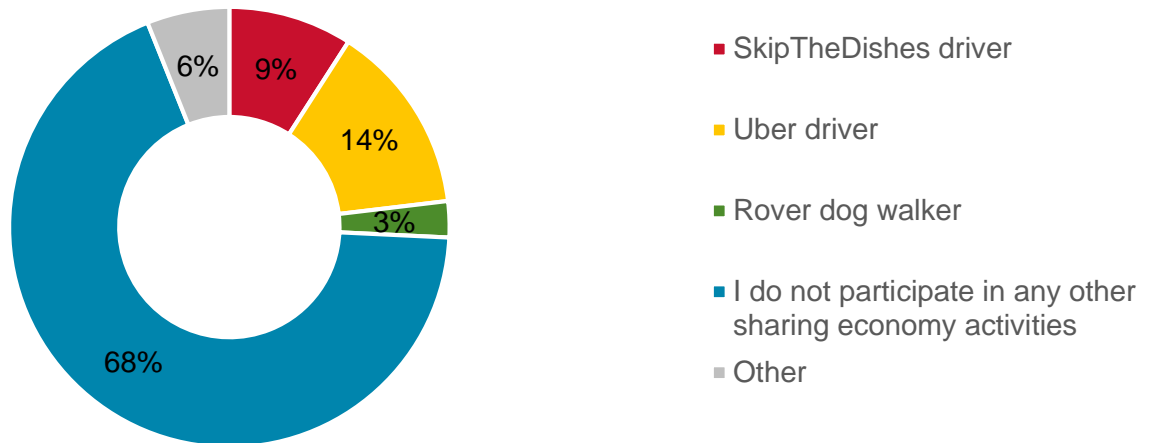




## Licencing short-term rentals

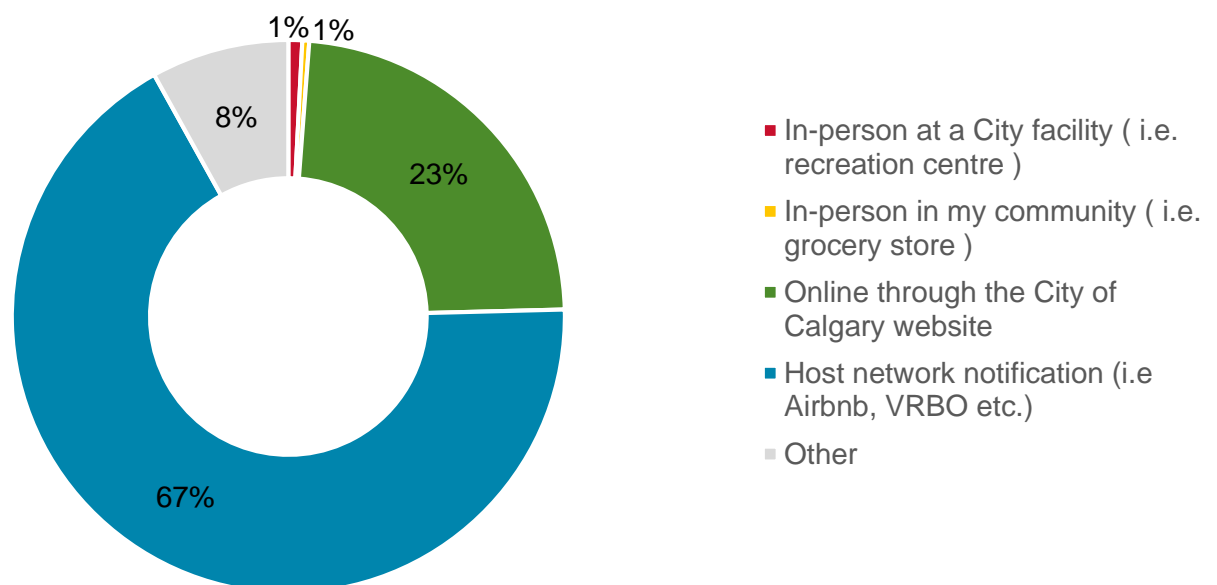
### Stakeholder Report Back: What We Heard

8. Do you participate in other sharing economy activities?



For “other”, 9 of 16 said that they use the service but don’t work in it, the rest told us specific service provider that they work with/for.

9. How would you like to receive future information about the short-term rentals and Lodging houses?



For those who told us “other”, direct email and the host email list was the main suggestion.





## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

#### Verbatim Comments

The following is the verbatim for all of the questions. All comments are as submitted (this includes any typing or spelling mistakes), except for personal identifying information which is removed and replaced with [personal information removed] to protect personal information and privacy.

<b>4. When short-term rentals are not occupied by the owner, what option should an owner ensure is available to The City in the event an emergency or complaint has occurred and a resolution is required?</b>
a 24 hour alternative contact should be made available t the city
A phone call to the owner should be enough. If necessary pictures and video can work. City bureaucracy looking to kill more business by getting involved. Calgary wants its pound of flesh how about the taxes that are being paid. From this survey it is clear that there is an agenda it charge regardless of what info is gathered.. the following is my complete answer to question #1. \$50 it's a very small income for many people just trying to survive all of the additional fees of ownership..
A professional property management company or a family member / friend who can be there within 24 hours
A way to access the property for emergencies
A written agreement that allows short_term lease between owner and tenant. And it's the tenant's responsibility to manage the short_term rental if the tenant collects money from short term rental.
Access to the property must be given to The City within 24 hours. It is up to the owner's discretion on how to manage that.
An air bnb shared host
Anyone in the house, be it a guest or the owner, should have obligations to keep the peace and abide by the rules of the community. Guests do not have lessor obligations. if they are disturbing the peace, the police need to intervene. It matters not in my opinion, whether the owner is onsite or not.
Co-host who operates it on behalf of the owner or owner approved individual
Contact information that is available to The City in order to get ahold of the owner - that should be the same process as any other complaint process.
Contact number should work.
Contact phone number
Emergency contact info for the owner. If owner is out of town, then a person or Management company should be provided.
Emergency contact of owner (host) or property manager (or co host) and instructions given to guests of how to also contact emergency services such as 911 for medical, police (and non emergency contact), fire dept.
Emergency contact phone number
Every host I've met has a backup or a friend close by. Or Co-Host when they are out of town.
Family member, friend, OR owner who can be present at the property within 24 hours



## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

Family, friend, property mgt company, other Airbnb host
I don't think this should be the city's responsibility. The sharing platforms are based on trust and clear agreements and if people have difficulty it inevitably means they don't have the required levels of trust and communication skills, and they go back to regular commerce. If the city starts to take responsibility, I believe this will adversely affect the sharing economy participants and cause more problems than it solves
I live in the same city, so I as the owner can be at the property myself within 24 hours in the case of an emergency.
I've already explained this twice. However, each time I press "return" your program assumes I've completed the questionnaire!
Most hosts have Co-Hosts when they are not around
No Idea
No opinion...my property is not rented on a short term basis
None of the above. The City shouldn't be concerned about who a homeowner allows to stay in their home. Contact information is left in the home in case of an emergency. Most homeowners likely have a plan in place without having to share that information with The City.
Owner / authorized representative designated on the permit, which may include family members, friends, and property management companies.
Owner available by phone or in person within 24 hours. Renters should be able to easily contact the owner directly or via the internet service used to book Short term rental.
Owner or designated person/company should be available to be present at the property within 24 hours
Owner or representative is available 24/7
Owner's contact information
Physical presence of the owner is not required for emergencies. Contact information is sufficient.
Proof of someone who is dedicated and will respond efficiently in the event of an occurrence, within 24hrs. Doesn't need to be a family member or property manager
STR should be 'owner occupied'. The owner may be out for part of the day, but be available for contact. A STR should be licensed(registered), insured and inspected(H&S).
The owner needs to have someone ready to respond to guests actions. Criminals are using Airbnb as platforms for criminal activity. This survey is out of date and should have areas to comment outside of these basic questions. Host and Guest safety are paramount..not just guest safety.y to respond.
The owner provides proof of an active mobile phone (or phones) they use on a daily basis 24/7
The owner should be responsible for handling emergencies or complaints. Communication and responsibility for any matters should fall to the individual who directly owns the property to ensure accountability to decisions.
The owner themselves or a co-host should be able to be at the property within 24 hours.
The police should conduct themselves appropriately regardless of whether the owner is at home or not. For e.g, if cars block driveways, they should be moved. If they are noisy, they



## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

need be told to be quiet-- just the same as whether the owner was making too much noise or the guests.

The property owner or if not available, a friend or family member who can be present at the property within 24 hours. who can be present at the property within 24 hours.

The property owner who can be present at the property within 24 hours

[personal information removed]

#### 5. What is the appropriate number of days a guest can consecutively stay in a short-term rental?

3
14
14
14
21
28
29
250
1 or 2. It is short term
1 year
1 year or less
1-14
14 days
180 days. Anything more I would consider long term stay and it would trigger and be subject to the other items in the Residential Tenancies Act.
3+
30 days or more is not "short term". Long term rentals can be any length.
3-30 days
365/366 days
6 months
6 months
6 months less one day- Landlord Tenant Act
Alberta defines short-term as anything less than 6 months. I put \$0.00 for the cost because I pay a business tax. All three categories above are businesses and possibly should pay a nominal business tax.
Any amount of consecutive days should be allowed. Market pricing will effectively limit "long term" short term rentals.
Any amount of days as mutually agreeable.



## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

Any amount of time less than one year. (I find your question unclear). Are you trying to ask, what is the definition of a short term rental? I think income earned is a better factor. Those people who are running an STR as a business will have more income. I have a home with five bedrooms and I live there alone. I feel that as an owner, I am allowed to have guests sleep at my home for as long as I want. I might hosts a friend on a vacation, or a friend who is moving to the city to look for work, and I don't consider that a short term rental. I believe I am entitled to ask for monetary compensation for certain guests, and when that becomes substantial, then I would call it a short term rental.

As agreed to by the host

As considered and clearly agreed by the owner, host (if different) and guest. The sharing platforms take care of this, and when it breaks down, people receive ratings that sort out those unable to communicate and behave effectively.

As long as needed

As long as needed.

As long as the agreement between guest and host

As long as they are paying

As long as they require. We are here to make people's lives better, not to put red tape around things.

As long as they want.

As many as they want, just like any other bed and breakfast or hotel. Why would there be a limit?

As many dayd as they would like

Depends. What if they live in another province but coming here for a short term school. Like 3-4 months

Do not limit us in any way, it's not fair.

Doesn't matter at all

I believe it should be open ended thereby offering a variety of durations. Sometimes a person is in town for work and may need a bit longer than 180 days but not a full year lease.

I believe that guest can stay any amount of time, as agreed upon with the host, but I would say the category of "short term" would be up to 30 consecutive days.

I dont think there should be a minimum or maximum

I think I this is a mute point and not one that the city should regulate

I'm assuming you are looking for the maximum length of time a guest can stay at a STR. I think it would be reasonable for 6 months to a year. Some guests choose STRs because they are here for school for a semester or a work term and we should be able to accommodate that.

Indefinite

It is not applicable. This is between the owner and guest.

It's great if short term turns into long term once you know its a good fit. That's the point for me.

Length of stay is irrelevant. Contract period is what makes it work. Weekly contracts.

Limitless

No limit



## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

No limit
NO LIMIT, it's not necessary to impose a limit like this, I would like to be able to rent my place for 1 day or 1 year, it's my home.
No opinion...my lodging house is not in the short term rental market
stays vary. all of the above should qualify
That decision should be up to the homeowner and would be stated on their listing
The number of days should be at the discretion of the owner.
This is not relevant it is between the owner and guest.
This question feels loaded - by definition a short term rental is under 6 months/180 days so I'm unsure what you want for an answer. There's no real difference in signing a lease or paying for a short term rental for 6 months, apart from the fact that the guest will probably end up paying more.
This question is rather ambiguous and unclear.
This should be variable, often we have had guests stay with us due to work or school and they need a furnished, utilities included place so that they can just concentrate on their work here.
Unlimited
We only allow 7 days but prefer 3 nights
What difference does it make as long as there are no complaints. It is the same as having a roommate.
Whatever is acceptable for a hotel
Why restrict? Whatever the host is comfortable with.

<b>6. As a host, would you be willing to contribute to a local tax to support local tourism and businesses in Calgary?</b>
As a host, I own the property I rent out. I currently pay property tax on this property. I do not feel that additional tax is appropriate. By making the property available, I encourage guests to go to local businesses which already supports local tourism and business.
As long as everyone complies but I have to pay taxes already how much more can I pay. We make it affordable for more people to be able to visit Alberta and spend money here.
By hosting I am already contributing. Taxing me additionally (to the income tax I pay on the pay I get) seems to me like a penalty.
Depends fully on what the local tax would be. My property taxes have already increased so I am not fully supportive unless this tax is supporting an advertising/marketing objective in support of short term rentals.
Depends on Host's Financial Ability, Some hosts depends on airbnb to make a living
Four room yes three or less no as per the current tourism levy.
having a space where a host recommends their own favourite businesses and attractions is already supporting local tourism and business. Airbnb for example provides a guidebook for each listing. and most of the hosts I know even have a binder with printed information on these things.
I already pay taxes and still don't cover the cost of ownership.



## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

I am a landlord not a host . I do not cater to the short term rental market. therefore I should not have to contribute anything to support tourism and business. I pay local provincial and federal taxes
I am taxed enough, and most of my guests do contribute to tourism.
I believe hosts renting 1 room in their home for less than 6 months should be exempted from all regulations
I do not think it is necessary. Offer tax credits for the film industry like BC and their will be plenty of tourism and business. Also when the pipeline is built, the economy will again flourish.
I do. I have hosted hundreds of people from all over the world in my home. They put money literally into my community that otherwise does not have short term accomodation options. I am most definitely supporting the shop local and the tourism industry by providing a safe, clean and affordable short term rental option.
I happily pay federal tax already on this income, I don't need an additional local tax, ( or a business fee, the whole point is to supplement my income, how can I do that if I am paying 2 taxes and a business fee)
I pay more then enough on property taxes
I think this should be based on each family's income level.
I would also support Airbnb paying gst and income taxes.
I would like to see how any such fund would operate
I'm willing to pay tax but what'll be the benefit to me?
If it is I
If the hotels are required to pay this tax then short-term should pay the same tax.
Isn't that the point of the license fee? Why would thee need to be another tax? So you can continue to raise it? Like garabage and recycling!!
It is contributing to the local economy. Every person that coming pays to get here, pays for very local purchases in neighborhoods that would otherwise not see tourists come there to spend money.
It should be low 1-2%. It can create conflict with guests who question this. The idea should be looked at carefully. Perhaps it is part of the licence fee - add another \$50 to the licence fee.
Just GST
License fee should include such tax
Live in home host probably do more to promote local tourism than any other group including hotels. In home host are ambassadors for local tourism and they encourage dollars to be spent locally. They already promote tourism.
Minimal tax is ok
No this tax should not apply. Our guests are primarily low income and transient NOT visitors.
No, because assisting accommodation for guests helps to support the city by the support it already brings to local businesses and tourism and recognition to the city as a place to visit. Why do homeowners have to pay another tax when they are also benefitting the city this way? We are NOT hotels. It's homesharing.





## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

No, STRs allow individuals to stay in communities where other accommodations may not be present because hotels/lodging are not established. The additional tourism traffic that those individuals bring to those respective communities by staying in STRs should provide noticeable benefits that otherwise would not be received, and therefore having hosts contribute to a further tax is effectively exploiting the tourism impact. Incremental tourism revenue derived from STRs is a sufficient benefit to those communities who would otherwise not receive it if STRs were not in place.

No, unless i get some tangible benefit from the tax other than increased tourism in calgary as a whole. Hotels get paid advertisements and exposure via toruism ads etc. I do nit

No. The increased visitors to the area is already contributing to the economy through increased spend in local businesses (e.g. restaurants and shops), and local tourist destinations.

Only if it is clear when booking on AirBnB that it is a City Tax, and not included in the nightly rate payable to the host.

Only if very reasonable (1-2% max), and only if AirBnB collects this tax from the guest upon booking. This is commonly done in other jurisdictions, so it is clear to the guest booking what the fee is for (i.e. that it is a regulated requirement, and not going into the owners pockets)..

Only if we get promoted, if the tax money only promotes hotels that isn't right.

Our guests support local business already and many of them at our recommendation

They don't help us market so no or half the cost

This has become popular due to the impact of adverse regulatory effects on the economy.

This would be double taxation. One or the other... Why nickel and dime a person who is simply trying to be able to afford their house in a market that was hurt by big corporations monopolizing our markets, including real estate. The city should take better care of their citizens and not allow too many businesses to be started and houses to be built when the present ones are struggling.

This would depend on how it would be spent. I can't answer until I have that info.

This would depend on where the local tax is going to exactly

turists guess contributing to local businesses and guess come to work in Calgary they helping the city. Most the guests are poor and have no other choice to travel or work

Unless it is 5% or less

We generally do not have tourists. We have primarily residents.

we pay personal rental income tax from our short term rental, it should only be one or the other

Yes but there is no difference between long term and short term rental

Yes if it is paid for by the guest.

Yes, a tourism levy already exists for properties with 4+ guest rooms. This should be extended to all short term rentals

Yes, but it must be economically equal

yes, but lower tax rate because of low income.

Yes, if 5% or less of gross rent. We already pay income tax on the rental income.

Yes, only if we get promoted by tourism Calgary





## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

Yes, provided that short term rentals become part of the tourism and marketing strategy of the City of Calgary.

#### 8. Do you participate in other sharing economy activities?

A few years ago, i was an active Homestay family for foreign students coming to Calgary to study English.

Have used Uber while in Toronto and Airbnb while in Victoria. also seek out bed and breakfast when traveling.

Have utilized Uber and various services like SkipDishes

I do not participate in any sharing activity including renting my lodging house on a short term basis. I have had the same tenant for over 5 years

I do not work in these other sharing economy activities, but I use SkipTheDishes and Uber frequently!

I don't share particioate in this activities yet. But I think it's a good trend.

I participate in all of the above as a user, but not as a driver/dog walker.

I use the above services

I use these services but not as a driver.

I utilize car2go

I utilize other sharing economy businesses but do not work in any

library/tools and community gardens/selling of leftover vegetables/fruits

My restaurant is on three platforms - ubereats, skipthedishes, and doordash.

Rover dog sitting.

Spot

The delivery of my life's work is based on sharing, including a financial patronage model, I give my services freely, making clear agreements based on supporting mutual well being. This has been my empowering answer to my having barriers to participating in conventional ways, and has allowed me to become a significant contributor to society.

turo

We do not operate any other "sharing economy activity".

#### 9. How would you like to receive future information about the short-term rentals and Lodging houses?

All of the above

By email.

Direct communication like the request for this survey and an opportunity to speak directly to the city at an event.

email

Email

Email

Email (opt-in)

Email



## Licencing short-term rentals

### Stakeholder Report Back: What We Heard

Email communication from the city.
Email me directly [personal information removed]
I think this was far more beneficial then the meeting we attended a while a go. Airbnb should be responsible for all communication to the hosts. They are making a profit it's their company
I would just like to say that with all of the new residential building that Calgary has allowed leading to vacant residences and therefore an increase in shared residences to pay the mortgage Calgary has created this market and should not now be taxing or controlling it. I would be on disability of not for the income I receive.
Insufficient options to provide feedback on this survey. I believe host type 2 is the most problematic as far as neighbourhood security and rental unit accessibility
Online - City website. (Survey only allows one choice. I wish to add a comment.) Is there a way to sign up for email notification? [personal information removed] Posting in a City or community facility provides very limited exposure. It depends on people reading all the bulletins to find info.
email
The city should have a forum. Hosts are a great tourism network...that is hosts that are dedicated to doing Airbnb. These hosts are the ones that will work to ensure guests are safe. It is the one time or infrequent host that is more likely to create an unsafe environment for guests. Please keep this in mind when regulating. The inexperienced host will cause the city more work and police efforts.
The City website and Host network
Through the Bed and Breakfast Association of Calgary
To the extend the lodging house rules change then as a an already licensed owner I would like to be notified in a timely manner by mail and email. Although my property is classified as a lodging house it would be unfair to lump it in with the short term rental market....I refuse to rent rooms in my house on a short term basis.
Via host network or Airbnb. think fees for all should be the same if the requirements are the same. Unless the city is charging each person for each potential bed they offer. It sounds like this is not the case. Therefore all the same. The amount depends on what the funds finance. \$60 each at 4500 renters is \$270,000. Where would that go? What exactly are we paying for? Until this is clarified I don't think these questions can be answered.

REFERRED REPORT

Excerpt from the Minutes of the Combined Meeting of Council, held 2019 07 29:

---

“12.2.1

Relief for Calgarians Shouldering Security and Safety Costs Near Supervised Consumption Sites and Drug Use Hotspots, C2019-0959

**Moved by** Councillor Carra

**Seconded by** Councillor Farkas

That Notice of Motion C2019-0959 be amended by adding by adding a Recommendation 5, as follows:

5. Through the Urban Alliance, engage the University of Calgary School of Architecture Planning and Landscape on the creation of new CPTED-style strategies in these areas

**MOTION CARRIED**

**Moved by** Councillor Davison

**Seconded by** Councillor Colley-Urquhart

That Councillor Farkas’s amended Notice of Motion, Relief for Calgarians Shouldering Security and Safety Costs Near Supervised Consumption Sites and Drug Use Hotspots, Report C2019-0959, be referred to a Meeting of the Standing Policy Committee on Community and Protective Services as soon as possible.

**MOTION CARRIED”**



**Report Number:** C2019-0959**Meeting:** Combined Meeting of Council**Meeting Date:** 2019 July 22

## NOTICE OF MOTION

**RE:** Relief for Calgarians Shouldering Security and Safety Costs Near Supervised Consumption Sites and Drug Use Hotspots

**Sponsoring Councillor(s):** Jeromy Farkas

---

WHEREAS Community support for mental health and addiction strategies is vital to their long-term success;

AND WHEREAS Private property and business owners near hot spots around the city are under tremendous stress and financial pressure as a result of issues stemming from drug use and social disorder;

AND WHEREAS The community has reached a crisis point regarding issues stemming from social disorder and drug use;

AND WHEREAS Many private property and business owners cannot afford the costs associated with security and cleanup, and have been forced to relocate;

AND WHEREAS Calgary Police Service statistics indicate a shift in drug use away from opioids and towards methamphetamines, which are associated with more violent crimes and property damage;

AND WHEREAS Council affirmed commitment to addressing these issues by approving \$25 Million for a mental health and addiction strategy;

AND WHEREAS a short-term focus necessitates immediate action, the City's mental health and addiction strategy work is also using a long-term focus to tackle the root causes of these issues through a cross-sector collaborative approach in recognition that no single stakeholder, organization or order of government can fully address the mental health and addiction issues experienced by Calgarians;

AND WHEREAS the right mix of short, medium and long-term measures are necessary to create hope and strengthen support for individuals, families and communities so that all Calgarians can all live healthy productive lives;

AND WHEREAS The City is investing in projects to enhance safety in the area surrounding supervised consumption services offered at the Sheldon M. Chumir Health Centre;

AND WHEREAS on 2019 March 04, Council approved one-time funding of up to \$1M from Council's Community Action for Mental Health and Addiction initiative to support immediate actions that contribute to enhancing safety in the area around the Sheldon M. Chumir Health Centre;

AND WHEREAS it is unreasonable for residents and business owners who are disproportionately affected by social disorder and drug use to bear those costs alone;

NOW THEREFORE BE IT RESOLVED that Council directs administration to:

1. Explore utilizing a portion of the \$25 million committed to the Mental Health and Addiction strategy, to defray the increased security, cleanup, and repair costs incurred by residents and business owners who are disproportionately affected by social disorder, and report back to Council by Q4 2019 with recommended criteria for eligibility, and a recommended model for distribution;
2. Explore “in-kind” contributions from the City that would reduce the costs being incurred by residents and business owners related to improving safety and security, such as:
  - waiving building/development permit fees
  - waiving business licensing fees
  - waiving inspection fees
  - providing technical expertise to assist with Crime Prevention Through Environmental Design assessments and implementation
  - improved signage
  - street safety improvements
  - expedited road and lightning maintenance
  - educational and communications campaigns
3. Expand the scope of the City work co-ordinating and enhancing community safety near the Sheldon M. Chumir Supervised Consumption Site to include the areas adjacent to the Alpha House, using existing resources;
4. Collaborate with other orders of government, non-profits, and local business improvement areas, on matching or further leveraging of funds toward the aforementioned efforts.