



REVISED AGENDA

PRIORITIES AND FINANCE COMMITTEE

June 9, 2020, 9:30 AM
IN THE COUNCIL CHAMBER

Members

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor G-C. Carra (CPS Chair)
Councillor J. Davison (T&T Chair)
Councillor J. Gondek (PUD Chair)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)

SPECIAL NOTES:

Public are encouraged to follow Council and Committee meetings using the live stream [Calgary.ca/WatchLive](https://calgary.ca/WatchLive)

Public wishing to make a written submission may do so using the public submission form at the following link: [Public Submission Form](#)

Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Special Meeting of the Priorities and Finance Committee, 2020 April 29
 - 4.2 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2020 May 05
5. CONSENT AGENDA
 - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
None

5.2 BRIEFINGS

- 5.2.1 Status of Outstanding Motions and Directions, PFC2020-0608
- 5.2.2 Council Innovation Fund and Council Community Fund Status Update, PFC2020-0568
- 5.2.3 On Demand Transit Pilot Service Update, PFC2020-0549
- 5.2.4 State of Downtown 2019, PFC2020-0643

6. POSTPONED REPORTS (including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 7.1 Update on SAVE – (Verbal Update), PFC2020-0634
- 7.2 Financial Task Force June - (Verbal Update), PFC2020-0646
- 7.3 City of Calgary Investment & Governance Policy, PFC2020-0561
- 7.4 2019 Year-end Capital and Operating Budget Revisions Report, PFC2020-0607
- 7.5 Proclamations and Letter of Recognition Policy, PFC2020-0264

NEW MATERIALS

- 7.6 *2020 Bi-annual Review of the Multiple Terms of Reference, PFC2020-0560*
- 7.7 Proposed Amendment to the Code of Conduct for Citizen Members of Boards, PFC2020-0589
- 7.8 Administrative Penalties System Business Recommendation, PFC2020-0625

NEW MATERIALS

- 7.9 *Citizen-Led Selection Committee for the Integrity Commissioner, PFC2020-0665*
Attachment 2 of PFC2020-0665 held confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*.

Review By: Do not release Attachment 2.

8. ITEMS DIRECTLY TO COMMITTEE

- 8.1 REFERRED REPORTS
None

8.2 NOTICE(S) OF MOTION

- 8.2.1 Providing a Long Term Source of Financial Relief for Albertans (Give it Back),
PFC2020-0666
Councillor Demong

NEW MATERIALS

- 8.2.2 *Resolution of Council - Airport Vicinity Protection Area (AVPA) Amendment for a
School at 4353 54 Ave NE, PFC2020-0657*
Councillor Chahal
- 8.2.3 Council Endorsement of Technology to Help Missing Children, PFC2020-0669
Councillor Farkas and Councillor Chu

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

- 10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

10.2 URGENT BUSINESS

11. ADJOURNMENT



MINUTES

PRIORITIES AND FINANCE COMMITTEE

**April 29, 2020, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair (Remote Participation)
Councillor G-C. Carra (CPS Chair) (Remote Participation)
Councillor J. Davison (T&T Chair) (Remote Participation)
Councillor J. Gondek (PUD Chair) (Remote Participation)
Councillor W. Sutherland (UCS Chair) (Remote Participation)
Councillor E. Woolley (Audit Chair) (Remote Participation)
Councillor J. Farkas (Remote Participation)
Councillor D. Farrell (Remote Participation)
Councillor S. Keating (Remote Participation)
Councillor J. Magliocca (Remote Participation)

ALSO PRESENT:

City Manager D. Duckworth
General Manager S. Dangleish
Chief Financial Officer C. Male
A/City Clerk M. A. Cario
Legislative Advisor J. Palaschuk

1. CALL TO ORDER

Mayor Nenshi called the Meeting to order at 9:34 a.m.

ROLL CALL

Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, Councillor Farkas, Councillor Farrell, Councillor Keating, Councillor Magliocca

2. OPENING REMARKS

Mayor Nenshi provided opening remarks.

Committee, by general consent, allowed members of the public to address Committee at today's meeting.

3. CONFIRMATION OF AGENDA

Moved by Councillor Chu

That the Agenda for the 2020 April 29 Special Meeting of the Priorities and Finance Committee be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2020 March 10

Moved by Councillor Chu

That the Minutes of the 2020 March 10 Regular Meeting of the Priorities and Finance Committee be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Established Area Growth and Change Strategy 2020: Phase 1 Recommendations, PFC2020-0381

The following documents were electronically distributed and displayed with respect to Report PFC2020-0381:

- A presentation entitled 'Established Area Growth and Change Strategy 2020 Phase 1 Recommendations, PFC2020-0381', dated 2020 April 29
- A presentation entitled 'Calgary Climate Hub Presentation Established Area Strategy'

A document entitled 'Late Public Submissions' was distributed with respect to Report PFC2020-0381.

The following speakers addressed Committee with respect to Report PFC2020-0381:

1. Nathan Hawryluk

2. Paul Battistella
3. Guy Huntingford, NAIOP Calgary
4. Bob Morrison, Calgary Climate Hub
5. Beverly Jarvis, BILD Calgary

Councillor Chu rose on a Question of Privilege with respect to comments made by a Member of Committee.

Pursuant to Section 6(1) of the Procedure Bylaw 35M2017, Committee suspended Section 78(2)(a) by General Consent in order to complete the remainder of the Agenda prior to the scheduled lunch recess.

Moved by Councillor Gondek

That with respect to Report PFC2020-0381, the following be approved, **after amendment**:

Administration recommends* that the Priorities and Finance Committee recommends that Council:

1. Review the portfolio of public realm and utility investments, as indicated in Attachment 1, to be funded by the Established Area Investment Fund (public realm) and redirected capital budget (utilities), and:

Approve a capital budget request for Budget Id 481650 "Public Realm (EAGCS) of \$11.7M in 2021 and \$18.3M in 2022, funded by the Established Area Investment Fund.

2. Direct Administration to:

- a. **Explore** a new Established Area off-site levy for local-sized water and sanitary pipes, through consultation with stakeholders, and for Council's consideration, as part of the current Off-site Levy Bylaw review;

- b. **Develop** a two-year pilot Tax Uplift program in the North Hill Communities Local Area Plan to support future growth-related public realm investments; and

- c. **Explore** additional financial tools and strategies for public realm investment in Phase 2 and replenishing the Established Area Investment Fund, as listed in Attachment 3, **with a report back with preliminary recommendations through the Priorities and Finance Committee by end of Q4 2020.**

3. Approve the Request to Create a New Reserve and associated Terms and Conditions for the Established Area Investment Fund (Attachment 4).

4. Direct Administration to continue Phase 2 of the Established Area Growth and Change Strategy work as defined in a Phase 2 Work Plan (Attachment 7) **in collaboration with the Phase 1 stakeholders**, and bring back the next round of

recommendations, no later than 2022 November, in coordination with the 2023-2026 business plan and budget cycle.

5. Direct that Administration explore allocating the funding for Pumphouse Park Improvements (Attachment 1) to Sunalta Community Hub Area Improvements.

*The full financial impact to The City of the COVID-19 emergency is not yet understood. A comprehensive review of capital project funding and delivery is underway.

ROLL CALL VOTE:

For: (7): Mayor Nenshi, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, Councillor Woolley, and Councillor Farrell
Against: (1): Councillor Magliocca

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 Sutherland

That this meeting adjourn at 12:26 p.m..

MOTION CARRIED

The following item has been forwarded to the 2020 May 25 Combined Meeting of Council:
CONSENT

- Established Area Growth and Change Strategy 2020: Phase 1 Recommendations, PFC2020-0381

The next Regular Meeting of the Priorities and Finance Committee is scheduled to be held 2020 May 5.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

UNCONFIRMED



MINUTES

PRIORITIES AND FINANCE COMMITTEE

**May 5, 2020, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair (Remote Participation)
Councillor G-C. Carra (CPS Chair) (Remote Participation)
Councillor J. Davison (T&T Chair) (Remote Participation)
Councillor J. Gondek (PUD Chair) (Remote Participation)
Councillor W. Sutherland (UCS Chair) (Remote Participation)
Councillor E. Woolley (Audit Chair) (Remote Participation)
Councillor D. Colley-Urquhart (Remote Participation)
Councillor P. Demong (Remote Participation)
Councillor J. Farkas (Remote Participation)
Councillor D. Farrell (Remote Participation)
Councillor J. Magliocca (Remote Participation)

ALSO PRESENT:

Chief Financial Officer C. Male
Deputy City Clerk T. Mowrey
Legislative Advisor L. Gibb

1. CALL TO ORDER

Mayor Nenshi called the Meeting to order at 9:30 a.m.

ROLL CALL

Mayor Nenshi, Councillor Carra, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley.

2. OPENING REMARKS

Mayor Nenshi called for a moment of quiet contemplation and provided a traditional land acknowledgment.

3. CONFIRMATION OF AGENDA

Moved by Councillor Gondek

That the Agenda for the 2020 May 05 Priorities and Finance Committee be amended by adding the following item of Urgent Business:

9.1 COVID-19 Update, (Verbal Report), PFC2020-0538

MOTION CARRIED

Moved by Councillor Farrell

That the Agenda for the 2020 May 05 Priorities and Finance Committee be amended by adding the following item of Urgent Business:

9.2 Notice of Motion- Improving Councillor Meeting Transparency in the Time of COVID-19 and Beyond, PFC2020-0525

MOTION CARRIED

Committee agreed, by General Consent, to hear item 7.5 Douglasdale McKenzie Lake Slope Stability Update, PFC2020-0510, first, followed by item 9.1 COVID-19 Update, (Verbal Report), PFC2020-0538, and then the remainder of the Agenda.

Moved by Councillor Chu

That the Agenda for the 2020 May 05 Priorities and Finance Committee be confirmed, **as amended.**

MOTION CARRIED

4. CONFIRMATION OF MINUTES

None

5. CONSENT AGENDA

Moved by Councillor Chu

That the Committee Recommendations contained in the following reports be approved in an omnibus motion.

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

5.2 BRIEFINGS

5.2.1 Status of Outstanding Motions and Directions, PFC2020-0512

MOTION CARRIED

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Financial Task Force - May (Verbal Report), PFC2020-0511

Councillor Farkas left the meeting at 11:00 a.m.

A presentation entitled "Financial Task Force May 2020 Update", dated 2020 May 05 was electronically distributed and displayed with respect to Verbal Report PFC2020-0511.

Administration and Dr. Lindsay Tedds (external Task Force member) presented a verbal update and were thanked by Committee.

Moved by Councillor Gondek

That with respect to Verbal Report PFC2020-0511, the following be approved:

That Committee receive the presentation for the Corporate Record.

MOTION CARRIED

- 7.2 Solutions for Achieving Value and Excellence (SAVE) May (Verbal Report), PFC2020-0519

Administration presented a verbal update and was thanked by Committee.

Chief Financial Officer Carla Male announced Les Tochor as the new Director of Finance/City Treasurer, and thanked Gillian Skeates and Thao Nguyen for their service as the Acting Director, Finance/City Treasurer.

- 7.3 Public-Private Partnerships (P3) Policy Update, PFC2020-0464

A presentation entitled "PFC2020-0464 Public-Private Partnership Policy Update", dated 2020 May 05 was electronically distributed and displayed with respect to Report PFC2020-0464.

Moved by Councillor Chu

That with respect to Report PFC2020-0464, the following be approved:

That the Priorities and Finance Committee:

1. Forward to Council the Public-Private Partnerships (P3) Council Policy (CFO011) to the Combined Meeting of Council on 2020 May 25 with recommendation for Council's approval; and
2. Approve P3 Guiding Principles and P3 Framework April 2020 as a standalone administration document, supplemental to Administration's P3 policy, Assessing and Procuring Public-Private Partnerships (FA-052).

ROLL CALL VOTE:

For: (7): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Gondek, Councillor Sutherland, and Councillor Magliocca

Against: (2): Councillor Woolley, and Councillor Farrell

MOTION CARRIED

- 7.4 Assessment and Tax Circumstances Report, PFC2020-0318

Moved by Councillor Chu

That with respect to Report PFC2020-0318, the following be approved:

That the Priorities and Finance Committee recommend that Council under the authority of section 347 of the *Municipal Government Act*:

1. Cancel property taxes for the amounts listed in the Attachment 1.
2. Cancel municipal property taxes for the qualifying non-profit organizations for the amounts listed in Attachment 2.

MOTION CARRIED

7.5 Douglasdale McKenzie Lake Slope Stability Update, PFC2020-0510

By General Consent, a confidential presentation was considered to be a public presentation. The presentation entitled "Priorities and Finance Committee Douglasdale McKenzie Lake Slope Stability Update" dated 2020 May 05 was electronically displayed with respect to Report PFC2020-0510.

Moved by Councillor Demong

That with respect to Report PFC2020-0510, the following be approved:

That the Priorities and Finance Committee recommend that Council:

Hold Attachment 2 and Attachment 3, containing materials pertaining to TT2015-0816, Douglasdale McKenzie Slope Report, considered at the 2015 December 14 meeting of Council confidential pursuant to Section 24 (Advice from officials) of the Freedom of Information and Protection of Privacy Act, and release Attachment 2 and Attachment 3 as a public document once Report PFC2020-0510 is adopted.

MOTION CARRIED8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

9.1 COVID-19 Update, (Verbal Report), PFC2020-0538

A slide entitled "Hierarchy for Reducing COVID-19 Transmission" was electronically distributed and displayed with respect to Verbal Report PFC2020-0538.

Chief Tom Sampson provided a verbal update on COVID-19 and was thanked by Committee.

9.2 Notice of Motion- Improving Councillor Meeting Transparency in the Time of COVID-19 and Beyond, PFC2020-0525

The following documents were electronically distributed with respect to Report PFC2020-0525:

- A Notice of Motion entitled "Improving Councillor Meeting Transparency in the Time of COVID-19 and Beyond Remote Only- PFC2020-0525" was electronically displayed; and
- A Notice of Motion Checklist.

Moved by Councillor Farrell

That Notice of Motion, Improving Councillor Meeting Transparency in the Time of COVID-19 and Beyond, PFC2020-0525, be forwarded to Council.

Against: Councillor Chu

MOTION CARRIED

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. ADJOURNMENT

Moved by Councillor Chu

That this meeting adjourn at 11:46 a.m.

ROLL CALL VOTE:

For: (9): Mayor Nenshi, Councillor Chu, Councillor Carra, Councillor Davison, Councillor Sutherland, Councillor Demong, Councillor Farkas, Councillor Farrell, and Councillor Magliocca

MOTION CARRIED

The following items have been forwarded to the 2020 May 25 Combined Meeting of Council:

CONSENT

- Public-Private Partnerships (P3) Policy Update, PFC2020-0464
- Assessment and Tax Circumstances Report, PFC2020-0318
- Douglasdale McKenzie Lake Slope Stability Update, PFC2020-0510

MISCELLANEOUS BUSINESS

- Notice of Motion, Improving Councillor Meeting Transparency in the Time of COVID-19 and Beyond, PFC2020-0525

The next Regular Meeting of the Priorities and Finance Committee is scheduled to be held 2020 June 09 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

BRIEFING

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Item # 5.2.1

Chief Financial Officer's Briefing to
Priorities and Finance Committee
2020 June 09

ISC: UNRESTRICTED
PFC2020-0608

Status of Outstanding Motions and Directions

PURPOSE OF BRIEFING

Identify outstanding items for the Priorities and Finance Committee as of 2020 May 27.

SUPPORTING INFORMATION

On 2012 April 03, the Priorities and Finance Committee directed Administration to provide the Committee with a schedule of Status of Outstanding Motions and Directions.

This report is in alignment with the mandate of the Priorities and Finance Committee.

This report tracks outstanding motions and directions from the Priorities and Finance Committee to Administration. No specific risks are associated with this report. Any risks associated with specific directions or motions will be dealt with in the context of the report on that direction or motion.

ATTACHMENT(S)

1. Attachment 1 – Status of Outstanding Items for the Priorities and Finance Committee.

DATE BACK TO COMMITTEE	ITEM	DATE OF REQUEST	SOURCE	SUBJECT
2018 Q4	PROPOSED CODE OF CONDUCT FOR ELECTED OFFICIALS BYLAW26M2018	2018 May 28	PFC2018-0554	<p>That with respect to PFC2018-0554, the following Motion arising be adopted:</p> <p>That Council direct the Ethics Advisor to investigate how to enhance reporter protection, including but not limited Councillors staff and Report back to the Priorities and Finance Committee no later than Q4 2018.</p>
2020 April 21 (Revised under C2020-0390) 2020 Q3	GOLF SUSTAINABILITY FRAMEWORK Q1 2020 UPDATE	2020 March 10	PFC2020-0251	<p>That the Priorities and Finance Committee recommend that this report be forwarded to the 2020 March 16 Combined Meeting of Council as an item of Urgent Business; and</p> <p>That Council refer Report PFC2020-0251 to Administration:</p> <ol style="list-style-type: none"> 1. To investigate a shorter time frame option and expression of interest from the marketplace; 2. To prepare a financial report on the closure of Richmond Green and options for stage 2 assessment; and 4. That Recommendations 1 and 2 return to the April 21 Priorities and Finance Committee Meeting.
2020 Q4	CITY PLANNING & POLICY 2020 WORK PLAN	2020 January 15	PUD2020-0016	<p>That the Standing Policy Committee on Planning and Urban Development recommend that Council:</p> <p>Adjust the reporting timelines for: ii. The New Community Growth Strategy – Growth Management Overlay Policy Review (PFC2019-1062), to report to Council, through the Priorities and Finance Committee no later than 2020 Q4.</p>

2020 Q2 (Revised under C2020-0390) 2020 December	RESPONSE TO WATER FLUORIDATION IN THE CITY OF CALGARY REPORT	2019 October 29	CPS2019-0965	That the Standing Policy Committee on Community and Protective Services recommends to Council that: 3. Direct Administration to undertake a full cost analysis for the potential reintroduction of fluoride into the water system including ongoing projected operational costs, City's authority and jurisdiction with regard to fluoridation, capital costs and possible utility rate impacts; and 4. Report back directly through Priorities and Finance Committee no later than Q2 2020.
Progress Briefing no later than June 2020 (Revised under C2020-0390) 2021 Q3 2020 October 13	2019 GROWTH STRATEGY MONITORING REPORT	2019 November 05	PFC2019-1062	That the Priorities and Finance Committee recommends that Council direct Administration to: 5. Evolve the practice of looking at a direct incremental operating cost model to a full operating cost model, in conjunction with other stakeholders. A briefing on progress toward the new model will be presented at 2020 June 9 Priorities and Finance Committee meeting, with a targeted timeline for completion of no later than Q3 2021 . 4. Review business cases by May 29, 2020, with subsequent dialogue with proponents and a summary of approved and rejected cases to be forwarded to October 13 2020 Priorities and Finance Committee for review, discussion and recommendation. Recommendations will be forwarded to the following Council meeting for decision 7. Bring a 2020 Growth Strategy Monitoring Report to Council through Priorities and Finance Committee by no later than 2020 October .
2020 Q2	CIF APPLICATION: ON DEMAND TRANSIT	2018 November 06	PFC2018-1291	That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the projects no later than Q2 2020.

2019 Q2	ECONOMIC DEVELOPMENT INVESTMENT FUND GOVERNANCE AND TERMS OF REFERENCE	2018 March 06	PFC2018-0187	7. As part of the proposed reporting process for the Wholly Owned Subsidiary, direct Administration to work with the EDIF Wholly Owned Subsidiary to bring a report to the Priorities & Finance Committee that reviews the pilot EDIF governance structure no later than 2019 Q2.
2020 June	OPPORTUNITY CALGARY INVESTMENT FUND GOVERNANCE STRUCTURE	2019 July 02	PFC2019-0828	Deferral.
2020 Q2 (Revised under C2020-0390) 2020 December	RESILIENT CALGARY	2019 June 17	PFC2019-0617	That with respect to Report PFC2019-0617, the following be adopted: 2. Direct Administration to report back with an update to the Priorities and Finance Committee no later than Q2 2020.
2020 September 08	2020 ADJUSTMENTS TO THE ONE CALGARY SERVICE PLANS AND BUDGETS	2019 November 29	C2019-1052	12. d. Present preliminary results and actions to the 2020 September 8 Priorities and Finance Committee to inform November 2020 budget deliberations.
2020 September	KENSINGTON MANOR – BUILDING SAFETY STATUS AND PLANS	2019 June 04	PFC2019-0739	That the Priorities and Finance Committee recommend that Council approve: 4. Directing Administration to report back to Council through the Priorities and Finance Committee, six months after demolition is complete, or if there is a material change on site but in any event, not later than September 2020.

Prior to November 2020 Mid-cycle Adjustments	2020 ADJUSTMENTS TO THE ONE CALGARY SERVICE PLANS AND BUDGETS	2019 November 29	C2019-1052	That with respect to Report PFC2019-1402, the following be approved: That Council direct Administration to report back to the Priorities and Finance Committee with indicative rates for 2021 and 2022 prior to the November 2020 Mid-cycle Adjustments.
2020 Q3	CIF APPLICATION: ONE CALGARY POLICY REVIEW	2018 November 06	PFC2018-1300	That the Priorities and Finance Committee direct Administration to report back to PFC indicating how the money was spent and outcomes of the projects no later than Q3 2020.
2020 Q4	CITY PLANNING & POLICY 2020 WORK PLAN	2020 January 15	PUD2020-0016	That the Standing Policy Committee on Planning and Urban Development recommend that Council: B. Adjust the reporting timelines for: ii. The New Community Growth Strategy – Growth Management Overlay Policy Review (PFC2019-1062), to report to Council, through Priorities and Finance Committee no later than 2020 Q4.
2020 Q4	ESTABLISHED AREA GROWTH AND CHANGE STRATEGY 2020: PHASE 1 RECOMMENDATIONS	2020 April 29	PFC2020-0381	That with respect to Report PFC2020-0381, the following be approved, after amendment : Administration recommends* that the Priorities and Finance Committee recommends that Council c. Explore additional financial tools and strategies for public realm investment in Phase 2 and replenishing the Established Area Investment Fund, as listed in Attachment 3, with a report back with preliminary recommendations through the Priorities and Finance Committee by end of Q4 2020.

2020 Q4	NOTICE OF MOTION PROCESS FLOW AND CHECKLIST	2019 September 30	PFC2019-0913	That Council: 4. Direct the City Clerk's Office to provide an update of this process to the Priorities and Finance Committee by Q4 2020.
2021 Q1	SOCIAL PROCUREMENT UPDATE (NOW CALLED BENEFIT DRIVEN PROCUREMENT POLICY)	2019 December 16	PFC2019-0384	That Council: 1. Approve the Social Procurement Advisory Task Force Terms of Reference, Scoping Report for the Pilot Projects and the Work Plan identified in Attachment 1; and 2. Direct Administration to return to the Priorities and Finance Committee with an update no later than Q1 2021 .
2021 Q1	2020 NON- RESIDENTIAL PROPERTY TAX RELIEF OPTIONS	2020 February 03	PFC2020-0015	3. Direct Administration to come back with options for a transitional non-residential Phased tax program for 2021 if required to the Priorities and Finance Committee in Q1 2021 due to uncertainties relating to future market conditions and the 2021 assessment values.

2021 Q2	UNIVERSITY OF CALGARY – CITIZEN SCIENTIST WEARABLES PROGRAM	2019 September 30	PFC2019-1096	That with respect to Report PFC2019-1096, the following be adopted: That Council: 1. Approve this application for the Council Innovation Fund for the University of Calgary Citizen Scientist Wearable Program in the amount of \$57,500; and 2. Direct Administration to report back to Priorities and Finance Committee indicating how the money was spent and the outcomes of the projects no later than Q2 2021, as per the Council Innovation Fund Terms of Reference.
ANNUALLY	CITY OF CALGARY CITIZEN PRIVACY DATA PRACTICES	2020 January 27	C2020-0039	2. Direct the City Clerk/FOIP Head to provide an annual report to the Priorities and Finance Committee on The City's Privacy Management Program.
2022 Q2	SUPPLEMENTAL REPORT – RESPONDIGN TO COUNCIL QUESTIONS ON THE COUNCIL INNOVATION FUND APPLICATION FOR DOWNTOWN ACCELERATOR PROGRAM – 1MILLION SQUARE FEET	2020 May 25	C2020-0600	That with respect to Report C2020-0600, the following be adopted: 4. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project by Q2 2022
2022 Q4	CIVIC CENSUS REVIEW	2020 February 03	PFC2020-0094	3. Direct the Returning Officer to report back with an evaluation of discussions with Statistics Canada and the provincial government and the ongoing value of a civic census by Q4 2022.

2023 Q1	COUNCIL INNOVATION FUND REQUEST FOR THE FUTURE OF STEPHEN AVENUE – ACTIVATE + EXPERIMENT	2020 March 10	PFC2020-0274	<p>That the Priorities and Finance Committee recommends that Council:</p> <p>1.Approve this application to the Council Innovation Fund for The Future of Stephen Avenue: Activate & Experiment, in the amount of \$300,000; and</p> <p>2.Direct Administration to report back to Priorities and Finance Committee on the outcomes of this project by Q1 2023 as per the fund guidelines.</p>
2023 Q2	ROADSIDE NATURALIZATION PILOT	2020 February 24	C2020-0265	<p>That with respect to Report C2020-0265, the following be adopted:</p> <p>That Council:</p> <p>4. Direct Administration to report back to the Priorities and Finance Committee on the outcomes of this project no later than Q2 2023, with interim reports on project progress and return-on-investment as information becomes available.</p>

BRIEFING

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Item # 5.2.2

**Chief Financial Officer's Briefing to
Priorities and Finance Committee
2020 June 09**

**ISC: UNRESTRICTED
PFC2020-0568**

Council Innovation Fund and Council Community Fund Status Update

PURPOSE OF BRIEFING

To provide the financial update of the Council Innovation Fund and Council Community Fund as at 2019 December 31 and the status of the Council approved projects.

SUPPORTING INFORMATION

On 2019 April 29, Council approved the Proposed Approach to Council Innovation Fund Update report PFC2019-0381 which included the Terms of Reference for both the Council Innovation Fund and the Council Community Fund. One of the requirements of the Terms of Reference is to report back annually to Council through PFC on the overall status of the two funds.

This report is in alignment with the Terms of Reference.

These reports provide a list of the Council approved projects, their status and the balance of both funds as at 2019 December 31.

ATTACHMENT(S)

1. Attachment 1 – Council Innovation Fund
2. Attachment 2 – Council Community Fund

Council Innovation Fund

2019 December 31

			Budget				
			Budget 2011	5,000,000			
			Budget 2012	1,000,000			
			Budget 2015	1,894,000			
			Budget 2019	5,000,000			
			Budget Transfer to Council Community Fund 2019	(1,085,406)			
				<u>\$ 11,808,594</u>	<u>A</u>		
Approved Projects	Sponsor	Approval Date	Budget Allocated	Actual Expenses	Savings on Completed Projects	Future Commitments	
Engagement Process	Ald. Lowe	2010 Dec 2	\$ 905,874	\$ 905,874	\$ -		
Mission Road - Main Street	Ald. Carra	2011 Feb 14	300,000	285,250	14,750		
Cut Red Tape (Phase I)	Mayor Nenshi	2011 Apr 11	110,000	110,000	-		
International Ave Pilot Project	Ald. Chabot	2011 Apr 18	41,135	41,135	-		
Airport Express Bus	Mayor Nenshi	2011 May 16	336,000	336,000	-		
Bow to Bluff Corridor: Community Spaces	Ald. Farrell	2011 May 16	150,000	150,000	-		
Rectangular Rapid Flash Beacon (RRFB)	Ald. Demong/Pootmans	2011 June 20	200,000	186,241	13,759		
Calgary's Community Addictions Strategy	Ald. Colley-Urquhart	2011 July 25	150,000	83,252	66,748		
Initiative to Reduce Poverty in Calgary	Mayor Nenshi	2011 July 25	200,000	200,000	-		
1st Street SW Underpass	Ald. Mar	2011 Sept 19	100,000	93,823	6,177		
Calgary Food System Assessment & Action	Ald. Carra	2011 Nov 14	45,000	41,274	3,726		
Cut Red Tape (Phase II)/Analytics Calgary Innovation Program	Mayor Nenshi	2011 Dec 5	125,000	86,613	38,387		
Social Innovation Calgary "Community Innovation Hub" (CIH) Project	Ald. MacLeod/Demong	2012 Mar 19	75,000	75,000	-		
Supporting Partnerships for Urban Reinvestment (SPUR)	Ald. Pincott	2012 May 7	232,000	202,000	30,000		
Cut Red Tape (Phase III)/Analytics Calgary Innovation Program	Mayor Nenshi	2012 June 25	150,000	127,264	22,736		
S-Park Pilot	Ald. Mar	2012 July 30	20,000	12,959	7,041		
Roads On-Line Service Requests	Ald. Demong	2012 July 30	185,000	98,543	86,457		
Soul of Your Community Project	Ald. Mar	2012 Nov 19	225,000	182,347	42,653		
Bio-Energy Pilot Project	Ald. Carra	2012 Nov 19	170,000	170,000	-		
School Site Review	Ald. Lowe/Stevenson	2013 Jan 22	150,000	149,137	863		
Calgary Energy Efficiency Innovation Lab	Ald. Pincott & Ald. MacLeod	2013 Mar 18	120,000	113,318	6,682		
Off-Leash Ambassador Pilot Program	Ald. Macleod & Ald. Hodges	2013 May 27	75,000	74,922	78		
Neighbourhood Pace Car	Ald. Dale Hodges	2013 July 29	5,700	5,700	-		
Calgary Poverty Reduction Initiative-Transition Funding for Implementation	Mayor Nenshi	2013 July 29	117,841	-	117,841		
Affordable Housing Energy Efficiency Retrofit Demonstration Project	Ald. MacLeod	2013 July 29	124,000	120,565	3,435		
Citywide Approach to Retail/Commercial Planning and Development	Ald. Lowe	2013 July 22	375,000	358,354	16,646		
Interactive Park Mowing and Roads Map	Cllr. Demong & Cllr. Pincott	2014 April 22	300,000	258,198	41,802		
The Heart of the New East - Incubation Project	Cllr. Chabot	2015 May 11	98,500	98,500	-		
Medical Response Unit Pilot	Cllr. Colley-Urquhart	2015 May 11	175,000	145,444	29,556		
17th Avenue SW Pocket Plaza	Cllr. Woolley	2017 Apr 04	300,000	299,758	242		
Community Representation Framework Project	Cllr. Carra	2016 Nov 15	250,000	250,000	-		
Census Online Data Capture	Mayor Nenshi	2014 May 26	250,000	224,036	25,964		
Legislative Governance Task Force Work Plan Implementation Project	Mayor Nenshi	2015 March 17	350,000	350,000	-		
WALK21 Community Microgrants	Cllr. Farrell, Carra, and Pincott	2017 Mar 21	172,500	97,923	74,577		
Improving Budget Transparency	Cllr. Demong	2018 June 18	150,000	108,568	-	41,432	41,432
Gender Equity and Diversity Baseline Assessment	Cllr. Carra	2018 July 30	170,000	82,399	-	87,601	
Calgary Community Court: Pilot Readiness	Cllr. Sutherland	2018 July 30	250,000	140,992	-	109,008	109,008
On Demand Transit Service Pilot	Cllr. Gondek and Keating	2018 Nov 09	338,000	183,049	-	154,951	154,951
One Calgary Policy Review	Cllr. Demong	2018 Nov 09	525,000	-	-	525,000	525,000
Chinatown Cultural Plan and Local Area Plan	Cllr. Farrell and Chui	2019 Mar 18	250,000	-	-	250,000	250,000
University of Calgary - Citizen Scientist Wearables Program	Cllr. Gondek	2019 Sep 30	57,500	57,500	-	-	-
Greater Forest Lawn Governance and Communications Model	Cllr. Carra	2019 Dec 16	227,000	-	-	227,000	227,000
Total as at 2019 December 31			\$ 8,551,050	\$ 6,505,940	\$ 650,119	\$ 1,394,991	
					B	C	
Total Budget			A	11,808,594			
Actual Expenses			B	(6,505,940)			
Future Commitments			C	(1,394,991)			
2019 Total Remaining Budget			3,907,664				

Council Community Fund
2019 December 31

			Budget			
Budget Transfer from Council Innovation Fund 2019			1,085,406			
			<u>\$ 1,085,406</u>	A		
Approved Projects	Sponsor	Approval Date	Budget Allocated	Actual Expenses	Savings on Completed Projects	Future Commitments
				-	-	-
				-	-	-
				-	-	-
Total as at 2019 December 31			<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>
				B		C
Total Budget			A 1,085,406			
Actual Expenses			B 0			
Future Commitments			C 0			
2019 Total Remaining Budget			<u>1,085,406</u>			

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Item # 5.2.3

Transportation Briefing to

Priorities and Finance Committee
2020 June 09

ISC: UNRESTRICTED
PFC2020-0549

On Demand Transit Pilot Service Update

PURPOSE OF BRIEFING

Faced with demand for transit service in new communities at a time of economic uncertainty, Calgary Transit has been looking for innovative ways to deliver service. On November 19, 2018, the Priorities and Finance Committee approved a grant from the Council Innovation Fund of \$338,000 to fund a one-year On Demand Transit pilot in the new communities of Carrington and Livingston and report back in Q2 2020. As developing communities, these areas did not yet have the population to support traditional transit services. This pilot was meant to enhance Calgary Transit's service delivery, by exploring innovations in transit service delivery.

The pilot was launched in August of 2019 with vendor RideCo; however, due to the unprecedented changes in ridership because of COVID-19, findings for this briefing are based on the first seven-months of the pilot. In order to gather more data, Calgary Transit will be building on the initial successes of the pilot to test the model's scalability in areas with pre-existing fixed route transit.

SUPPORTING INFORMATION

How it works

Using the free "Calgary Transit on Demand" app, customers can request transit service between Carrington, Livingston and North Pointe. Customers select the date and time they wish to take the trip and payments can be made via pass, ticket, transfer, or pay in the app with credit card. Trips to and from North Pointe provides a connection to Calgary Transit's fixed route system for trips beyond the pilot area.

Findings

By the end of February of 2020, On Demand surpassed its four project charter goals of ridership-per-week, customer rating, app downloads, and weekday cost per ride (Attachment 1).

The pilot achieved a maximum utilization of 22-passengers-per-revenue-operating-hour (PROH) using two-12-passenger vehicles at peak-periods, demonstrating that the technology effectively creates shared rides from individual trip requests, while still providing a valuable customer experience. The pilot also showed that the On Demand model can cover a wider geographic area than a fixed-route service while providing a comparable level of service; the average trip was only four-minutes longer than if the customer had driven. It is likely that low-demand areas and times of day would see similar results (Attachment 1).

When it comes to moving a high volume of passengers over longer distances, fixed routes and fixed schedule that group riders by time and location together are likely more efficient. This threshold will be different for each application, but it is likely around the 20 PROH mark, where larger fixed route vehicles become more cost-efficient.

Much of the direct savings in this pilot resulted in the use of an external (lower cost) service provider; however, cost savings are also achieved as there are no dispatching costs with On

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Demand, and infrastructure costs to maintain bus stops can also be reduced. The need for route planning, maps and schedules is also minimized.

Customer Experience

On Demand provides a predictable and personalized experience for customers who can pre-book their rides 24 to 48 hours in advance, enabling exact pick-up times. Last minute bookings are subject to longer delays as seats are already full. To bypass this, some customers were pre-booking two or more rides within minutes of each other, causing seats to go unused and increasing delays for other customers. Calgary Transit now has policies in place to deter this practice which saw a reduction in last minute cancellations, reducing wait times to less than 15-minutes for last minute bookings.

Fifteen per cent of On Demand customers had not previously used Calgary Transit, which demonstrates the ability of On Demand service to grow ridership.

The On Demand app was downloaded by 1676 customers (project goal was 200) and after each trip, the customer is given the ability to rate the trip from one to five. To date, the average rating is 4.92/5.00 with 97.2 per cent of customers giving a rating of four or five (project goal was to achieve 85 per cent customer rating). From survey and feedback, customers expressed what they liked:

- Ease of Use (app, payment, policy, and stop locations);
- Total time in Vehicle; and
- Feeling of a more personalized service

In addition, the survey provided Calgary Transit feedback on what improvements the On Demand Transit service could make: reduce ride-delays during peak hours and provide increased service hours. In response to the expressed concerns, the project added an hour of service to the end of the day and developed and communicated a no-show policy to reduce unused seats and reduce delays.

Environmental Impacts

Another identified advantage of the On Demand model is the reduction in distance travelled, and the resulting reduction in emissions. While a fixed route service in Carrington/Livingston would travel 484 km in a weekday, On Demand averaged 390 km. This is a 20 per cent reduction in pollution, fuel costs, and capital depreciation. During COVID, On Demand vehicles have averaged only 80 km per day.

Next Steps

The pilot established a proof-of-concept that this type of technology can work in Calgary, demonstrating that dynamic, demand-driven transit can provide first/last-mile service to low-density communities, and that it is well received by our customers. The next step is to test for viability and scalability to determine whether these efficiencies can be achieved with low-performing existing routes and reduce transit costs during off-peak hours and weekends.

Calgary Transit will be building on the successes of the pilot to test the model's scalability in other areas, with funding coming from Calgary Transit's existing budget.

ATTACHMENT(S)

1. Attachment 1 – On Demand Additional Metrics

On Demand Additional Metrics and Findings

Council Innovation Fund Application:

The application identified four metrics for project success. Below are the outcomes, based on pre-COVID ridership:

Measure	Target	Outcome
Ridership	620 trips per week	>900 trips per week
Customer satisfaction	85%	97.2%
Apps downloaded	200	1676
Cost per Ride	<i>confidential</i>	<i>Achieved project targets</i>

Other Metrics:

The project identified several other metrics to compare On Demand model to fixed route:

Metric	Project Target	Pilot Outcome (Feb 2020)	Fixed Route comparison
Average ride delay (Peak hours)	N/A	20 min ¹	10 min
Average ride delay (Off peak)	N/A	5 min	20 min
Average PROH	N/A	8	15 ²
Max PROH	N/A	22	30 ²

¹ Customers who pre-booked saw almost no delay

² Average of all Community Shuttle routes. May not be a valid comparison to a new community

Other Findings:

1. The level of service provided, as measured by wait time for the bus and total time in vehicle was, on average, better than a comparable fixed route.
2. At the pre-COVID ridership level, the pilot service used approximately 20 per cent less-trip miles than a comparable fixed route.
3. The concept of dynamic, On Demand transit was acceptable to our customer base.
4. The technology was easy-to-use and provided shared riders between multiple points.
5. The technology was able to quickly make changes to the level over service provided, allowing the provider to refine the balance between cost-efficiency and customer experience.
6. No call centre support was required.
7. No bus stop infrastructure was required, providing the opportunity to reduce capital and operating costs.
8. Customers did not raise concerns about the necessity for a smart phone.

9. The service could react to detours and accidents in real time.
10. On Demand has no overcrowding.
11. The service can limit vehicle capacity if required.
12. Managing customer usage requires a clear policy on no-shows and late cancellations.
13. The technology can provide detail ridership data in real time.
14. Unlike fixed route, On Demand offers almost no wait to customers who book in advance.
However, customers who book last minute during peak hours will see a longer delay.

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Item # 5.2.4

**Planning & Development Briefing to
Priorities and Finance Committee
2020 June 09**

**ISC: UNRESTRICTED
PFC2020-0643**

State of Downtown 2019

PURPOSE OF BRIEFING

In 2019 April, the downtown strategy and team was established to support Calgary's economic recovery and resilience. One year into implementation, the purpose of the briefing is to provide the inaugural state of downtown Calgary report (Attachment 1). The state of downtown Calgary report was prepared based on best practices from other jurisdictions such as Denver, Pittsburgh Sacramento, and London, Ontario. The briefing also includes a summary of the downtown office market, update on recent activities, and highlights for 2020. Looking ahead, The City of Calgary and its partners will continue to work together to implement the downtown strategy through its four focus areas: Place, Work, Live, and Connect. The downtown strategy supports Calgary's comeback.

SUPPORTING INFORMATION

Previous Council Direction

On 2019 October 08, PFC2019-1111 Downtown Strategy Update briefing was received for the corporate record.

On 2019 July 22, Council approved PFC2019-0664 that directed Administration to continue implementing the Downtown Strategy.

At the 2019 April 01 Strategic Council Meeting, Council approved the following recommendations:

1. Endorse the direction as presented (C2019-0415-Downtown Strategy and Focus);
2. Direct Administration to provide an update on the further development of a Downtown Strategy to the Priorities and Finance Committee in 2019 July and October; and,
3. For the July Priorities and Finance Committee, Administration further refine the Downtown Strategy to include: heritage, safety, and competitive research.

Note regarding impact of the COVID-19 pandemic impacts

The State of the Downtown 2019 Report was prepared using data and information for the 2019 calendar year and does not include any response or analysis based on the COVID-19 pandemic. However, since the start of the pandemic, the Downtown Strategy Leadership Team and Working Committee continue to meet monthly to assess the impact of the pandemic and to adjust plans and actions accordingly. This includes working to align and support response and recovery efforts of The City and our partners at Calgary Economic Development, the Calgary Municipal Land Corporation and all partner Business Improvement Areas in the downtown area. The Leadership Team believes that the core of the Downtown Strategy is more relevant than ever for the long-term recovery of the downtown. However, adjustments to and flexibility with proposed work plans will be required in the near term to address our current situational challenges imposed by the pandemic.

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Background

Downtown is core to our city's vibrancy and economic resilience. In 2019, the downtown strategy and team came together quickly to develop and start implementation of the strategy. The members of the downtown strategy leadership are: Stuart Dalgleish, Thom Mahler, Chris Arthurs, James McLaughlin, Mary Moran (Calgary Economic Development), Marco De Iaco (Calgary Downtown Association) and David Low (Victoria Park Business Improvement Area). There has been an extraordinary level of collaboration and contribution from the downtown strategy leadership team to help accelerate actions and advance opportunities. The team is laser focused on working together to help ensure downtown's ongoing success now and into the future.

The current economic situation may take an extensive amount of time to recover, requiring intentional management of near-term actions with a longer-term view (ten to fifteen years). The team will focus, align, and elevate the awareness of a coordinated strategy that leverages the collective efforts of The City and its public and private sector partners to respond to the prolonged economic challenges, and capitalize on opportunities that will create jobs, drive economic recovery, and revitalize the downtown. Significant effort has been put into establishing a work program for each of the four focus areas of: Place, Work, Live, and Connect.

Comparative Analysis

Conducting a comparative analysis with other metropolitan areas in Canada and the United States (Calgary, Edmonton, Montreal, Ottawa, Toronto, Vancouver, Austin, Dallas, Denver, Detroit, Houston, Nashville, Oklahoma City and Pittsburgh) through the normalization of data that accounts for population, economic indicators, and downtown office supply and vacancy rate reveals key insights.

- Calgary led major Canadian metropolitan areas in terms of nominal gross domestic product (GDP) per capita in 2018 at \$79,000, higher than Toronto, Montreal, and Vancouver. Calgary also added 25,700 jobs in 2019; third most in Canada.
- In 2019, Calgary was ranked as the fifth most livable city in the world and the most livable city in North America (*Source: Economist Intelligence Unit*).
- While downtown office vacancy rate is a frequently referenced indicator, looking at office supply, office occupancy, and office absorption tells a more comprehensive story.
- Once normalized for population size, Calgary had not only the highest downtown office supply per capita, but also the highest downtown office space occupied per capita among the cities studied. Calgary has 42 square feet of downtown office supply per capita compared to an average of 14 square feet per capita among the cities studied. Calgary has 31 square feet of downtown office space occupied per capita compared to an average of 12 square feet per capita among the cities studied.
- In 2019, Calgary had the lowest downtown office average net asking rent at \$11.85 per square feet compared to \$21.52 in Montreal, \$33.92 in Toronto, and \$37.65 in Vancouver.
- The story of opportunity is that Calgary has an abundance of economical and move-in-ready office space for companies and businesses to locate, grow, and create jobs.

Best Practice: State of the Downtown Report

The inaugural state of downtown Calgary report was prepared based on best practices from other jurisdictions such as Denver, Pittsburgh, and Sacramento. The content typically includes the year in review, highlights, and areas of focus. In the United States, the state of the downtown reports is typically prepared by the local downtown partnerships/associations; not the municipality. The City of London, Ontario prepares a bi-annual state of downtown report.

The downtown strategy team is proud of the unprecedented level of collaboration to jointly deliver the first state of downtown Calgary report (Attachment 1).

Calgary Downtown Office Q4 2019 Marketview (CBRE)

- At the end of Q4 2019, downtown office vacancy was at 27.2 per cent. In the first two quarters of 2019, the market absorbed over 400,000 square feet through a combination of sublease offerings being removed from the market, available space being converted to amenity space, and the trend of coworking operators taking space.
- Q4 was another quarter of negative absorption characterized by the familiar trends: downsizing in the oil patch and tenants upgrading to quality. The downtown office market experienced 261,291 square feet of negative absorption in the final quarter of 2019, bringing the year-end results to a flat 19,512 square feet of net negative absorption. Husky, Repsol and Nexen were the biggest contributors of excess space, freeing up a combined 430,000 square feet in Class AA and A buildings.
- CBRE expects similar results for Calgary downtown office market in 2020.

Downtown Capital Projects

- \$350 million was approved for capital projects in the downtown area in the One Calgary approvals in 2018 November.
- In 2019, there were decisions on major projects and capital investment in downtown. The Event Centre will be a catalyst for redevelopment in the Rivers District and contributes to goals identified in the downtown strategy to advance Calgary's economic recovery and resilience. The Event Centre coupled with the BMO Centre expansion will see over \$1 billion dollars of investment in east Victoria Park.
- In 2019 September, Council approved authorization to invest \$10 million to achieve the detailed design work necessary for Phase One and Two of the Arts Commons Transformation project.
- In 2020 February, the Government of Alberta announced that the Glenbow would receive up to \$40 million in infrastructure funding as part of the revitalization project.

Highlights of the Downtown Strategy for Q4 2019 for each focus area are:

Place: Approximately 250 Calgarians joined the Calgary Downtown Association (CDA) in 2019 December, for the Stephen Avenue and the Economics of Placemaking panel session. This session, part of The City of Calgary's and CDA's Future of Stephen Avenue project, brought together experts from across Canada and the United States to discuss the value of our streets, open spaces and buildings. The event and project served to generate a bold and compelling vision and design for the future of Stephen Avenue that includes a great streetscape design, along with a robust program for economic investment and redevelopment, and a strong framework for operations, maintenance and stewardship.

Work: Calgary Economic Development attracted and retained 28 companies in downtown and created 2,300 direct and indirect jobs. Of the seven Opportunity Calgary Investment Fund (OCIF) announcements made in 2019, over half (57%) are impacting the downtown. New office absorption space across those investments (NPower Canada, Lighthouse Labs, Parkland Fuels, and Finger Food Advanced Technology Group) totals over 128,000 square feet. It is expected that these companies will graduate nearly 370 students and create, retain, and/or relocate nearly 1,000 direct and indirect jobs.

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Live: Calgary welcomed Canadian Football League (CFL) fans from across Canada for the 107 Grey Cup on 2019 November 24, and the week-long festivities leading up to the big game. Many ticketed and non-ticketed events and celebrations took place in our downtown and while the numbers aren't final it's projected that the Championship Game and Festival had a combined attendance of more than 150,000, engaging approximately 1,000 volunteers. The event contributed an estimated \$50 million in economic benefit to the city. The Grey Cup Festival set up shop on the Calgary Stampede Grounds and restaurants and bars along Stephen Avenue extended patio season thanks to support from The City and the CDA.

Connect: Enhancements to the downtown flood barrier are underway. Community engagement started in 2019 April and construction is estimated to begin sometime in 2020. The downtown flood barrier, once complete, will connect with the West Eau Claire Park flood barrier and extend to the Reconciliation Bridge to form a single, contiguous piece of flood mitigation infrastructure for Calgary's downtown. These measures will result in reduced business and economic interruptions, and increased resilience for critical services and public infrastructure.

Looking Ahead 2020

Looking ahead to 2020, the implementation of the downtown strategy continues through its four focus areas: Place, Work, Live, and Connect. The team is laser focused on taking actions that will have positive impacts on downtown vibrancy. A sample of the focus area initiatives are outlined below.

Place

- Launch of the updated Greater Downtown Plan.
- Establish a new district around Olympic Plaza.
- Support the activate and experiment phase for the Future of Stephen Avenue project.

Work

- Attract and retain high growth innovation companies with a focus on technology in emerging sectors.
- Use the Opportunity Calgary Investment Fund (OCIF) proactively for transformational projects and opportunities (e.g. AI/ML, fintech, anchor companies, etc.).
- Support the Southern Alberta Institute of Technology's (SAIT) Digital Technology School planning and rollout in downtown Calgary.

Live

- Develop a downtown winter strategy and define how it will be integrated, to make downtown more vibrant.
- Work with stakeholders to grow and develop art, culture and sport opportunities, including festivals and events.
- Support downtown safety initiatives.

Connect

- Support 5G readiness and infrastructure deployment.
- Launch the 9 Block Program around the Municipal Plaza to enhance safety and vibrancy.
- Leverage partnerships.

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Key Messages

- The team will work together to respond to the economic impact of the COVID-19 pandemic.
- The downtown strategy supports Calgary's comeback, economic recovery, and resilience.
- The team is focused on the vibrancy of downtown Calgary, encouraging private investment in business and buildings; aligning programming to generate visits and spending; and providing amenities and services to enhance the comfort and quality of life for Calgarians living, working and visiting downtown.

ATTACHMENT(S)

1. Attachment 1 – State of Downtown Calgary 2019 – PFC2020-0643

State of Downtown Calgary 2019



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Letter from Downtown Strategy Leadership Team

We are proud to present the inaugural State of Downtown Calgary report, highlighting where our downtown stands at the end of 2019 – its strengths, weaknesses, and opportunities for continuous improvement. Downtown is the economic and cultural heart of Calgary – a livable, thriving place for people, business, innovation and creativity. Although North American downtowns, including Calgary, occupy less than one per cent of a city’s total land area, they generate outsized benefits in terms of jobs, tax revenue, and construction value. When a downtown thrives, so does a city as a whole. This remains true for Calgary.

Ultimately, vibrancy is the word that encapsulates a thriving downtown. It’s important that the downtown be economically vibrant. It is also vital to develop cultural vibrancy and a strong sense of place that impacts how residents, workers and visitors interact with our downtown.

The last few years have seen our downtown take a hit. We have lost businesses, realized a large shortage of tech talent, seen our office vacancy rate rise and had some of the energy sapped from the street life of our downtown neighbourhoods. At the same time, we have seen new businesses move in, explored creative uses of downtown spaces, and have seen new opportunities for building vibrancy bubble up throughout the downtown.

There are a lot of great things happening as our city continues to collaboratively implement **Calgary in the New Economy: The Economic Strategy for Calgary**, with a focus on the future of our downtown. Given the urgency that exists to build a thriving, vibrant downtown, efforts are being made to align work that attracts new businesses, supports existing ones, and builds critical infrastructure.

Calgary’s downtown is a great place to live, work and play. It’s the hub for culture, arts, sports, entertainment, events and a big tourism driver attracting residents, visitors, and business travelers. The opportunities to leverage these strengths are even more heightened now. The story of opportunity is that Calgary has an abundance of economical and move-in-ready office space for companies and businesses to locate, grow, and create jobs.

This has all led to the creation of The Downtown Strategy – a concentrated focus and coordinated effort on the economic and cultural opportunities in the downtown to drive a thriving local economy. This work encompasses all aspects of working and living downtown, fostering a sense of place and connection to ensure a vibrant city for all Calgarians – today and in the future.

It brings together The City of Calgary (“The City”), our Civic Partners, community partners, and Business Improvement Areas (BIAs) in a coordinated and collaborative effort to make life better every day for citizens, customers, residents and businesses as it relates to the downtown. This strategy brings new energy to a future-focused, collective approach to align existing projects and initiatives, thereby increasing the impact of our work. We are acting with urgency to address this economic shift by creating new opportunities in our downtown and enabling the downtown to flourish.

The Downtown Strategy includes four pillars important to a vibrant downtown and our city’s economic resilience. These working areas are built on the four areas of focus in Calgary’s economic strategy, **Calgary in the New Economy**:

- Place** — accelerating urbanization and connectivity
- Work** — increasing opportunities to work, study, and run a business
- Live** — making Calgary a more attractive place to live in and to visit
- Connect** — connecting people, goods, information, and ideas

The enormity of, not only the challenges, but the opportunities our downtown faces has brought together a team that believes in Calgary’s future place in the new economy. This unprecedented collaborative group is working together to help ensure downtown’s ongoing success now and into the future.

Stuart Dalglish
General Manager, Planning and Development
The City of Calgary

The current economic situation may take an extensive amount of time to recover and requires a long-game approach, coupled with nearer term strategies and actions. Managing expectations is important. Our Downtown Strategy has a long-term view, and the team is focused on near-term actions, ongoing monitoring, the ability to course correct along the way, and being nimble and flexible.

This report highlights where the downtown is currently in relation to our four pillars and highlights some of the successes, challenges and opportunities that were identified in 2019 and moving forward. There is a lot happening in our downtown and this report provides a snapshot of how the Downtown Strategy’s efforts are moving the needle. It establishes a baseline against which we can measure our future success.


It is going to take all of us to build and reshape downtown and it’s important we all take a shared position in stewarding our downtown into the future. As you will notice in this report, through our collaborative work, we are building a downtown that embraces moving towards new ideas and new areas of the economy. We’re implementing innovative ideas, strategic decisions, dynamic partnerships, and thoughtful investments in the four areas of our Downtown Strategy.

Building a vibrant and resilient downtown is a task that never ends. We’re going to take what we know about the state of our downtown and keep working to ensure downtown Calgary continues to evolve as a livable, thriving place for people, business, innovation and creativity.


Stuart Dalglish
The City of Calgary


Thom Mahler
The City of Calgary


Mary Moran
Calgary Economic Development

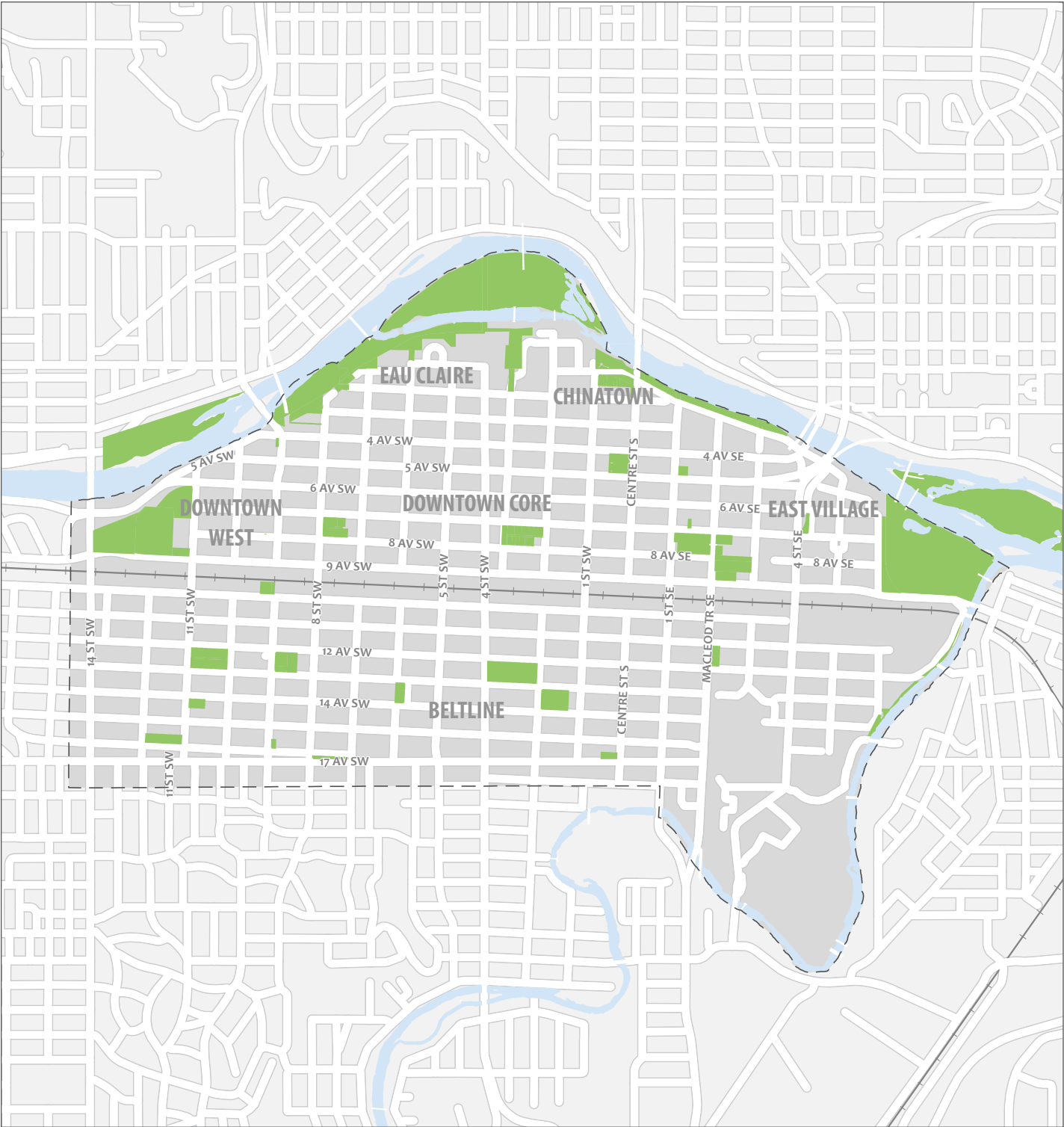

James McLaughlin
The City of Calgary


Chris Arthurs
The City of Calgary


Marco De Iaco
Calgary Downtown Association


David Low
Victoria Park Business
Improvement Area


Kate Thompson
Calgary Municipal Land Corporation



Calgary City-wide
2019 Highlights



Highest concentration of
head offices per capita in Canada
– FP500 2019 Database –



5th most livable city in the world
– The Economist Intelligence Unit, 2019 –



418 kilometres of on-street
bikeways and cycle tracks citywide



32nd in the
world for quality of living
– Mercer Cost of Living –



2nd in Canada for
healthy lifestyle and life satisfaction
– Conference Board of Canada –



8th best city out of 150 for families
around the world
– Movinga, 2019; Best Cities for Families 2020 –



Top five global ecosystem for
startup connectedness
– Startup Genome, 2019 –



1st in Canada for
concentration of high-tech works
– Brookfield Institute, 2019 –



30+ co-working spaces opened,
the 2nd fastest growth in Canada
– CBRE, 2019; Calgary Economic Development –

Downtown Calgary
2019 Highlights



22 parks and
greenspaces downtown



6 Business Improvement Areas
downtown



5 community and
neighbourhood associations



\$40.85 million being invested
in building public spaces
downtown



1,879 trees per sq. km
in downtown



750,000 e-scooter trips



45% of people travelling into and out of downtown are
walking, cycling and taking transit



The Place

We aim to invest in the physical spaces, buildings, and infrastructure to increase the number of downtown residents and visitors, and drive investment into our downtown. Over the next 15 years, we will create a downtown that's more attractive to current and future businesses, residents and visitors.

2019 was the kick-start to this investment, with a major commitment made to improving public spaces throughout downtown – including walking and cycling connections, our major downtown activity hubs, and major capital projects that will drive arts and culture, sports, and business opportunities into the area for decades to come.



\$40.85 million
Capital investment in 2019 in **public space projects** completed and underway

Investing in Calgary's Public Spaces

Investing in the future of public spaces is a fundamental piece of the Downtown Strategy in order to support and incentivize private investment, generate visits and spending, and provide amenities and services to enhance the quality of life for people living and working in Calgary's downtown.

Investment in public space projects, including: the Eau Clair Promenade; Jaipur Bridge Replacement; 5 Street S.W. Underpass; and The Future of Stephen Avenue, have the objective of building and maintaining a wonderful downtown neighbourhood. It is important that each project is implemented to meet current needs and to lay the foundation for expected future demand as Calgary grows and evolves.



The Future of Stephen Avenue

Stephen Avenue is one of Calgary's busiest, most animated and recognizable streets. The avenue means different things to different people. For some, Stephen Avenue is Calgary's premiere hospitality and retail destination. For others, it's a pedestrian-friendly environment to take a walk, to people watch, and socialize. It is also a historic destination, containing the highest concentration of historic buildings in the entire city, and in fact, a portion of Stephen Avenue has been designated as a National Historic District. This cultural hub connects Calgarians and visitors with some of the city's most prominent cultural facilities, including Contemporary Calgary on the west end and Arts Commons on the east. It is this diversity that makes Stephen Avenue attractive to so many people, and a focal point of Calgary's downtown.

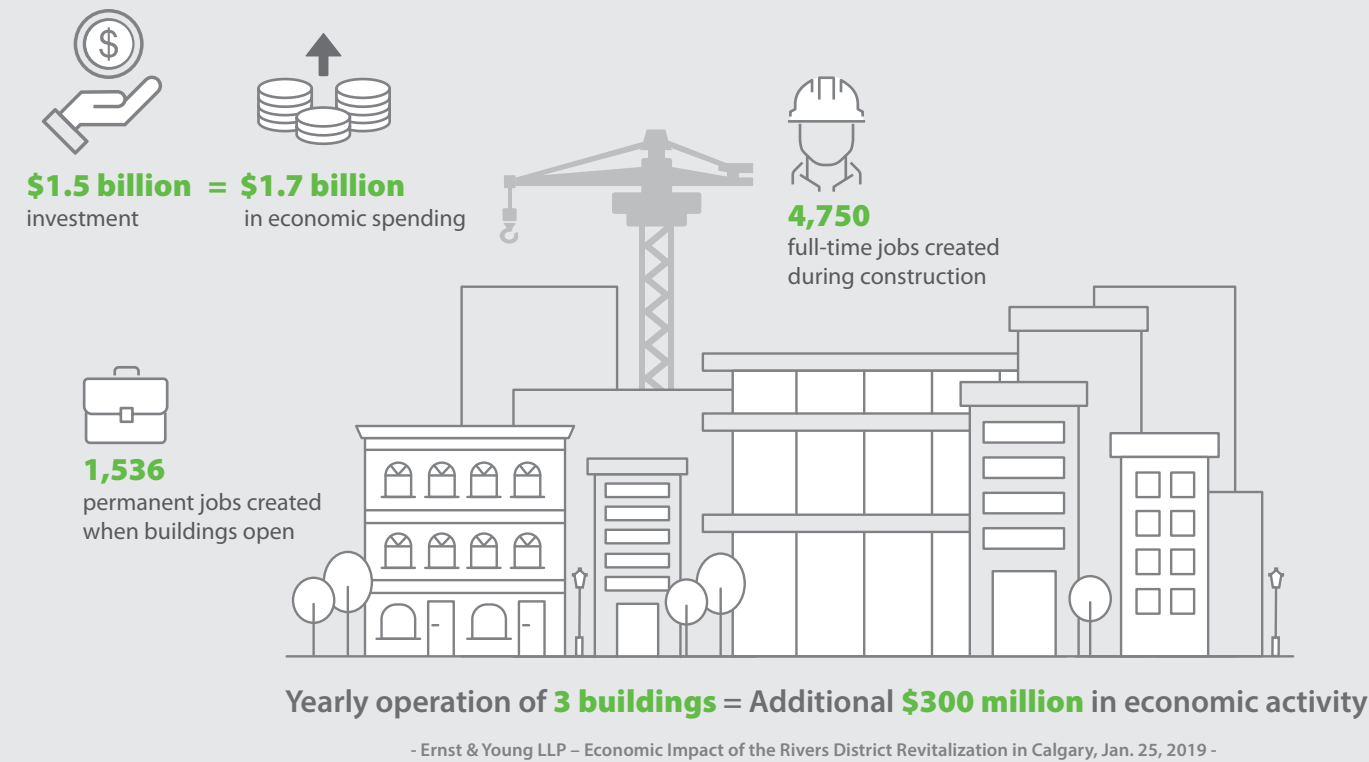
The City of Calgary and the Calgary Downtown Association are generating a bold and compelling vision and design for the future of Stephen Avenue that will require new ways of working and thinking.

The vision and plan will focus on a combination of culture, commerce, and play. A great design for downtown's pedestrian hub will also be complemented with a robust program for economic investment and redevelopment and a strong framework for operations, maintenance and stewardship. The design and plan will begin implementation in 2020, with small-scale activations along the avenue. The full design and plan will come to fruition over the next decade.



Downtown’s Big 3 Priority Capital Projects

In 2019, funding was secured for a new Event Centre in east Victoria Park and a major expansion to the BMO Convention Centre on Stampede Park. Additionally, a funding strategy was approved to transform downtown's arts and culture hub - Arts Commons. The Calgary Municipal Land Corporation (CMLC) is the development manager for all three projects leading both the design and construction of these facilities, and ensuring alignment with the **Rivers District Master Plan**. These investments support The City of Calgary’s Downtown Strategy to further Calgary’s economic recovery and resilience, through being catalysts for revitalization and private investment.



Calgary’s New Event Centre

- Project Framework Agreement and Development Management Agreement signed December 5, 2019 between The City of Calgary, Calgary Municipal Land Corporation and Calgary Sports and Entertainment Corporation
- \$550 million capital cost
- \$400.3 million projected return on investment to The City of Calgary



BMO Convention Centre Expansion

- Funded through equal investments from the Government of Canada, Government of Alberta and The City of Calgary
- \$500 million investment to increase total floor space to one million square feet
- Construction is underway, with expected completion in spring 2024
- BMO Convention Centre will be the largest meeting facility in Western Canada when complete

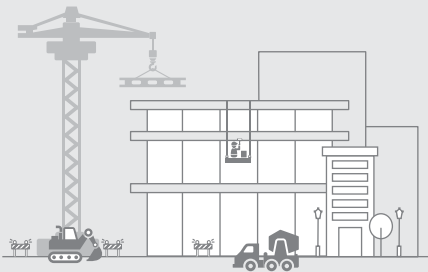


Arts Commons Transformation

- Funding strategy established in March 2019 by Calgary City Council
- Phase 1 of the project is a new 1,200 seat theatre with two smaller theatres and rehearsal spaces
- 1,300 jobs will be created during design and construction and 1,000 permanent jobs created on completion of the project
- \$165 million annual economic impact to Calgary’s downtown



Development and Investment



Construction Value
\$720 million



Building Permits
840



Downtown and Beltline Office Sales
\$21.25 million



Average Downtown Commercial Core
Net Rental Rate
\$11.85/sq.ft.

A New Life for our Old Library

Due to an innovative agreement between The City of Calgary and Calgary Municipal Land Corporation (CMLC), and the drive to find a new way to utilize vacant spaces in the downtown core, the Castell Building (better known as “the old central library”) has been activated once more.

The School of Architecture, Planning and Landscape at the University of Calgary has opened their community-based outpost for teaching, research and community collaboration called the City Building Design Lab. The lab is providing students with opportunities to connect with the planning and development industry to explore how innovations in design and construction can make cities more sustainable.



The M2 in East Village

The M2 project was completed in the East Village in November. The riverfront mixed-use project combines village-style retail space at the ground level with unique office and residential space above. M2 features 7,500 square feet of retail space on the main level that will become home to two local businesses set to begin operations in 2020 – a new restaurant from Concorde Entertainment Group and a downtown location for Bow Cycle, a longstanding Calgary business. Harvest, North West Capital, XYZ Design + Development and Quebe Technologies Inc. will also call the building home.



The Dorian Hotel

Construction of a new luxury hotel has begun downtown at 525 Fifth Avenue S.W. The site, which has operated as a surface parking lot for close to forty years, will become home to The Dorian Hotel. The 27 story luxury hotel is being developed by PBA Land & Development, and constructed by EllisDon with a focus on the expected future growth of visitors to Calgary. Hundreds of jobs will be created during the construction process and over 150 jobs when the hotel is expected to open in spring 2022. The hotel was granted the first ever development permit featuring a density bonus due to excellence in design.



Stephen Avenue Place

Among the efforts to revitalize Stephen Avenue is the \$33 million redevelopment of Stephen Avenue Place (previously Scotia Centre) by Slate Management, in partnership with Oliver & Bonacini Hospitality and Concorde Entertainment Group. This includes the addition of three levels of restaurant and retail space to help ensure that this part of Stephen Avenue remains a vibrant hub for activities. The top floor of the 620,000 square foot building will be taken up by a world-class restaurant, making the most of the 400+ foot high view. The base of the building is expected to become a bustling retail and dining area, with a second-floor food hall, shopping spaces, and a ground floor restaurant complete with bar and patio.



Where we Work

Calgary has a global reputation as an inclusive and entrepreneurial city that is connected through incredible community spirit. Like many cities, our economy is at a crossroads and must adapt. In 2018, Calgary City Council unanimously approved the **Calgary in the New Economy** economic strategy, which focuses on four key areas – talent, innovation, place and business environment. The Downtown Strategy supports the implementation of this economic strategy.

The Downtown Strategy team aims to support and encourage private investments in downtown businesses and buildings. Over the next 15 years, we are looking to re-energize downtown office spaces with diverse and innovative businesses and jobs. We will help our existing businesses and attract new companies over the next five years, using a variety of metrics such as business counts, office vacancy rates, and industry types to measure success. A big part of this has been the creation of The City's Business and Local Economy program, which focuses on reducing barriers, time, and cost to enable local business success.

The year 2019 was a balance of successes and challenges. Calgary Economic Development attracted and retained 28 companies in our downtown and created 2,300 direct and indirect jobs. The Opportunity Calgary Investment Fund (OCIF) was leveraged to secure high potential organizations to set up shop in Calgary, with four companies making direct and positive impacts on our downtown.

These successes were offset by some challenges, including attracting the right type of talent to fill available jobs (many require skillsets in advanced technology), a lack of availability of contiguous office space, and tough competition with other jurisdictions to attract new businesses.

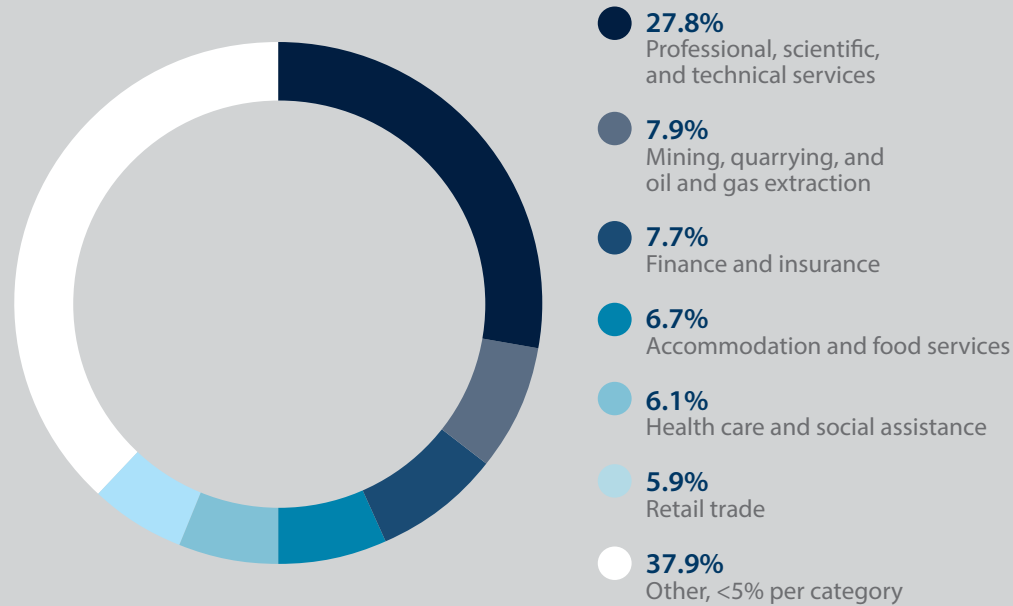


Despite high unemployment, Calgary added **26,500 jobs** in 2019; **ranking fourth in Canada** (Calgary was behind Toronto 131,200, Ottawa 36,400 and Montreal 36,300)

– Statistics Canada; Calgary Economic Development –



Downtown employment by industry



– Canadian Business Counts, Statistics Canada, December 2019 –



30+
co-working spaces
opened in Calgary,
the **2nd fastest**
growth in Canada

– CBRE, 2019; Calgary Economic Development –

Supporting Growth and Targeting Opportunities

The City of Calgary and our partners are supporting economic recovery and growth to help reduce the impact of the most recent economic downturn on citizens and businesses, and to help ensure Calgary’s ongoing success into the future. As part of these efforts, Council created the \$100 million Opportunity Calgary Investment Fund (OCIF) administered by The City and managed by a wholly owned subsidiary of The City. OCIF was established to create an environment that encourages economic recovery and growth, helps reduce the impact of the economic downturn, and capitalizes on new opportunities to support Calgary’s economic success into the future.

OCIF is a powerful financial tool to help create the right conditions for economic growth, diversify the economy, create and stimulate employment, and support downtown vacancy challenges.



Downtown & Beltline
Office and Retail Space

Office Supply 48,662,993 sq.ft.	Retail Supply 4,428,620 sq. ft.
Office Vacancy 27.17%	Retail Vacancy 8.94%

– CBRE –

118
Head offices
based in Calgary
– the highest
concentration per
capita in Canada

– FP500 2019 Database –



-109,760 sq. ft.
Office Absorption Volume

– CBRE –



38,500
Number of tech workers
in Calgary

– CBRE Research, July 2019 –

Finger Food Advanced Technology

Finger Food Advanced Technology Group chose Calgary for its first advanced technology centre. It is anticipated that 200 full-time jobs for design, software development and management professionals will be created in Calgary by 2023. The advanced technology centre will be a facility for global innovation; a state-of-the-art space the company says will be dedicated to disrupting traditional thinking, fostering user-centric and innovative ideas, and learning opportunities. The organization is being supported by a \$3.5 million grant from OCIF.



Businesses Setting up Shop Downtown

NPower Canada opened and offers free digital skills training to under-served youth, and then connects them with employers. The charitable organization’s first location in Canada outside of Toronto has already seen its first round of Calgary students graduate in August 2019 – just four months after opening. OCIF granted \$100,000 to NPower.

Thin Air Labs joined forces with award-winning developer, New World Interactive, to create a hub for gaming that supports creators with new game development ventures.

Parkland Fuel consolidated its national operations downtown, including relocating or creating 430 permanent, full-time jobs, including 270 new positions. The company now occupies 100,000 square feet of additional office space downtown. The company is supported by a \$4 million grant from OCIF.



Office Absorption, not Office Vacancy

While downtown and Beltline office vacancy rate is a frequently referenced indicator, looking at office supply, office occupancy, and office absorption tells a more comprehensive story. Once normalized for population size, Calgary has by far, the highest downtown office space occupied per capita among 13 comparable North American cities.¹

Calgary has 42 square feet of downtown and Beltline office supply per capita compared to an average of 13.9 square feet per capita among other comparable cities. It has 31 square feet of downtown office space occupied per capita compared to an average of 12.0 square feet per capita among other cities. The opportunity for Calgary moving into 2020 is that it has an abundance of economical and move-in-ready office space for companies and businesses to locate, grow, and create jobs.

¹ The 13 North American cities compared to Calgary were Edmonton, Montreal, Ottawa, Toronto, Vancouver, Austin, Dallas, Denver, Detroit, Houston, Nashville, Oklahoma City and Pittsburgh.





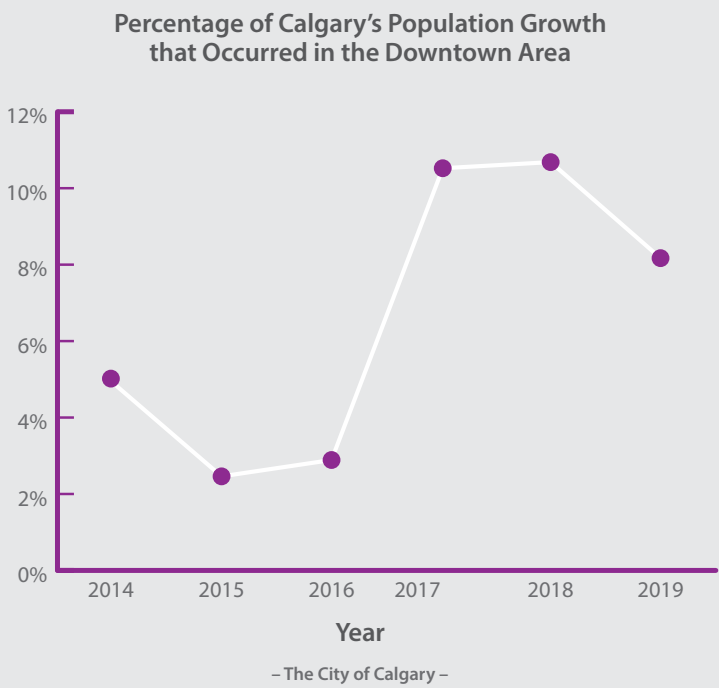
Where we Live

Residents

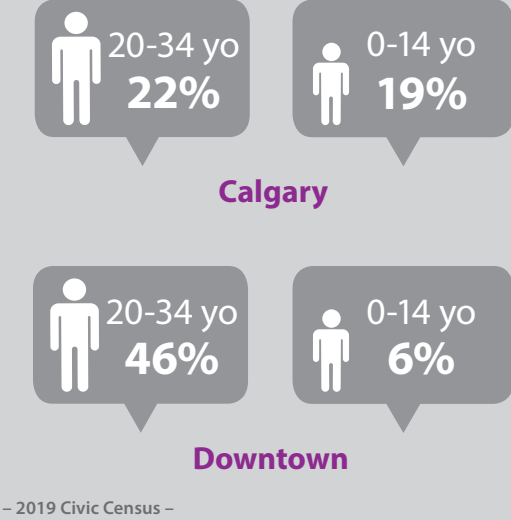
The Downtown Strategy team is committed to ensuring that downtown is a neighbourhood of choice to live in. We are working to provide the amenities and develop a winter strategy to enhance the quality of life of people living downtown, year-round. Downtown is a neighbourhood Calgarians are choosing with 44,991 people calling it home in 2019. This is an increase of 1,499 residents from 2018 or 6.5 per cent of Calgary's total population.

The population gains have been served by a growing supply of housing. Downtown added almost 1,300 housing units last year, with almost 3,000 additional units under construction. The downtown residential vacancy rate is slightly lower than the citywide rate of 3.9 per cent – 3.4 per cent for the area of downtown north of the CPR tracks and 3.2 per cent for the Beltline. Monthly rents bumped up slightly in both areas - \$1,165 in downtown, up from \$1,144 in 2018, and \$1,225 in the Beltline, up from \$1,194 in 2018.

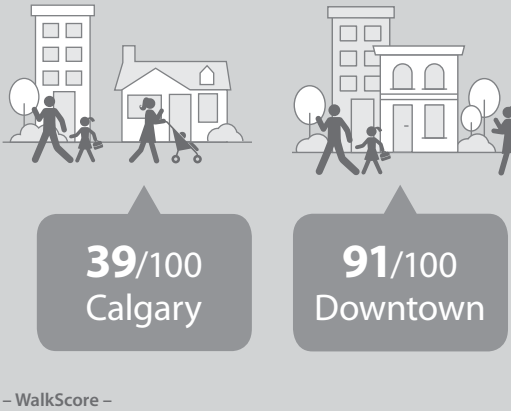
Downtown Population



Downtown Demographics



Walk Score®



The City of Calgary's Pedestrian Strategy includes several key strategic initiatives for improving walkability downtown, including conducting a downtown public realm audit to identify bookable public spaces and alternative spaces for temporary and seasonal activities. Calgary is ranked the 13th most walkable large city in Canada with an overall score of 39, with the average Canadian score being 48. Calgary's downtown neighbourhoods are significantly more walkable, with an average score of 91.



Community Safety

In 2019, the majority of Calgarians considered safety in the downtown to have remained the same. However, downtown residents are more likely in 2019 than in 2017 to feel that safety has worsened. The majority (62 per cent) of Calgarians perceive the safety of the downtown to have remained the same over the past 12 months (lower than 67 per cent in 2017), and shows an increase in worsened ratings from 17 per cent in 2017 to 24 per cent in 2019. Downtown residents are more likely to say that safety has worsened in the Centre City in comparison to two years ago (32 per cent, increased from 18 per cent in 2017).

The perception of cleanliness in the downtown has remained stable since 2017. The majority (69 per cent) of Calgarians feel that the cleanliness of the downtown has remained the same over the past 12 months (consistent with 72 per cent in 2017).

Downtown residents are less likely to feel that the cleanliness of the downtown has remained the same over the past year (63 per cent, lower than 72 per cent in 2017).

– Centre City Perception Survey –

Community and Safety near Sheldon M. Chumir

The City worked collaboratively with the Calgary Police Service, Alberta Health Services, non-profit organizations, Business Improvement Areas and community partners to implement short-term actions to address community safety near the Sheldon M. Chumir Supervised Consumption Services. Beginning in June, a daily security presence at Central Memorial Park was initiated where security guards on foot–patrol interacted with citizens. As of December, corporate security guards had over 1,000 public interactions, resulting in 200 instances where guards were able to ensure misuse of the park space was appropriately mitigated and ensure vulnerable citizens were connected with services and emergency support on 85 occasions.

The City scheduled over 150 events and activities in Central Memorial Park. They partnered with community groups on a number of these events. Calgarians have enjoyed a number of recreation and cultural activities, including spin classes, drumming circles, jazz battles, Movies in the Park and outdoor theatre events. Sidewalk Citizen opened for business in Central Memorial Park. The restaurant is helping to build community at this location by creating a gathering place for the neighbourhood.



Festivals and Events

Improving the capacity of organizations in the downtown to host flagship cultural events is part of the vision to elevate Calgary as a destination for tourism and event promoters. The annual economic benefits generated by major arts, cultural, and sporting events in the downtown amount to over \$28 million in visitor and operational spending, 172,000 citizen volunteer hours, and \$6.6 million in charitable donations for medical research, education, and international growth and sustainability efforts.

Events and programs delivered a significant infusion of economic activity and cultural vibrancy to the downtown, the largest of which Calgary is most famous for – the Calgary Stampede. In addition to events referred to above, this annual event draws visitors from all across the globe. In 2019 it saw the second-highest attendance ever for the annual 10-day event of close to 1.3 million people. An impressive increase of more than 4,000 people from 2018.



City of Calgary Events	Civic Partner Events	Total
Total events 182 events	Total events 2,286	Events and programs 9,808
Event attendees 2,707,252	Total programs 7,340	Attendees and program participants 3,761,306
<small>* Events submitting applications to The City of Calgary</small>	Event attendees 884,004	<small>* These numbers do not include The Calgary Stampede event</small>
	Program participants 170,050	
	Total people at events and programs 1,054,054	

Civic Partners Building a Lively Downtown

Civic Partners, including the Calgary Convention Centre Authority, Arts Commons, Platform Calgary, Calgary Public Library, Calgary Economic Development, and Tourism Calgary; Business Improvement Areas (BIAs) and Community and Neighbourhood Associations (CAs/NAs) all contribute to the livability of the downtown.

The Downtown Strategy work includes all, or portions of, six BIAs (17th Ave. Retail & Entertainment District, Chinatown BIA, 4 Street S.W. BIA, Calgary Downtown Association, Beltline BIA, and Victoria Park BIA), three CAs (Eau Claire, Chinatown, Downtown West) and two NAs (Beltline, East Village) that help support and promote the downtown through advocacy, place making, and community-building.

The Calgary TELUS Convention Centre (CTCC) draws delegates to our city who contribute significantly to the local economy. In 2019, the CTCC hosted 267 events that attracted 156,020 participants and delegates. Arts Commons activated the downtown by hosting more than 1,039 events that attracted over 260,000 people; and over 9,000 programs. All together Civic Partner events and programs attracted more than 1 million people downtown.

Comprised mainly of volunteers, Calgary’s downtown BIAs, CAs and NAs organize, fund and host more than 200 public festivals, events and programs annually. These diverse events include the Glow Winter Festival, Beltline Bonspiel, Canada Day events, and the Lunar New Year Festival.



Livable Spaces



– The City of Calgary –

Creating Downtown Greenspaces

With downtown's high density, ensuring adequate amenities for Calgarians of all ages presents unique challenges due to a lack of space. This means that The City of Calgary must leverage all greenspaces as much as possible. One example of this is the redevelopment of a former lawn bowling site into Thomson Family Park in the Beltline. The topography of the space was integrated into the playground – a winding slide is built into a hill in the park. A bowling green has been kept as a nod to the site's history, which is turned into a skating rink during the winter months. This offers fun activities for children and their families year-round.

Credit: Ground Cubed Landscape Architects



Beautifying Downtown, one Mural at a Time

The Beltline Urban Murals Project (BUMP) is a community-driven project that showcases art, promotes tourism, improves the Beltline's public realm and builds community spirit. BUMP, a Beltline Neighbourhoods Association initiative, funds murals throughout the community that brighten up and draw attention to otherwise unattractive or forgettable building faces. BUMP, with assistance from the Beltline Community Investment Fund and local landlords, funded the creation of 16 murals in 2019 and drew over 1,000 people to its inaugural festival in August. The organization partnered with The City of Calgary this fall to create an eye-catching murals.

Art and photograph with permission of artist Natalie Nehlawi and photographer Jennie Price.



Our Urban Canopy

Urban trees provide social, environmental, and aesthetic benefits. As a municipality, Calgary has approximately seven million trees, located on both public and private lands, in parks, natural areas and green spaces. In downtown Calgary, the trees provide shade and cooling, enhance walkability of city streets, maintain the historic aesthetics of downtown streets and parks, create a sense of safe gathering spaces, and create natural areas along the river. Urban trees are vital green infrastructure for climate change resiliency in downtown built environments. Calgary's urban forest on public land has an estimated value of over \$1.3 billion. Downtown communities account for over 8,600 trees with an estimated value of \$27,966,491.





How we Connect

The Downtown Strategy's Connect pillar is about creating and managing the frameworks that connect people, goods, information and ideas. Over the next 15 years, the Downtown Strategy team will achieve this through investing in an environment (physical and digital) that accelerates new ideas and innovation.

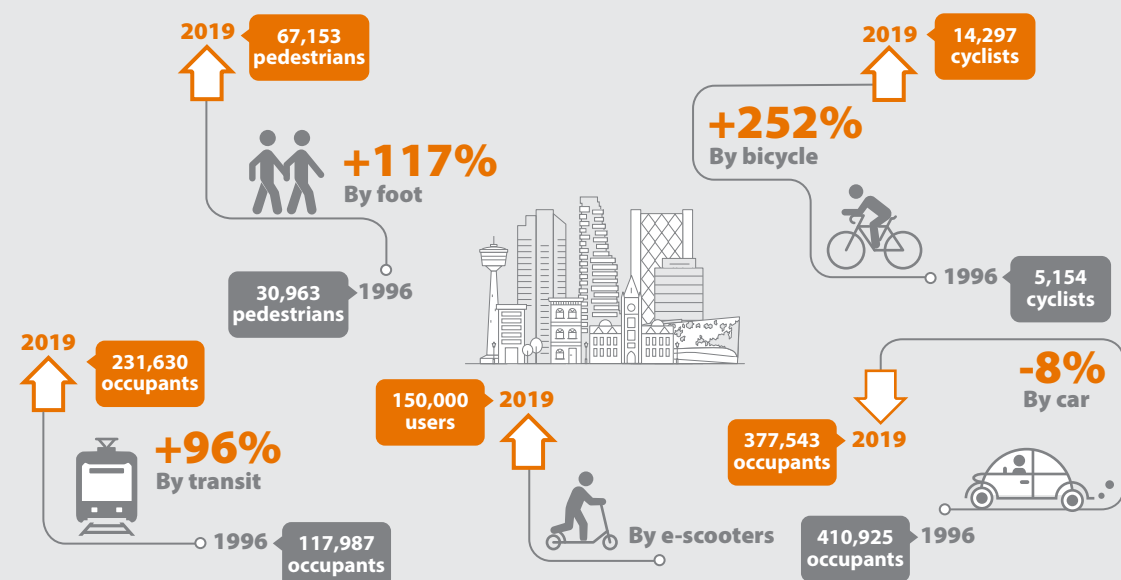
When it comes to mobility, more Calgarians get to work by different modes of transportation than ever before – a third are using transit, while three in 100 people are biking into the downtown every day. The City has also welcomed two e-scooter companies as part of a two-year pilot program, with 150,000 Calgarians and visitors scooting through the city.

Great strides have also been made through diverse initiatives to strengthen the resiliency of our business and digital networks. They range from safeguarding our downtown economic engine by designing a flood barrier for the area, to supporting the ongoing development of a city-wide Internet exchange.

Mobility in downtown Calgary

How commuting has changed from 1996 to 2019

Every year the month of May, The City conducts the Central Business District (CBD) cordon count at 31 locations over a three-week period. Data is collected on how people commute into and out of downtown Calgary on a typical weekday. For more information, please visit calgary.ca/cordoncount



The CBD cordon circles the downtown with the Bow River to the north and the railway tracks to the south and from 11 Street in the west to the Elbow River in the east.

Scooters Hit the Streets

Electric scooters from Lime and Bird hit the downtown in July as part of The City's Shared Electric Scooter Pilot. The 16-month pilot program is part of The City's commitment to explore new ways of providing flexible, affordable and accessible mobility options for Calgarians. More than 150,000 unique users took e-scooters and e-bikes for a spin for 918,000 trips in four months.

The e-scooters provide a fun and convenient way to travel short distances and help to promote an active and healthy lifestyle, while helping to support downtown businesses. Roughly 45 per cent of e-scooter trips ended in one of downtown's Business Improvement Areas. E-scooters will be back on streets in 2020 for the second half of the pilot.



63%
of all e-scooter trips
ended downtown



Where were e-scooters used?

30% cycle track infrastructure
30% pathways
40% roadways and sidewalks



E-scooter trips ending in downtown's Business Improvement Areas (BIAs)

25% Calgary Downtown Association	0.6% First Street S.W.
3.8% Chinatown	6% 17 th Avenue S.W.
7% Victoria Park	3.1% Fourth Street S.W.

Most popular routes

- 📍 The Bow River Pathway north of the downtown
- 📍 8 Avenue S.W. between 7 Street S.W. and Macleod Trail S.E.
- 📍 12 Avenue S.W. between 10 Street S.W. and 3 Street S.E.
- 📍 17 Avenue S.W. between 9 Street S.W. and 1 Street S.W.
- 📍 5 Street S.W. between 17 Avenue and 9 Avenue S.W.

– The City of Calgary –

Connecting Downtown



By train

Ctrain Customer Trip Satisfaction

2018: 85%
2019: 87%

– The City of Calgary –



By bike

Cycle tracks connecting downtown

8.7 km

of cycle track in downtown Calgary

– The City of Calgary –

1 km

of new cycle track built in 2019



By foot

Underpasses

24,420

Pedestrian traffic

– The City of Calgary –



By car

Parking occupancy rate after 6 p.m. for off-street facilities

2018: 17%

2019: 18%

– Calgary Parking Authority –

Easing Downtown Parking

Pricing for Calgary's on-street parking is based on demand, and paid parking is divided into 27 pricing areas. Demand-based pricing helps ensure on-street parking is managed in a transparent and equitable manner, and is used by many other major North American cities. The cost of parking is periodically adjusted to match demand, which encourages drivers to find lower-cost spots in underutilized areas. Rates are adjusted by a maximum of \$0.25 per year. In areas where occupancy is below 50 per cent, prices decrease by \$0.25, and in areas where occupancy is above 80 per cent, prices increase by \$0.25.

In 2019, over \$2.2 million was also made available for Business Improvement Areas to invest in improvements to public spaces through The City's Parking Revenue Reinvestment Program. Improvements to public spaces helps keep these areas attractive for people, contributing to business and community vitality.



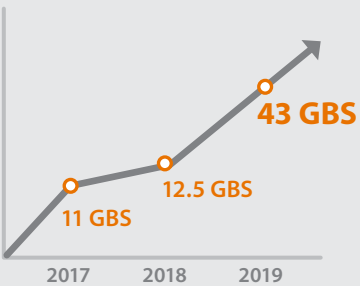
The Centre City Underpass Enhancement Program

Over 20,000 pedestrians and 2,500 cyclists use the underpasses connecting downtown and the Beltline. The City is making both major and minor improvements to these underpasses to make it easier, safer and more enjoyable for Calgarians to use these important connections. Quick, low-cost improvements were made to the Macleod Trail S.E. and 1 Street S.E. underpasses, including mural artwork and repaved sidewalks. Future work will include improved lighting, safer guardrails and improved maintenance and cleaning processes. The 5 Street S.W. underpass has been redesigned, with construction slated to begin this year.

Art with permission of Michelle Hoogveld



Supporting business through connectivity



Calgary Internet Exchange (YYCIX)
Data Transfer Peak

2017: 11 GB/second

2018: 12.5 GB/second

2019: 43 GB/second

– YYCIX Internet Exchange Community –

Calgary Internet Exchange

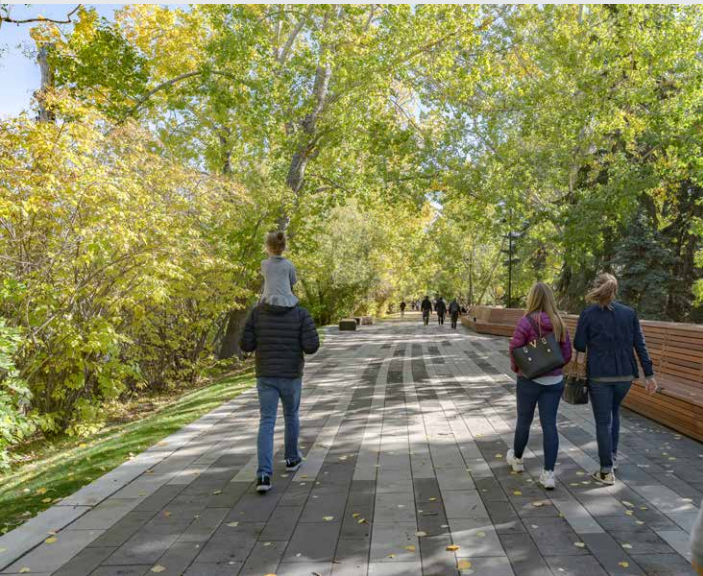
The Calgary Internet Exchange (YYCIX) is a not-for-profit group focused on improving the Internet experience for everyone in Calgary and the region. YYCIX accomplishes this through a peering service that results in higher bandwidth, faster response times, and lower costs. Internet exchange locations, including The City of Calgary Municipal Building, are primarily located in the downtown but are also located in data centres in other parts of the city. YYCIX is building our local internet infrastructure capacity with the goal of reducing costs for users, providing greater bandwidth, and increasing the reliability and resiliency of Calgary's digital networks. YYCIX saw the usage of its circuits increase by 300 per cent in 2019 and added a major partner in Facebook to go along with existing peers like Google, TELUS and Hurricane Electric.



Downtown Flood Resiliency

Updating our downtown's interface with the Bow River goes beyond designing improved pathways and public spaces. It involves a flood mitigation effort that will increase resiliency.

Design of the Downtown flood barrier is underway. Community engagement started in April 2019 and construction is estimated to begin sometime in 2020. The Downtown flood barrier, once complete, will connect with the West Eau Claire Park flood barrier and extend to the Reconciliation Bridge to form a single, contiguous piece of flood mitigation infrastructure for Calgary's downtown. These measures will result in reduced business and economic interruptions, and increased resiliency for critical services and public infrastructure.



Downtown is core to our city’s vibrancy and economic resilience. The Downtown Strategy supports its recovery and the future of Calgary’s cultural and economic district. This strategy is the result of the collaboration and significant effort of community leaders and their teams. Together, they have guided the development of workplans and performance measures for each of the strategy’s four pillars.

The downtown leadership team is focused on working together to help ensure downtown’s ongoing success now and into the future. Recovering the current economic situation will take time and requires a coordinated strategy to leverage the collective efforts of The City, its public, nonprofit and private sector partners.

The strategy’s workplan identifies immediate actions with a future vision to guide the recovery from the prolonged economic challenges our downtown has

faced. Together, this focus and alignment will help the downtown leadership team recognize, seize, and capitalize on opportunities that will create jobs, drive economic recovery, and revitalize the downtown. Looking ahead to 2020 and beyond, the implementation of the Downtown Strategy continues through its four pillars: Place, Work, Live, and Connect. The team is focused on taking actions that will have positive impacts on our downtown vibrancy.



Place

- Support private investment
- Invest in physical infrastructure
- Provide amenities/services
- Align safety resources for optimal benefit
- Work with Calgary Heritage Authority on downtown heritage priorities



Work

- Grow existing companies and attract new companies that support high-potential innovation ecosystems and clusters
- Transition, develop, and attract top talent to support the goals of **Calgary in the New Economy**



Live

- Provide programming and services to enhance visitor and resident experiences
- Identify and prioritize programming that increase visits locally and from afar
- Align safety resources for optimal benefit



Connect

- Strengthen the resilience of our mobility, utility, and digital networks
- Foster a future - focused ecosystem that embraces disruptors and innovation
- Pilot innovative solutions to improve safety, vibrancy and connections in the nine blocks surrounding City Hall

In partnership with



calgary.ca/downtown

Chief Financial Officer's Report to
Priorities and Finance Committee
2020 June 09

ISC: UNRESTRICTED
PFC2020-0561

City of Calgary Investment & Governance Policy

EXECUTIVE SUMMARY

A new suite of policies was created to oversee The City's investment management processes. The policies will ensure that there is proper structure and oversight confirming The City's investments are optimally managed to help meet the needs of The City. The new policies will include policy CFOXXX - The City of Calgary Investment and Governance Policy along with two new administration policies that will be approved by the CFO. The Council approved policy will be focused on process, procedures and delegation of authority to those responsible for the day to day operation of the investments, while the Administrative policies will focus on the day to day operational needs and overall strategic direction of the investments. The two new administration policies are the Funds Admin Policy and the Portfolios Admin Policy.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee:

1. Recommends that Council approve the City of Calgary Investment & Governance Policy (Attachment 1); and
2. Forwards this report as an item of Urgent Business to the 2020 June 15 Combined Meeting of Council.

PREVIOUS COUNCIL DIRECTION / POLICY

The City of Calgary's investments are currently governed under the *CFO001- The City of Calgary Investment Governance Policy* (FCS2004-14/last amendment 2012 July 16 PFC2012-0388) and *CFO007 – Investment Policy* (FB95-57/last amendment 2016 July 25).

BACKGROUND

In 2019, the Treasury Division conducted a review of the current *CFO001 The City of Calgary Investment Governance Policy* and the *CFO007 Investment Policy*. After the review of the existing policies, current industry best practices, and the need of The City it was identified that revisions to the framework and governing documents on how The City's investments were managed was needed. The original Investment Policy was written in 1995 and while amended many times, the original investment structure had been kept in place.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Stakeholder Engagement, Research and Communication

The new policies were developed by the Treasury team with considerable input from the Investment Advisory Committee (IAC). The policies were brought to the IAC on multiple occasions where they were discussed at length as to its contents and format. Members of the IAC met with the Treasury team individually outside of the IAC meetings to give their feedback and insight into the policy documents. In addition to IAC, on 2020 January 24 the team gave a presentation to the members of Audit Committee and received feedback from the members and presented an education session to the Priorities and Finance Committee on 2020 June 2 June.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2020 June 09**

**ISC: UNRESTRICTED
PFC2020-0561**

City of Calgary Investment & Governance Policy

Strategic Alignment

The City of Calgary sets aside money to meet current and future obligations of The City. The role of the investment policy is to ensure that the money that has been set aside is being invested according to the needs or obligations that they are meant to meet. All City of Calgary funds have been set aside or earmarked for a specific purpose, each having its own objective; whether it be capital preservation, inflation protection, income production or capital growth. The new Investment Policy will allow for more strategically aligned investment portfolios that will be designed to meet the specific needs of those capital funds and will better assist in helping to fulfill those identified objectives.

With the development of the new policy, consideration was given to the implementation of modernized methodologies and processes, while incorporating elements of the existing investment structure. The process focused on the source and purpose of the funds being invested, in addition to identifying an investment structure suitable for the achievement of the objectives.

Social, Environmental, Economic (External)

The Investment and Governance Policy indicates that consideration will be given to Environmental, Social and Governance factors in the investment process. Having this consideration will ensure staff consider these factors when implementing the Investment Policy and this will help The City understand the risks and how to mitigate them.

Financial Capacity

Current and Future Operating Budget:

The new policy will allow The City's assets to be invested and better aligned with the purposes of the funds or the liabilities they are trying to offset. This should, over the long run, reduce the potential for unexpected operating budget shortfalls which would then be needed to be covered by other revenue sources.

Current and Future Capital Budget:

The new policy will allow The City's assets to be invested and better aligned with the purposes of the funds or the liabilities they are trying to offset. This should, over the long run, reduce the potential for unexpected operating budget shortfalls which would then be needed to be covered by other revenue sources.

Risk Assessment

There are significant risks in any investment program including but not limited to equity, interest rate and currency risks. It is recognized that a certain amount of risk is required to earn a rate of return on investments. The City's approach is to invest in a prudently managed, well diversified portfolio that looks to maximize the risk adjusted return of the portfolio.

The risk of not approving the new policy is that The City's assets are not invested optimally to meet the objectives of those funds being invested. Misalignment of the objectives and the investments could result in a short and long-term shortfall that would have to be covered in some other manner.

Chief Financial Officer's Report to
Priorities and Finance Committee
2020 June 09

ISC: UNRESTRICTED
PFC2020-0561

City of Calgary Investment & Governance Policy

REASON(S) FOR RECOMMENDATION(S):

The new policy will ensure The City's assets are invested to meet the objectives of those assets.

ATTACHMENT(S)

1. Attachment 1 – Council Policy - Investment and Governance Policy
2. Attachment 2 – Internal Policy - Funds Policy
3. Attachment 3 – Internal Policy - Portfolios Policy

Council Policy

Policy Title: Investment & Governance Policy
Policy Number:
Report Number:
Adopted by/Date:
Effective Date:
Last Amended: N/A
Policy Owner: Chief Financial Officer's Department

1. **POLICY STATEMENT**

- 1.1 Prudent and responsible investment provides the resources to meet The City of Calgary's ("The City") financial obligations, protect the purchasing power of funds retained and potentially generate additional income in support of City operations.
- 1.2 The City will invest, directly or using external managers, funds under its management in permitted capital markets and investments to achieve its investment objectives. The Investment & Governance Policy guides the management, strategies, and risk oversight of The City's financial assets. The roles and responsibilities articulated in this policy provide direction and oversight of the investment management process. This oversight includes the formal establishment of an Investment Advisory Committee.

2. **PURPOSE**

- 2.1 The purpose of this Council policy is to:
 - (a) Establish a governance framework to ensure accountability, transparency, and effective reporting;
 - (b) Define the roles and responsibilities of Council, Administration, the Investment Advisory Committee, investment managers, and service providers regarding the governance process and oversight of City investments;
 - (c) Provide a delegation of authority from Council to Administration and The Chief Financial Officer ("CFO") to oversee and execute The City's Investment & Governance Policy;
 - (d) Establish practices and procedures to ensure compliance with applicable legislation; and
 - (e) Establish a set of investment principles and guidelines for each fund considering its time horizon, return objectives, financial obligations, preservation of capital, liquidity requirements, and a prudent level of risk.

2.2 Investment Beliefs

- (a) The Strategic Asset Allocation sets the parameters that will determine the risk and return characteristics of a fund.
- (b) Investors should be compensated for taking on risk. While assuming financial risk may be necessary to achieve investment objectives, increased risk does not guarantee higher investment returns.
- (c) A longer-term investment horizon increases the ability to tolerate short-term market volatility.
- (d) Pricing efficiency varies among markets. Markets with information asymmetry can offer the potential for higher returns through active management.
- (e) Diversification across markets and asset classes can improve portfolio risk-return characteristics.
- (f) The City shall manage foreign exchange risk actively.
- (g) Investment constraints may reduce potential risk-adjusted return.
- (h) Costs should be appropriately managed as they have material impacts on investment returns.
- (i) Consideration of environmental, social, and governance (ESG) factors enable investors to better understand and mitigate risks.
- (j) Prudent investment management includes establishing successful relationships with like-minded partners who have beliefs that align with the City's core values. Qualitative analysis will be employed to assess current and prospective service providers to ensure this alignment and to prevent reputational risks to The City.

3. **DEFINITIONS**

- (a) "Annual Investment Report" means a report prepared by Administration on the performance and holdings of The City's investment portfolio. This report is approved by Audit Committee and Council.
- (b) "Capital Markets" means a composition of individual markets, each with their own characteristics, such as markets for short or long-term debt securities and publicly traded stocks.
- (c) "Collateral" means securities such as bonds, shares, insurance policies or other valuable property that are pledged against a loan. If the borrower fails to repay the loan the creditor can sell the collateral assets to recover the funds.
- (d) "Custodian" means an independent third party carrying legal responsibility for a customer's securities which includes administrative services as well as safekeeping.
- (e) "Derivative" means a wide array of financial products that are dependent for their value on (or *derived* from) an underlying financial instrument (e.g. stocks, bonds, or foreign currencies), a

commodity or an index representing values of groups of such instruments or assets. Some of the most commonly used derivatives are swaps, options, futures and forward agreements.

- (f) “Investment Advisory Committee” means a Committee established to regularly review and provide advice and oversight regarding investment of funds in accordance with the investment policies to ensure investments are optimally managed. The IAC will consider, and endorse where appropriate, the adoption of the investment policies and reports recommended by the CFO.
- (g) “Liquidity” means the ability of an asset to be converted to cash quickly without significantly affecting the asset’s price.
- (h) “Securities” include: bonds, debentures, treasury bills, commercial paper, repurchase agreements, mortgages, promissory notes, coupons, residuals, asset backed securities, common stock, preferred shares, convertible debentures, warrants, rights, that are privately or publicly traded on an exchange.
- (i) “Strategic Asset Allocation” means a portfolio strategy that involves setting target allocations for various asset classes and rebalancing periodically. It seeks to match the objectives of the sources of funds with an appropriate mix of securities that are best able to achieve these objectives.
- (j) “Treasury Management System” means a software application that automates the process of managing an organization’s financial operations. It assists in the management of activities such as cash forecasting and investment management.

4. APPLICABILITY

- 4.1 This Council policy pertains to the following funds under management by The City: reserves, capital deposits, employee benefit obligations, trusts, and operating funds.
- 4.2 The Investment Policy applies to:
 - (a) Members of Council and Committees
 - (b) CFO Department, Finance
 - (c) Investment Advisory Committee
 - (d) External investment managers, custodians, and consultants

5. LEGISLATIVE AUTHORITY

- 5.1 Investments include all categories allowed in the *Municipal Government Act*, RSA 2000, c-M-26 (as amended) (“MGA”) Section 250 and its regulations i.e. *Investment Regulation*, AR 66/2000 (as amended) (“IR”) and the *Major Cities Investment Regulation*, AR 249/2000 (as amended) (“MCIR”).

6. PROCEDURES



6.1 Standard of Care

(a) Prudent Investing

- (a) The Prudent Investor Rule shall prevail over all portfolios.
- (b) The Prudent Investor Rule requires that all investment managers:
 - i. Act in all matters with loyalty, impartiality and prudence.
 - ii. Maintain overall portfolio risk at a reasonable level consistent with their risk/return objectives.
 - iii. Provide for the reasonable diversification of investments.

(b) Ethics and Conflict of Interest

- (a) The CFA Institute Code of Ethics and Standards of Professional Conduct (or equivalent) shall be expected to apply to all internal and external investment managers.
- (b) City employees managing the investment process shall abide by the City's Code of Conduct and Conflict of Interest Policy.

6.2 **Safekeeping and Custody:** All investments, including those under external management, will be held by a third-party custodian. The custodian shall provide monthly reporting for each account indicating all investment activity, book value of the holdings, market values, and income earned by the investments.

6.3 **Pooled Fund:** Investment in pooled funds is permitted. The Guidelines for each pooled fund shall be reviewed to determine appropriateness and consistency with Investment Policies, upon which The City accepts the pool's guidelines. The investment manager will provide written notice to The City of any material changes to the pooled fund investment guidelines.

6.4 **Derivatives:** Portfolio managers are authorized to prudently utilize financial derivatives to manage/hedge interest rate, market, credit, and foreign currency risk exposures as well as for security replication, portfolio adjustment, and implementation purposes. Use of derivatives must be in accordance with the Prudent Investor Rule.

6.5 Loans and Borrowing

- (a) The lending of securities through the custodian is permitted, provided that the collateral requirements meet or exceed the standards of the Securities Lending Guidelines of the Office of the Superintendent of Financial Institutions ("OSFI").
- (b) Assets may not be pledged, hypothecated or otherwise encumbered in any way, except as noted Section 5.5 (a) and to the extent that temporary overdrafts occur in the normal course of business or for standard margining purposes in respect of



derivative transactions.

6.6 Reporting Requirements

- (a) External investment managers are shall be required to:
 - (a) Provide monthly transaction reports and market values to administration;
 - (b) Provide quarterly statements and analysis to administration; and
 - (c) Attend an Investment Advisory Committee meeting when requested by administration.
- (b) Investment Team is required to:
 - (a) Provide quarterly and annual investment reports to IAC; and
 - (b) Provide annual investment reports to Audit Committee/

6.7 Valuation of Securities

- (a) Publicly traded securities will be valued at month-end in accordance with prevailing accounting standards.
- (b) Investments in pooled funds shall be valued according to the unit values published by the pooled fund manager.
- (c) If a public market price is not available for an asset, then the investment manager(s) shall determine a fair value. A suitable method of valuation shall be used including the use of: discounted cash flows, earnings multiples, appraisals, prevailing market rates for instruments with similar characteristics or other pricing models as appropriate.

6.8 **Compliance:** Ongoing compliance with the Investment & Governance Policy shall be monitored by the Deputy City Treasurer and reported quarterly to the City Treasurer, CFO and Investment Advisory Committee. Reporting will confirm compliance with key statute and investment policy provisions for all investments as directed by the Chief Financial Officer (CFO). Each investment manager is required to complete and sign a compliance report each quarter. The compliance report should state whether the portfolio followed this policy or the relevant pooled fund guidelines during the quarter and explain any non-compliance and remedy actions, if applicable. Compliance of the internally-managed Short-Term Liquidity Portfolio will be monitored through The City's treasury management system.

6.9 **Investment Policy Review:** This Council policy must be formally reviewed by the Investment Advisory Committee at least once in every calendar year.

6.10 **Governance Structure:** The governance structure of The City's investment management consists of Council, City Manager, Chief Financial Officer, Investment Advisory Committee, City

Treasurer & Deputy City Treasurer

6.11 Roles and Responsibilities

- (a) City Council:
 - i. Approves The City's Investment & Governance Policy;
 - ii. Receives the Annual Investment Report from the CFO through Audit Committee;
 - iii. Delegates authority to create and execute Investment & Governance Policy to Administration; and
 - iv. Delegates authority to create, review and revise CFOD Funds and Investment Portfolios Policies to Administration.
- (b) City Manager:
 - i. Oversees the work of the Chief Financial Officer
- (c) Chief Financial Officer:
 - i. Reviews and recommends The City's Investment & Governance Policy for Council approval;
 - ii. Approves the CFOD Funds Policy and CFOD Investment Portfolios Policy and provides updates to the City Manager;
 - iii. Chairs the Investment Advisory Committee and/or may appoint a suitable delegate or replacement;
 - iv. Approves the Terms of Reference for Investment Advisory Committee;
 - v. Guides overall strategy implementation, and ensures annual review of all Investment Policies;
 - vi. Provides the Annual Investment Report to Audit Committee and Council;
 - vii. Monitors the effectiveness of the investment policies and recommends changes when determined necessary;
 - viii. Provides reports to the City Manager regarding City investments;
 - ix. May be called upon to approve or reject decisions or transactions not specifically described in the investment policies; and
 - x. Accountable for investment performance.
- (d) Investment Advisory Committee (IAC):
 - i. Provides advice and oversight of City investments including the investment structure, implementation strategies, monitoring of performance, and compliance;
 - ii. Reviews and recommends the Annual Investment Report to City

- (e) City Treasurer and Deputy City Treasurer:
- i. Oversee and administer all investment operations including appropriate guidance, staffing and training, equipment, technologies and policies. Ensure procedures, management practices and controls are in place to invest, monitor, account, report and safeguard The City's investments
 - ii. Through the custodian and Investment Team, monitor the and the investment managers for compliance with all applicable policies, regulations and/or legislation, and report to the C IAC accordingly;
 - iii. Act as a resource to the IAC in all matters relating to investment management;
 - iv. Oversee the development and execution of the Investment Governance Policy, CFOD Funds Policy and CFOD Investment Portfolios Policy (and amendments) for CFO and IAC consideration;
 - v. Review all Investment Policies annually; develop amendments and make recommendations to the CFO and IAC, where appropriate or when significant changes occur;
 - vi. Approve the recommendations of the Investment Team and oversee the implementation of the asset mix and investment strategies under the Funds and Portfolios policies;
 - vii. Develop mandates for investment managers and appropriate performance measurement and reporting through the Investment Team;
 - viii. Oversee the Investment Team's relationships with external managers, custodians, performance measurement advisors and other service providers;

- ii. identified in their engagement agreements;
 - ii. Provide information and guidance on such topics as economics, capital market developments, investment strategies and structures, and investment issue resolution as required;
 - iii. Report to Administration on a quarterly, or more frequent, basis; and
 - iv. Attend meetings as required.
- (g) Custodian and Banks:
 - i. Account for safekeeping of marketable securities and cash belonging to The City; and
 - ii. Provide reports on operations and results as appropriate and required by Administration and Investment Advisory Committee.
- (h) Investment Consultants
 - i. May be utilized on an ongoing or ad-hoc basis;
 - ii. Provide analysis, recommendations, or review as requested; and
 - iii. Attend meetings as required.

AMENDMENT(S)

Date of Council Decision	Report/By-Law	Description
n/a		



REVIEW(S)

Date of Policy Owner's Review	Description
n/a	

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SCHEDULE 1 – Definitions/Glossary

Term	Description
Annual Investment Report	A report prepared by Administration on the performance and holdings of The City's investment portfolio. This report is approved by Audit Committee and Council.
Capital Markets	Composed of individual markets, each with their own characteristics, such as markets for short or long-term debt securities and publicly traded stocks.
Collateral	Securities such as bonds, shares, insurance policies or other valuable property that are pledged against a loan. If the borrower fails to repay the loan the creditor can sell the collateral assets to recover the funds.
Custodian	Independent third party carrying legal responsibility for a customer's securities which includes administrative services as well as safekeeping.
Derivative	Refers to a wide array of financial products that are dependent for their value on (or <i>derived</i> from) an underlying financial instrument (e.g. stocks, bonds, or foreign currencies), a commodity or an index representing values of groups of such instruments or assets. Some of the most commonly used derivatives are swaps, options, futures and forward agreements.
Investment Advisory Committee	Committee established to regularly review and provide advice and oversight regarding investment of funds in accordance with the investment policies to ensure investments are optimally managed. The IAC will consider, and endorse where appropriate, the adoption of the investment policies and reports recommended by the CFO.
Liquidity	The ability of an asset to be converted to cash quickly without significantly affecting the asset's price.
Securities	Include: bonds, debentures, treasury bills, commercial paper, repurchase agreements, mortgages, promissory notes, coupons, residuals, asset backed securities, common stock, preferred shares, convertible debentures, warrants, rights, that are privately or publicly traded on an exchange.
Strategic Asset Allocation	A portfolio strategy that involves setting target allocations for various asset classes and rebalancing periodically. It seeks to match the objectives of the sources of funds with an appropriate mix of securities that are best able to achieve these objectives.



**Treasury
Management
System**

A software application that automates the process of managing an organization's financial operations. It assists in the management of activities such as cash forecasting and investment management.

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INTERNAL POLICY:

Funds Policy

Policy Title:	Funds Policy
Approved By:	Investment Advisory Committee
Effective Date:	2020/07/01
Department / BU:	Chief Financial Officer's Department / Finance

BACKGROUND

The City of Calgary Treasury oversees the investment of The City of Calgary's financial resources for ongoing operations or held in reserve to meet future commitments. The sources of the funds for investment are The General Fund, Reserve Accounts and Capital Deposits. The General Fund consists of the operating funds and Employee Benefit Obligations, which includes certain Pension Obligations, Funded Vacation and Overtime Liability and the Other Retirement Benefits Liability. The Reserve accounts are comprised of: Operating Reserves, Capital Reserves and Sustainment Reserves. Capital Deposits are funds held for projects to be completed in the future.

PURPOSE

This internal CFOD policy focuses exclusively on the Funds that The City invests. Each of the eight funds the City invests has its own objectives and purpose which subsequently determines the target asset mix and investment philosophy. The asset mix for each of the funds takes into consideration the following factors: liquidity needs, tolerances to loss of capital, investment horizon, and desired investment return.

INVESTMENT FUNDS

1. Operating Fund

1.1 Background

1.1.1 The Operating Fund is The City's cash balance and short-term liquidity source. The fund is invested to meet the cash flow requirements and the near-term liquidity needs of The City.

1.2 Purpose

1.2.1 Based on the cash requirements forecasted by Treasury, the fund will be invested to meet the day to day operating needs of The City, as well as maintain a level of liquidity to meet unexpected cash needs.

1.3 Objective

1.3.1 The objective of the Operating Fund's investments shall be to optimize the return while considering the listed constraints. Income generated by the Operating Fund investments should attempt to protect the purchasing power of the money invested and will need to attain a rate of return that should match inflation. This objective necessitates a target return equal to that of the Consumer Price Index (CPI).

1.4 Constraints

1.4.1 Liquidity – The fund is to be invested to meet the ongoing liquidity needs of The City. In addition to meeting the cash flow needs of The City the fund shall maintain a level of liquid marketable securities to manage unexpected cash flows.

1.4.2 Capital Preservation – Capital preservation is a priority for these invested funds as they have limited ability to absorb any loss of capital over the short-term.

1.5 Asset Mix

1.5.1 Asset Mix Table

<u>Asset Class</u>	<u>Target</u>
Short-Term Liquidity	60%
Short-Term Fixed Income	40%

1.5.2 Asset Mix Review - The asset mix shall be reviewed at least annually and/or if there are significant changes to the expected cash flows of the fund. The asset mix will also be reviewed if there are changes in the actuarial assumptions and/or valuation of the liabilities.

- 1.5.3 Rebalancing - Rebalancing shall be redone quarterly or if there is a significant deviation from the target that puts the allocation to certain asset classes outside the range.
- 1.6 **Income allocations** – Income for the Operating Fund will be distributed based on the target allocations listed in the Section 1.5.1- Asset Mix Table. Income such as interest, dividends and cash flows are allocated as it is received by the portfolios the funds are invested in. Income generated from gain on the capital invested is allocated when the gains are realized.

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2. Employee Benefit Obligations

Unregistered and Registered Pension Obligations

2.1 Background

2.1.1 The City sets aside funds to offset liability of the benefits accrued by the members of the plans. The portion set aside for the registered liability is to offset the difference between the assets in the Pension Trusts and the accounting valuation used to determine the net present value of the liability. The amount set aside for the unregistered liability is the net present value of the accrued future benefits.

2.2 Purpose

2.2.1 The fund is designed to offset the growth in liability of the benefits accrued under the terms of the benefit plans.

2.3 Objectives

2.3.1 The Unregistered and Registered Pension Plan investments should match the liabilities of the Pension Plans. The liabilities have a component of inflation and growth as long-term drivers of the future value of the liability. A target return of CPI+2.0% will protect the funds from inflation while providing a modest level of growth to the portfolio to offset future growth of the liability.

2.4 Constraints

2.4.1 Liquidity – Maintain sufficient liquidity to meet the needs of the projected cash flows of the Unregistered and Registered Pension Obligations liabilities.

2.4.2 Time Horizon – The time horizon for the investments should match the time horizon of the liabilities which are long-term in nature.

2.5 Asset Mix

2.5.1 Asset Mix Table

<u>Asset Class</u>	<u>Target</u>
Short-Term Liquidity	5%
Short-Term Fixed Income	15%
Canadian Universe Fixed Income	30%
Global Fixed Income	30%
Real Assets	10%
Equity	10%

2.5.2 Asset Mix Review - The asset mix shall be reviewed at least annually and if there are significant changes to the expected cash flows of the fund. The asset

mix will also be reviewed if there are changes in the actuarial assumptions and/or valuation of the liabilities.

2.5.3 Rebalancing - Rebalancing shall be redone quarterly or if there is a significant deviation from the target that puts the allocation to certain asset classes outside the range.

2.6 **Income allocations** – Income for the Unregistered and Registered Pension Obligations will be distributed based on the target allocations listed in the Section 2.5.1- Asset Mix Table. Income such as interest, dividends and cash flows are allocated as it is received by the portfolios the funds are invested in. Income generated from gain on the capital invested is allocated when the gains are realized.

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3. Employee Benefit Obligations

Funded Vacation and Overtime Liability

3.1 Background

3.1.1 The City sets aside funds to offset liability of the vacation and overtime accrued by the Employees of The City.

3.2 Purpose

3.2.1 The fund is designed to offset the growth in liability of the vacation and overtime accrued.

3.3 Objectives

3.3.1 The objective of the Funded Vacation and Overtime Liability fund's investments will be to provide protection against the inflationary nature of the liability. A target of CPI + 2.5% will protect against inflation as well provide for anticipated growth in the underlying salaries and wages.

3.4 Constraints

3.4.1 Liquidity – Maintain sufficient liquidity to meet the projected cash flows of the Funded Vacation and Overtime Liability liabilities.

3.4.2 Time Horizon – The time horizon of the liability is dependent on the accrual of benefits and the realization of benefits by employees. As benefits are continually accrued as well as being accessed there will be a continual balance in the account that will be of a long-term nature.

3.5 Asset Mix

3.5.1 Asset Mix Table

Asset Class	Target
Short-Term Liquidity	0%
Short-Term Fixed Income	5%
Canadian Universe Fixed Income	32.5%
Global Fixed Income	32.5%
Real Assets	15%
Equity	15%

3.5.2 Asset Mix Review – the asset mix shall be review at least annually and/or if there are significant changes to the expected cash flows of the fund. The asset mix will also be reviewed if there are changes in the actuarial assumptions establishing the valuation of the liabilities.

- 3.5.3 Rebalancing - Rebalancing shall be redone quarterly or if there is a significant deviation from the target that puts the allocation to certain asset classes outside the range.
- 3.6 **Income allocations** – Income for the Funded Vacation and Overtime Liability will be distributed based on the target allocations listed in the Section 3.5.1- Asset Mix Table. Income such as interest, dividends and cash flows are allocated as it is received by the portfolios the funds are invested in. Income generated from gain on the capital invested is allocated when the gains are realized.

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4. Employee Benefit Obligations

Other Retirement Benefits Liability

4.1 Background

4.1.1 The City sets aside funds to offset the liability associated with post-retirement benefits The City pays on behalf of retired employees of The City.

4.2 Purpose

4.2.1 The fund is invested in such a manner to offset the growth in liability of the post-retirement benefits.

4.3 Objectives

4.3.1 The objective of the Other Retirement Benefits Liability fund's investments will be to provide protection against the inflationary nature of the liability. A target of CPI + 4.0% should protect against inflation and the associated costs.

4.4 Constraints

4.4.1 Liquidity – Maintain sufficient liquidity to meet the projected cash flows of the fund.

4.4.2 Time Horizon – The time horizon of the liability is dependent on the accrual of these benefits and the realization of the benefits by retirees.

4.5 Asset Mix

4.5.1 Asset Mix Table

Asset Class	Target
Short-Term Liquidity	0%
Short-Term Fixed Income	0%
Canadian Universe Fixed Income	15.0%
Global Fixed Income	15.0%
Real Assets	20%
Equity	50%

4.5.2 Asset Mix Review – The asset mix shall be review at least annually and if there are significant changes to the expected cash flows of the fund. The asset mix will also be reviewed if there are changes in the actuarial assumptions underlying the valuation of the liabilities.

4.5.3 Rebalancing - Rebalancing shall be redone quarterly or if there is a significant deviation from the target that puts the allocation to certain asset classes outside the range.

- 4.6 **Income allocations** – Income for the Other Retirement Benefits Liability will be distributed based on the target allocations listed in the Section 4.5.1- Asset Mix Table. Income such as interest, dividends and cash flows are allocated as it is received by the portfolios the funds are invested in. Income generated from gain on the capital invested is allocated when the gains are realized.

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5. Reserve Accounts

Operating Reserves

5.1 Background

5.1.1 The City sets aside money in 16 different Operating Reserves to fund the operations of certain programs The City has responsibility over. The expenses of these operating reserves fluctuate from year to year and may exceed the current allocation. The reserves are available to smooth cash flows to ensure stable program operation.

5.2 Purpose

5.2.1 The fund is invested in such a manner to offset the fluctuations in the cash flows resulting from the operations of the reserves over multiple years.

5.3 Objectives

5.3.1 The objective of the Operating Reserves fund's investments will be to provide protection the purchasing power of the reserve while providing the necessary liquidity to meet the needs of the reserves. A target of CPI + 2.25% will protect against inflation.

5.4 Constraints

- 5.4.1 Liquidity – Maintain sufficient liquidity to meet the projected cash flows of the fund.
- 5.4.2 Time Horizon – The time horizon of the fund is ongoing or until the specific reserve is no longer deemed necessary.

5.5 Asset Mix

5.5.1 Asset Mix Table

Asset Class	Target
Short-Term Liquidity	5%
Short-Term Fixed Income	5%
Canadian Universe Fixed Income	32.5%
Global Fixed Income	32.5%
Real Assets	15%
Equity	10%

5.5.2 Asset mix review – The asset mix shall be reviewed at least on an annual basis and on an ad hoc basis if there are any significant changes to the fund. These changes may include but not be limited to changes in forecasted cash flows, investible assets, and/or the purpose of the reserve.

- 5.5.3 Rebalancing - Rebalancing shall be redone quarterly or if there is a significant deviation from the target that puts the allocation to certain asset classes outside the range.
- 5.6 **Income allocations** – Income for the Reserves listed under Operating Reserves will be distributed to those Reserves that are allocated income based on the target allocations listed in the Section 5.5.1- Asset Mix Table. Income such as interest, dividends and cash flows are allocated as it is received by the portfolios the funds are invested in. Income generated from gain on the capital invested is allocated when the gains are realized

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6. Reserve Accounts

Capital Reserves

6.1 Background

6.1.1 The City sets aside funds in 17 different Capital Reserve accounts for future projects and/or cash flow smoothing. Each individual capital reserve will have its own specific need generally for capital projects but overall, there is a portion of the total funds that have a medium to long term time horizon.

6.2 Purpose

6.2.1 The fund should be invested in such a manner to provide liquidity to smooth cash flows as needed and retain the purchasing power of the reserves.

6.3 Objectives

6.3.1 The objective of the Capital Reserves fund's investments is to provide protection to the real value of the assets in the fund while providing the necessary liquidity to meet the needs of the reserves. A target of CPI + 3.0% will protect against inflation as well provide growth to offset the cost of providing the associated capital programs the reserves are intended to support.

6.4 Constraints

6.4.1 Liquidity – Maintain sufficient liquidity to meet the projected cash flows of the fund and projected cash flows for major projects that are being funded through the reserves.

6.4.2 Time Horizon – The time horizon of the fund is dependent on the project or program the reserve is intended to support. Some of the programs are continual nature and some are project specific. The aggregate time horizon of the capital reserve fund is long -term in nature.

6.5 Asset Mix

6.5.1 Asset Mix Table

<u>Asset Class</u>	<u>Target</u>
Short-Term Liquidity	5%
Short-Term Fixed Income	5%
Canadian Universe Fixed Income	22.5%
Global Fixed Income	22.5%
Real Assets	20%
Equity	25%

6.5.2 Asset Mix Review – The asset mix shall be reviewed at least annually and/or on an ad hoc basis if there are any significant changes to the fund. These changes

may include but not be limited to changes to forecasted cash flows, investible assets, and/or the purpose of the reserves.

6.5.3 Rebalancing - Rebalancing shall be redone quarterly or if there is a significant deviation from the target that puts the allocation to certain asset classes outside the range.

6.6 **Income allocations** – Income for the Reserves listed under Capital Reserves will be distributed to those Reserves that are allocated income based on the target allocations listed in the Section 6.5.1- Asset Mix Table. Income such as interest, dividends and cash flows are allocated as it is received by the portfolios the funds are invested in. Income generated from gain on the capital invested is allocated when the gains are realized.

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7. Reserve Accounts

Sustainment Reserves

7.1 Background

7.1.1 The Sustainment Reserves are made up of 14 different reserves. They are a combination of Operating and Capital Reserves.

7.2 Purpose

7.2.1 The fund will be invested to meet the liquidity requirements while earning a rate of return to provide income to protect the capital against inflation.

7.3 Objectives

7.3.1 The objective of the Sustainment Reserves fund's investments is to provide protection to the real value of the assets in the fund while providing the necessary liquidity to meet the needs of the reserves. A target of CPI + 2.5% will protect against inflation as well provide growth to offset the cost of providing the associated operating and capital programs.

7.4 Constraints

7.4.1 Liquidity – Sufficient liquidity shall be maintained given the projected cash flows of the fund.

7.4.2 Time Horizon – The time horizon of the fund is ongoing, recognizing that a specific reserve may be added or no longer deemed necessary.

7.5 Asset Mix

7.5.1 Asset Mix Table

Asset Class	Target
Short-Term Liquidity	5%
Short-Term Fixed Income	5%
Canadian Universe Fixed Income	30%
Global Fixed Income	30%
Real Assets	15%
Equity	15%

7.5.2 Asset Mix Review – The asset mix shall be reviewed at least annually and/or on an ad hoc basis if there are any significant changes to the fund. These changes may include but not be limited to changes to forecasted cash flows, investible assets, and/or the purpose of the reserves.

- 7.5.3 Rebalancing – Rebalancing shall be redone quarterly or if there is a significant deviation from the target that puts the allocation to certain asset classes outside the range.
- 7.6 **Income allocations** – Income for the Reserves listed under Sustainment Reserves will be distributed to those Reserves that are allocated income based on the target allocations listed in the Section 7.5.1- Asset Mix Table. Income such as interest, dividends and cash flows are allocated as it is received by the portfolios the funds are invested in. Income generated from gain on the capital invested is allocated when the gains are realized.

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8. Capital Deposits

8.1 Background

8.1.1 The Capital Deposits are deposits usually for specific projects which include grants from other levels of government and monies from held from developers to fulfil certain requirements of the development.

8.2 Purpose

8.2.1 The fund is invested to allow for liquidity to meet the cash flow needs of the projects and to repay deposits on completion of developments.

8.3 Objectives

8.3.1 The objective of the Capital Deposits fund's investments is to provide protection to the real value of the assets in the fund while providing the necessary liquidity to meet the needs of the deposits. A target of CPI + 3.25 % will protect against inflation as well provide growth to offset the increase in the projected outflows from the fund.

8.4 Constraints

- 8.4.1 Liquidity – Sufficient liquidity shall be maintained given the projected cash flows of the capital projects and deposit returns.
- 8.4.2 Time Horizon – The time horizon of the fund is dependent on the project or timeframe of the specific project deposits. The continual nature of deposits being made and disbursed creates a balance that is continual in nature and creates a long-term horizon for the fund.

8.5 Asset Mix

8.5.1 Asset Mix Table

Asset Class	Target
Short-Term Liquidity	0.0%
Short-Term Fixed Income	5.0%
Canadian Universe Fixed Income	25.0%
Global Fixed Income	25.0%
Real Assets	15.0%
Equity	30.0%

8.5.2 Asset Mix Review – The asset mix shall be reviewed at least annually and/or on an ad hoc basis if there are any significant changes to the fund. These changes may include but not be limited to changes to forecasted cash flows, investible assets, and/or the purpose of the deposits.

- 8.5.3 Rebalancing - Rebalancing shall be redone quarterly or if there is a significant deviation from the target that puts the allocation to certain asset classes outside the range.
- 8.6 **Income allocations** – Income for the Capital Deposits listed will be distributed to those Capital Deposits eligible for income allocation based on the target allocations listed in the Section 8.5.1- Asset Mix Table. Income such as interest, dividends and cash flows are allocated as it is received by the portfolios the funds are invested in. Income generated from gain on the capital invested is allocated when the gains are realized.

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INTERNAL POLICY

Investment Portfolios Policy

Policy Title:	Investment Portfolios Policy
Approved By:	Investment Advisory Committee
Effective Date:	2020/07/01
Department / BU:	Chief Financial Officer's Department / Finance

BACKGROUND

Administration has concluded that it would be best to separate the Investment Policy Statement into three documents: an Investment & Governance Council Policy, a CFOD Funds Policy, and a CFOD Investment Portfolios Policy. This will provide more clarity and make it easier to amend the policies in response to changing circumstances. This policy will be reviewed and amended on an annual basis once approved. It will also be possible to make changes outside of the annual review process if necessary.

PURPOSE

This internal CFOD policy focuses exclusively on the investment portfolios that City funds are invested in. There are six asset class portfolios and these are summarized in terms of their product description, mandates, benchmarks and portfolio constraints & limits. The investment portfolios are Short-Term Liquidity, Short-Term Fixed Income, Canadian Universe Fixed Income, Global Fixed Income, Equity, and Real Assets. The sources of funds described in the CFOD Funds Policy are invested in these investment portfolios. Appendix 1 contains lists of authorized investment dealers and City of Calgary authorized traders. Appendix 2 contains a list of current investment mandates and their associated individual benchmarks.

PORTFOLIOS

1. Short-Term Liquidity Portfolio

- 1.1 The Short-Term Liquidity Portfolio is internally managed by the Treasury division for The City of Calgary. The portfolio is more liquid and less volatile than other asset classes, which allows The City to efficiently manage its operating funds, and to provide sufficient cash to meet the day-to-day financial obligations of The City. The portfolio is invested in different sectors of the Canadian money market and short-term bond market. This includes, but is not limited to, guaranteed investment certificates (GICs), term deposits, bankers' acceptances, commercial paper, securitizations, treasury bills, bonds, fixed income pooled funds and exchange traded funds (ETFs), structured notes, callable bonds, etc.

1.2 Investment Objectives

- (a) Preserve capital
- (b) Provide liquidity
- (c) Provide yield and produce returns that meet or exceed the relevant benchmark

1.3 Investment Philosophy

- 1.3.1 The portfolio should have low to moderate risk tolerance in order to maintain sufficient liquidity. Administration believes the portfolio can add value through security selection strategies, interest rate anticipation and duration positioning.

1.4 Benchmark

- 1.4.1 FTSE Canada 91-Day Treasury Bill Index

1.5 Risk Management

- 1.5.1 The portfolio is exposed to a number of risks including, but not limited to:
- (a) Credit Risk: Risk that a security's value will change due to a rating downgrade, or default in the case of a distressed security. Risk is mitigated by adhering to credit quality standards and limits described below.
 - (b) Interest Rate Risk: Risk that a security's value will change due to a change in interest rates or the shape of the yield curve. Risk is minimized by purchasing shorter-duration investments and holding to maturity.
 - (c) Liquidity Risk: Risk that arises from the difficulty of selling an asset if a security cannot be sold quickly enough to prevent or minimize a loss. Securities are almost always held until maturity and significant cash balances are maintained in accounts with competitive interest rates.

- (d) Spread Risk: Risk of a change in value of a security due to a change in the credit spreads in the market. Spreads are tighter for investment-grade and shorter-duration securities.

1.5.2 Maturity Limits

- 1.5.2.1 All Investments should have maturity dates of 5 years or less at the time of purchase. For the ETF portion of the internal portfolio an average duration of 5 years or less will be used on a fund by fund basis.

1.5.3 Credit Quality Standards

- 1.5.3.1 At the time of purchase, the investments must meet the following credit quality requirements:
 - (a) Short-term instruments including Commercial Paper and short-term debt must be rated R-1 (low) or higher (or equivalent) by a recognized credit rating agency. Securitization instruments must be rated R-1 (high).
 - (b) Bonds must be rated BBB- or higher by a recognized credit rating agency.
- 1.5.3.2 The CFO will be notified if an investment holding is downgraded to less than investment grade and will make a decision as to whether to hold the investment to maturity or sell it.

1.5.4 Per-issuer Limit

- 1.5.4.1 The portfolio may not be exposed to any issuer for more than 15% of its value at the time of purchase. This limit does not apply to direct obligations of the Government of Canada and its agencies or provincial governments and their agencies. It also does not apply to institutions that are guaranteed by these governments, such as Alberta credit unions.
- 1.5.4.2 Cash-in-bank balances are included in calculations of investment limits, but not subject to specific issuer limits.

1.5.5 Securities Lending

- 1.5.5.1 The Funds may enter into securities lending agreements only via the Custodian.

TABLE 1: ISSUER & SECTOR LIMITS FOR SHORT-TERM LIQUIDITY PORTFOLIO

Sector		Minimum Credit Rating		Maximum Credit Exposure	
		Short-term	Long-term	Per-issuer Limit	Per-sector Limit
Federal Government (and guaranteed)		n/a	n/a	100%	100%
Provincial Government (and guaranteed)		R-1 high R-1 mid R-1 low	AAA AA low A low	50% 50% 25%	75%
Municipal Government		R-1 high R-1 mid R-1 low	AAA AA low A low	10% 10% 6%	20%
Financial Institutions	Schedule I Banks	R-1 low	A low	15%	60%
	Schedule II Banks	R-1 low	A low	6%	20%
	Credit Unions	R-1 low	A low	6%	20%
	Trust Corporations	R-1 low	A low	6%	20%
Securitizations		R-1 high	AAA	6%	25%
Corporate Issuers		R-1 low	BBB low	6%	25%
Cash		n/a	n/a	n/a	350 million

2. Short-Term Fixed Income Portfolio

- 2.1 This portfolio consists of shorter-term Canadian and Global fixed income securities and commercial mortgages. Duration must be within +/- 1.5 years of the specified benchmark. Some or all of the Canadian short-term bonds may be managed internally.

2.2 Investment Objectives

- (a) To provide exposure to short-term Canadian and global fixed income securities and commercial mortgages
- (b) Preservation of capital
- (c) Provide yield and net returns that meet or exceed the relevant benchmark

2.3 Investment Philosophy

- 2.3.1 Administration believes that value can be added through active management. This portfolio will always be majority investment grade. Value will be added through adjusting duration, over- and under-weighting both sectors and credit more generally, and through security selection. An illiquidity premium can be captured through investing in commercial mortgages. Short-term fixed income securities will provide enough liquidity to compensate for the less liquid mortgage component of the portfolio.

2.4 Benchmark

- 2.4.1 FTSE Canada Short Term Overall Bond Index

2.5 Risk Management

- 2.5.1 The portfolio is exposed to a number of risks including, but not limited to:

- (a) Credit Risk: Risk that a security's value will change due to a rating downgrade, or default in the case of a distressed security. Mitigated by adhering to credit quality standards described below.
- (b) Interest Rate Risk: Risk that a security's value will change due to a change in interest rates or the shape of the yield curve. Risk is reduced by holding shorter-duration investments.
- (c) Liquidity Risk: Risk that arises from the difficulty of selling an asset if a security cannot be sold quickly enough to prevent or minimize a loss. Liquid securities are held. The illiquidity of the commercial mortgage portfolio is compensated with an illiquidity premium and investments are in open-ended funds.
- (d) Spread Risk: Risk of a change in value of a security due to a change in the credit spreads in the market. Spreads are tighter for investment-grade and shorter-duration securities.

- 2.5.2 Diversification will serve to reduce risk in the portfolio. The portfolio must be majority investment-grade. Not more than 10% of the market value of the fixed

income component of an investment manager's portfolio may be invested in the debt of a single issuer other than the debt issues of, or fully, guaranteed by, the Government of Canada or any provincial government whose debt rating is "A" or higher. Not more than 50% of the market value of the fixed income component of an investment manager's portfolio may be invested in a single provincial issuer. Collateralized debt obligations and asset-backed securities must carry a rating of "AAA". Use of derivatives to alter portfolio characteristics, such as duration, is permitted. All counterparties for derivative products and repurchase agreements shall be rated no lower than "A-". In the event the rating of a security is downgraded below the minimum acceptable rating, no new investments may be made in that security, but existing investments will be retained or disposed of with CFO approval.

- 2.5.3 Internally-managed Canadian short-term bond portfolio must be 100% investment-grade and adhere to the other requirements specified above.

3. Canadian Universe Fixed Income Portfolio

- 3.1 This portfolio consists of longer-term Canadian fixed income securities. Investments in longer term securities will generally increase the portfolio yield. Fixed income securities include, but are not limited to, government bonds, investment-grade and high-yield corporate bonds, convertibles, preferred shares, and asset-backed securities. Duration must be within +/- 2 years of the specified benchmark.

3.2 Investment Objectives

- (a) To provide exposure to longer-term Canadian fixed income securities
- (b) Preservation of capital
- (c) Provide higher yields and net returns that meet or exceed the relevant benchmark

3.3 Investment Philosophy

- 3.3.1 We believe that value can be added through active management. This portfolio will always be majority investment grade. Value will be added through adjusting duration, over- and under-weighting both sectors and credit more generally, and through security selection. This portfolio will generally provide a greater yield than the Short-Term Fixed Income Portfolio based on the expected term structure of interest rates.

3.4 Benchmark

- 3.4.1 FTSE Canada Universe Overall Bond Index

3.5 Risk Management

- 3.5.1 The portfolio is exposed to a number of risks including, but not limited to:

- (a) Credit Risk: Risk that a security's value will change due to a rating downgrade, or default in the case of a distressed security. Mitigated by adhering to credit quality standards described below.
- (b) Interest Rate Risk: Risk that a security's value will change due to a change in interest rates or the shape of the yield curve. Mitigated through actively managing duration and yield curve positioning.
- (c) Liquidity Risk: Risk that arises from the difficulty of selling an asset if a security cannot be sold quickly enough to prevent or minimize a loss. Liquid, easily-marketable securities are held.
- (d) Spread Risk: Risk of a change in value of a security due to a change in the credit spreads in the market. Spreads are tighter for investment-grade securities. Spread risk is actively managed by adjusting the portfolio's exposure to credit as well as the portfolio's average credit rating.

- 3.5.2 Diversification will serve to reduce risk in the portfolio. The portfolio must be majority investment-grade. Not more than 10% of the market value of the fixed income component of an investment manager's portfolio may be invested in the debt of a single issuer other than the debt issues of, or fully, guaranteed by, the Government of Canada or any provincial government whose debt rating is "A" or higher. Not more than 50% of the market value of the fixed income component of an investment manager's portfolio may be invested in a single provincial issuer. Collateralized debt obligations and asset-backed securities must carry a rating of "AAA". Use of derivatives to alter portfolio characteristics, such as duration, is permitted. All counterparties for derivative products and repurchase agreements shall be rated no lower than "A-". In the event the rating of a security is downgraded below the minimum acceptable rating, no new investments may be made in that security, but existing investments may be retained or disposed of with CFO approval.

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4. Global Fixed Income Portfolio

- 4.1 This portfolio consists of Global fixed income securities and private market loans. Investments in longer term securities will generally increase the portfolio yield. Global fixed income investments will provide diversification and the potential for higher yields. Fixed income securities include, but are not limited to, government bonds, investment-grade and high-yield corporate bonds, convertibles, preferred shares, and asset-backed securities.

4.2 Investment Objectives

- (a) To provide exposure to global fixed income securities and private credit
- (b) Preservation of capital
- (c) Provide higher yields and vary duration based on interest rate expectations
- (d) Provide net returns that meet or exceed the relevant benchmark

4.3 Investment Philosophy

- 4.3.1 Administration believes that value can be added through active management. This portfolio will always be majority investment grade. Value will be added through adjusting duration, over- and under-weighting both sectors and credit more generally, and through security selection. This portfolio should generally provide a greater yield than the Short-Term Fixed Income Portfolio based on the expected term structure of interest rates. Some global fixed income yields have the potential to be higher than Canadian yields and this benefit should be realized in this portfolio. An illiquidity premium, usually higher than that on mortgages, can be realized through investment in private credit. Public fixed income securities will provide enough liquidity to compensate for the less liquid private credit component of the portfolio.

4.4 Benchmark

- 4.4.1 Bloomberg Barclays Global Aggregate Bond Index

4.5 Risk Management

- 4.5.1 The portfolio is exposed to a number of risks including, but not limited to:
- (a) Credit Risk: Risk that a security's value will change due to a rating downgrade, or default in the case of a distressed security. Mitigated through active credit management and by adhering to minimum credit quality standards.
 - (b) Interest Rate Risk: Risk that a security's value will change due to a change in interest rates or the shape of the yield curve. Mitigated through actively managing duration and yield curve positioning. Certain funds may be permitted to have negative duration which will produce gains in a rising interest rate environment.
 - (c) Liquidity Risk: Risk that arises from the difficulty of selling an asset if a security cannot be sold quickly enough to prevent or minimize a loss. A

variety of liquid securities are held, sufficient to offset the illiquidity from less liquid securities. Private credit illiquidity is compensated with an illiquidity premium.

- (d) Spread Risk: Risk of a change in value of a security due to a change in the credit spreads in the market. Spreads are tighter for the investment-grade securities in the portfolio and spread risk is actively managed by adjusting the portfolio's exposure to credit and adjusting the portfolio's average credit rating. Strong covenants are maintained in the private credit portfolio.
- (e) Country Risk: Political, legal and regulatory risk associated with investing in certain countries. This is mitigated by being selective in choosing which countries and instruments to invest in.
- (f) Currency Risk: Risk associated with changes in the Canadian dollar relative to the currencies of investments. An external FX Overlay manager actively manages the foreign exchange exposures of The City's investment portfolio. Hedge ratios will usually be higher for the global fixed income portfolio.

4.5.2 Diversification will serve to reduce risk in the portfolio. The portfolio must be majority investment grade. Collateralized debt obligations and asset-backed securities must carry a rating of "AAA". Use of derivatives to alter portfolio characteristics, such as duration, is permitted. All counterparties for derivative products and repurchase agreements shall be rated no lower than "A-". In the event the rating of a security is downgraded below the minimum acceptable rating, no new investments may be made in that security, but existing investments may be retained or disposed of with CFO approval. Investments in closed-end funds must not exceed 50% of the market value of the portfolio to ensure adequate liquidity.

5. Equity Portfolio

- 5.1 This is a portfolio of global equity securities. Investments are made in developed and emerging market equities in a core-satellite portfolio structure. The core consists of US and international equities to provide the necessary diversification. Concentrated satellite mandates serve as alpha-drivers that are intended to significantly exceed the benchmark return over a market cycle.

5.2 Investment Objectives

- (a) To provide exposure to global equity securities
- (b) Capital appreciation, dividend income and inflation protection
- (c) Provide a net return that meets or exceeds the relevant benchmark

5.3 Investment Philosophy

- 5.3.1 The core equity exposure will be achieved through efficient allocation to global equity markets, both developed and emerging. The benefits of active management are realized most effectively through investment in less efficient markets.

5.4 Benchmark

- 5.4.1 MSCI All Country Weighted Index

5.5 Risk Management

- 5.5.1 The portfolio is exposed to a number of risks including, but not limited to:
- (a) Country Risk: Political, legal and regulatory risk associated with investing in certain countries. This is mitigated by being selective in choosing which countries and firms to invest in.
 - (b) Industry Sector Risk: Certain industries will vary in risk over time and some will be consistently riskier. Sector over- and under-weights will be adjusted over time and may be significantly different than benchmark in order to add value versus benchmark and peers.
 - (c) Currency Risk: Risk associated with changes in the Canadian dollar relative to the currencies of investments. An external FX Overlay manager actively manages the foreign exchange exposures of The City's investment portfolio. Hedge ratios will vary significantly over time depending on FX manager's views on different currencies.
 - (d) Liquidity Risk: Risk that arises from the difficulty of selling an asset if a security cannot be sold quickly enough to prevent or minimize a loss. The core equity portfolio will have sufficient liquidity to compensate for any lack of liquidity in the satellite equity portfolios.

- 5.5.2 Diversification will serve to reduce risk in the portfolio. Limit Frontier Markets exposure to less than 5% of equity investments. All counterparties for derivative products and repurchase agreements shall be rated no lower than “A-”.

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6. Real Assets Portfolio

- 6.1 Real Asset investments include infrastructure and real estate equity. The purpose is to provide capital appreciation, growth of income and current income through stable, inflation-linked cash flows over the long-term.

Real Estate investments include, but are not limited to, direct real estate holdings, units in real estate pooled funds, and real estate securities including trust units and shares in real estate companies.

Infrastructure investments consist of tangible long-life assets with potential for strong cash flows and favourable risk-return characteristics. Infrastructure investments typically include physical assets that provide essential services such as utilities and transportation systems.

6.2 Investment Objectives

- 6.2.1 The portfolio is expected to generate above average risk-adjusted returns and to enhance the diversification of The City's overall investment portfolio due to its low correlation with traditional asset classes.

6.3 Investment Philosophy

- 6.3.1 Administration believes investors should be compensated for taking on additional investment risks over the long-term. Maintaining a well-diversified portfolio is the cornerstone of the investment management process. Real assets investments will be well-diversified by property type, property location, and property risk.

6.4 Benchmark

- 6.4.1 CPI + 400 bps for total Real Assets Portfolio

6.5 Risk Management

- 6.5.1 The portfolio is exposed to a number of risks including, but not limited to:
- (a) **Market Risk:** The portfolio may experience losses due to factors that affect the overall performance of the financial market. Diversification will mitigate this.
 - (b) **Liquidity Risk:** The portfolio is directed largely to illiquid investments with a long time horizon. The City will also be subject to limitations and liquidity constraints should it wish to dispose of investments. This can be mitigated by managing allocation size.
 - (c) **Currency Risk:** The portfolio may be subject to the risk of currency fluctuations which impacts the value of any gains or losses for foreign investments. The exposure to foreign assets is prudent from a risk/return standpoint. Foreign Currency exposures are managed by The City's FX Overlay manager.

- (d) Valuation Risk: Private market investments can be difficult to value accurately. Fair market value estimates may be significantly different than the value the asset is later sold for. Reputable independent appraisers are generally used to avoid biased assessments of fair market value.

6.5.2 Restricted from investing in infrastructure assets owned or funded by The City of Calgary. Calgary Real Estate exposure limited to no more than 15% of The City's Real Estate Equity allocation.

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Appendix 1: Authorized Dealers & Traders

TABLE 1: AUTHORIZED INVESTMENT DEALERS

Bank of Montreal	HSBC
Beacon Securities	National Bank
BNP Paribas	Raymond James
Canaccord Genuity	RBC Capital Markets
Casgrain & Company Limited	Scotia Capital
CIBC World Markets	TD Securities

TABLE 2: AUTHORIZED INDIVIDUALS

The following Treasury officials are authorized to buy and sell (execute transactions) securities on behalf of The City's internally managed portfolios (list of named individuals to be kept separately):

<p>Senior Treasury Analyst 1</p> <p>Senior Treasury Analyst 1</p> <p>Portfolio Manager 1</p> <p>Portfolio Manager 2</p> <p>Senior Investment Leader</p>
<p>Alternates, vacation relief & backup, etc.:</p> <p>Deputy City Treasurer</p>

Appendix 2: Investment Mandates & Benchmarks*

Investment Mandates

1. **Short-Term Fixed Income Portfolio**
 - a. Connor, Clark & Lunn (CC&L) Short-Term Bonds
 - b. Phillips, Hager & North (PH&N) Short-Term Bonds
 - c. PH&N Canadian Commercial Mortgages
 - d. Addenda Canadian Commercial Mortgages
 - e. Sun Life Canadian Commercial Mortgages
2. **Canadian Universe Fixed Income Portfolio**
 - a. CC&L Canadian Universe Bonds
 - b. PH&N Canadian Universe Bonds
 - c. BlackRock Canadian Universe Bonds (indexed)
3. **Global Fixed Income Portfolio**
 - a. PIMCO US Investment-Grade Credit
 - b. Manulife Strategic Income Pooled Fund
 - c. BlackRock Fixed Income Global Opportunities (FIGO)
 - d. Crestline U.S Specialty Lending Fund II (US private credit)
 - e. EQT Mid-Market Credit II (European private credit)
 - f. Sun Life Private Fixed Income Plus (North American private credit)
4. **Equity Portfolio:**
 - a. CC&L International Equity
 - b. Vanguard US Equity (VOO ETF)
 - c. Ashmore Emerging Markets Equity
 - d. TDAM Low Volatility Global Equity
5. **Real Assets Portfolio:**
 - a. Northleaf Infrastructure Capital Partners II LP & Northleaf Stampede Infrastructure Partners LP
 - b. Brookfield Global Listed Infrastructure Canadian Pooled Fund

Mandate Benchmarks

1. FTSE Canada Short Term Overall Bond Index for all Canadian Short-Term Fixed Income and Commercial Mortgage mandates
2. FTSE Canada Universe Overall Bond Index for all Canadian Universe Fixed Income mandates
3. Bloomberg Barclays U.S. Credit Index for US Investment-Grade Credit
4. Bloomberg Barclays Multiverse Index for Manulife
5. Bloomberg Barclays Global Aggregate Bond Index for BlackRock FIGO
6. S&P LSTA Leveraged Loan Index + 4% for Crestline

7. S&P European Leveraged Loan Index + 2% for EQT
8. FTSE Canada Universe Corporate Bond Index for Sun Life
9. MSCI ACWI ex-US for International Equity
10. S&P 500 for U.S. Equity
11. MSCI EM for Emerging Markets Equity
12. MSCI World Small Cap for Global Small Cap Equity
13. MSCI World for Global Low Vol. Equity
14. Canadian CPI + 450 bps for Direct Infrastructure
15. MSCI World hedged Canada Net Index for Global Listed Infrastructure
16. Benchmarks for Real Assets investment mandates shall be determined through discussion between the Investment Team and the external managers and established at the start of any new alternative investment strategy

* The above investment mandates and mandate benchmarks are for information only. Mandates may change during the course of the year but this policy will generally only be updated annually.

APPROVALS

Aaron Brown
Treasury Manager & Deputy City
Treasurer

Day, Month, Year

Gillian Skeates,
Acting City Treasurer & Director of
Finance

Day, Month, Year

Carla Male
Chief Financial Officer

Day, Month, Year

Chief Financial Officer's Report to
Priorities and Finance Committee
2020 June 09

ISC: UNRESTRICTED
PFC2020-0607

2019 Year-end Capital and Operating Budget Revisions Report

EXECUTIVE SUMMARY

A revision report provides Council a summary of operating and capital budget changes that have occurred over a particular period of time. These changes can be approved through Council reports or by Administration if within the authorization limits outlined in Budget Reporting Policy CFO006. This year-end report provides:

- capital budget revisions between 2019 July 1 and 2019 December 31;
- a summary of these revisions, as well as, the impacts of the 2019 capital budget carry forwards and reductions in MSI funding on the 2020-2023 capital budgets; and
- operating budget revisions between 2019 August 1 and 2019 December 31.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council receive this report for the Corporate Record, and subsequent Council discussion.

PREVIOUS COUNCIL DIRECTION / POLICY

- On 2020 February 3, Council approved C2020-0040 which included capital budget relinquishments for 2020-2023+ resulting from the \$73 million shortfall in Municipal Sustainability Initiative (MSI) funding as well as the 2020 capital budget recast.
- On 2019 November 12, Council approved the 2020 Adjustments to the One Calgary Service Plans and Budgets (C2019-1052).
- On 2019 September 30, Council approved the 2019 Mid-year Capital and Operating Budget Revisions Report (PFC2019-1067).
- On 2019 April 29, Council approved the revised Budget Reporting Policy CFO006.
- On 2018 November 14, Council approved One Calgary 2019-2022 Service Plans and Budgets (C2018-1158).
- On 2016 November 21, Council authorized the Deputy City Manager to continue to identify capital funding sources (C2016-0863).
- On 2008 November 28, Council approved Notice of Motion NM2008-53 to track Council decisions and referrals which have an actual or potential future year budget impact.

BACKGROUND

The purpose of the revision report is to provide Council with consolidated information on all changes to budgets in order to maintain continuity and transparency with both the operating and capital budgets. Attachments 1-4 are for Council's collective awareness and all changes are a result of previously approved Council direction or are within Administration's discretion to approve under the Budget Reporting Policy CFO006.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Capital

This report informs Council about the capital budget revisions previously approved by Council and/or Administration for the period of 2019 July 1 to 2019 December 31 and the continuity of capital budget by Service for the same time period.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2020 June 09**

**ISC: UNRESTRICTED
PFC2020-0607**

2019 Year-end Capital and Operating Budget Revisions Report

Attachment 1 outlines the budget revisions that have been approved by Administration within their authority (revisions with a net budget impact under \$400,000 and transfers to capital budget savings) or by Council through separate reports. For the period from 2019 July 1 to 2019 December 31, Administration and Council approvals included relinquishments, increases and net zero transfers required to reflect updated capital plans resulting in increases totalling \$81.613 million in the 2019 capital budget, and \$353.502 million in 2020-2023. The increase in 2019 is primarily due to the lifting of confidentiality of two projects for public reporting purposes: the Stoney Transit Facility and the Douglasdale McKenzie slope. The increase in 2020-2023 is driven primarily by Council's approval of the Event Centre and a funding increase for detailed design of the Arts Commons Transformation project, as well as the lifting of confidentiality of the Stoney Transit Facility.

Attachment 2 provides a summary by service of the budget continuity between 2019 July 1 to 2019 December 31. In addition, this attachment shows the impact of the reduction in MSI funding approved by Council in C2020-0040 as well as the carry forward of unspent 2019 capital budget. The revised budget is \$1.790 billion in 2019 and \$5.034 billion in 2020-2023.

During the year end procedures, Finance also became aware of a contract with Enmax for solar panels (Budget ID P819_234) that included grant funding of \$2.048 million. The grant-funded portion of the capital expenditure was not approved at the time of the rest of the budget, however the spending occurred, the grant has now been received and the project is completed. Because the project has been completed, budget for the grant-funded portion can no longer be requested. As a result, Administration, through this report, is informing Council that the expenditure occurred without Council approval and outside of the scope of the Administration authority outlined CFO006. To prevent this in the future, Administration has committed to increased communication and training pertaining to budget guidelines.

Operating

This report informs Council of changes to the 2019 net operating business unit budget between 2019 August 1 and 2019 December 31 that have been previously approved by Council or Administration within their authority.

Attachment 3 shows the changes to the 2019 net operating service budget that have either been previously approved by Council or are within the scope of Administration to authorize as per Council Policy CFO006. During this period, there was no change to the total City net budget. The main changes to service budgets were:

- Transfers of \$2.0 million from corporate to service budgets for wage settlements;
- Transfers of \$1.2 million from corporate to service budgets through the Corporate Work Force Planning process;
- Transfers between business units due to organizational changes; and
- Carry forwards of one-time budgets of \$8.1 million

Attachment 4 lists Council decisions and referrals which have an actual or potential future year operating budget impact. This is provided to meet the requirement of NM2008-53 to track Council decisions and referrals.

Chief Financial Officer's Report to
Priorities and Finance Committee
2020 June 09

ISC: UNRESTRICTED
PFC2020-0607

2019 Year-end Capital and Operating Budget Revisions Report

Stakeholder Engagement, Research and Communication

The One Calgary 2019-2022 business plans and budgets were developed through engagement with various internal and external stakeholders. Revision reports brought forward throughout the cycle reflect the operating and capital budget changes that are driven by actual experiences and/or new Council direction.

Strategic Alignment

This report summarizes budget revisions that align with the direction and priorities established in the approved One Calgary 2019 – 2022 business plans and budgets. The revision processes allow Administration to adapt to changes in economic conditions and the external environment, incorporate additional information that is available, and allow long term objectives to be met and support Council's priorities of a Well Run City and a Prosperous City.

Social, Environmental, Economic (External)

The social, environmental and economic landscape impacts business units in various ways. Revisions to the operating and capital budgets reflect changes that have been made to respond to these factors.

Financial Capacity

Current and Future Operating Budget:

There is no net impact to the 2019 operating budget. The 2019 operating budget revisions reflect changes based on Council approval and Administrative authority outlined within CFO006.

Current and Future Capital Budget:

Capital budget revisions between 2019 July 1 and 2019 December 31, resulted in a \$81.613 million increase to the 2019 capital budget and an increase of \$353.502 million in 2020-2023+. With 2019 carry forwards and the MSI reductions, the 2020-2023+ capital budget increased by \$700.8 million.

Risk Assessment

The budget revisions included in this report are for information. Any risk associated with these revisions would have been identified at the time of approval.

REASON(S) FOR RECOMMENDATION(S):

- Administration is providing Attachments 1-4 for Council information to maintain continuity and transparency in accordance with Budget Reporting Policy CFO006.

ATTACHMENT(S)

1. Attachment 1 – Capital Budget Revisions – Previously Approved
2. Attachment 2 – Capital Budget Revision Summary
3. Attachment 3 – 2019 Operating Budget Continuity Schedule
4. Attachment 4 – Council Decisions/Referrals Having Actual or Potential Future Year Operating Budget Impacts

CAPITAL BUDGET REVISIONS - PREVIOUSLY APPROVED - FOR INFORMATION
(\$000s)
FOR THE PERIOD 2019 JULY 1 TO DECEMBER 31

Purpose: To provide capital budget changes previously approved by Administration and Council from 2019 July 1 to December 31

Citizen Priority	Service	Budget ID	Budget ID Name	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)	
Previously Approved by Administration										
Relinquishments										
A Healthy & Green City	Recreation Opportunities	933_004	Shouldice Athletic Park Artificial Turf Replacement	Previously Approved Budget Remaining	315	-	-	-	315	
				Relinquishment	(300)	-	-	-	(300)	
				Revised Budget	15	-	-	-	15	
				Budget relinquishment of \$300 thousand, funded by the Disaster Recovery Program (2013 Flood), due to project completion.						
A City of Safe & Inspiring Neighbourhoods	Fire & Emergency Response	043_015	Critical Technology Upgrade	Previously Approved Budget Remaining	2	-	-	-	2	
				Relinquishment	(2)	-	-	-	(2)	
				Revised Budget	-	-	-	-	-	
				Budget relinquishment of \$2 thousand, funded by the Community Investment Reserve, due to project completion.						
Total Relinquishment				(302)	-	-	-	-	(302)	
Increases										
A City That Moves	Sidewalks & Pathways	503_931	Pathways & Trails Development	Previously Approved Budget Remaining	1,789	335	50	-	-	2,174
				Increase	-	60	-	-	-	60
				Revised Budget	1,789	395	50	-	-	2,234
				Budget request of \$60 thousand, funded by Developer & other contributions, due to increase in private contributions from Trans Canada Trail towards construction of The Great Trail.						
	Streets	127_140	Various Street Improvements	Previously Approved Budget Remaining	963	900	800	700	-	3,363
				Increase	7	-	-	-	-	7
				Revised Budget	970	900	800	700	-	3,370
				Budget request of \$7 thousand by third party contribution, funded by Developer & other contributions, for Various Street Improvements.						
	Streets	128_885	Bridge Rehabilitation and Protection	Previously Approved Budget Remaining	20,177	14,844	12,000	12,000	-	59,021
				Increase	380	-	-	-	-	380
				Revised Budget	20,557	14,844	12,000	12,000	-	59,401
				Budget request of \$380 thousand by third party contribution, funded by Developer & other contributions, for Bridge Rehabilitation and Protection.						
	Streets	481355	Operational Improvements	Previously Approved Budget Remaining	250	143	250	250	-	893
				Increase	370	-	-	-	-	370
				Revised Budget	620	143	250	250	-	1,263
				Budget request of \$370 thousand by third party contribution, funded by Developer & other contributions, for Operational Improvements.						

CAPITAL BUDGET REVISIONS - PREVIOUSLY APPROVED - FOR INFORMATION
(\$000s)

FOR THE PERIOD 2019 JULY 1 TO DECEMBER 31

Purpose: To provide capital budget changes previously approved by Administration and Council from 2019 July 1 to December 31

Citizen Priority	Service	Budget ID	Budget ID Name	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)				
A Healthy & Green City	Parks & Open Spaces	500_008	Park Lifecycle	Previously Approved Budget Remaining	8,354	11,447	9,035	9,480	-	38,316			
				Increase	-	38	-	-	-	38			
				Revised Budget	8,354	11,485	9,035	9,480	-	38,354			
				Budget request of \$38 thousand, funded by Developer & other contributions, for playground upgrade/repairs.									
	Recreation Opportunities	519_130	Facility Lifecycle	Previously Approved Budget Remaining	10,602	25,344	22,418	23,710	-	82,074			
				Increase	313	-	-	-	-	313			
				Revised Budget	10,915	25,344	22,418	23,710	-	82,387			
				Budget request of \$313 thousand, funded by Developer & other contributions, for Fairview Facility project to update building condition assessment and building envelope assessment, Village Square Leisure Centre Arena Renovations project, and Highwood Outdoor Pool project.									
	Total Increase			1,070	98	-	-	-	1,168				
	Transfers												
A Prosperous City	Arts & Culture	639_008	Alberta Creative Hub	(20)	-	-	-	-	(20)				
				Corporate Programs	888_001	Capital Corporate Programs	20	-	-	-	-	20	
					Total	-	-	-	-	-	-		
					Budget transfer of \$20 thousand to capital budget savings, funded by Municipal Sustainability Initiative, due to project completion.								
	Land Development & Sales	697_PTT	Point Trotter	(46)	-	-	-	-	(46)				
				Land Development & Sales	696_SBP	Royal Vista (Spyhill Business Park)	46	-	-	-	-	46	
					Total	-	-	-	-	-	-		
					Budget transfer of \$46 thousand to re-allocate the budget approved in C2019-1052, funded by the Real Estate Services Reserve.								
	A City of Safe & Inspiring Neighbourhoods	Calgary 9-1-1	045_018	Computer-Aided Dispatch System Maintenance	(275)	-	-	-	-	(275)			
					Calgary 9-1-1	045_013	NG911 Technology Upgrades	275	-	-	-	-	275
Total								-	-	-	-	-	-
Budget transfer of \$275 thousand, funded by the 911 Communications Centre Capital Financing Reserve, to cover unplanned and unforeseen cost overages due to challenges with system integration that required additional resources.													

CAPITAL BUDGET REVISIONS - PREVIOUSLY APPROVED - FOR INFORMATION
(\$000s)

FOR THE PERIOD 2019 JULY 1 TO DECEMBER 31

Purpose: To provide capital budget changes previously approved by Administration and Council from 2019 July 1 to December 31

Citizen Priority	Service	Budget ID	Budget ID Name	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
A Healthy & Green City	Environmental Management	815_14F	Environmental Programs	(220)	-	-	-	-	(220)
	Corporate Programs	888_001	Capital Corporate Programs	220	-	-	-	-	220
			Total	-	-	-	-	-	-
			Budget transfer of \$130 thousand to capital budget savings, funded by Pay-As-You-Go, due to estimated cost is lower than budget as well as funding obtained from third party.						
	Recreation Opportunities	507_631	New Brighton Athletic Park Development	(328)	-	-	-	-	(328)
	Recreation Opportunities	933_004	Shouldice Athletic Park Artificial Turf Replacement	(15)	-	-	-	-	(15)
	Corporate Programs	888_001	Capital Corporate Programs	343	-	-	-	-	343
			Total	-	-	-	-	-	-
			Budget transfer of \$343 thousand to capital budget savings, funded by Municipal Sustainability Initiative and the Fiscal Stability Reserve, due to project completion.						
A Well-Run City	Citizen Information & Services	789_001	Online Customer Service Transactions	(160)	-	-	-	-	(160)
	Citizen Engagement & Insights	794_002	Engagement, Customer Service Framework, Research	160	-	-	-	-	160
			Total	-	-	-	-	-	-
			Budget transfer of \$160 thousand, funded by Pay-As-You-Go, to fund web development initiatives for Research and Engage Projects.						
A Well-Run City Enabling Services	Citizen Information & Services	789_001	Online Customer Service Transactions	(106)	-	-	-	-	(106)
	Strategic Marketing & Communications	794_006	Video Image Data	(91)	-	-	-	-	(91)
	Strategic Marketing & Communications	794_005	Communication Equipment Replacement	197	-	-	-	-	197
			Total	-	-	-	-	-	-
			Budget transfer of \$197 thousand, funded by the Pay-As-You-Go and Lifecycle Maintenance & Upgrade Reserves, to fund computer hardware for Web & Digital and Advertising teams to provide services and maintain calgary.ca platform.						

CAPITAL BUDGET REVISIONS - PREVIOUSLY APPROVED - FOR INFORMATION
(\$000s)

FOR THE PERIOD 2019 JULY 1 TO DECEMBER 31

Purpose: To provide capital budget changes previously approved by Administration and Council from 2019 July 1 to December 31

Citizen Priority	Service	Budget ID	Budget ID Name	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
Enabling Services	Data Analytics and Information Access	813_222	Building Repository-Generation III	(150)	-	-	-	-	(150)
	Infrastructure Support	480701	CROWM Phase II	150	-	-	-	-	150
			Total	-	-	-	-	-	-
			Budget transfer of \$150 thousand, funded by Pay-As-You-Go, for better information sharing and reduce potential conflicts.						
	Data Analytics and Information Access	813_222	Building Repository-Generation III	(422)	-	-	-	-	(422)
	Corporate Programs	888_001	Capital Corporate Programs	422	-	-	-	-	422
			Total	-	-	-	-	-	-
			Budget transfer of \$422 thousand to capital budget savings, funded by Pay-As-You-Go, due to project substantially completed.						
	Data Analytics and Information Access	813_007	Geospatial Emergency Management	(210)	-	-	-	-	(210)
	Infrastructure Support	813_011	Contract Mapping	(1)	-	-	-	-	(1)
	Data Analytics and Information Access	813_012	Enterprise GIS Lifecycle Upgrades	(6)	-	-	-	-	(6)
	Infrastructure Support	813_021	CADD Upgrade for Design Asset Maintenance	(1)	-	-	-	-	(1)
	Infrastructure Support	819_001	Energy Management	(5)	-	-	-	-	(5)
	Corporate Programs	888_001	Capital Corporate Programs	222	-	-	-	-	222
			Total	-	-	-	-	-	-
			Budget transfer of \$222 thousand to capital budget savings, funded by the Lifecycle Maintenance & Upgrade and Pay-As-You-Go Reserves, due to project completion.						
Total Transfers				-	-	-	-	-	-
Total Previously Approved by Administration				768	98	-	-	-	866
Previously Approved by Council Increases									
A Prosperous City	Economic Development & Tourism	639_010	Arts Commons Transformation	Previously Approved Budget Remaining	500	2,000	-	-	2,500
				Increase	-	-	22,500	-	22,500
				Revised Budget	500	2,000	22,500	-	25,000
			Council report ACA2019-0948 approved an increase of \$22.5 million, funded by Municipal Sustainability Initiative, for detailed design of the Arts Commons Transformation project and further works.						
	Economic Development & Tourism	414090	Event Centre	Previously Approved Budget Remaining	-	-	-	-	-
				Increase	500	11,100	45,000	233,800	290,400
				Revised Budget	500	11,100	45,000	233,800	290,400
			Council report C2019-0964 approved the appropriation of \$290.4 million, funded by Major Capital Projects and Pay-As-You-Go Reserves, Capital Budget Savings, Municipal Sustainability Initiative, and Federal Gas Tax Fund, for The City funded portion of the event centre project.						

CAPITAL BUDGET REVISIONS - PREVIOUSLY APPROVED - FOR INFORMATION
(\$000s)

FOR THE PERIOD 2019 JULY 1 TO DECEMBER 31

Purpose: To provide capital budget changes previously approved by Administration and Council from 2019 July 1 to December 31

Citizen Priority	Service	Budget ID	Budget ID Name	2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)	
A City That Moves	Sidewalks & Pathways	569_001	Centre City Mobility Program	Previously Approved Budget Remaining	5,939	5,457	-	-	11,396	
				Increase	1,600	-	-	-	1,600	
				Revised Budget	7,539	5,457	-	-	12,996	
				Council report PFC2019-0476 approved an increase of \$1.6 million, funded by Developer & other contributions, for capital construction of 5 Street SW Underpass Enhancements.						
	Streets	147_148	Local Improvement Paving, Sidewalk C&G	Previously Approved Budget Remaining	5,339	-	-	-	5,339	
				Increase	1,595	-	-	-	1,595	
				Revised Budget	6,934	-	-	-	6,934	
				Council report C2019-0876 approved an increase of \$1.595 million, funded by Self-supported Debt, for Local Improvements Paving.						
	A Healthy & Green City	Parks & Open Spaces	500_006	Park Upgrades	Previously Approved Budget Remaining	5,035	12,206	11,897	7,933	-
Increase					-	200	1,030	-	-	1,230
Revised Budget					5,035	12,406	12,927	7,933	-	38,301
Council report PFC2019-1430 approved an increase of \$1.230 million, funded by Developer and other contributions, for upgrades to Humpy Hollow Park.										
Total Increase					3,695	11,300	68,530	233,800	-	317,325
Transfers										
A City of Safe & Inspiring Neighbourhoods	Fire & Emergency Response	480501	ICFP Dwtn Core FireStn Repl	-	-	-	(195)	-	(195)	
A City That Moves	Sidewalks & Pathways	481400	Comm Mobility Imp-Sidewalks	-	(279)	-	-	-	(279)	
	Streets	481352	Dev Infrastructure - AD	(144)	(121)	(78)	(38)	-	(379)	
	Streets	481353	Dev Infrastructure - NC	-	(27)	(98)	-	-	(124)	
	Streets	481402	Crowchild Tr Wide 24-32AVNW	(29)	-	-	-	-	(29)	
	Streets	481403	Richmond-Sarcee Improvement	-	(70)	-	-	-	(70)	
	Streets	481404	Comm Mobility Imp - Streets	-	(76)	-	-	-	(76)	
	Streets	481406	Stoney Trail Improvements	-	(530)	(535)	-	-	(1,065)	
	Streets	481407	144 AV NW at W Nose Creek	-	(100)	(150)	-	-	(250)	
	Streets	481408	88 Street SE Extension	-	(185)	-	-	-	(185)	
	Enabling Services	Facility Management	480756	Logistics Facility Program	(21)	-	-	-	-	(21)
	Facility Management	480771	Bld-Symons V Multi-Srvc Cnt	(80)	-	-	-	-	(80)	
A Prosperous City	Arts & Culture	446510	Public Art 2019-2022	-	1,110	888	756	-	2,753	
			Total	(274)	(277)	28	523	-	-	
			Council report CPS2019-0014 approved a transfer of \$2.753 million, funded by the Pay-As-You-Go and Lifecycle Maintenance & Upgrade Reserves, for the Corporate Public Art program.							
Total Transfers				(274)	(277)	28	523	-	-	

CAPITAL BUDGET REVISIONS - PREVIOUSLY APPROVED - FOR INFORMATION
(\$000s)

FOR THE PERIOD 2019 JULY 1 TO DECEMBER 31

Purpose: To provide capital budget changes previously approved by Administration and Council from 2019 July 1 to December 31

Citizen Priority	Service	Budget ID	Budget ID Name		2019 Increase/ (Decrease)	2020 Increase/ (Decrease)	2021 Increase/ (Decrease)	2022 Increase/ (Decrease)	2023 Increase/ (Decrease)	TOTAL Increase/ (Decrease)
Confidentiality Lifted										
A City That Moves	Public Transit	659_01W	Stoney Transit Facility	Previously Approved Budget Remaining	(22,283)	-	-	-	-	(22,283)
				Confidentiality lifted	71,105	5,500	5,500	5,500	23,000	110,605
				Revised Budget	48,823	5,500	5,500	5,500	23,000	88,323
				Confidentiality of Council approved report C2015-0502 was lifted for an increase of \$110.605 million, funded by Tax Supported Debt, for the P3 Stoney Transit Facility project.						
	Sidewalks & Pathways	583_001	Douglasdale McKenzie Slope	Previously Approved Budget Remaining	150	3,000	-	-	-	3,150
				Confidentiality lifted	6,318	-	-	-	-	6,318
				Revised Budget	6,468	3,000	-	-	-	9,468
				Confidentiality of Council approved report TT2015-0816 was lifted for a budget increase of \$6.318 million, funded by the Reserve for Future Capital, for Douglasdale McKenzie Slope.						
				Total Confidentiality Lifted	77,423	5,500	5,500	5,500	23,000	116,923
				Total Previously Approved by Council	80,844	16,523	74,058	239,823	23,000	434,248
				Total Previously Approved by Administration & Council	81,613	16,620	74,058	239,823	23,000	435,114

CAPITAL BUDGET REVISION SUMMARY - FOR INFORMATION
(by Citizen Priority and Service)
(\$000s)

Purpose: To provide continuity of capital budget changes from 2019 July 1 to December 31.

	As at 2019 June 30 (PFC2019-1067) ¹	As at 2020 Adjustments (C2019-1052) ¹	Previously Approved Revisions (2019 July to December 31) (Attachment 1) ¹		Revised Budget as at 2019 December 31 ¹		Budget Carry Forward from 2019 ¹	MSI Reductions and Recast (C2020-0040) ¹	Adjusted Opening Budget ¹	
<u>Citizen Priority/Service</u>	2019 Budget	2020-2023+ Budget	2019 Revisions for Information	2020-2023+ Revisions for Information	2019 Revised Budget	2020-2023+ Revised Budget		2020-2023+ Reductions and Recast	2020 Adjusted Budget	2021-2024 Adjusted Budget
A Prosperous City										
Affordable Housing	12,192	172,136	-	-	12,192	172,136	2,889	(865)	24,710	149,450
Arts & Culture	110	23,970	(20)	2,753	90	26,723	90	(1,200)	7,954	17,659
Business Licensing	197	1,200	-	-	197	1,200	28	-	1,028	200
Community Strategies	-	-	-	-	-	-	-	-	-	-
Economic Development & Tourism	15,765	36,627	500	312,400	16,265	349,027	5,695	(89)	29,906	324,727
Land Development & Sales	25,133	250,793	-	-	25,133	250,793	4,489	-	44,124	211,158
Library Services	2,315	9,146	-	-	2,315	9,146	5	-	3,180	5,972
Social Programs	-	-	-	-	-	-	-	-	-	-
TOTAL - A Prosperous City	55,711	493,872	480	315,153	56,191	809,025	13,195	(2,153)	110,901	709,166
A City of Safe & Inspiring Neighbourhoods										
Building Safety	4,438	20,292	-	-	4,438	20,292	1,123	-	5,220	16,195
Bylaw Education & Compliance	304	909	-	-	304	909	53	(60)	492	410
Calgary 9-1-1	8,314	10,050	-	-	8,314	10,050	1,913	-	6,563	5,400
City Cemeteries	8,114	9,910	-	-	8,114	9,910	1,601	-	1,601	7,281
City Planning & Policy	775	3,400	-	-	775	3,400	694	-	2,094	2,000
Development Approvals	4,830	10,942	-	-	4,830	10,942	2,396	-	7,918	5,420
Emergency Management & Business Continuity	2,053	7,889	-	-	2,053	7,889	890	(410)	5,198	3,171
Fire & Emergency Response	27,732	132,269	(2)	(195)	27,730	132,074	8,243	(8,000)	35,773	96,544
Fire Inspection & Enforcement	-	-	-	-	-	-	-	-	-	-
Fire Safety Education	-	-	-	-	-	-	-	-	-	-
Neighbourhood Support	-	-	-	-	-	-	-	-	-	-
Pet Ownership & Licensing	240	774	-	-	240	774	166	(50)	541	349
Police Services	60,275	82,704	-	-	60,275	82,704	17,858	-	32,437	68,125
TOTAL - A City of Safe & Inspiring Neighbourhoods	117,075	279,139	(2)	(195)	117,073	278,944	32,307	(8,520)	97,836	204,894
A City That Moves										
Parking	73,264	38,232	-	-	73,264	38,232	69,730	-	84,212	23,750
Public Transit	314,989	574,317	71,105	39,500	386,095	613,817	50,165	(31,500)	292,940	339,543
Sidewalks & Pathways	37,618	139,907	7,918	(219)	45,536	139,688	7,766	(860)	68,079	78,515
Specialized Transit	3,096	293	-	-	3,096	293	2,890	-	3,003	180
Streets	293,051	635,621	2,180	(2,006)	295,230	633,615	55,780	(1,500)	300,183	387,712
Taxi, Limousine & Vehicles-for-Hire	180	940	-	-	180	940	114	-	494	560
TOTAL - A City That Moves	722,198	1,389,309	81,203	37,275	803,401	1,426,585	186,444	(33,860)	748,909	830,260
A Healthy & Green City										
Environmental Management	569	1,322	(220)	-	349	1,322	147	(300)	589	580
Parks & Open Spaces	21,561	91,291	-	1,268	21,561	92,558	(1,467)	(1,467)	25,578	64,046
Recreation Opportunities	43,007	164,486	(329)	-	42,678	164,486	19,389	(7,929)	61,528	114,419
Stormwater Management	79,027	230,237	-	-	79,027	230,237	33,861	-	121,031	143,067
Urban Forestry	1,377	9,243	-	-	1,377	9,243	494	-	3,494	6,243
Waste & Recycling	25,878	99,683	-	-	25,878	99,683	4,098	-	33,641	70,140
Wastewater Collection & Treatment	282,418	637,716	-	-	282,418	637,716	40,729	-	334,875	343,570
Water Treatment & Supply	123,907	396,498	-	-	123,907	396,498	15,429	-	174,751	237,176
TOTAL - A Healthy & Green City	577,744	1,630,475	(549)	1,268	577,195	1,631,743	112,680	(9,696)	755,487	979,240
A Well-Run City										
Appeals & Tribunals	402	-	-	-	402	-	113	-	113	-
Citizen Engagement & Insights	613	630	160	-	773	630	(10)	(14)	319	287
Citizen Information & Services	2,803	7,668	(266)	-	2,537	7,668	753	(321)	4,241	3,860
City Auditor's Office	140	-	-	-	140	-	55	(50)	5	-
Corporate Governance	3,561	-	-	-	3,561	-	1,678	(308)	1,370	-
Council & Committee Support	43	-	-	-	43	-	24	-	24	-
Executive Leadership	-	-	-	-	-	-	-	-	-	-
Mayor & Council	200	100	-	-	200	100	176	-	276	-
Municipal Elections	1,020	2,580	-	-	1,020	2,580	879	(250)	2,829	380
Property Assessment	2,500	12,190	-	-	2,500	12,190	1,361	-	4,951	8,600
Records Management, Access & Privacy	522	2,171	-	-	522	2,171	454	(250)	1,595	779
Taxation	500	1,500	-	-	500	1,500	370	(120)	650	1,100
TOTAL - A Well-Run City	12,304	26,839	(106)	-	12,198	26,839	5,854	(1,313)	16,375	15,005

CAPITAL BUDGET REVISION SUMMARY - FOR INFORMATION
(by Citizen Priority and Service)
(\$000s)

Purpose: To provide continuity of capital budget changes from 2019 July 1 to December 31.

	As at 2019 June 30 (PFC2019-1067) ¹	As at 2020 Adjustments (C2019-1052) ¹	Previously Approved Revisions (2019 July to December 31) (Attachment 1) ¹		Revised Budget as at 2019 December 31 ¹		Budget Carry Forward from 2019 ¹	MSI Reductions and Recast (C2020-0040) ¹	Adjusted Opening Budget ¹	
<u>Citizen Priority/Service</u>	2019 Budget	2020-2023+ Budget	2019 Revisions for Information	2020-2023+ Revisions for Information	2019 Revised Budget	2020-2023+ Revised Budget		2020-2023+ Reductions and Recast	2020 Adjusted Budget	2021-2024 Adjusted Budget
Enabling Services										
Corporate Security	2,815	9,382	-	-	2,815	9,382	222	(637)	2,844	6,123
Data Analytics & Information Access	4,024	6,281	(787)	-	3,237	6,281	1,765	(106)	3,253	4,686
Facility Management	49,222	188,493	(101)	-	49,120	188,493	(501)	(2,853)	71,581	113,558
Financial Support	2,024	1,088	-	-	2,024	1,088	1,363	(274)	1,549	628
Fleet Management	61,879	175,745	-	-	61,879	175,745	19,700	-	90,811	104,634
Human Resources Support	986	903	-	-	986	903	(39)	(45)	819	-
Infrastructure Support	9,729	7,349	143	-	9,872	7,349	(1,631)	(155)	1,269	4,294
Insurance & Claims	390	-	-	-	390	-	96	-	96	-
IT Solutions & Support	42,817	88,267	-	-	42,817	88,267	6,279	(1)	40,383	54,162
Legal Counsel & Advocacy	1	455	-	-	1	455	1	-	67	389
Organizational Health, Safety & Wellness	26	574	-	-	26	574	(0)	-	360	214
Procurement & Warehousing	2,960	3,764	-	-	2,960	3,764	2,125	(104)	4,260	1,524
Real Estate	41,620	30,316	-	-	41,620	30,316	21,358	-	34,901	16,773
Strategic Marketing & Communications	366	810	106	-	472	810	103	(647)	257	9
TOTAL - Enabling Services	218,858	513,426	(639)	-	218,219	513,426	50,840	(4,823)	252,449	306,993
CORPORATE CAPITAL PROGRAMS	5,101	-	1,227	-	6,327	-	6,327	-	6,327	-
TOTAL CITY²	1,708,992	4,333,059	81,613	353,502	1,790,604	4,686,561	407,648	(60,365)	1,988,285	3,045,559

Notes:

- Figures may not add due to rounding
- In accordance with CFO006, authorized overspends have been deferred to the year in which budget resides.
- Excludes confidential budget remaining from previously approved reports (\$88.228 million), which will be allocated to services as confidentiality is lifted.

Operating Budget Continuity Schedule By Citizen Priority and Service (\$000s)

Purpose: The purpose of this schedule is to provide a summary of operating changes from 2019 August 1 to December 31 to maintain continuity and transparency.

Explanation for common types of changes in the schedule:

One-time carry-forwards approved in C2019-1052 and adjustments to account for actual spends against these one-time budgets

Corporate Workforce Planning (CWP) revisions are to intentionally manage staffing resources. Staffing resources are centralized in Corporate Programs and redistributed to services as required.

Net zero transfers between services are due to reorganizations or to refine the operating budget to align with business needs and service requirements

	2019 Budget (2019 July 31)	2019 Change (Incremental)	2019 Budget (31 December 2019)	2020 Budget (2019 November 30)	2020 Change (Incremental)	2020 Budget (31 December 2019)	2021 Budget (2019 November 30)	2021 Change (Incremental)	2021 Budget (31 December 2019)	2022 Budget (2019 November 30)	2022 Change (Incremental)	2022 Budget (31 December 2019)	Comments
A PROSPEROUS CITY													
Affordable Housing													Net budget change of (\$1,928) in 2019, (\$84) in 2020, and (\$6) in 2021 and 2022 due to:
Expenditures	24,943	(3,673)	21,270	23,527	(39)	23,488	20,223	(6)	20,217	20,998	(6)	20,992	-One-time carry-forward of (\$2,000) in 2019 (C2019-1052)
Recoveries	-	-	-	(47)	(47)	(47)	(47)	(47)	(47)	(47)	(47)	(47)	-One-time adjustment of \$78 in 2019 and (\$78) in 2020
Revenues	(10,197)	1,745	(8,452)	(9,397)	(45)	(9,442)	(7,697)	-	(7,697)	(7,697)	-	(7,697)	-Net zero transfer of (\$6) in 2019 to 2022 to various services
Net budget	14,746	(1,928)	12,818	14,083	(84)	13,999	12,479	(6)	12,473	13,254	(6)	13,248	
Arts & Culture													Net base budget change of (\$1) in 2019 to 2022 due to:
Expenditures	23,908	499	24,407	25,768	499	26,267	27,428	499	27,927	28,983	499	29,482	-Net zero transfer of (\$1) in 2019 to 2022 to various services
Recoveries	(710)	(0)	(710)	(864)	(0)	(864)	(864)	(0)	(864)	(864)	(0)	(864)	
Revenues	(1,169)	(500)	(1,669)	(1,169)	(500)	(1,669)	(1,169)	(500)	(1,669)	(1,169)	(500)	(1,669)	
Net budget	22,029	(1)	22,028	23,735	(1)	23,734	25,395	(1)	25,394	26,950	(1)	26,949	
Business Licensing													
Expenditures	11,170	348	11,517	10,775	348	11,122	11,041	348	11,388	11,300	348	11,647	
Recoveries	(2,944)	-	(2,944)	(3,017)	-	(3,017)	(3,088)	-	(3,088)	(3,160)	-	(3,160)	
Revenues	(8,226)	(348)	(8,574)	(7,758)	(348)	(8,106)	(7,953)	(348)	(8,301)	(8,140)	(348)	(8,488)	
Net budget	-	-	-	-	-	-	-	-	-	-	-	-	
Community Strategies													Net base budget change of \$122 in 2019 and \$192 in 2020 to 2022 due to:
Expenditures	3,434	119	3,553	3,322	188	3,510	3,326	188	3,514	3,330	188	3,518	-CWP return of centralized budget of \$143 in 2019 to 2022
Recoveries	(747)	3	(744)	(747)	3	(744)	(747)	3	(744)	(747)	3	(744)	-Net zero transfer of (\$21) in 2019 and \$49 in 2020 to 2022
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	between various services
Net budget	2,687	122	2,809	2,575	192	2,767	2,579	192	2,771	2,583	192	2,775	
Economic Development & Tourism													Net budget change of (\$1,206) in 2019, (\$639) in 2020, and (\$175) in 2021 to 2022 due to:
Expenditures	36,721	(1,206)	35,515	38,278	(639)	37,639	39,579	(175)	39,403	43,220	(175,35)	43,045	-One-time carry-forward of (\$1,361) in 2019 (C2019-1052)
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-One-time adjustment of \$189 in 2019 and (\$464) in 2020
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	-Net zero transfer of (\$33) in 2019 to various services and (\$175) in 2020 to 2022 to Executive Leadership
Net budget	36,721	(1,206)	35,515	38,278	(639)	37,639	39,579	(175)	39,403	43,220	(175)	43,045	
Land Development & Sales													
Expenditures	51,586	-	51,586	52,616	-	52,616	53,646	-	53,646	56,221	-	56,221	
Recoveries	(7,782)	-	(7,782)	(7,782)	-	(7,782)	(7,782)	-	(7,782)	(7,782)	-	(7,782)	
Revenues	(43,362)	-	(43,362)	(44,392)	-	(44,392)	(45,422)	-	(45,422)	(47,997)	-	(47,997)	
Net budget	442	-	442	442	-	442	442	-	442	442	-	442	
Library Services													Net base budget change of \$23 in 2019 and \$21 in 2020 to 2022 due to:
Expenditures	52,805	23	52,828	53,155	21	53,176	53,455	21	53,476	53,705	21	53,726	-Net zero transfer of \$23 in 2019 and \$21 in 2020 to 2022 from various services
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	
Net budget	52,805	23	52,828	53,155	21	53,176	53,455	21	53,476	53,705	21	53,726	

	2019 Budget (2019 July 31)	2019 Change (Incremental)	2019 Budget (31 December 2019)	2020 Budget (2019 November 30)	2020 Change (Incremental)	2020 Budget (31 December 2019)	2021 Budget (2019 November 30)	2021 Change (Incremental)	2021 Budget (31 December 2019)	2022 Budget (2019 November 30)	2022 Change (Incremental)	2022 Budget (31 December 2019)	Comments
Social Programs													Net budget change of (\$5) in 2019, \$148 in 2020, and (\$52) in 2021 to 2022 due to:
Expenditures	65,834	(5)	65,829	65,372	148	65,521	64,922	(52)	64,871	64,032	(52)	63,981	-One-time transfer of \$200 in 2020 from Streets for the
Recoveries	(2,971)	(0)	(2,971)	(2,971)	(0)	(2,971)	(2,971)	(0)	(2,971)	(2,971)	(0)	(2,971)	Downtown Outreach Addictions Program (C2019-1052)
Revenues	(34,042)	0	(34,042)	(34,261)	0	(34,261)	(34,261)	0	(34,261)	(34,261)	0	(34,261)	-Net zero transfer of (\$5) in 2019 and (\$52) in 2020 to 2022 to various services
Net budget	28,822	(5)	28,816	28,141	148	28,289	27,691	(52)	27,639	26,801	(52)	26,749	
TOTAL - A PROSPEROUS CITY													
Expenditures	270,401	(3,896)	266,505	272,813	527	273,339	273,620	823	274,443	281,789	823	282,612	
Recoveries	(15,153)	3	(15,150)	(15,427)	3	(15,424)	(15,498)	3	(15,495)	(15,570)	3	(15,567)	
Revenues	(96,996)	898	(96,098)	(96,977)	(892)	(97,869)	(96,502)	(847)	(97,349)	(99,264)	(847)	(100,111)	
Net budget	158,252	(2,995)	155,257	160,409	(363)	160,046	161,620	(22)	161,598	166,955	(22)	166,934	
A CITY OF SAFE & INSPIRING NEIGHBOURHOODS													Net budget change of (\$625) in 2019 and (\$175) in 2020 due to:
Building Safety													-One-time carry-forward of (\$800) in 2019 (C2019-1052)
Expenditures	42,244	37,421	79,665	45,118	37,872	82,990	43,465	38,046	81,512	44,624	38,046	82,670	-One-time adjustment of \$175 in 2019 and (\$175) in 2020
Recoveries	(2,472)	(0)	(2,472)	(2,472)	(0)	(2,472)	(2,472)	-	(2,472)	(2,472)	-	(2,472)	
Revenues	(38,772)	(38,046)	(76,818)	(39,846)	(38,046)	(77,893)	(40,993)	(38,046)	(79,040)	(42,152)	(38,046)	(80,198)	
Net budget	1,000	(625)	375	2,800	(175)	2,625	-	-	-	-	-	-	
Bylaw Education & Compliance													Net budget change of (\$877) in 2019 and \$123 in 2020 to 2022 due to:
Expenditures	12,167	(1,019)	11,148	12,852	(19)	12,833	11,890	(19)	11,871	11,927	(19)	11,908	-One-time carry-forward (\$1,000) in 2019 (C2019-1052)
Recoveries	(790)	-	(790)	(1,250)	-	(1,250)	(1,250)	-	(1,250)	(1,250)	-	(1,250)	-Net zero transfer of \$123 in 2019 to 2022 from Pet Ownership & Licensing
Revenues	(577)	142	(435)	(577)	142	(435)	(577)	142	(435)	(577)	142	(435)	
Net budget	10,800	(877)	9,922	11,025	123	11,148	10,063	123	10,186	10,100	123	10,223	
Calgary 9-1-1													Net budget change of (\$346) in 2019, \$47 in 2020, and \$38 in 2021 to 2022 due to:
Expenditures	48,263	(346)	47,917	47,634	47	47,681	47,433	38	47,471	47,408	38	47,446	-One-time carry-forward of (\$384) in 2019 (C2019-1052)
Recoveries	(715)	-	(715)	(715)	-	(715)	(715)	-	(715)	(715)	-	(715)	-One-time adjustment of (\$9) in 2019 and \$9 in 2020
Revenues	(13,812)	-	(13,812)	(13,812)	-	(13,812)	(13,812)	-	(13,812)	(13,812)	-	(13,812)	-Net zero transfer of \$38 in 2019 to 2022 from Pet Ownership & Licensing
Net budget	33,736	(346)	33,390	33,107	47	33,154	32,906	38	32,944	32,881	38	32,919	
City Cemeteries													
Expenditures	8,624	-	8,623	8,625	-	8,625	8,626	-	8,626	8,627	-	8,627	
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	
Revenues	(7,332)	-	(7,331)	(7,332)	-	(7,331)	(7,332)	-	(7,331)	(7,332)	-	(7,331)	
Net budget	1,292	-	1,292	1,293	-	1,293	1,294	-	1,294	1,295	-	1,295	
City Planning & Policy													Net budget change of (\$106) in 2019, (\$221) in 2020, and (\$3) in 2021 to 2022 due to:
Expenditures	24,095	(1,343)	22,752	27,757	(1,458)	26,299	27,341	(1,241)	26,100	27,254	(1,241)	26,013	-One-time carry-forward of (\$320) in 2019 (C2019-1052)
Recoveries	(1,594)	1,238	(357)	(1,784)	1,238	(547)	(1,784)	1,238	(547)	(1,784)	1,238	(547)	-One-time adjustment of \$217 in 2019 and (\$217) in 2020
Revenues	(2,592)	0	(2,592)	(2,887)	-	(2,887)	(2,727)	-	(2,727)	(2,724)	-	(2,724)	-Net zero transfer of (\$3) in 2019 to 2022 to various services
Net budget	19,909	(106)	19,803	23,086	(221)	22,865	22,830	(3)	22,827	22,746	(3)	22,742	
Development Approvals													
Expenditures	41,386	(110)	41,276	42,457	(110)	42,348	43,545	(110)	43,436	44,559	(110)	44,449	
Recoveries	(161)	-	(161)	(161)	-	(161)	(161)	-	(161)	(161)	-	(161)	
Revenues	(41,224)	110	(41,115)	(42,296)	110	(42,187)	(43,384)	110	(43,275)	(44,397)	110	(44,288)	
Net budget	-	-	-	-	-	-	-	-	-	-	-	-	
Emergency Management & Business Continuity													Net budget change of \$9 in 2019 due to:
Expenditures	4,956	9	4,965	4,903	-	4,903	4,904	-	4,904	4,905	-	4,905	-One-time increase \$9 in 2019 from union settlement
Recoveries	-	-	-	(85)	-	(85)	(85)	-	(85)	(85)	-	(85)	
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	
Net budget	4,956	9	4,965	4,818	-	4,818	4,819	-	4,819	4,820	-	4,820	
Fire & Emergency Response													Net budget change of \$2,017 in 2019 due to:
Expenditures	218,466	2,017	220,483	222,069	-	222,069	222,154	-	222,154	222,344	-	222,344	-One-time increase \$2,017 in 2019 from union settlement
Recoveries	(780)	-	(780)	(780)	-	(780)	(780)	-	(780)	(780)	-	(780)	
Revenues	(3,628)	-	(3,628)	(3,628)	-	(3,628)	(3,628)	-	(3,628)	(3,628)	-	(3,628)	
Net budget	214,058	2,017	216,075	217,660	-	217,660	217,745	-	217,745	217,936	-	217,936	

	2019 Budget (2019 July 31)	2019 Change (Incremental)	2019 Budget (31 December 2019)	2020 Budget (2019 November 30)	2020 Change (Incremental)	2020 Budget (31 December 2019)	2021 Budget (2019 November 30)	2021 Change (Incremental)	2021 Budget (31 December 2019)	2022 Budget (2019 November 30)	2022 Change (Incremental)	2022 Budget (31 December 2019)	Comments
Fire Inspection & Enforcement													Net budget change of (\$300) in 2019 and \$25 in 2020 due to: -One-time carry-forward of (\$275) in 2019 (C2019-1052) -One-time adjustment of (\$25) in 2019 and \$25 in 2020
Expenditures	9,868	(300)	9,568	10,026	25	10,051	9,934	-	9,934	10,117	-	10,117	
Recoveries	(63)	-	(63)	(63)	-	(63)	(63)	-	(63)	(63)	-	(63)	
Revenues	(2,881)	-	(2,881)	(3,041)	-	(3,041)	(3,201)	-	(3,201)	(3,361)	-	(3,361)	
Net budget	6,924	(300)	6,624	6,922	25	6,947	6,670	-	6,670	6,693	-	6,693	
Fire Safety Education													
Expenditures	1,259	-	1,259	1,261	-	1,261	1,263	-	1,263	1,265	-	1,265	
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	
Net budget	1,259	-	1,259	1,261	-	1,261	1,263	-	1,263	1,265	-	1,265	
Neighbourhood Support													Net base budget change of \$14 in 2019 and (\$5) in 2020 to 2022 due to: -Net zero transfer of \$14 in 2019 and (\$5) in 2020 to 2022 to/(from) various services
Expenditures	9,473	17	9,490	9,233	(2)	9,232	10,813	(2)	10,812	10,813	(2)	10,812	
Recoveries	(2,998)	(3)	(3,001)	(2,998)	(3)	(3,001)	(2,998)	(3)	(3,001)	(2,998)	(3)	(3,001)	
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	
Net budget	6,475	14	6,489	6,235	(5)	6,230	7,815	(5)	7,810	7,815	(5)	7,810	
Pet Ownership & Licensing													Net budget change of (\$461) in 2019 and (\$161) in 2020 to 2022 due to: -One-time carry-forward (C2019-1052) of (\$300) in 2019 -Net zero transfer of (\$161) in 2019 to 2022 to Bylaw Education & Compliance of (\$123) and Calgary 9-1-1 of (\$38)
Expenditures	9,895	(319)	9,576	9,963	(19)	9,944	9,680	(19)	9,661	9,697	(19)	9,678	
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	
Revenues	(5,428)	(142)	(5,570)	(5,528)	(142)	(5,670)	(5,545)	(142)	(5,687)	(5,562)	(142)	(5,704)	
Net budget	4,467	(461)	4,006	4,435	(161)	4,275	4,135	(161)	3,975	4,135	(161)	3,975	
Police Services													
Expenditures	508,471	-	508,471	510,654	-	510,654	520,437	-	520,437	520,620	-	520,620	
Recoveries	(2,600)	-	(2,600)	(2,600)	-	(2,600)	(2,600)	-	(2,600)	(2,600)	-	(2,600)	
Revenues	(111,618)	-	(111,618)	(100,618)	-	(100,618)	(100,618)	-	(100,618)	(100,618)	-	(100,618)	
Net budget	394,253	-	394,253	407,436	-	407,436	417,219	-	417,219	417,402	-	417,402	
TOTAL - A CITY OF SAFE & INSPIRING NEIGHBOURHOODS													
Expenditures	939,166	36,028	975,193	952,552	36,336	988,889	961,485	36,694	998,180	964,161	36,694	1,000,855	
Recoveries	(12,174)	1,235	(10,939)	(12,909)	1,235	(11,674)	(12,909)	1,235	(11,674)	(12,909)	1,235	(11,674)	
Revenues	(227,864)	(37,936)	(265,801)	(219,565)	(37,936)	(257,502)	(221,817)	(37,936)	(259,754)	(224,163)	(37,936)	(262,101)	
Net budget	699,128	(674)	698,453	720,079	(366)	719,713	726,760	(8)	726,752	727,089	(8)	727,080	
A CITY THAT MOVES													Net base budget change of \$2 in 2019 to 2022 due to: -Net zero transfer of \$2 in 2019 to 2022 from Sidewalks & Pathways
Parking													
Expenditures	2,964	2	2,966	2,966	2	2,968	2,968	2	2,970	2,970	2	2,972	
Recoveries	(1,362)	(0)	(1,362)	(1,362)	-	(1,362)	(1,362)	-	(1,362)	(1,362)	-	(1,362)	
Revenues	(190)	(0)	(190)	(1,605)	-	(1,605)	(1,605)	-	(1,605)	(1,605)	-	(1,605)	
Net budget	1,412	2	1,414	(1)	2	1	1	2	3	3	2	5	
Public Transit													Net base budget change of \$2 in 2019 and \$10,502 in 2020 to 2022 due to: -Net zero transfer of \$2 in 2019 to 2022 from Sidewalks & Pathways -Budget increase of \$10,500 in 2020 to 2022 for the 2020 Low Income Transit Pass of \$6,500 and to restore Calgary Transit service hours of \$4,000 (C2019-1052)
Expenditures	436,888	(25)	436,863	440,135	4,002	444,136	446,136	4,002	450,137	452,186	4,002	456,187	
Recoveries	(12,759)	26	(12,733)	(12,829)	-	(12,829)	(12,829)	-	(12,829)	(12,829)	-	(12,829)	
Revenues	(188,623)	(0)	(188,623)	(196,174)	6,500	(189,674)	(199,753)	6,500	(193,253)	(203,572)	6,500	(197,072)	
Net budget	235,506	2	235,508	231,132	10,502	241,633	233,554	10,502	244,055	235,785	10,502	246,286	
Sidewalks & Pathways													Net base budget change of \$67 in 2019 to 2022 due to: -Net zero transfer of \$67 in 2019 to 2022 from Parking, Public Transit, and Streets
Expenditures	44,736	112	44,848	61,651	66	61,718	54,104	67	54,171	54,926	67	54,993	
Recoveries	(5,895)	(45)	(5,939)	(5,895)	0	(5,894)	(5,895)	0	(5,894)	(5,895)	0	(5,894)	
Revenues	(3,502)	(0)	(3,502)	(3,566)	(0)	(3,566)	(3,637)	(0)	(3,637)	(3,686)	(0)	(3,686)	
Net budget	35,340	67	35,407	52,191	67	52,257	44,573	67	44,640	45,346	67	45,413	
Specialized Transit													
Expenditures	41,772	-	41,772	43,587	-	43,587	45,255	-	45,255	46,931	-	46,931	
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	
Revenues	(2,319)	-	(2,319)	(2,395)	-	(2,395)	(2,671)	-	(2,671)	(2,947)	-	(2,947)	
Net budget	39,453	-	39,453	41,192	-	41,192	42,584	-	42,584	43,984	-	43,984	

	2019 Budget (2019 July 31)	2019 Change (Incremental)	2019 Budget (31 December 2019)	2020 Budget (2019 November 30)	2020 Change (Incremental)	2020 Budget (31 December 2019)	2021 Budget (2019 November 30)	2021 Change (Incremental)	2021 Budget (31 December 2019)	2022 Budget (2019 November 30)	2022 Change (Incremental)	2022 Budget (31 December 2019)	Comments
Streets													Net budget change of (\$70) in 2019 and 2021 to 2022, (\$270) in 2020 due to:
Expenditures	201,704	(89)	201,615	207,299	(270)	207,028	211,488	(70)	211,417	214,940	(70)	214,870	-One-time transfer of (\$200) in 2020 to Social Programs for the
Recoveries	(45,517)	18	(45,499)	(45,680)	-	(45,680)	(45,680)	-	(45,680)	(45,680)	-	(45,680)	Downtown Outreach Addictions Program (C2019-1052)
Revenues	(30,921)	(0)	(30,921)	(31,501)	-	(31,501)	(32,098)	-	(32,098)	(32,613)	-	(32,613)	-Net zero transfer of (\$70) in 2019 to 2022 to Sidewalks & Pathways
Net budget	125,266	(70)	125,195	130,117	(270)	129,847	133,709	(70)	133,639	136,647	(70)	136,576	
Taxi, Limousine & Vehicles-for-Hire													Net budget change of (\$167) in 2019 and \$132 in 2020 due to:
Expenditures	4,743	(167)	4,576	4,888	132	5,021	4,595	-	4,595	4,680	-	4,680	-One-time carry-forward of (\$35) in 2019 (C2019-1052)
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	-One-time adjustment of (\$132) in 2019, and \$132 in 2020
Revenues	(4,393)	-	(4,393)	(4,503)	-	(4,503)	(4,595)	-	(4,595)	(4,680)	-	(4,680)	
Net budget	350	(167)	183	385	132	517	-	-	-	-	-	-	
TOTAL - A CITY THAT MOVES													
Expenditures	732,807	(167)	732,640	760,526	3,932	764,457	764,546	4,000	768,545	776,634	4,000	780,634	
Recoveries	(65,534)	0	(65,534)	(65,767)	-	(65,767)	(65,767)	-	(65,767)	(65,767)	-	(65,767)	
Revenues	(229,948)	(0)	(229,948)	(239,744)	6,500	(233,244)	(244,359)	6,500	(237,859)	(249,103)	6,500	(242,603)	
Net budget	437,326	(167)	437,159	455,015	10,432	465,447	454,420	10,500	464,920	461,764	10,500	472,264	
A HEALTHY & GREEN CITY													Net base budget change of \$3 in 2019 and \$35 in 2020 to 2022 due to:
Environmental Management													-CWP return of centralized budget of \$3 in 2019 and \$35 in 2020 to 2022
Expenditures	7,506	3	7,509	7,538	35	7,573	7,538	35	7,573	7,538	35	7,573	
Recoveries	(1,848)	-	(1,848)	(1,848)	-	(1,848)	(1,848)	-	(1,848)	(1,848)	-	(1,848)	
Revenues	(324)	-	(324)	(108)	-	(108)	(108)	-	(108)	(108)	-	(108)	
Net budget	5,334	3	5,337	5,582	35	5,616	5,582	35	5,616	5,582	35	5,616	
Parks & Open Spaces													Net base budget change of (\$2) in 2019 to 2022 due to:
Expenditures	76,019	(2)	76,018	75,528	(2)	75,527	76,277	(2)	76,275	76,898	(2)	76,897	-Net zero transfer of (\$2) in 2019 to 2022 to various services
Recoveries	(3,009)	-	(3,009)	(3,009)	-	(3,009)	(3,009)	-	(3,009)	(3,009)	-	(3,009)	
Revenues	(3,734)	-	(3,735)	(3,769)	-	(3,770)	(3,805)	-	(3,806)	(3,838)	-	(3,839)	
Net budget	69,275	(2)	69,274	68,749	(2)	68,748	69,462	(2)	69,461	70,050	(2)	70,049	
Recreation Opportunities													Net budget change of (\$2) in 2019 and 2022 and \$798 in 2020 and 2021 due to:
Expenditures	93,868	(690)	93,178	93,203	591	93,794	94,056	591	94,648	95,001	(690)	94,312	-One-time increase of \$800 in 2020 and 2021 to maintain
Recoveries	(2,294)	0	(2,294)	(2,288)	(6)	(2,294)	(2,288)	(6)	(2,294)	(2,288)	0	(2,288)	funding for the Beltline Aquatic and Fitness Centre and
Revenues	(46,619)	688	(45,931)	(46,144)	213	(45,931)	(46,144)	213	(45,931)	(46,144)	688	(45,456)	Inglewood Aquatic Centre (C2019-1052)
Net budget	44,955	(2)	44,953	44,771	798	45,570	45,624	798	46,423	46,570	(2)	46,569	-Net zero transfer of (\$2) in 2019 to 2022 to various services
Stormwater Management													
Expenditures	77,158	-	77,158	78,497	-	78,497	81,470	-	81,470	83,714	-	83,714	
Recoveries	(3,487)	-	(3,487)	(3,487)	-	(3,487)	(3,487)	-	(3,487)	(3,487)	-	(3,487)	
Revenues	(73,671)	-	(73,671)	(75,011)	-	(75,011)	(77,983)	-	(77,983)	(80,227)	-	(80,227)	
Net budget	-	-	-	-	-	-	-	-	-	-	-	-	
Urban Forestry													
Expenditures	13,194	-	13,195	13,704	-	13,704	14,209	-	14,209	14,713	-	14,713	
Recoveries	(130)	-	(130)	(130)	-	(130)	(130)	-	(130)	(130)	-	(130)	
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	
Net budget	13,065	-	13,065	13,575	-	13,574	14,080	-	14,079	14,584	-	14,583	
Waste & Recycling													
Expenditures	172,042	-	172,042	168,822	-	168,822	169,950	-	169,950	172,068	-	172,068	
Recoveries	(15,405)	-	(15,405)	(14,217)	-	(14,217)	(14,234)	-	(14,234)	(14,252)	-	(14,252)	
Revenues	(136,715)	-	(136,715)	(135,820)	-	(135,820)	(137,311)	-	(137,311)	(139,791)	-	(139,791)	
Net budget	19,922	-	19,922	18,785	-	18,785	18,405	-	18,405	18,025	-	18,025	
Wastewater Collection & Treatment													Net base budget change of \$1 in 2019 to 2022 due to rounding.
Expenditures	408,889	(0)	408,889	434,072	-	434,072	469,079	-	469,079	494,082	-	494,082	
Recoveries	(10,057)	(0)	(10,057)	(10,057)	-	(10,057)	(10,057)	-	(10,057)	(10,057)	-	(10,057)	
Revenues	(398,833)	1	(398,832)	(424,016)	1	(424,015)	(459,023)	1	(459,022)	(484,026)	1	(484,025)	
Net budget	(1)	1	-	(1)	1	-	(1)	1	-	(1)	1	-	

	2019 Budget (2019 July 31)	2019 Change (Incremental)	2019 Budget (31 December 2019)	2020 Budget (2019 November 30)	2020 Change (Incremental)	2020 Budget (31 December 2019)	2021 Budget (2019 November 30)	2021 Change (Incremental)	2021 Budget (31 December 2019)	2022 Budget (2019 November 30)	2022 Change (Incremental)	2022 Budget (31 December 2019)	Comments
Water Treatment & Supply													
Expenditures	330,675	-	330,675	319,073	-	319,073	322,385	-	322,385	323,030	-	323,030	
Recoveries	(10,304)	-	(10,304)	(10,304)	-	(10,304)	(10,304)	-	(10,304)	(10,304)	-	(10,304)	
Revenues	(320,371)	-	(320,371)	(308,769)	-	(308,769)	(312,081)	-	(312,081)	(312,726)	-	(312,726)	
Net budget	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL - A HEALTHY & GREEN CITY													
Expenditures	1,179,351	(688)	1,178,662	1,190,438	625	1,191,062	1,234,964	624	1,235,589	1,267,045	(657)	1,266,389	
Recoveries	(46,534)	0	(46,534)	(45,340)	(6)	(45,346)	(45,357)	(6)	(45,363)	(45,375)	-	(45,375)	
Revenues	(980,267)	689	(979,578)	(993,637)	214	(993,423)	(1,036,455)	214	(1,036,242)	(1,066,860)	689	(1,066,172)	
Net budget	152,550	0	152,550	151,461	832	152,294	153,152	832	153,985	154,810	32	154,842	
A WELL-RUN CITY													Net base budget change of (\$85) in 2019 to 2022 due to: -Net zero transfer of (\$85) in 2019 to 2022 to various services
Appeals & Tribunals													
Expenditures	5,028	(169)	4,859	5,028	(170)	4,858	5,028	(170)	4,858	5,028	(170)	4,858	
Recoveries	-	(5)	(5)	-	(5)	(5)	(5)	(5)	(5)	-	(5)	(5)	
Revenues	(758)	90	(668)	(758)	90	(667)	(758)	90	(668)	(758)	90	(668)	
Net budget	4,271	(85)	4,186	4,271	(85)	4,185	4,271	(85)	4,185	4,271	(85)	4,185	
Citizen Engagement & Insights													Net base budget change of (\$175) in 2019 to 2022 due to: -Net zero transfer of (\$175) in 2019 to 2022 to Strategic Marketing & Communications
Expenditures	5,307	(332)	4,975	5,624	(332)	5,292	5,301	(332)	4,969	5,250	(332)	4,918	
Recoveries	(306)	156	(150)	(676)	156	(520)	(676)	156	(520)	(676)	156	(520)	
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	
Net budget	5,001	(175)	4,826	4,948	(175)	4,773	4,625	(175)	4,450	4,574	(175)	4,399	
Citizen Information & Services													Net base budget change of (\$1,070) in 2019 to 2022 due to: -Net zero transfer of (\$1,070) in 2019 to 2022 to Strategic Marketing & Communications
Expenditures	14,231	(275)	13,956	13,736	(275)	13,461	13,737	(275)	13,462	13,688	(275)	13,413	
Recoveries	(857)	(794)	(1,651)	(857)	(794)	(1,651)	(857)	(794)	(1,651)	(857)	(794)	(1,651)	
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	
Net budget	13,374	(1,070)	12,304	12,879	(1,070)	11,809	12,880	(1,070)	11,810	12,831	(1,070)	11,761	
City Auditor's Office													
Expenditures	2,934	-	2,934	2,939	-	2,939	2,940	-	2,940	2,941	-	2,941	
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	
Net budget	2,934	-	2,934	2,939	-	2,939	2,940	-	2,940	2,941	-	2,941	
Corporate Governance													Net base budget change of \$40 in 2019 and \$1 in 2020 to 2022 due to: -Net zero transfer of \$40 in 2019 and \$1 in 2020 to 2022 from various services
Expenditures	16,611	56	16,667	16,449	17	16,466	16,451	17	16,468	16,453	17	16,470	
Recoveries	(4,513)	(15)	(4,528)	(4,513)	(15)	(4,528)	(4,513)	(15)	(4,528)	(4,513)	(15)	(4,528)	
Revenues	(215)	0	(215)	(215)	-	(215)	(215)	-	(215)	(215)	-	(215)	
Net budget	11,884	40	11,924	11,722	1	11,723	11,724	1	11,725	11,726	1	11,727	
Council & Committee Support													Net base budget change of (\$164) in 2019 and (\$78) in 2020 to 2022 due to: -Net zero transfer of (\$164) in 2019 and (\$78) in 2020 to 2022 to Corporate Governance, Municipal Elections, and Records Management, Access & Privacy
Expenditures	3,855	(188)	3,667	4,554	(95)	4,458	3,903	(95)	3,807	3,952	(95)	3,856	
Recoveries	(71)	16	(55)	(71)	16	(55)	(71)	16	(55)	(71)	16	(55)	
Revenues	(27)	8	(19)	(27)	1	(26)	(27)	2	(26)	(27)	2	(26)	
Net budget	3,757	(164)	3,593	4,456	(78)	4,378	3,805	(78)	3,727	3,854	(78)	3,776	
Executive Leadership													Net base budget change of (\$61) in 2019 and (\$412) in 2020 to 2022 due to: -Net zero transfer of (\$61) in 2019 and (\$412) in 2020 to 2022 to Legal Counsel & Advocacy
Expenditures	12,162	(61)	12,101	12,052	(412)	11,639	12,054	(412)	11,641	12,056	(412)	11,643	
Recoveries	(863)	-	(863)	(863)	-	(863)	(863)	-	(863)	(863)	-	(863)	
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	
Net budget	11,299	(61)	11,238	11,189	(412)	10,776	11,191	(412)	10,778	11,193	(412)	10,780	
Mayor & Council													Net budget change of (\$97) in 2019 and \$7 in 2020 due to: -One-time carry-forward of (\$90) in 2019 (C2019-1052) -One-time adjustment of (\$7) in 2019 and \$7 in 2020
Expenditures	11,825	(97)	11,728	11,611	7	11,618	11,582	-	11,582	11,538	-	11,538	
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	
Net budget	11,825	(97)	11,728	11,611	7	11,618	11,582	-	11,582	11,538	-	11,538	
Municipal Elections													Net base budget change of \$33 in 2019 to 2022 due to: -Net zero transfer of \$33 in 2019 to 2022 from Appeals & Tribunals, Council & Committee Support, and Corporate Governance
Expenditures	1,791	136	1,927	1,791	129	1,920	4,491	129	4,620	1,791	129	1,920	
Recoveries	-	(5)	(5)	-	(5)	(5)	-	(5)	(5)	-	(5)	(5)	
Revenues	(240)	(99)	(339)	(240)	(91)	(331)	(240)	(91)	(331)	(240)	(91)	(331)	
Net budget	1,551	32	1,583	1,551	33	1,583	4,251	33	4,283	1,551	33	1,583	
Property Assessment													Net base budget change of \$90 in 2019, and \$212 in 2020 to 2022 due to: -CWP return of centralized budget of \$90 in 2019 and \$212 in 2020 to 2022
Expenditures	20,688	90	20,778	20,379	212	20,591	20,380	212	20,592	20,381	212	20,593	
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	
Revenues	(50)	-	(50)	(50)	-	(50)	(50)	-	(50)	(50)	-	(50)	
Net budget	20,638	90	20,728	20,329	212	20,541	20,330	212	20,542	20,331	212	20,543	

	2019 Budget (2019 July 31)	2019 Change (Incremental)	2019 Budget (31 December 2019)	2020 Budget (2019 November 30)	2020 Change (Incremental)	2020 Budget (31 December 2019)	2021 Budget (2019 November 30)	2021 Change (Incremental)	2021 Budget (31 December 2019)	2022 Budget (2019 November 30)	2022 Change (Incremental)	2022 Budget (31 December 2019)	Comments
Records Management, Access & Privacy													Net base budget change of \$214 in 2019 and \$129 in 2020 to 2022 due to: -Net zero transfer of \$214 in 2019 and \$129 in 2020 to 2022 from Appeals & Tribunals and Council & Committee Support
Expenditures	3,471	219	3,690	3,565	134	3,700	3,698	134	3,833	3,743	134	3,878	
Recoveries	-	(5)	(5)	-	(5)	(5)	-	(5)	(5)	-	(5)	(5)	
Revenues	(3)	-	(3)	(3)	(1)	(4)	(3)	(1)	(4)	(3)	(1)	(4)	
Net budget	3,468	214	3,682	3,562	129	3,691	3,695	129	3,824	3,740	129	3,869	
Taxation													
Expenditures	6,885	-	6,885	6,776	-	6,777	6,756	-	6,757	6,756	-	6,757	
Recoveries	-	-	-	-	-	-	-	-	-	-	-	-	
Revenues	(342)	-	(342)	(342)	-	(342)	(342)	-	(342)	(342)	-	(342)	
Net budget	6,542	-	6,542	6,434	-	6,434	6,414	-	6,414	6,414	-	6,414	
TOTAL - A WELL-RUN CITY													
Expenditures	104,788	(621)	104,167	104,505	(785)	103,720	106,322	(792)	105,530	103,578	(792)	102,786	
Recoveries	(6,610)	(654)	(7,263)	(6,980)	(654)	(7,633)	(6,980)	(654)	(7,633)	(6,980)	(654)	(7,633)	
Revenues	(1,635)	-	(1,635)	(1,635)	-	(1,635)	(1,635)	-	(1,635)	(1,635)	-	(1,635)	
Net budget	96,543	(1,275)	95,268	95,890	(1,439)	94,451	97,707	(1,446)	96,261	94,963	(1,446)	93,517	
ENABLING SERVICES													Net base budget change of \$231 in 2019 to 2022 due to: -CWP return of centralized budget of \$231 in 2019 to 2022
Corporate Security													
Expenditures	22,999	231	23,230	23,556	231	23,786	23,788	231	24,018	23,923	231	24,153	
Recoveries	(14,744)	(0)	(14,744)	(14,744)	-	(14,744)	(14,744)	-	(14,744)	(14,744)	-	(14,744)	
Revenues	(130)	-	(130)	(130)	-	(130)	(130)	-	(130)	(130)	-	(130)	
Net budget	8,125	231	8,356	8,681	231	8,912	8,913	231	9,144	9,048	231	9,279	
Data Analytics & Information Access													Net base budget change of (\$172) in 2019 and (\$166) in 2020 to 2022 due to: -Net zero transfer of (\$172) in 2019 and (\$166) in 2020 to 2022 to Infrastructure Support and Corporate Governance
Expenditures	9,996	(248)	9,748	9,954	(243)	9,712	9,954	(243)	9,712	9,954	(243)	9,712	
Recoveries	(1,289)	76	(1,213)	(1,375)	76	(1,298)	(1,375)	76	(1,298)	(1,375)	76	(1,298)	
Revenues	(12)	(0)	(12)	(12)	-	(12)	(12)	-	(12)	(12)	-	(12)	
Net budget	8,695	(172)	8,523	8,567	(166)	8,401	8,567	(166)	8,401	8,567	(166)	8,401	
Facility Management													Net base budget change of \$1 in 2019 to 2022 due to rounding.
Expenditures	76,134	-	76,134	78,395	-	78,395	79,053	-	79,053	79,413	-	79,413	
Recoveries	(21,821)	-	(21,821)	(22,264)	1	(22,263)	(22,264)	1	(22,263)	(22,264)	1	(22,263)	
Revenues	(2,195)	-	(2,195)	(2,195)	-	(2,195)	(2,195)	-	(2,195)	(2,195)	-	(2,195)	
Net budget	52,118	-	52,118	53,936	1	53,937	54,594	1	54,595	54,954	1	54,955	
Financial Support													Net base budget change of \$515 in 2019 and \$591 in 2020 to 2022 due to: -CWP return of centralized budget of \$515 in 2019 and \$591 in 2020 to 2022
Expenditures	38,071	515	38,586	37,851	591	38,443	37,652	591	38,244	37,628	591	38,220	
Recoveries	(14,688)	-	(14,688)	(14,822)	-	(14,822)	(14,822)	-	(14,822)	(14,822)	-	(14,822)	
Revenues	(102)	-	(102)	(102)	-	(102)	(102)	-	(102)	(102)	-	(102)	
Net budget	23,280	515	23,795	22,927	591	23,518	22,728	591	23,319	22,704	591	23,295	
Fleet Management													
Expenditures	94,789	(1,034)	93,755	94,181	(1,034)	93,147	93,780	(1,034)	92,747	93,268	(1,034)	92,234	
Recoveries	(92,500)	1,034	(91,466)	(91,847)	1,034	(90,813)	(91,400)	1,034	(90,367)	(90,841)	1,034	(89,807)	
Revenues	(2,289)	-	(2,289)	(2,334)	-	(2,334)	(2,380)	-	(2,380)	(2,427)	-	(2,427)	
Net budget	-	-	-	-	-	-	-	-	-	-	-	-	
Human Resources Support													
Expenditures	33,408	-	33,408	34,007	-	34,007	34,008	-	34,008	33,809	-	33,809	
Recoveries	(8,357)	-	(8,357)	(9,482)	-	(9,482)	(9,482)	-	(9,482)	(9,482)	-	(9,482)	
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	
Net budget	25,051	-	25,051	24,525	-	24,525	24,526	-	24,526	24,327	-	24,327	
Infrastructure Support													Net budget change of (\$348) in 2019, \$228 in 2020, and \$167 in 2021 and 2022 due to: -One-time carry-forward of (\$420) in 2019 (C2019-1052) -One-time adjustment of (\$62) in 2019 and \$62 in 2020 -Net zero transfer of \$133 in 2019 and \$167 in 2020 to 2022 from Data Analytics & Information Access
Expenditures	24,634	(287)	24,346	25,263	289	25,552	24,699	227	24,926	24,440	227	24,667	
Recoveries	(13,707)	(61)	(13,767)	(13,907)	(61)	(13,967)	(13,907)	(61)	(13,967)	(13,907)	(61)	(13,967)	
Revenues	(1,459)	-	(1,459)	(1,501)	(0)	(1,501)	(1,501)	-	(1,501)	(1,501)	-	(1,501)	
Net budget	9,468	(348)	9,120	9,855	228	10,084	9,291	167	9,458	9,032	167	9,199	
Insurance & Claims													
Expenditures	32,483	-	32,483	34,003	-	34,003	35,635	-	35,635	37,349	-	37,349	
Recoveries	(26,434)	-	(26,434)	(27,909)	-	(27,909)	(29,462)	-	(29,462)	(31,086)	-	(31,086)	
Revenues	(4,858)	-	(4,858)	(4,938)	-	(4,938)	(5,018)	-	(5,018)	(5,108)	-	(5,108)	
Net budget	1,191	-	1,191	1,156	-	1,156	1,156	-	1,156	1,156	-	1,156	

	2019 Budget (2019 July 31)	2019 Change (Incremental)	2019 Budget (31 December 2019)	2020 Budget (2019 November 30)	2020 Change (Incremental)	2020 Budget (31 December 2019)	2021 Budget (2019 November 30)	2021 Change (Incremental)	2021 Budget (31 December 2019)	2022 Budget (2019 November 30)	2022 Change (Incremental)	2022 Budget (31 December 2019)	Comments
IT Solutions & Support													Net budget change of (\$1,500) in 2019 due to: -One-time carry-forward of (\$1,500) in 2019 (C2019-1052)
Expenditures	119,921	(1,500)	118,421	121,921	528	122,449	119,250	1,106	120,356	118,964	1,662	120,626	
Recoveries	(57,006)	-	(57,006)	(58,452)	(528)	(58,980)	(58,430)	(1,106)	(59,536)	(58,443)	(1,662)	(60,105)	
Revenues	(907)	-	(907)	(1,107)	-	(1,107)	(1,107)	-	(1,107)	(1,107)	-	(1,107)	
Net budget	62,008	(1,500)	60,508	62,362	-	62,362	59,713	-	59,713	59,414	-	59,414	
Legal Counsel & Advocacy													Net base budget change of \$272 in 2019 and \$763 in 2020 to 2022 due to: -Net zero transfer of \$98 in 2019 and \$589 in 2020 to 2022 from Executive Leadership and Economic Development & Tourism -CWP return of centralized budget of \$174 from 2019 to 2022
Expenditures	13,678	272	13,950	13,679	763	14,441	13,680	763	14,442	13,681	763	14,443	
Recoveries	(4,518)	-	(4,518)	(4,664)	-	(4,664)	(4,664)	-	(4,664)	(4,664)	-	(4,664)	
Revenues	(17)	-	(17)	-	-	(17)	(17)	-	(17)	(17)	-	(17)	
Net budget	9,143	272	9,415	8,998	763	9,760	8,999	763	9,761	9,000	763	9,762	
Organizational Health, Safety & Wellness													Net base budget change of \$1 in 2020 to 2022 due to rounding.
Expenditures	12,597	-	12,597	12,368	0	12,368	12,433	-	12,433	12,648	-	12,648	
Recoveries	(2,277)	-	(2,277)	(2,277)	0	(2,277)	(2,277)	-	(2,277)	(2,277)	-	(2,277)	
Revenues	(2,400)	-	(2,400)	(2,386)	0	(2,385)	(2,386)	1	(2,385)	(2,536)	1	(2,535)	
Net budget	7,920	-	7,920	7,705	1	7,706	7,770	1	7,771	7,835	1	7,836	
Procurement & Warehousing													
Expenditures	25,127	-	25,127	24,791	-	24,791	24,788	-	24,788	24,635	-	24,635	
Recoveries	(11,464)	-	(11,464)	(11,364)	-	(11,364)	(11,364)	-	(11,364)	(11,364)	-	(11,364)	
Revenues	(5,480)	-	(5,480)	(5,490)	-	(5,490)	(5,490)	-	(5,490)	(5,490)	-	(5,490)	
Net budget	8,183	-	8,183	7,937	-	7,937	7,934	-	7,934	7,781	-	7,781	
Real Estate													
Expenditures	45,821	-	45,821	54,626	-	54,626	64,329	-	64,329	69,032	-	69,032	
Recoveries	(6,473)	-	(6,473)	(6,473)	-	(6,473)	(5,473)	-	(5,473)	(5,473)	-	(5,473)	
Revenues	(36,391)	-	(36,391)	(45,362)	-	(45,362)	(56,062)	-	(56,062)	(60,762)	-	(60,762)	
Net budget	2,957	-	2,957	2,792	-	2,792	2,795	-	2,795	2,798	-	2,798	
Strategic Marketing & Communications													Net base budget change of \$1,245 in 2019 to 2022 due to: -Net zero transfer of \$1,245 in 2019 to 2022 from Citizen Engagement & Insights of \$175 and Citizen Information & Services of \$1,070
Expenditures	28,326	607	28,933	30,880	607	31,487	30,949	607	31,556	31,020	607	31,627	
Recoveries	(21,123)	638	(20,485)	(23,677)	638	(23,039)	(23,746)	638	(23,108)	(23,817)	638	(23,179)	
Revenues	-	-	-	-	-	-	-	-	-	-	-	-	
Net budget	7,203	1,245	8,448	7,203	1,245	8,448	7,203	1,245	8,448	7,203	1,245	8,448	
TOTAL - ENABLING SERVICES													
Expenditures	577,982	(1,445)	576,538	595,473	1,732	597,206	603,998	2,249	606,247	609,763	2,804	612,568	
Recoveries	(296,400)	1,687	(294,713)	(303,256)	1,160	(302,096)	(303,410)	582	(302,828)	(304,558)	26	(304,532)	
Revenues	(56,240)	(0)	(56,240)	(65,573)	-	(65,573)	(76,399)	1	(76,399)	(81,386)	1	(81,386)	
Net budget	225,342	243	225,585	226,644	2,892	229,537	224,189	2,831	227,020	223,819	2,831	226,650	

	2019 Budget (2019 July 31)	2019 Change (Incremental)	2019 Budget (31 December 2019)	2020 Budget (2019 November 30)	2020 Change (Incremental)	2020 Budget (31 December 2019)	2021 Budget (2019 November 30)	2021 Change (Incremental)	2021 Budget (31 December 2019)	2022 Budget (2019 November 30)	2022 Change (Incremental)	2022 Budget (31 December 2019)	Comments
Corporate Programs - Common Revenues													Net budget change of \$14,440 in 2019, (\$10,794) in 2020, (\$13,800) in 2021, and (\$13,000) in 2022 due to: -One-time carry-forward of \$15,171 in 2019 (C2019-1052) for FSR funded projects of \$8,856 and for BSA/CERF funded projects of \$6,315 -One-time adjustment of (\$731) in 2019 for FSR funded projects of (\$671) and BSA/CERF funded projects of (\$60); and \$1,006 in 2020 for FSR funded projects of \$946 and BSA/CERF funded projects of \$60 -Council approved one-time funding of (\$800) in 2020 and 2021 to maintain funding for the aquatic centres (C2019-1052) -Base budget increase of (\$13,000) due to Provincial flow through in 2020 to 2022 -One-time decrease of \$2,000 in 2020 due to a one-time rebate of \$26,000 funded by corporate savings of (\$24,000)
Expenditures	77,129	1	77,129	78,440	1	78,440	79,068	1	79,068	79,480	1	79,480	
Recoveries	(2,000)	-	(2,000)	(2,000)	-	(2,000)	(2,000)	-	(2,000)	(2,000)	-	(2,000)	
Revenues	(2,363,422)	14,440	(2,348,982)	(2,439,070)	(10,795)	(2,449,864)	(2,500,891)	(13,800)	(2,514,691)	(2,586,680)	(13,000)	(2,599,680)	
Net budget	(2,288,293)	14,440	(2,273,853)	(2,362,630)	(10,794)	(2,373,424)	(2,423,823)	(13,800)	(2,437,623)	(2,509,200)	(13,000)	(2,522,200)	
Corporate Programs - Corporate Costs & Debt Servicing													Net budget change of (\$9,571) in 2019, (\$1,197) in 2020, and \$1,111 in 2021 to 2022 due to: -One-time carry-forward of (\$6,695) in 2019 (C2019-1052) for projects funded by the Council Innovation Fund of \$5,610 and the Council Community Fund of \$1,085 -One-time adjustment of \$307 in 2019 and (\$307) in 2020 relating to the Council Innovation Fund -Union settlements in Emergency Management & Business Continuity and Fire & Emergency Response of (\$2,026) -CWP distribution of (\$1,156) in 2019 and (\$1,387) in 2020 to 2022 -Base budget increase of \$2,500 in 2020 to 2022 offset by (\$2,000) in 2020 relating to the unallocated Provincial flow through
Expenditures	591,086	(9,571)	581,515	620,882	(1,197)	619,686	669,508	1,111	670,619	742,088	1,111	743,199	
Recoveries	(1,768)	-	(1,768)	(1,774)	-	(1,774)	(1,782)	-	(1,782)	(1,791)	-	(1,791)	
Revenues	(70,167)	-	(70,167)	(65,975)	-	(65,975)	(61,750)	-	(61,750)	(60,496)	-	(60,496)	
Net budget	519,151	(9,571)	509,580	553,133	(1,197)	551,937	605,976	1,111	607,087	679,801	1,111	680,912	
TOTAL CITY													
Expenditures	4,472,710	19,640	4,492,351	4,575,628	41,172	4,616,801	4,693,509	44,710	4,738,222	4,824,536	43,985	4,868,524	
Recoveries	(446,172)	2,271	(443,901)	(453,452)	1,738	(451,714)	(453,702)	1,160	(452,542)	(454,949)	610	(454,339)	
Revenues	(4,026,538)	(21,910)	(4,048,450)	(4,122,176)	(42,910)	(4,165,086)	(4,239,808)	(45,870)	(4,285,679)	(4,369,588)	(44,595)	(4,414,184)	
Net budget	-	-	-	-	-	-	-	-	-	-	-	-	
Parking - Calgary Parking Authority													
Expenditures	57,074	-	57,074	63,421	-	63,421	60,986	-	60,986	61,773	-	61,773	
Recoveries	(26)	-	(26)	(50)	-	(50)	(50)	-	(50)	(50)	-	(50)	
Revenues	(87,066)	-	(87,066)	(91,945)	-	(91,945)	(91,686)	-	(91,686)	(92,995)	-	(92,995)	
Net budget	(30,018)	-	(30,018)	(28,574)	-	(28,574)	(30,750)	-	(30,750)	(31,272)	-	(31,272)	
TOTAL CITY (with CPA)													
Expenditures	4,529,784	19,639	4,549,425	4,639,049	41,172	4,680,222	4,754,495	44,710	4,799,208	4,886,309	43,985	4,930,297	
Recoveries	(446,198)	2,271	(443,927)	(453,502)	1,738	(451,764)	(453,752)	1,160	(452,592)	(454,999)	610	(454,389)	
Revenues	(4,113,604)	(21,910)	(4,135,516)	(4,214,121)	(42,910)	(4,257,031)	(4,331,494)	(45,870)	(4,377,365)	(4,462,583)	(44,595)	(4,507,179)	
Net budget	(30,018)	-	(30,018)	(28,574)	-	(28,574)	(30,750)	-	(30,750)	(31,272)	-	(31,272)	

Decisions Referrals Having Actual or Potential Impact - FOR INFORMATION

Purpose: To meet the requirement of NM2008-53 to track decisions or referrals that Council has made between 2019 August 1 to December 31 which have an actual or potential future year budget impact

DATE	REPORT #	TITLE	DESCRIPTION	POTENTIAL BUDGET IMPACT (\$000s)
21-Oct-2019	CPS2019-1309	Business-Friendly Amendments to Business Related Bylaws	The initiatives proposed in this report will result in business customers saving approximately \$1 Million per year, impacting City revenues. Administration is prepared to absorb the impacts of the proposed fee reductions through to the end of the One Calgary Business Cycle (2022). The impacts of these fee reductions will be closely monitored, and Administration will consider any necessary adjustments for the next business planning and budget cycle.	Future budget cycle
18-Nov-2019	C2019-1470	Compensation for 2020 calendar year	<p>a. In the event that compensation reductions are achieved with bargaining units, Council will automatically match the most severe reduction in their base pay.</p> <p>b. In the event that compensation reductions are not achieved with bargaining units:</p> <p>i. If the change in average Alberta weekly earnings is an increase, Council will forego any increase and adopt a freeze for 2020.</p> <p>ii. If the change in average Alberta weekly earnings is a decrease, Council will adopt that decrease.</p>	Yet to be determined

City Manager's Office Report to
Priorities and Finance Committee
2020 March 10

ISC: UNRESTRICTED
PFC2020-0264

Proclamations and Letter of Recognition Policy

EXECUTIVE SUMMARY

The City Clerk's Office has reviewed The City's Proclamation Policy, Letters of Recognition Policy and Year Long Proclamations Policy and is proposing an updated and comprehensive Proclamations and Letters of Recognition Policy, replacing the three existing policies. The proposed policy intends to establish consistent and transparent terms, criteria and process.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council:

- 1) Rescind Council Policy CC015 'Proclamation Policy' (Attachment 1);
- 2) Rescind Council Policy CC012 'Letters of Recognition Policy' (Attachment 2);
- 3) Rescind Council Policy CC020 'Year Long Proclamation Policy' (Attachment 3); and
- 4) Approve the proposed Council Policy 'Proclamations and Letters of Recognition Policy' (Attachment 4).

PREVIOUS COUNCIL DIRECTION / POLICY

In 1990 Council approved policy CC015 'Proclamation Policy' and CC012 'Letters of Recognition Policy'. In 1997 Council approved policy CC020 'Year Long Proclamations Policy'. There have been no amendments to these policies since their adoption.

BACKGROUND

Calgary's population has grown in the last 30 years, as has the number of non-profit and charitable organizations and campaigns serving the City. The Mayor, on behalf of Council and the citizens of Calgary, acknowledges the efforts of these groups and causes, with an average 100-130 proclamations and letters of recognition being issued annually.

A review of the existing policies was guided by a desire to capture existing practices, address current trends and expectations, and enhance the procedural documentation to reflect relevant, consistent and transparent recognition of Calgary's non-profit and charitable community. This review will provide a framework of authority within which the City Clerk's Office can operate.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Stakeholder Engagement, Research and Communication

The City Clerk's Office conducted a comparative process review with five Canadian municipalities: Brampton, Edmonton, Ottawa, Toronto and Vancouver. There was an overall shared philosophy amongst the six cities (including Calgary) regarding how non-profit groups and charitable causes are recognized. The common theme highlights the importance of recognizing charitable causes or campaigns, and arts and cultural celebrations that make each city a vibrant place to live, while supporting prevailing expectations of an inclusive community.

**City Manager's Office Report to
Priorities and Finance Committee
2020 March 10**

**ISC: UNRESTRICTED
PFC2020-0264**

Proclamations and Letter of Recognition Policy

The City Clerk's Office also engaged with relevant internal stakeholders, including The Office of the Mayor, Office of the Councillors, and The City Manager's Office to understand the various forms of written recognition currently issued by the Mayor and Council.

The proposed policy retains elements of the existing policies while creating efficiencies, transparency and clarity in a number of areas, including: streamlining the policies governing the issue of written recognition to Calgary's non-profit community, providing clarity of terms, criteria and exclusions, and updating the criteria specific to Year Long proclamations. An overview can be found in Attachment 5.

Strategic Alignment

The proposed policy contributes to One Calgary's Citizen Priority: 'A Well-Run City'. Specifically, the policy contributes to the Citizen Service: 'Council and Committee Support'.

Social, Environmental, Economic (External)

The proposed policy intends to enhance community spirit and recognize Calgary's non-profit and charitable organizations that make life better every day for Calgarians.

Financial Capacity

Current and Future Operating Budget:

No impacts on current or future operating budgets.

Current and Future Capital Budget:

No impacts on current or future capital budgets.

Risk Assessment

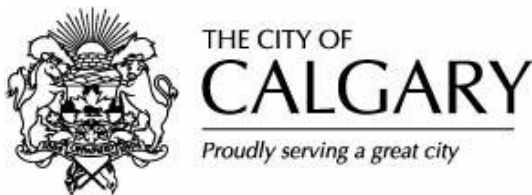
The issuing of proclamations and letters of recognition by City Council carries great importance for the citizen groups requesting recognition. Ensuring consistency, clarity and transparency via an up-to-date policy mitigates the risk that The City will be perceived as being inconsistent or non-inclusive, or lacking a solid policy on which to make decisions.

REASON(S) FOR RECOMMENDATION(S):

Rescinding the three existing policies governing the issue of proclamations and letters of recognition and replacing them with one current and comprehensive policy ensures best practices and effective management of this method of citizen recognition.

ATTACHMENT(S)

1. Council Policy CC015 'Proclamation Policy'
2. Council Policy CC012 'Letters of Recognition Policy'
3. Council Policy CC020 'Year Long Proclamations Policy'
4. Proposed Council Policy 'Proclamations and Letters of Recognition Policy'
5. Highlights of Policy Changes



COUNCIL POLICY

Policy Title: Proclamation Policy
Policy Number: CC015
Report Number: N/A
Approved by: Council
Effective Date: 1990 November 19
Business Unit: City Clerk's

BACKGROUND

Council approved the Proclamation Policy at its meeting of 1990 November 19.

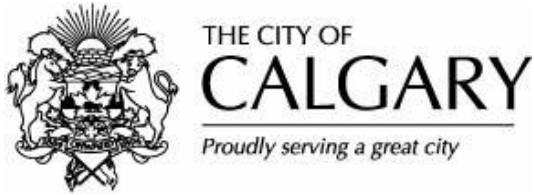
PURPOSE

The purpose of the policy is to provide general criteria to the issuing of Proclamations.

POLICY

It is a matter of custom that the Mayor issues proclamations. The authority to make proclamations on behalf of the citizens of Calgary is entrusted to The Office of the Mayor as a matter of executive privilege. The declaration of all proclamations is at the discretion of The Office of the Mayor.

1. A request for a proclamation should meet at least one of the following criteria:
 - a. The sponsoring agency be a charitable organization;
 - b. The cause be one of national significance;
 - c. The cause be one of benefit to the majority of Calgarians;
 - d. The cause be an initiative of The City of Calgary.
2. Requests with commercial or political overtones will not be considered.
3. Requests for proclamations to support a cause, which is contentious or divisive within the community, will not be considered.
4. Consideration will be given in cases where a precedent has been set by a previous proclamation, as long as it meets one of the above criteria.
5. Consideration will be given to offering "Letters of Recognition" to worthwhile causes, which do not merit a proclamation, as determined based on the above criteria.



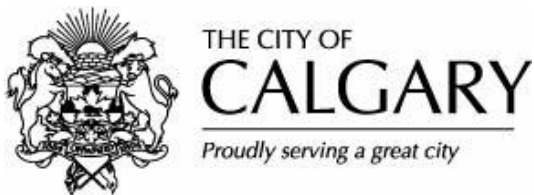
COUNCIL POLICY

PROCEDURE

1. The City of Calgary will compose the text for proclamations and letters of support or recognition with input from The Office of the Mayor.
2. The City of Calgary or The Office of the Mayor will not publish or incur any expense for the advertising of any proclamation, on behalf of any groups or organizations.
3. All proclamations will be affixed with the seal of The Office of the Mayor.

AMENDMENTS

None



COUNCIL POLICY

Policy Title: Letters of Recognition Policy

Policy Number: CC012

Report Number:

Approved by: Council

Effective Date: 1990 November 19

Business Unit: City Clerk's

BACKGROUND

Council approved the Letters of Recognition Policy in 1990.

PURPOSE

The purpose of the policy is to provide general criteria for the issuing of Letters of Recognition.

POLICY

The authority to issue a "Letter of Recognition" on behalf of the citizens of Calgary is entrusted to The Office of the Mayor as a matter of executive privilege. The decision to issue a "Letter of Recognition" is at the discretion of The Office of the Mayor.

1. Consideration will be given offering letters of recognition to worthwhile causes which do not merit a proclamation as determined on the basis of the proclamations criteria.
2. Requests with commercial or political overtones will not be considered.
3. Requests to recognize a cause or person, which is contentious or divisive in the community, will not be considered.

This policy in no way restricts or constrains the prerogative of an Alderman to issue letters recognizing significant events or persons and which may bear the seal of the Aldermanic Office.

PROCEDURE

1. "Letters of Recognition" are not affixed with the seal of The Office of the Mayor.



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COUNCIL POLICY

2. The City of Calgary composes text for “Letters of Recognition” with input from The Office of the Mayor.
3. The City of Calgary or The Office of the Mayor will not publish or incur any expense for the advertising of any “Letter of Recognition”, on behalf of any group or organization.

AMENDMENTS

None



Policy Title: Year Long Proclamations Policy

Policy Number: CC020

Report Number: C97-38

Approved by: City Council

Effective Date: 1997 July 14th

Business Unit: City Clerks

BACKGROUND

Council approved the year long proclamation policy at it's meeting on July 14th, 1997.

PURPOSE

The purpose of this policy is to establish guidelines for when to consider a year long proclamation.

POLICY

Requests for year long proclamations are submitted by a consortium of community organizations, include the potential impact on Calgary of the proposed proclamation, outline a promotion and marketing plan, and identify a steering committee to coordinate the proclamation implementation.

PROCEDURE

1. The City Clerks Department (Protocol Division) review requests for year long proclamations on an individual basis.

2. That the proclamations be supported by a minimum of three of the following organizations:

- The Calgary Convention and Visitors Bureau
- Calgary Economic Development
- Calgary Research and Development Authority
- Calgary Convention Centre
- The Calgary Exhibition and Stampede
- The Calgary Transportation Authority
- The Calgary Airport Authority



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COUNCIL POLICY

AMENDMENTS

None



Council Policy

Policy Title: Proclamations and Letters of Recognition Policy
Policy Number: Assigned by the City Clerk's Office
Report Number: Report(s) going to Committee/Council
Adopted by/Date: Council / Date Council policy was adopted
Effective Date: Date adopted or later as directed by Council
Last Amended: Date of the last amendment, if any
Policy Owner: City Clerk's Office

1. POLICY STATEMENT

- 1.1 Council recognizes the importance of highlighting charitable causes or events, arts and cultural celebrations, public awareness or fundraising campaigns, milestone occasions and professions which enhance community spirit and positively impact the city of Calgary ("the City") and its citizens.

2. PURPOSE

- 2.1. The purpose of this Council policy is to establish criteria and procedures to ensure The City of Calgary ("The City") issues Proclamations and Letters of Recognition for non-profit organizations in a consistent and transparent manner.

3. DEFINITIONS

- 3.1 In this Council policy:

- (a) "Established Charitable or Non-Profit Organization" means an established and recognized organization which has been operating for a minimum of 12 months.
- (b) "Letter of Recognition" means a recognition document signed by the Mayor or designate to acknowledge a profession or an organization's significant anniversary, milestone occasion, or historic commemoration on a specific day, week, or month.
- (c) "Milestone Occasion" means an important action or event marking a significant change or historical stage of a project or cause.
- (d) "Proclamation" means a ceremonial document signed by the Mayor or designate to officially recognize the importance of a charitable cause or event, an arts or cultural celebration, or a public awareness or fundraising campaign on a specific day, week, or month.
- (e) "Significant Anniversary" means 20 years and every five years thereafter.
- (f) "Year Long Proclamation" means a ceremonial document signed by the Mayor or designate to officially recognize the importance of a city-wide



program, an arts or cultural celebration or a commemoration that spans one calendar year.

4. APPLICABILITY

- 4.1 This Council policy applies to all Proclamations and Letters of Recognition issued by The Office of the Mayor of Calgary, on behalf of City Council and the citizens of Calgary.
- 4.2 This Council policy does not apply to other forms of citizen recognition issued by individual Members of Council on their own accord.

5. PROCEDURE

5.1 General

- 5.1.1 Proclamations and Letters of Recognition are issued on behalf of the citizens of Calgary.
- 5.1.2 Proclamations and Letters of Recognition reflect prevailing expectations of an inclusive community.
- 5.1.3 Proclamations and Letters of Recognition are not legally binding. They do not constitute a personal endorsement by The Office of the Mayor or City Council, or a representation by The City as to an organization's governance, mandate or use of funding.
- 5.1.4 Previous Proclamations and Letters of Recognition are not precedent setting, and an organization must submit a new request each year, except as requested by Council resolution.
- 5.1.5 An organization may request one Proclamation or Letter of Recognition annually and the organization does not have exclusive rights to the day, week or month being proclaimed or acknowledged.
- 5.1.6 The City will not publish or incur any expense for the advertising of any Proclamation or Letter of Recognition.

5.2 Responsibilities

- 5.2.1 Council may direct a Year Long Proclamation that is accompanied by a documented communications strategy.
- 5.2.2 The authority to issue Proclamations and Letters of Recognition resides with The Office of the Mayor.
- 5.2.3 The City Clerk's Office will review all requests and make a recommendation to The Office of the Mayor as to whether the request



meets the criteria of this Council policy and in determining whether exceptions to any of the criteria in Section 5.3 shall be considered.

- 5.2.4 Proclamations and Letters of Recognition follow a standardized format with text composed by the City Clerk's Office with input from the requesting organization.

5.3 Criteria

5.3.1 Proclamations

- (a) Proclamations are ceremonial documents issued to raise awareness in the community. They are issued to:
 - i. Highlight charitable causes or events;
 - ii. Highlight arts and cultural celebrations; or
 - iii. Support public awareness or fundraising campaigns.
- (b) The requesting party must be an Established Charitable and/or Non-Profit Organization based in Calgary, or be a local chapter of an established provincial or national organization.
- (c) The request must meet the following criteria:
 - i. The cause be of local, national or international significance;
 - ii. The request is linked to an event, activity or celebration taking place in Calgary; and
 - iii. The cause or event contributes to the economic, social and cultural fabric of the City.

5.3.2 Letters of Recognition

- (a) Letters of Recognition offer civic recognition to organizations observing significant occasions. They are issued to:
 - i. Acknowledge a profession;
 - ii. Acknowledge an organization's significant anniversary or milestone occasion; or
 - iii. Acknowledge an organization's historic commemoration with local relevance.
- (b) The requesting party must be an Established Charitable and/or Non-Profit Organization based in Calgary, or be a local chapter of an established provincial or national organization.



5.3.3 Exclusions

The following will be considered as a basis for declining a request for a Proclamation or Letter of Recognition:

- (a) Recognizing the cause, event, campaign or organization may be:
 - i. contentious, potentially divisive, or inconsistent with human rights legislation;
 - ii. inconsistent with The City's policies or bylaws; or
 - iii. inconsistent with industry accepted advertising standards.
- (b) The cause, event, campaign or organization is:
 - i. political in nature;
 - ii. commercial in nature and may be intended for profit-making purposes; or
 - iii. not connected with the City or has no direct impact to the City.

6. AMENDMENT(S)

Date of Council Decision	Report/Bylaw	Description

7. REVIEW(S)

Date of Policy Owner's Review	Description

Proclamations and Letters of Recognition Policy Highlights of Policy Changes

The proposed Proclamations and Letters of Recognition Policy retains elements of the existing policies while creating efficiencies and clarity in a number of areas, including:

- 1. Combining the policies governing Council's written recognition of Calgary's non-profit and charitable community**
- 2. Clarity of definitions, criteria and exclusions**
- 3. Updating the criteria for Year Long Proclamations**

Highlight #	Current Policy / Policies	Proposed Policy	Rationale
1	<ul style="list-style-type: none"> Proclamation Policy (CC015) <i>(Adopted 1990)</i> Letters of Recognition Policy (CC012) <i>(Adopted 1990)</i> Year Long Proclamations Policy (CC020) <i>(Adopted 1997)</i> 	<ul style="list-style-type: none"> Proclamations and Letters of Recognition Policy – combining three current policies 	<ul style="list-style-type: none"> Clearly defined terms, criteria and exclusions can be found in one place. Requesting organizations have one comprehensive policy to reference.
2	<ul style="list-style-type: none"> 'Definitions' section does not exist. 	<ul style="list-style-type: none"> 'Definitions' section included. 	<ul style="list-style-type: none"> Clarify difference between a proclamation and a letter of recognition. Definition of 'established charitable organization' will mitigate reputational risk of Council appearing non-inclusive.
	<ul style="list-style-type: none"> Eligibility criteria vaguely written and open to interpretation. Letter of recognition is offered for causes that do not 'merit' a proclamation. 	<ul style="list-style-type: none"> Clarity of criteria for a proclamation and a letter of recognition. Proclamations and letters of recognition have defined purposes and carry equal merit. 	<ul style="list-style-type: none"> Citizen groups understand eligibility and the difference between the two documents, and are better able to select appropriate form of recognition to request.
	<ul style="list-style-type: none"> No requirement for a local organizer or events. 	<ul style="list-style-type: none"> The cause can be of local, national or international significance, but must have a local contact or activities. 	<ul style="list-style-type: none"> Ensures local relevance or activities, which aligns with comparable jurisdictions.
	<ul style="list-style-type: none"> Exclusions not documented in policy. 	<ul style="list-style-type: none"> Exclusions included in policy. 	<ul style="list-style-type: none"> Citizen groups understand criteria and exclusions.
3	<ul style="list-style-type: none"> Year Long Proclamations must be supported by one of seven civic partners, some of which no longer exist. 	<ul style="list-style-type: none"> Council can direct a Year Long Proclamation, provided it is accompanied by a documented communications strategy. 	<ul style="list-style-type: none"> Outdated criteria, no longer applicable.

City Manager's Office Report to
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ISC: UNRESTRICTED
PFC2020-0560

2020 Bi-annual Review of Multiple Terms of Reference

EXECUTIVE SUMMARY

Council Policy *CP2016-03 Governance Appointments of Boards, Commissions, and Committees* requires a mandatory terms of reference review for qualifying Boards, Commissions and Committees (BCCs) with the initial review occurring in 2018 and subsequent reviews occurring every two years.

The review for 2020 was conducted during March, April and May. This report summarizes the review and contains the proposed amendments to the Terms of Reference for two BCCs: The Advisory Committee on Accessibility and the Calgary Transit Access Eligibility Appeal Board.

ADMINISTRATION RECOMMENDATION:

1. That the Priorities and Finance Committee recommend that Council:
 - a. Adopt the amended Terms of Reference for the Advisory Committee on Accessibility (Attachment 2);
 - b. Adopt the amended Terms of Reference for the Calgary Transit Access Eligibility Appeal Board (Attachment 3); and
2. That the Priorities and Finance Committee forward Report PFC2020-0560 as proposed Urgent Business to the 2020 June 15 Combined meeting of Council.

PREVIOUS COUNCIL DIRECTION / POLICY

Section 5.3.1 of Council Policy *CP2016-03 Governance and Appointments of Boards, Commissions and Committees* states that:

"A review of the mandate, composition and resourcing of a City BCC classified as "Advisory", "Interest Group", or "Review" (Schedule A) will be brought forward to Council by the City Clerk's Office through the Priorities and Finance Committee every two years, with the first review occurring in 2018. The review will be done in collaboration between the City BCC's Members, the City Clerk's Office, Administration Resources, and other members of City Administration, as required."

BACKGROUND

In accordance with Council's previous direction, there are eight active BCCs which are classified as "Advisory", "Interest Group", or "Review".

INVESTIGATION: ALTERNATIVES AND ANALYSIS

In accordance with Council Policy CP2016-03, the following Advisory, Interest Group and Review BCCs were engaged to review and update the composition, mandate, and resources for their respective terms of reference.

- Advisory Committee on Accessibility (including the Access Design Sub-Committee)
- BiodiverCity Advisory Committee
- Calgary Aboriginal Urban Affairs Committee
- Calgary General Hospital Legacy Fund Review Committee
- Calgary Transit Access Eligibility Appeal Board
- Calgary Transit Public Safety Citizen Oversight Committee
- Social Wellbeing Advisory Committee

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PFC2020-0560**

2020 Bi-annual Review of Multiple Terms of Reference

- **Urban Design Review Panel**

Review Outcome and Rationale (Attachment 1) is a summary of the results of the reviews. Of the eight BCCs which qualified to take part in the 2020 review, five chose not to update their terms of reference at this time. The UDRP proposed amendments will be brought to Council following the Planning and Urban Development Committee review. The remaining two BCCs, the Advisory Committee on Accessibility and the Calgary Transit Access Eligibility Appeal Board, are proposing amendments that fall within the following areas:

- Updates to authority;
- Clarified mandate;
- Expanded member roles and conduct;
- Changes to allow virtual meetings; and
- Changes in various sections to bring the terms of reference in line with current legislation or terminology.

Stakeholder Engagement, Research and Communication

On 2020 March 25, the City Clerk's Office held an information session for the Administration Resource staff and the Chairs of the respective BCCs. An information package was prepared for each BCC, which included the current Terms of Reference, a quick reference guide to preparing a terms of reference, and additional supporting information. Additional support was provided to the BCCs throughout the review process.

Strategic Alignment

This report aligns with One Calgary's citizen priority: A Well-Run City (*One Calgary* 2019-2022).

Social, Environmental, Economic (External)

No social, environmental, or external economic impacts were identified.

Financial Capacity

Current and Future Operating Budget:

There are no current and future operating budget impact.

Current and Future Capital Budget:

There are no current and future capital budget impact

Risk Assessment

The risks for each BCC are included in the Rationale column in *Attachment 1 Review Outcome and Rationale*. There are no additional risks associated with this report.

REASON FOR RECOMMENDATIONS:

The 2020 review of Boards, Commissions and Committees terms of reference has been completed. This report supports two BCCs proposed changes to their terms of reference.

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2020 Bi-annual Review of Multiple Terms of Reference

ATTACHMENT(S)

1. Review Outcome and Rationale
2. Redlined Amended Terms of Reference – Advisory Committee on Accessibility
3. Redlined Amended Terms of Reference – Calgary Transit Access Eligibility Appeal Board

BCC Mandated Terms of Reference Review

Summary of Review Outcomes and Rationale

BCC	Review Outcome and Rationale
Advisory Committee on Accessibility	<p>The Advisory Committee on Accessibility (ACA) offer the following recommended amendments and rationale to its terms of reference document:</p> <p>Mandate</p> <p>Added reference to the Terms of Reference alignment to corporate accessibility and social wellbeing policy principles, and minor changes to update accessibility references to current terminology.</p> <p>Composition</p> <p>Revised to remove approval by ACA of Council's membership appointments, in alignment with Council Policy on Governance and Appointments to Boards, Commissions and Committees. Minor changes to update to current terminology.</p> <p>Positions</p> <p>New section added to clarify the selection method of Chair and Vice-Chair.</p> <p>Sub-committees</p> <p>Addition of this section clarifies ACA's authority to establish sub-committees.</p> <p>Term</p> <p></p> <p>Procedures</p> <p>New section added to provide clarity on the applicability of the Procedure Bylaw in meeting proceedings. ACA proposes that the Committee have the authority to adopt additional procedures by resolution, as well as clarifying the ability of the Committee to develop internal processes and standards which support achieving their mandate. Additional meeting procedures, adopted by resolution, should be developed in consultation with the City Clerk in order to ensure that conflict between this terms of reference and additional resolutions is mitigated.</p> <p>Roles and Conduct</p> <p>New section added to include guidance on conduct and expectations of Members. Accountability for attendance at meetings has also been added.</p>
BiodiverCity Advisory Committee	The BiodiverCity Advisory Committee completed a review and had no updates to its terms of reference at this time. This committee was established in 2015 and the Terms of Reference were last updated on 2017 May 08.
Calgary Aboriginal Urban Affairs Committee	The Calgary Aboriginal Urban Affairs Committee chose not to review its terms of reference at this time. The committee will review and may bring forward changes in 2021 upon completion of a scheduled governance review. The terms for this committee were last amended on 2019 October 28.

BCC	Review Outcome and Rationale
Calgary General Hospital Legacy Fund Review Committee	The Calgary General Hospital Legacy Fund Review Committee chose not to review its terms of reference at this time. The committee will review and may bring forward changes in 2021. This committee was established in 2016 and the Terms of Reference were last updated on 2017 May 08.
Calgary Transit Access Eligibility Appeal Board	<p>The Calgary Transit Access Eligibility Appeal Board offer the following recommended amendments and rationale to its terms of reference document:</p> <p>Authority</p> <p>Updated to include the applicability of the Procedure Bylaw in meeting proceedings.</p> <p>Mandate</p> <p>Updated to clarify the basis for appeal decisions, and what factors of the appeal are within the scope of the Board's consideration.</p> <p>Resourcing</p> <p>Minor update to terminology.</p> <p>Meetings</p> <p>Updated to allow for virtual appeal meetings – both in response to current (pandemic) distancing guidelines, and for future resilience.</p> <p>Updated to allow the capture of video during virtual meetings, for transitory retention, to aid the capture of board decisions. There is no intent to share the video outside of its use to assist with preparing meeting minutes. The minutes remain the official source of decisions of the body, and Committee resource staff will ensure that appropriate measures are in place to guide video retention and purge in order to limit any risk.</p> <p>Roles and Conduct</p> <p>Section broadened to include guidance on roles, conduct and expectations of Members. Accountability for attendance at meetings has been added.</p>
Calgary Transit Public Safety Citizen Oversight Committee	The Calgary Transit Public Safety Citizen Oversight Committee chose not to review its terms of reference at this time. This committee was established in 2001 and the Terms of Reference were last updated on 2019 July 22.
Social Wellbeing Advisory Committee	The Social Wellbeing Advisory chose not to review its terms of reference at this time. This committee was established in 2018 and the Terms of Reference were last updated on 2018 July 30.
Urban Design Review Panel	The Urban Design Review Panel was established in 2004, and is bringing forward 2020 terms of reference updates separately in accordance with Council's direction.



Advisory Committee on Accessibility

Terms of Reference

1. Authority

The Advisory Committee on Accessibility (ACA) was established by a resolution of Council on 1999 May 03 (Report TTP99-19, HET99-19).

2. Mandate

To provide strategic advice and make recommendations to City Council and City Administration in addressing issues, needs, and services for people with physical, sensory, and cognitive disabilities; including, but not limited to: built environment, accessible transportation and transportation infrastructure, transportation, technology, information and communication, goods and services, affordable/accessible housing, social and economic accessibility issues in order to provide a high level accessible City services for people with disabilities.

This committee is guided by the Corporate Accessibility Policy (CSPS003) and aligned with the Social Well-Being Policy Principles. The ACA nominates a member to the Social Well-Being Advisory Committee to represent the needs of people with disabilities. The newly formed Cross-Corporate Public Accessibility Advisory Team collaborates with ACA to help embed accessibility practices and the Access Design Standards for The City of Calgary.

3. Reports To

To make recommendations to City Council through the Standing Policy Committee on Community & Protective Services annually on policy and systems issues affecting people with disabilities and our aging population.

4. Composition

Total Membership: 14

Appointed/nominated by Council: 14

Approved by the Advisory Committee: 14

- six public members with disabilities representing a range of people with physical, sensory and cognitive disabilities
- two public members representing the seniors' community
- three public/Citizen-at-Large members who may or may not have a disability, but who are interested in access accessibility and disability initiatives
- three members of City Administration ~~eg.~~ from the following departments: Planning & Development; Calgary Transit Access; and, Calgary Recreation



Advisory Committee on Accessibility

Terms of Reference

- Council appoints ACA members based on recommendations presented to Council by the ACA's Chair, Vice-Chair and Administrative Resource staff.

5. Quorum

- 50% +1 of voting members, which is 8 members.

6. Positions

- Chair and Vice-Chair are nominated and elected by the Advisory Committee on Accessibility and may serve three years in each position.

7. Resources

- Administrative Contact: Administrative Assistant, Calgary Neighbourhoods
- Resource Staff: Issue Strategist-Disability & Accessibility, Calgary Neighbourhoods

8. Sub-committees

- ACA may establish sub-committees (such as the Access Design Sub-committee) to undertake on-going matters or time-bound initiatives, as required.

9. Term

- A member's term will be one or two years to allow for staggering to ensure an efficient transition of new members.
- Terms expire in October at the Organizational Meeting of Council.
- A public member may serve a maximum of six consecutive years.
- A public member may serve until his or her successor is appointed. The service of a public member beyond the appointed term shall not count toward the limit on the length of service set out above if the additional service is one year or less.
- When an appointment is made to fill a public member vacancy:
 - If the balance of the term to be served is one year or less, that service shall not count toward the limit on the length of service; and
 - If the balance of the term to be served is more than one year, that service shall count toward the limit on the length of service.
- A public member may serve more than six consecutive years by a two-thirds vote of Council.



Advisory Committee on Accessibility

Terms of Reference

10. Meetings

- Frequency: Monthly
- Day: Third Thursday
- Time: 4:30 – 7:00 p.m.
- Location: Maude Riley Boardroom, 7th Floor, Municipal Building (or virtually when the situation requires)

11. Procedures

- If this Terms of Reference document does not resolve a question about procedure or conduct, the most recently published version of Bylaw 35M2017, the Procedure Bylaw, is to apply, but only to the extent that the Procedure Bylaw is applicable to the situation.
- Where the relevance or applicability of the Procedure Bylaw is disputed, the Chair must determine the issue and may consult with the City Clerk if desired.
- ACA, in consultation with the City Clerk, may also establish its own procedures through the adoption of a resolution that is documented in the minutes.
- ACA may develop processes and standards for access reviews of projects.

12. Conduct of Members Including the Chair

- Members acknowledge the work of the Committee is important to support The City of Calgary and its citizens.
- Members agree to come to meetings prepared and ready to contribute.
- Members should, in advance, notify the Issue Strategist and Chairperson if they are going to miss a meeting.
- A member is expected to attend 70% of the meetings within the organizational year. Failure to attend meetings regularly could lead to a recommendation to Council for the removal of the member.
- In order to ensure a respectful meeting environment, Members will abide by the applicable Council policy related to conduct.

*Adopted on 1999 May 03, TT99-19
Amended on 2016 May 18, CPS2016-0265
Amended on 2017 May 08, PFC2017-0312
Amended on 2018 July 30, C2018-0886*



Calgary Transit Access Eligibility Appeal Board Terms of Reference

1. Authority

1. The Calgary Transit Access Eligibility Appeal Board was established by a resolution of Council on 1999 April 26 (report TTP99-19).

2. If this Terms of Reference document does not resolve a question about procedure or conduct, the most recently published version of Bylaw 35M2017, the Procedure Bylaw, is to apply, but only to the extent that the Procedure Bylaw is applicable to the situation.

3. Where the relevance or applicability of the Procedure Bylaw is disputed, the Chair must determine the issue and may consult with the City Clerk if desired.

2. Mandate

To hear and determine Appeals from those persons deemed to be ineligible, conditionally eligible or who disagree with their eligibility for shared-ride public transportation service as determined by Calgary Transit Access. **Decisions are based strictly on an Appellant's ability to use Calgary Transit buses and CTrains.**

As the burden of proof lies with the Appellant, Board members are expected to make decisions based on the above mandate only.

3. Specific Responsibilities

Render a fair determination with the evidence provided.

4. Reports to

City Council

5. Composition

The Board consists of seven (7) Members:

- Three (3) citizens, who are Members with disabilities or directly involved with those with disabilities
- Three (3) citizens who are or were, health care practitioners (e.g. doctor, nurse, therapists)
- One (1) citizen-at-large

6. Resources

Manager, Calgary Transit Access, Calgary Transit
Coordinator, Eligibility Services, **Calgary Transit Access**, Calgary Transit



Calgary Transit Access Eligibility Appeal Board Terms of Reference

7. Subcommittees

There are no subcommittees.

8. Term

- Two-year term
- A Member may serve a maximum of six (6) consecutive years
- Despite the above, a Member may serve until their successor is appointed. The service of a Member beyond the appointed term shall not count toward the limit on the length of service set out above if the additional service is six (6) months or less.
- A Member may serve more than six (6) consecutive years by a two-thirds (2/3) vote of Council.
- When an appointment is made to fill a member vacancy:
 - If the balance of the term to be served is six (6) months or less, that service shall not count toward the limit on the length of service; and
 - If the balance of the term to be served is more than six (6) months, that service shall count toward the limit on the length of service.

9. Quorum

Quorum is greater than 50%; that is four members.

10. Chair

Chair and Vice-Chair are nominated and elected by the Calgary Transit Access Eligibility Appeal Board.

11. Meetings

- Frequency: Monthly (or as required)
- Day: 3rd Tuesday
- Time: 4:30 – 8:00pm
- Location: Legal Traditions Committee Room (4th Floor, City Hall)

Additional meetings may be scheduled if approved by the Board. Meetings are not open to the public. Media are not entitled to attend Board hearings. Meetings are not recorded via video or audio tape **unless the meeting is held virtually. In this case, audio and video of the meeting is required for accurate administrative notes and will be kept for a maximum of 30 days only. This recorded material is the sole property of the City and a copy cannot be requested by any party. Only the minutes of the meeting, once available, represents the official record of Appeal Board decisions.**



Calgary Transit Access Eligibility Appeal Board Terms of Reference

12. Procedures

1. The Access Calgary representative will present information and history regarding their determination. The burden of proof rests with the Appellant, who will present written information and witnesses to establish their case.
2. After the Appellant and any witnesses present all their evidence, there will be opportunity for discussion between the parties and the Board. The Appellant and witnesses will leave the room while the Board deliberates.
3. The Board may render one of the following decisions:
 - a. to deny the appeal;
 - b. to uphold the appeal with or without conditions;
 - c. to change the appeal to include or remove conditions;
 - d. to dismiss the appeal if the Board finds it is without merit; or
 - e. to reserve its decision until a future date.
4. The Chair will render an oral decision, including the Board's specific findings of fact and reasons, to the Appellant immediately after a hearing has concluded. The Board will also provide a written confirmation of their decision and reasons, to be delivered to the parties within thirty (30) days of the conclusion of the hearing.
5. The decision of the Board is the final determination of an Appeal. The decision of the majority is the decision of the Board.

13. Roles and Code of Conduct

1. Role of the Chair:

- a. The Chair must maintain order and decorum in a manner which promotes professionalism, fairness and forward progress, recognize participants to speak at the appropriate time, make rulings on the proceedings of meetings, and perform such other leadership functions as may be required for the efficient and effective conduct of the meeting.
- b. The Chair must ensure that only the matters that are approved to be discussed during closed deliberations are discussed.
- c. The Chair participates in a meeting on the same basis as all other Members.

2. Conduct of Members Including the Chair:

- a) In order to ensure a respectful meeting environment, Members will abide by the applicable Council policy related to conduct.



Calgary Transit Access Eligibility Appeal Board Terms of Reference

- b) **A Member will keep their comments relevant to the issue at hand.**
- c) A Member will always demonstrate respect for the Board, the parties' representatives, witnesses and for the hearing process itself, through their demeanor, timeliness, dress and conduct throughout the proceedings.
- d) A Member will not communicate directly or indirectly with any party, witness or representative of a party in respect a Board proceeding, except in the presence of all parties and their representative.
- e) A Member will not make public comment **on** nor discuss, orally or in writing, ~~on~~ any aspect of a matter before the Board.
- f) A Member will not communicate with the media regarding any matter before the Board.
- g) A Member will not divulge information obtained because of their appointment to the Board for personal benefit or for the benefit of any other person.
- h) A Member must not engage in conduct that exploits their position on the Board.
- i) A Member will disclose any circumstances that raise a possible allegation of bias or conflict and may withdraw as a voting Member for that Appeal.
- j) A Member will be available at the place of the hearing no less than 15 minutes prior to the scheduled commencement of a hearing.
- k) **A Member is reasonably expected to attend all meetings of the Board. Members must achieve a minimum of 8 meetings out of 12 within a calendar year or 75% of the meetings within a rolling calendar year. Failure to attend meetings regularly could lead to a recommendation to Council for the removal of the Member from the Board.**

Adopted by Council on 199 May 03 (TTP99-19)
Amended by Council on 2001 April 02 (TTP2001-14)
Amended by Council on 2009 March 09 (LPT2009-14)
Amended by Council on 2016 April 11 (TT2016-0192)
Amended by Council on 2016 May 16 (CPS2016-0265)
Amended by Council on 2017 May 08 (PFC2017-0312)
Amended by Council on 2018 July 30 (C2018-0886)

**City Manager's Office Report to
Priorities and Finance Committee
2020 June 09**

**ISC: UNRESTRICTED
PFC2020-0589**

Proposed Amendment to the Code of Conduct for Citizen Members of Boards

EXECUTIVE SUMMARY

This report presents proposed amendments to the *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees* (Council Policy CC045) in order to clarify the applicability of the Code to the Calgary Police Commission.

ADMINISTRATION RECOMMENDATIONS:

That the Priorities and Finance Committee recommend:

1. That Council adopt the proposed amendments to the *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees*, as contained in Attachment 1; and
2. That Report PFC2020-0589 be forwarded as proposed Urgent Business to the 2020 June 15 Combined Meeting of Council.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2014 December 15, Council adopted the *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees* (Code of Conduct for citizen members).

BACKGROUND

In February 2020, a potential gap was identified in the scope of the Code of Conduct for citizen members. The definition for a Board, Commission or Committee as contained in the Code may inadvertently exclude citizen members of the Calgary Police Commission from falling within its authority.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Calgary Police Commission is established under the authority of section 28 of the *Police Act*. Section 28 requires a Council that has a municipal police service to establish a police commission. The Calgary Police Commission was established by Bylaw 25M97.

Section 28(2)(b) of the *Police Act* states that a council that has established a police commission shall prescribe the rules governing the operation of the commission. Administration identified two methods of providing for a code of conduct for citizen members of the Commission: amendment of Council Policy CC045 to more clearly apply to the Police Commission; or by establishing a stand-alone code of conduct that only applies to the Police Commission; so long as the adopted code does not conflict with Bylaw 25M97 or with the *Police Act*. Amendment of Council Policy CC045 is the most efficient method to address the gap.

The proposed amendment would occur by adding the text “or the *Police Act* RSA 2000, c P-17.” to the definition in section 4.a for a Board, Commission and Committee. Three other proposed amendments to the attached Council Policy are to update references to current terminology and policy.

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Proposed Amendment to the Code of Conduct for Citizen Members of Boards

Stakeholder Engagement, Research and Communication

The Calgary Police Commission was engaged in determining the coverage gap and in the analysis of methods to address the gap. The Law Department was engaged on the proposed amendment to the Code of Conduct Policy, to ensure alignment with Bylaw 25M97 and with the *Police Act*.

Strategic Alignment

This report aligns with One Calgary's citizen priority: A Well-Run City (*One Calgary* 2019-2022).

Social, Environmental, Economic (External)

No social, environmental, or external economic impacts were identified.

Financial Capacity

Current and Future Operating Budget:

There are no current and future operating budget impacts.

Current and Future Capital Budget:

There are no current and future capital budget impacts.

Risk Assessment

There are no risks associated with the recommendations of this report.

REASON FOR RECOMMENDATIONS:

Adopting the proposed amendments to Council Policy will reduce any ambiguity and provide guidance to citizen Members of the Calgary Police Commission on the conduct expected of them when applying and serving.

ATTACHMENT

1. Proposed amendments to the *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees*, CC045 (red-lined)

Council Policy

Policy Title: Code of Conduct for Citizen Members Appointed to Council
Established Boards, Commissions and Committees
Policy Number: CC045
Report Number: LGT2014 - 0932
Adopted by/Date: Council / 2014 December 15
Effective Date: 2014 December 15
Last Amended: 2017 July 31
Policy Owner: City Clerk's Office

1. POLICY STATEMENT

- 1.1. Boards, Commissions and Committees provide The City of Calgary Council with recommendations regarding important civic issues. They have an integral role in bringing together the citizens of Calgary, Members of Council and City Administration in achieving the common purpose of building and strengthening the community. Accordingly, citizen Members must serve, and be seen to serve, The City of Calgary and its residents in a conscientious manner.
- 1.2. Citizen Members of Boards, Commissions and Committees are expected to carry out their duties with integrity, impartiality and transparency. In the performance of their duties, citizen Members cannot use their appointment to pursue or advance their own personal interests or personally benefit from any recommendations rendered by the Boards, Commissions and Committees on which they serve.

2. PURPOSE

2.1. The purpose of this Council policy is:

2.1.1. To establish the minimum standards of conduct expected of all citizen Members appointed to Council established Boards, Commissions and Committees.

2.1.2 To provide guidance to citizen Members of Boards, Commissions and Committees on the conduct expected of them when applying and serving with regard to:

- a. Conflict of interest;
- b. Confidentiality;

- c. Acceptance and disclosure of gifts and benefits;
- d. Conduct during meetings;
- e. Use of The City of Calgary and Board, Commission and Committee property, technology and resources; and
- f. Political activity and elections.

2.1.3 To provide guidance with regard to reporting breaches of this Council policy.

3. **DEFINITIONS**

In this Council policy:

- a. "Boards, Commissions and Committees" means a Council Board, Commission, Committee or other body established by The City of Calgary Council under the *Municipal Government Act* RSA 2000, c M-26 or the *Police Act* RSA 2000, c P-17.
- b. "Chair" means the Chair of a Board, Commission or Committee;
- c. "Confidential Information" means any information (oral or written) that is received in confidence by the Board, Commission or Committee, and that a Board, Commission or Committee is required to refuse to disclose, in accordance with the *Freedom of Information and Protection of Privacy Act*, RSA 2000 c F-25;
- d. "Conflict of Interest" means a situation when a citizen Member has a private or personal interest sufficient to influence or to appear to influence the objective exercise of his or her duties (adopted from The City of Calgary Administration policy: *Conflict of Interest Policy* HR-LR-004(B));
- e. "Corporation" means a body corporate incorporated or continued under the *Business Corporation Act* and not discontinued under the *Business Corporation Act* (adopted from the *Business Corporation Act* RSA 2000 c B-9);
- f. "External Board, Commission or Committee" means a Board, Commission, Committee or other body not established by The City of Calgary Council but whose membership includes a Council appointee;
- g. "Gifts and Benefits" means items, services and entertainment of value that are received by a member of a Board, Commission and Committee for their personal use. Gifts and benefits include, but are not limited to money, tickets

to events, memberships, real property, clothing, jewelry, food or beverages, discounts/rebates on personal purchases, free or subsidized drinks or meals, entertainment, participation in sport and recreation activities and invitations to social functions ~~(adopted from The City of Calgary Council policy: **Gifts and Benefits Policy for Members of Council (CC043)**; (Code of Conduct for Elected Officials Bylaw 26M2018;~~

- h. “Member” means a citizen appointed to a Board, Commission or Committee by The City of Calgary Council;
- i. “Political Activity” means being a candidate for elected office, campaigning for a candidate for elected office, fundraising for an election campaign, promoting a political party or special interest cause (adopted from The City of Calgary Administration policy: *Conflict of Interest Policy* HR-LR-004(B));
- j. “Quasi–Judicial Boards” means the Assessment Review Board (ARB), the Licence & Community Standards Appeal Board (LCSAB), and the Subdivision & Development Appeal Board (SDAB); and
- k. “Wholly–Owned Subsidiaries” means a Corporation of which Council is the sole Shareholder.

4. **APPLICABILITY**

This Council policy:

- 4.1 Does not supersede or replace legislation or bylaws;
- 4.2 Supplements any existing Code of Conduct policy established by a Board, Commission or Committee as per their governing authority.
Where the Board’s, Commission’s or Committee’s Code of Conduct policies are silent and do not address a specific matter, Members should consult and abide by this Council policy;
- 4.3 Takes precedence where there is a conflict between an existing Code of Conduct policy established by a Board, Commission or Committee and this Council policy;
- 4.4 Does not take precedence in the circumstance where Council has approved a Code of Conduct policy, terms of reference containing a Code of Conduct policy, or any other document specific to a particular Board, Commission or Committee;

- 4.5 Does not preclude any Board, Commission or Committee from establishing a code of conduct as empowered by their governing authorities and deemed appropriate for their operation;
- 4.6 Applies to all Members appointed to Boards, Commissions and Committees, other than corporations, Quasi-Judicial Boards and Wholly-Owned Subsidiaries;
- 4.7 Does not apply to External Boards, Commissions and Committees;
- 4.8 Does not apply to the Calgary Public Library Board established under the *Libraries Act* RSA 2000 c L-11;
- 4.9 Does not apply to Business **Revitalization Zones Improvement Areas Boards** established under the *Municipal Government Act* RSA 2000 c M-26;
- 4.10 Does not apply to Members of Council who are bound by the *Disclosure Policy for Members of Council (CC044)*, **Ethical Conduct Policy for Members of Council (CC043)**, **the Transparency and Accountability Policy (CC039)**, **Code of Conduct for Elected Officials Bylaw (Bylaw Number 26M2018)**, the *Respectful Workplace Policy (HR-LR-001(B))* and the policy on *Workplace Violence (GN-040)*; and
- 4.11 Does not apply to members of City Administration who are bound by the *Code of Conduct (HR-LR-005(A))*, *Conflict of Interest (HR-LR-004(B))*, the *Transparency and Accountability Policy (CC039)*, the *Respectful Workplace Policy (HR-LR-001(B))* and the policy on *Workplace Violence (GN-040)*.

5. **PROCEDURE**

5.1 The *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees* will be available online, and can be viewed by any interested citizen prior to making an application for a Council appointment to a Board, Commission or Committee.

5.2 Appointment to a Board, Commission or Committee is contingent on submitting a completed Declaration following an appointment.

Members shall:

5.2.1 Receive a copy of the *Code of Conduct for Citizen Members Appointed to*

Council Established Boards, Commissions and Committees and complete a *Declaration* form (Appendix) no later than thirty (30) days following their initial appointment to a Board, Commission or Committee and following any subsequent re-appointment.

- 5.2.2 Submit completed *Declarations* to the Administrative or Resource Staff of their Board, Commission or Committee, who shall retain the *Declarations* for the duration of the Member's appointment and forward a copy to the City Clerk's Office.
- 5.2.3 Abide by the *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees* in discharging their duties.

5.3 Conflict of Interest

- 5.3.1 In the performance of their duties, Members must avoid conflicts of interest, or any situations that could give rise to a potential or perceived conflict of interest;
- 5.3.2 If a Member is in doubt about whether any situation involves a conflict of interest or may lead to a potential or perceived conflict of interest, the Member must seek guidance from the Chair at the earliest possible opportunity. The Chair will determine whether the situation in question constitutes a real, potential or perceived conflict of interest;
- 5.3.3 Should the Chair determine that such a conflict of interest exists, then the following steps will be taken:
 - i. If the conflict of interest is declared outside of a meeting of the Board, Commission or Committee, then the Member must formally declare the conflict of interest (in writing) to the Chair, and must abstain from any discussions related to the matter and from attempting to influence a vote on the matter.
 - ii. If the conflict of interest is declared during a meeting of the Board, Commission or Committee, then:
 - a. The Member must leave the room in which the meeting is being held and not return to the meeting until all discussion and voting related to the matter are concluded; and
 - b. The Member's conflict of interest declaration must be

recorded in the Minutes of the Board, Commission or Committee meeting.

- iii. If a Member believes that another Member of their Board, Commission or Committee is in a real, potential or perceived conflict of interest, then the Member must inform the Chair at the earliest possible opportunity. If a Member believes that the Chair is in a real, potential or perceived conflict of interest, then the Member must inform the Vice-Chair at the earliest possible opportunity.

5.4 Confidential Information

- 5.4.1 Members must not disclose confidential information (verbal or written) by any means, unless the Member is authorized to do so by law or in accordance with the *Freedom of Information and Protection of Privacy Act* RSA 2000 c F-25;
- 5.4.2 Members must not use confidential information acquired during their appointment to a Board, Commission or Committee for their personal use or gain, or for the personal use or gain of their family and friends; and
- 5.4.3 Members must not use confidential information following the completion of their term on a Board, Commission or Committee for their personal use or gain, or for the personal use or gain of their family and friends.

5.5 Acceptance and Disclosure of Gifts and Benefits

- 5.5.1 Members must not solicit a gift or a benefit, by virtue of their position on a Board, Commission or Committee, for their personal use or for the personal use of their family, friends or associates;
- 5.5.2 Members must not accept a gift or a benefit, with the exception of a common hospitality that is connected directly to their duties on a Board, Commission or Committee; and
- 5.5.3 Gifts and Benefits, with the exception of a common hospitality that is connected directly to a Member's duties on a Board, Commission or Committee, must be disclosed to the Chair at the earliest possible opportunity.

5.6 Conduct at Meetings

- 5.6.1 Members must be aware of their Board's, Commission's or Committee's mandate, and their governing legislation, bylaws, terms of reference, and any other policies and procedures;
- 5.6.2 Members must attend all meetings, except those where approval for absence was granted by the Committee or where the Member is required to take a leave of absence in accordance with this Council policy;
- 5.6.3 Members must conduct themselves in accordance with the established policies and procedures for the conduct of their Board's, Commission's or Committee's meeting;
- 5.6.4 Members must conduct themselves in a professional and transparent manner, and must refrain from engaging in conduct that is disruptive to the conduct of the meeting; and
- 5.6.5 Members must treat each other fairly, recognizing and valuing the diversity among Members, and ensuring their behavior is respectful at all times.

5.7 Use of The City of Calgary and Board, Commission and Committee Property, Technology and Resources

- 5.7.1 Members must not use The City of Calgary and Board, Commission and Committee property, technology and resources (capital and human) for any purpose other than the purpose associated with the performance of their duties as a Member of a Board, Commission or Committee;
- 5.7.2 Members must not use The City of Calgary and Board, Commission and Committee property, technology and resources (capital and human) for personal gain or for the gain of their family and friends; and
- 5.7.3 Members must return all such property, technology and resources upon completion of their term.

5.8 Political Activity and Elections

- 5.8.1 Members must not use The City of Calgary and Board, Commission and Committee property, technology and resources (capital and human) for any political activity.
- 5.8.2 Local jurisdictions

- i. Members seeking elected office for The City of Calgary Council, school district or school division shall immediately advise the Chair, and must take a leave of absence for the period commencing on nomination day (as set by the *Local Authorities Election Act* RSA 2000 c. L-21) and ending one week following election day.

5.8.3 Provincial and Federal Elections

- i. Members seeking elected office for provincial or federal government shall immediately advise the Chair and must take a leave of absence for the period commencing with the issue of a writ of election and ending with the announcement of the official election results.

5.9 Breaches

- 5.9.1 Any real, or alleged, breach may be reported to the City Auditor in accordance with the *Whistle-Blower Policy* (CC026);
- 5.9.2 Any real, or alleged, breach must be reported to the Chair. In the case that the real, or alleged, breach is related to the Chair, then it must be reported to the Vice-Chair;
- 5.9.3 Where a real, or alleged, breach is reported to the Chair, or the Vice-Chair depending on the circumstance, the Chair and/or Vice-Chair, will take the following actions:
 - i. Provide the Member whose conduct breached, or may have breached this Council policy with the case against them in writing and with an opportunity to respond (verbally or in writing);
 - ii. Rule whether a breach occurred, and document the decision;
 - iii. If a Member is deemed to have breached this Council policy, the Chair and/or the Vice-Chair may add the breach to the In-Camera Agenda of the next scheduled meeting, or call a special meeting;
 - iv. If warranted, the Board, Commission or Committee, as a whole, may direct the Chair, or Vice-Chair to bring forward a written report to Council through Administration. The report will be forwarded to the In-Camera portion of the Council Agenda, and must include the following:

- a. Nature of the breach;
- b. Submission, if provided, of the Member whose conduct breached this Council policy; and
- c. The Board's, Commission's or Committee's recommendation to Council.

5.9.4 Where Council is satisfied that a breach of this Council policy occurred, Council may by resolution:

- i. Suspend the Member for a period of time deemed appropriate by Council; or
- ii. Revoke the Member's appointment on the Board, Commission or Committee.

6. SCHEDULE

6.1 **Schedule A:** Code of Conduct for Citizen Members Appointed to Council
Established Boards, Commissions and Committees Declaration

7. AMENDMENTS

Date of Council Decision	Report / Bylaw	Description
2017 July 31	PFC2017-0433 Bylaw 35M2017	Bylaw 44M2006 is repealed and replaced with Procedure Bylaw 35M2017.
2015 March 30	LGT2015-0232	Council adopted the following amendments: (1)The Council policy does not take precedence in the circumstances where Council has approved a Code of Conduct policy, terms of reference containing a Code of Conduct policy, or any other document specific to a particular Board, Commission or Committee; (2) Citizen Members must attend all meetings, except those where approval for absence was granted by the Committee or where the Member is required to take a

		<p>leave of absence in accordance with this Council policy;</p> <p>(3) Citizen Members seeking elected office for The City of Calgary Council, school district or division are required to take a leave of absence for the period commencing on nomination day and ending one week following election day; and</p> <p>(4) Citizen Members seeking elected office for the provincial or federal government are required to take a leave of absence for the period commencing with the issue of a writ of election and ending with the announcement of the official election result.</p>
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8. REVIEWS

Date of Policy Owner's Review	Description
2019 December 02	<p>Minor revisions to replace the:</p> <ol style="list-style-type: none"> 1. Reference to the rescinded "Gifts and Benefits Policy for Members of Council (CC043)", in the Definitions section, part 4g and the Applicability section, part 5.10 of this Council policy, with the "Code of Conduct for Elected Officials Bylaw (Bylaw Number 26M2018)". 2. Reference to the rescinded "Ethical Conduct Policy for Members of Council (CC042)", in the Applicability section, part 5.10 of this Council policy, with the "Code of Conduct for Elected Officials Bylaw (Bylaw Number 26M2018)".

	3. Reference to the “Business Revitalization Zone” under the Applicability section, part 5.9 of this Council policy, with “Business Improvement Areas”
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PROPOSED COUNCIL POLICY

Schedule A

Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees

Declaration

INSTRUCTIONS: Each Member must complete this Declaration no later than thirty (30) days following their initial appointment to a Board, Commission or Committee and following any subsequent re-appointment. The Declaration is to be submitted to the Administrative or Resource Staff of the Board, Commission or Committee, where it will be retained for the duration of the Member's appointment. A copy of this Declaration is to be forwarded to the City Clerk's Office.

I, _____, Member of
Full Name

_____ acknowledge
Name of Board, Commission or Committee

that I have read and understand the *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees*, and agree to adhere to the standards described in this Council Policy.

Signature

Date

City Manager's Office Report to
Priorities and Finance Committee
2017 June 09

ISC: UNRESTRICTED
PFC2020-0625

Administrative Penalties System Business Recommendation

EXECUTIVE SUMMARY

This report presents a business recommendation for establishing an Administrative Penalties System (APS) featuring a municipal tribunal to resolve parking and transit fare evasion appeals. Establishment of an APS program would: be consistent with justice reform developments across Canada; align with existing and evolving City enforcement processes; and, provide benefits to The City of Calgary (The City) and citizens through a cost-effective, streamlined, timely and customer-oriented dispute resolution system.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee (PFC) recommend that Council:

1. Direct Administration to proceed with negotiations with the Government of Alberta required to implement an Administrative Penalties System;
2. Direct Administration to prepare and present a Council Innovation Fund application to PFC on 2020 July 14 for one-time startup costs;
3. Direct Administration to engage key stakeholders on impacts of, and guiding principles for, establishing an Administrative Penalties System (APS); and,
4. Direct Administration to develop an Administrative Penalties Bylaw, and other related and necessary bylaw amendments, and present them at public hearing before 2020 December 31.

HIGHLIGHTS

- The City Charter provides The City with authority to establish an Administrative Penalties System with a municipal tribunal to resolve parking and transit fare evasion appeals.
- Establishing a tribunal would improve the convenience and accessibility of challenging alleged violations for Calgarians, and help reduce costs for The City.
- Instead of challenging parking tickets through inconvenient and time-consuming appearances in court, citizens could file an appeal with a municipal tribunal. City costs would be reduced because fewer resources would be required to respond to appeals.
- A tribunal can deal with these matters faster, less formally and at less cost than a court because the City Charter allows for an adjudicative process with a burden of proof and rules of evidence which are proportional to alleged bylaw offences.
- At its 2020 January 13 Combined Meeting, Council received an update on City Charter authorities, including an update on implementation of a municipal tribunal.
- Establishing an APS aligns with Council Directives for a Well-Run City.

PREVIOUS COUNCIL DIRECTION / POLICY

At its 2020 January 13 Combined Meeting, Council received an update on City Charter authorities, including an update on implementation of a municipal tribunal.

BACKGROUND

Intergovernmental Affairs and Corporate Strategy (ICS) presented report ALT2017-1005 at Administrative Leadership Team's (ALT) 2017 July 25 meeting and ALT directed the City Clerk's Office to lead further investigation and refinement of a recommendation for establishing a

**City Manager's Office Report to
Priorities and Finance Committee
2017 June 09**

**ISC: UNRESTRICTED
PFC2020-0625**

Administrative Penalties System Business Recommendation

municipal tribunal and to conduct a review of the capital investments that would be needed to implement an APS.

On 2018 April 04, the *City of Calgary Charter, 2018 Regulation* established, amongst other things, an authority for The City to establish an APS encompassing parking and transit fare evasion violations.

On 2020 February 18, ALT directed the City Clerk's Office to engage key stakeholders and present the Business Recommendation for an APS, along with a funding strategy, to Council through the Priorities and Finance Committee.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

City of Calgary bylaw contraventions represent a significant volume of cases for adjudication by the Alberta Provincial Court. This traditional approach is inefficient and inconvenient for citizens, and expensive for The City and the Courts.

The City Charter provides The City with authority to establish an APS limited to parking and transit fare evasion matters. The purpose of an APS is to encourage compliance and promote changes in behaviour, and to have responses to contraventions that are proportional to offences. Administrative penalty systems are becoming widely accepted and adopted throughout various Canadian jurisdictions as alternatives to enforcement in Courts.

Under an APS, violations are appealed to a tribunal. Tribunals are less formal, more flexible and faster than the Courts. For the public, this means an easier process to dispute and resolve violations, and a more convenient way to participate in challenging decisions that impact them. For The City, this means reducing the number of resources required to respond to appeals, owing to a different burden of proof and rules of evidence than are currently applied in court.

The Business Recommendation (Attachment 1) provides further background information, an assessment of readiness, an evaluation of APS benefits, an APS model framework proposal, and identifies costs and financial impacts, including a funding strategy for start-up costs and a proposed operational budget of an Administrative Penalties Tribunal (APT). An APS for Calgary should focus on opportunities to improve: early resolution of disputes, limiting the number of cases requiring adjudication; public education; and, the fast, direct collection of penalty revenue.

Calgary Parking Authority's current enforcement program aligns with an APS. Since the development of this Business Recommendation, Calgary Transit has moved forward with a number of initiatives that align its enforcement program with an APS, including: administrative penalty notices, early payment options, administrative review, and direct revenue collection.

If Council directs establishment of an APS, and start-up funding for facilities and information systems is secured, the City Clerk's Office would hire a dedicated limited term project manager to ensure that sufficient leadership capacity is in place to move the work of implementation forward, with the objective of implementing the program no later than the end of 2021.

Stakeholder Engagement, Research and Communication

Representatives from Calgary Community Standards, Calgary Parking Authority, Calgary Transit, City Clerk's Office, Customer Service and Communications, Facilities Management,

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Administrative Penalties System Business Recommendation

Finance, Information Technology and Law were involved in the development of the Business Recommendation.

Development of the Business Recommendation has involved input from a broad range of internal partners and stakeholders, as well as preliminary discussions with Provincial officials and a study of leading practices in other jurisdictions (Attachment 3).

Successful implementation of an APS would rely on continuation of a cooperative and collaborative working relationship with Service Alberta. More comprehensive discussions will need to occur with Service Alberta to obtain assurance that the Registrar will continue the restriction of service to customers that have unpaid penalties.

Plans for engagement of key stakeholders directed by ALT in February was disrupted by COVID-19 impacts to The City's Appeals & Tribunals service, and would resume in the weeks ahead if Council directs this work to proceed.

Strategic Alignment

This project delivers on 2019-2022 Council Directives for a Well-run City, and specifically Strategic Action W2: "The City must work on improving the value of municipal services delivered by simplifying and streamlining processes and procedures, cutting red tape, eliminating service silos, and discontinuing those services that The City should not be providing."

Social, Environmental, Economic (External)

An APS program featuring early resolution options, alternative remedies and discretion to provide compassionate relief could be considerably more responsive and efficient in meeting the needs of marginalized or vulnerable populations than the current court-based process. An APS program would align with existing and evolving Calgary Transit enforcement initiatives to improve the response to non-compliance by marginalized or vulnerable populations.

Financial Capacity

Further investigations are necessary to confirm the operating and capital budget, in particular, discussions with the Province respecting the possibility of shared responsibility for funding, and the costs of integrating City and Provincial IT systems. A funding strategy for meeting the start-up expenses, and APT operating budget, is contained in the Business Recommendation (Attachment 1). A new, detailed budget would be presented for Council's consideration during the 2020 mid-cycle budget adjustment process in November.

Current and Future Operating Budget:

The annual cost for The City to operate an APS is estimated at \$570,000; however, resolving appeals through a municipal tribunal, rather than by a court, would free City resources in administrative and enforcement teams. The annual cost of these resources is approximately \$1.0 million. Administration would monitor the financial impact of the APS program and report back to the Priorities and Finance Committee.

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Administrative Penalties System Business Recommendation

Current and Future Capital Budget:

The APS will require approximately \$1.1 million of start-up funding, including capital expenditures associated with a tribunal facility (\$150,000), and software solutions (\$500,000) that can effectively manage approximately 2,000 appeals filed annually, and integrate payment data with Service Alberta and/or other Provincial IT systems. Applications for Council Innovation Fund and IT development pool funds are proposed for meeting most of these one-time start-up costs, the remainder of which are proposed to be paid from operating budgets of City Clerk's, Calgary Parking Authority and Calgary Transit.

Risk Assessment

Risks associated with implementation of an APS include the possibility of changes to the current operating environment, including possible changes to the governance of Calgary Parking Authority (CPA) that are currently under review, and the possibility of changes to the City Charter.

REASONS FOR RECOMMENDATIONS:

An APS would improve the convenience and accessibility of challenging transit and parking violations for Calgarians, and would help reduce resource requirements for The City to enforce and prosecute these matters.

ATTACHMENT(S)

Attachment 1 - Administrative Penalties System Business Recommendation

Attachment 2 - Administrative Monetary Penalty System Leading Practices Summary

Calgary



Administrative Penalties System Business Recommendation



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Executive Summary

City of Calgary (The City) bylaw contraventions represent a significant volume of cases for adjudication by the Alberta Provincial Court; however, this traditional approach of disputing bylaw contraventions is inefficient and inconvenient for citizens, and expensive for The City and the Courts.

The City of Calgary Charter (The Charter) provides The City with authority to establish an Administrative Penalties System (APS) limited to parking and transit fare evasion matters, which can be adjudicated by a municipal tribunal under an APS. Because tribunals are not bound by the procedural and evidentiary rules of Courts, they can provide public access to justice in a fashion that is faster, cheaper, less formal, and more flexible.

An APS allows for monetary penalties to be imposed for the violation of legislated requirements such as the requirement to pay for parking and transit rides. The purpose of an APS is to encourage compliance and promote changes in behaviour, and to have responses to contraventions that are proportional to offences.

Administrative penalty systems are becoming widely accepted and adopted throughout various Canadian jurisdictions as alternatives to enforcement pursued in courts. This less punitive approach encourages justice reform, easing the burden on strained justice resources, and supports proportionality in the enforcement of minor offences such as parking and transit fare evasion.

The City should consider establishing an APS to manage parking and fare evasion matters, including an Administrative Penalties Tribunal (APT) supported by the City Clerk's Office, to allow for a more efficient and effective means for the public to access justice. Given the relatively high volume, as well as the simplicity and uniformity, of the Calgary Parking Authority (CPA) parking contravention caseload, it is a good fit for inclusion in an APS; further, the CPA has an administrative review process which can be easily adapted to an Early Resolution Program, and mature information systems that can integrate with tribunal and Provincial information systems. The synergies between existing CPA processes and systems, and the recommended APS, are in alignment with leading practices of other successful APS jurisdictions, which focused on keeping implementation simple.

Now is also the right time to bring transit fare evasion contraventions into an APS. Calgary Transit is currently implementing several strategic initiatives which are in alignment with establishment of an APS, including the development of administrative penalty notices, an early payment option framework, a payment gateway, an administrative review process, and mobile fare service. Although a high percentage of transit enforcement relates to fare evasion, the overall trial caseload in Courts today for fare evasion is low relative to parking matters. That said, The City's experience shows that the introduction of technology in enforced services such as parking (e.g. ParkPlus) and transit fare can complicate efforts to prosecute them. As the Mobile Ticketing System initiative is implemented, the costs of prosecuting fare evasion matters is likely to increase significantly, making tribunal adjudication, with its lower evidentiary standards, a more attractive option. On balance, there would be benefits to the public and The City of integrating fare evasion matters into an APS.

A number of information systems and resources which could support an APS are already in place or will be shortly. Although resources would be required to establish an APT and support a transition away from Court processes, there would be net efficiencies to The City because the Law Department would no longer be required to support the prosecution of these matters in Court, and because CPA and Calgary Transit staff

would no longer be required to appear or testify in Court to support those prosecutions; instead, that evidence could be provided in writing, by affidavit.

The cumulative cost of resources that would no longer have to be applied to support The City's participation in the Court-based process would amount to approximately \$995,000 per year, which exceeds the estimated \$570,000 that it would cost to operate an APT by approximately \$425,000 per year. Given the estimated \$1.0 million of startup costs that would have to be invested corporately to establish an APS, the net efficiency of implementing an APS could be realized within three years after transition is complete.

Finally, successful implementation of an APS is largely dependent on Service Alberta Registries continuing to restrict services to those with unpaid penalties. This mechanism is in place today and is relied upon as a means of enforcing collection of unpaid fines. The City should continue discussions with the Province to achieve formal agreement that Service Alberta Registries will continue to assist with enforcement of administrative penalty collection if The City establishes an APS. Continuation of The City's dialogue with the Province should also explore the possibility of Provincial funding support for one-time APS startup costs.

Recommendation: The establishment of an APS program for parking and fare evasion violations – as enabled through the City Charter – is consistent with justice reform developments across Canada and in Alberta, aligns with existing City processes, and would provide benefits to The City and citizens. An APS program for parking and fare evasion matters would provide a cost-effective, streamlined, timely and customer-oriented dispute resolution system and is consistent with the following Guiding Principles for a municipal tribunal that were established by the Administrative Leadership Team (ALT):

- Delivery of Citizen-centered Services
- Accessible for All Citizens
- Safe and Secure Workplace and Information
- Proportionality and Efficiency of Operations
- Maintaining the Public's Trust

Introduction

The City Charter came into force on 2018 April 04. The Charter provides The City with authority to impose administrative penalties for the contravention of City bylaws as they relate to parking offences and transit fare evasion. The purpose of administrative penalties is to encourage compliance. An effective APS is responsive, proportionate, fair and equitable. APS programs can provide greater flexibility and can be more efficient and economical than enforcement through Courts.

The Charter empowers The City to establish an independent Administrative Penalties Tribunal (APT), also referred to as a municipal tribunal, to adjudicate citizen's appeals of penalties imposed by The City's Enforcement Agencies; for the purposes of The Charter, CPA and Calgary Transit. The Charter delineates the jurisdiction of such a tribunal, establishes governance and procedural frameworks for it, and empowers it to exercise compassionate discretion in appropriate circumstances, or to impose alternative administrative measures in lieu of a penalty.

Because they are not bound by the rules of evidence and procedure under which Courts must operate, tribunals are generally less formal, and achieve outcomes that are faster and less costly. A municipal tribunal would bring greater public convenience, accessibility and speed to resolution of disputes, as well as a more efficient and cost-effective means of responding to challenges of enforcement decisions.

Representatives from the City Clerk's Office, Law, CPA, Calgary Transit, Calgary Community Standards, Finance, Facilities Management, Information Technology, Communications, and Intergovernmental & Corporate Strategy brought their subject matter expertise to this project and provided oversight to the APS project. The Business Recommendation was framed in large part through the following analysis:

- Research and analysis of the current Court-based system;
- Examination of leading practices in other jurisdictions in Ontario and British Columbia (BC);
- Assessment of resources and procedures currently in operation at The City;
- Request for Information (RFI) process to identify possible Information Technology (IT) solutions; and,
- State of readiness of CPA and Calgary Transit.
- Risk assessment of the status quo and of establishing an APS

The purpose of this document is to identify and describe the current issues facing Calgarians and Administration when parking and transit fare evasion matters are prosecuted at Provincial Court, and to recommend whether an APS established by The City under authority of The Charter could alleviate those issues. This report provides a high-level recommendation, and is based on an analysis of enforcement and prosecution data sampled from 2017 and 2018. On the basis of the analysis completed to date, the financial estimates referenced below should be considered class 4 (-30% to +50%) unless otherwise specified.

Background

Currently, all municipal bylaw contraventions are enforced and administered through the Alberta Provincial Court system. Population growth, increased enforcement, and increased use of enforcement technology have all added to the workload and inefficiency of the Court system.

CPA Enforcement Services enforces the Calgary Traffic Bylaw (Bylaw 26M96) and the Calgary Parking Bylaw (Bylaw 41M2002). CPA has several enforcement methods, including photo enforcement through the ParkPlus system, as well as traditional on-site enforcement through Municipal Bylaw Officers.

Calgary Transit Public Safety and Enforcement (PSE) support a safe and secure environment for the general public, transit riders, and transit employees. PSE Officers currently issue violation tickets for bylaw and provincial offences. PSE Officers currently serve these tickets directly on recipients at the time of the alleged offence.

Of all of the violation tickets issued in Calgary relating to parking and fare evasion, approximately 96 per cent relate to parking matters:

	2017			2018		
	CPA	CT	Total	CPA	CT	Total
Total tickets issued	336,815	10,708	347,523	345,991	14,285	360,276
Voluntary payments	177,870	4,551	182,421	211,232	1,967	213,199
Convicted in absence	134,529	3,320	137,849	130,424	4,799	135,223
Proceeded to trial	1,584	351	1,935	1,224	322	1,546
Not guilty	14	3	17	14	3	17

Court-based System

Current processes for ticket enforcement and adjudication are complex, involve different stages, multiple City personnel and the Provincial Court. All of these processes take time and impose inconvenience on citizens and costs on The City.

When citizens (or their vehicles) are observed in violation of the Parking Bylaw or Traffic Bylaw, they are issued a parking tag. This tag notifies the registered owner or operator that unless the matter is rectified through payment or review, The City will be pursuing prosecution. The tag then provides various early payment options which, if taken advantage of within the given time frame, can allow an individual to avoid receiving a violation ticket. If an individual does not pay the fine before the prescribed time frame has elapsed, a violation ticket is issued with the date that they must make their first appearance at Provincial Traffic Court.

In advance of prosecution in Court, however, an individual can contact the CPA to request an administrative review of their tag/ticket for errors. If the CPA determines that an error was made, the tag/ticket may be cancelled and withdrawn from Court. Under its administrative review process, the CPA does not itself have the authority to cancel a validly-issued ticket for compassionate or mitigating reasons, or vary the amount of the fine, or the time to pay it.

Violation tickets issued by Calgary Transit PSE Officers include payment, first appearance and plea option details on the back of the ticket, and are explained by the PSE Officer. The violation ticket states the risk of being convicted in absence if the ticket is not dealt with in the timeline set out on it (in the near future, Calgary Transit PSE Officers will instead issue tags called administrative penalty notices; more information follows in the Calgary Transit State of Readiness analysis, below).

Whether for a parking violation or a fare evasion matter, once a violation ticket is issued and communicated to the Provincial Court, the management of the ticket process is assumed by the Provincial Court and the municipality's role is as a party to the ongoing action. Currently, the Provincial Court mandates through legislation that a violation ticket cannot enter the Court system for six to nine weeks after a ticket is written.

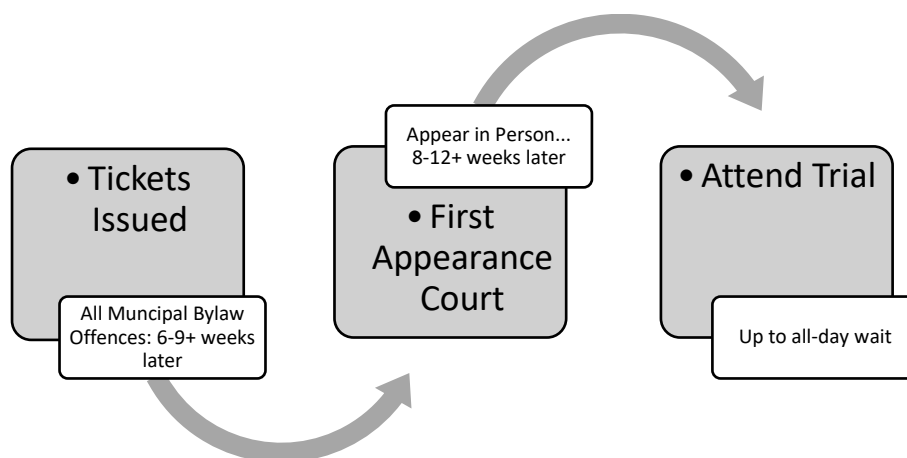
From the date of an accused person's first appearance at Court onwards, the enforcement of tickets becomes an adjudicative matter handled according to the General Rules of Procedure and Evidence for the

Provincial Traffic Court. These matters are prosecuted by staff from the Prosecution section of The City Law Department, and are heard by Traffic Commissioners appointed by the Provincial Court.

Many individuals fail to pay their fine, and then neglect to attend First Appearance Court: these individuals are convicted in absence of the violation. For those who do appear, municipal prosecutors have discretion to consider agreeing with requests for reductions to the fine amount and/or increases to the time to pay. Those who want to challenge their ticket, speak to a municipal prosecutor, and set a trial date, can expect to wait many hours to be heard.

In the lead up to trial, the individual challenging their violation ticket may contact the municipal prosecutor, who may negotiate fine reductions/adjustments, or withdraw the charge in response to compassionate or mitigating circumstances presented by the accused. Most often, the municipal prosecutor will make one last attempt to reach a plea deal with an accused on the trial date; however, the accused can elect to proceed to trial, as scheduled, at any juncture in the process.

Trials typically require a two-hour time commitment from the individual, but it can take up to between 20 to 30 weeks from the date a violation ticket is issued for the trial to occur. Trials in Traffic Court are scheduled using a docket system and so matters are assigned to either the morning or afternoon of a given day. Those morning or afternoon dockets generally represent two hours of actual available hearing time. Trials can take up to a half-day (two hours), and are scheduled on a docket system containing 8 to 12 matters per half day. As a result, it is not unusual for cases to be dismissed without the Court having heard them, if the Court runs out of time for the day. In these cases, the matters are generally dismissed by the Commissioner without a trial, meaning the violation tickets must be withdrawn by the Crown, and are not paid.



Citizen Experience

The Court-based system provides a process which is challenging for the public to navigate. The complexity, burden and timelines of the current system pose a barrier to access to justice. There is a significant opportunity to improve the citizen experience, both in terms of minimizing the time commitment required to participate meaningfully in the justice process, as well as reducing the formality of the process so that it is more accessible.

The delays in proceeding to trial pose challenges to citizens hoping to access justice and have their matter resolved in a timely manner, as well as for City staff who are required to prepare for and appear on specific matters.



Participants must provide the best evidence available. In the case of violation tickets, the Court considers the best evidence to be in-person testimony regarding issuance of the ticket and any supporting technology which may have been used to identify the violation. This practice is referred to as “best evidence.”

Court procedures and rules also impose a level of complexity which may deter individuals from fighting their tickets due to the difficulty in understanding the process, as well as the inconvenience that arises from having to spend so much time attending Court, on multiple occasions, to seek justice. Arguably, those most in need of the leniency currently available only through the Courts, are also those for whom setting aside time during the work week has the most significant impact.

For those that do exercise their right to challenge the allegations against them, few are fully successful: for example, of the 1,224 provincial court trials for parking violations in 2018, less than one per cent, only 14 individuals, had success in achieving a not guilty verdict through a trial.

City Resources

In addition to the procedural rules, Traffic Court also inherits its burden of proof from the Criminal Division; as such, proof beyond a reasonable doubt is required. In practice, this requires the municipal prosecutor to provide evidence to the Court which establishes, beyond a reasonable doubt, that the offence has occurred.

For parking tickets, which are strict liability offences, this means that The City must prove that the vehicle in question did in fact belong to the defendant according to the rules of the *Traffic Safety Act*, and that the vehicle was in the restricted location as reported by the officer. In the case of fare evasion matters, it requires that the Court weigh the testimony of the officer against that of the defendant to determine whether a valid proof of fare was presented. In order to support prosecution of these offences, CPA and Calgary Transit must send staff to present evidence to the Court in support of each violation ticket that is challenged.

In any case where an electronic system such as ParkPlus is used to determine that a contravention occurred, the Court must be satisfied that the system itself is accurate and was working properly at the time in question. CPA's ParkPlus system has created evidentiary challenges for the Court, which has struggled to understand the details and implications of the technology, thus driving up costs for The City to meet the burden of proof necessary to successfully prosecute these matters in Court. The current use of technology by CPA has resulted in up to two to five staff having to attend Court in many cases to provide expert testimony, depending on the experience and comfort level of the individual Traffic Commissioner hearing the matter (this experience provides a cautionary tale for The City as Calgary Transit implements mobile fare technology which promises to complicate the prosecution of fare evasion matters).

Most matters are resolved at First Appearance Court (FAC) with a guilty plea and a submission to the Court that has been mutually agreed upon by both parties. These relatively straight forward resolutions still require a significant investment of time by resources from CPA and Calgary Transit, and the municipal prosecutor. If a mutual resolution cannot be reached, a trial is scheduled.

In the current Court-based system, approximately 20 administrative support personnel are involved full-time in the processing and adjudication of parking and transit fare evasion contraventions. Up to four prosecutions staff are involved in supporting the prosecution of parking and fare evasion matters in the Court. There are also 80 CPA staff and 90 Calgary Transit enforcement personnel who are required to attend Court in support of prosecutions. In total, 190 City employees are involved in the Court process on a full- or part-time basis. The demand is certainly enough that both CPA and Calgary Transit consider officer availability for Court support when planning staff resourcing. It is not uncommon, for example, for between two and 12 CPA staff to attend Court (four days per week) to respond to parking violation matters.

Specific teams responding to these matters on behalf of The City include:

Calgary Parking Authority

The CPA has a six-member team of 'Tag Administration Clerks' involved in processing parking tags in preparation for Court proceedings, conducting administrative reviews and recommending appropriate action.

Calgary Transit

Calgary Transit has a seven-member PSE Canadian Police Information Centre (CPIC)/Court Services team that provides real-time information to PSE Officers, enters all tickets into the record management system, and prepares tickets for transfer to the Calgary Court Centre. In addition, some members of this team also prepare the disclosure material, exhibits, as well as subpoenas for witnesses, and coordinate the availability of officers for trials.

Law Department, Prosecutions section

There is a team of seven individuals in the Prosecutions section who primarily conduct themselves in traffic court. These members range from disclosure clerks to prosecutors, and they are also responsible for addressing a variety of other municipal enforcement matters in the Courts on behalf of The City.

Recommendation

Overview

The City should exercise its authority under The City Charter and proceed to establish an APS to manage parking and transit fare evasion matters.

Although a key feature of the APS would be a new independent administrative tribunal, other changes to the overall system of enforcement and administration for parking and transit fare evasion contraventions would be both required and beneficial.

Implementation of an APT should be supported by the City Clerk's Office, which currently has the expertise to support tribunals, given its experience and expertise in supporting the Appeals and Tribunals service.

State of Readiness Assessment

Calgary Parking Authority

The CPA has several business processes in place that complement the transition to an APS program; for example, it has an early payment incentive program. Although not a requirement for transition to an APS, the CPA has a three-tiered fee system for parking fines. Administrative expenses and other costs resulting from violation tickets and prosecution costs are minimized when a fine is paid early.

Although CPA's administrative review program described above is citizen-initiated, and is a voluntary process, only minor changes would be required to transform it into an Early Resolution Program with broader discretion to resolve public concerns before they evolved into appeals. All parking contraventions under the APS program would flow through that early dispute resolution process and then, if required, through a single point of adjudication with the tribunal. The CPA also has a robust and well-developed online customer service presence, with a system that allows the public to make an application online for administrative review, or to pay fines online.

The Court processes between approximately 135,000 and 240,000 parking tickets annually. The elimination of these tickets in Court would free up Justice resources to attend to more serious offences. Fifty per cent of Calgary bylaw contravention proceedings before the Provincial Court relate to parking bylaw matters. The City's prosecutors deal with up to 6,000 accused people who are looking to plead guilty and make a submission to the Court that has been mutually agreed upon by both parties. These relatively straight forward resolutions still require a significant investment of resources by the CPA and municipal prosecutor.

Had the APS system been fully operational in 2018, 70 per cent of the cases that resulted in appearances before the Court that year would likely have been resolved through an early dispute resolution process, in a more timely and cost-effective way. Matters resolved through informal dispute resolution would cost 25 per cent less than cases resolved with a hearing at First Appearance Court, or less than five per cent of the cost of cases resolved by trial.

Using Ontario jurisdictions' successful forecasting model for tribunal caseload, approximately 1,250 parking violation appeal proceedings would be expected, based on the number of parking violation trials set in Court in 2018.

Calgary Transit

Many changes are presently underway with respect to how Calgary Transit interacts with its customers and responds to those who evade paying fares. In 2020, Calgary Transit is launching mobile fare technology, and related enforcement program changes and services to support: administrative penalty notices, early payment options, administrative review processes and direct collection of enforcement revenue.

Mobile fare technology

In 2020, Calgary Transit plans to release the “MyFare” app, allowing customers to electronically purchase fares for transit service. When customers are asked to produce proof of fare, their electronic devices will provide the appropriate information to Calgary Transit enforcement. Should riders be unable to produce proof of fare, Calgary Transit enforcement staff will have the option to issue them with an administrative penalty notice.

Administrative penalty notices (APN)

Amendments to the Calgary Transit Bylaw 4M81 planned for later this year will change the way that Calgary Transit enforcement responds to fare evasion. Officers will issue APNs which, if unpaid for a prescribed period, will eventually result in the issuance of violation tickets to be prosecuted in Provincial Court. With appropriate bylaw drafting, these APNs would easily be diverted for adjudication through an APT under the authorities granted in The Charter.

Early payment options

The introduction of APNs will be complemented by an early payment options program featuring three payment tiers. Recipients of APNs would be able to pay less at the first (earliest) tier than at the second (middle) or last (latest) tier of the payment options. Such a program is expected to minimize administrative processing costs associated with fare evasion matters, expedite revenue collection and reduce the risk of non-payment or late payment. This is because early payment incentives can contribute to greater collection effectiveness and facilitate the timely management of related revenue; for example, currently, individuals charged with fare evasion offences often set matters for trial or attend court in an effort to seek a reduction in the \$250 fine. Through the judicial process, these individuals are offered the minimum specified penalty by prosecutions staff in exchange for a guilty plea. Early payment options are expected to minimize the need for APN recipients to appear to make their case, eliminating judicial ‘red tape’ and minimizing use of City prosecution and enforcement resources to achieve the same result.

Administrative review processes

Complementing these initiatives, Calgary Transit will be launching an optional administrative review process, so an individual’s first opportunity to raise their concerns with allegations that they have committed a bylaw violation is not at Court. Calgary Transit will have an established administrative review process by which APN recipients will be able to make a written request for review of the circumstances under which an APN is issued for fare evasion matters. This work will be coordinated by the PSE CPIC/Court Services Section, and access for customers will be provided at no cost by phone and email. Such an administrative review process has many of the components of, and could readily be converted into, an Early Resolution Program under an APS. Discretionary authority to grant extensions of time to pay penalties, to make referrals to low income pass programs, and/or community resources, may be possible and are currently being explored.

Revenue collection

Because Calgary Transit's current violation tickets have been managed within the Court-based system to date, Alberta Justice has been the agent which collects and forwards associated Calgary Transit fine revenue back to The City.

Calgary Transit has, however, recently launched the Calgary Transit eStore, which will provide a means by which APN recipients could pay monetary penalties directly to The City in the future. Only fare evasion APNs which result in violation ticket issuance (e.g. those which are not paid on time) will become collectable by Alberta Justice. Calgary Transit has also arranged that payments may also be made through its retail store locations downtown.

Case management

In 2019, Calgary Transit initiated a project to develop and implement its own case management system to manage its APN program, and track collection of associated revenue. Implementation of this system will allow for greater integration with City finance systems, and could provide a future opportunity for integration with Provincial systems (i.e. Service Alberta Registries) or an APT case management system, to support enforceability of revenue under an APS system.



Examination of the 2018 fare evasion ticket volumes show that of the approximately 4,100 accused who attended First Appearance Court, only 322 matters resulted in trials being set. Again, referencing Ontario jurisdictions' successful forecasting model for tribunal caseload, approximately 322 fare evasion appeals would be expected under an APS.

Further consideration also needs to be given to Transit's introduction of mobile fare technology, planned for later this year. The City's experience with prosecuting parking matters associated with ParkPlus is that the Courts do not readily cope with transitions to new technology, and the costs of prosecuting these matters are encumbered by the need for witnesses with specialized knowledge of the technical details of new

technology. The effort and costs associated with prosecuting fare evasion matters through the Courts can be expected to increase with the introduction of mobile fare technology. Presenting such evidence would be simpler and less cumbersome in a tribunal, where procedural and evidentiary rules are less rigid.

Readiness Assessment Summary

Given the high volume of CPA cases before the Courts, as well as the simplicity and uniformity of the parking violation caseload, it is a good fit for inclusion in an APS; further, the CPA has an administrative review process which can be easily adapted to an Early Resolution Program. Its mature IT solutions can integrate with a tribunal case management system, and the necessary Provincial information systems.

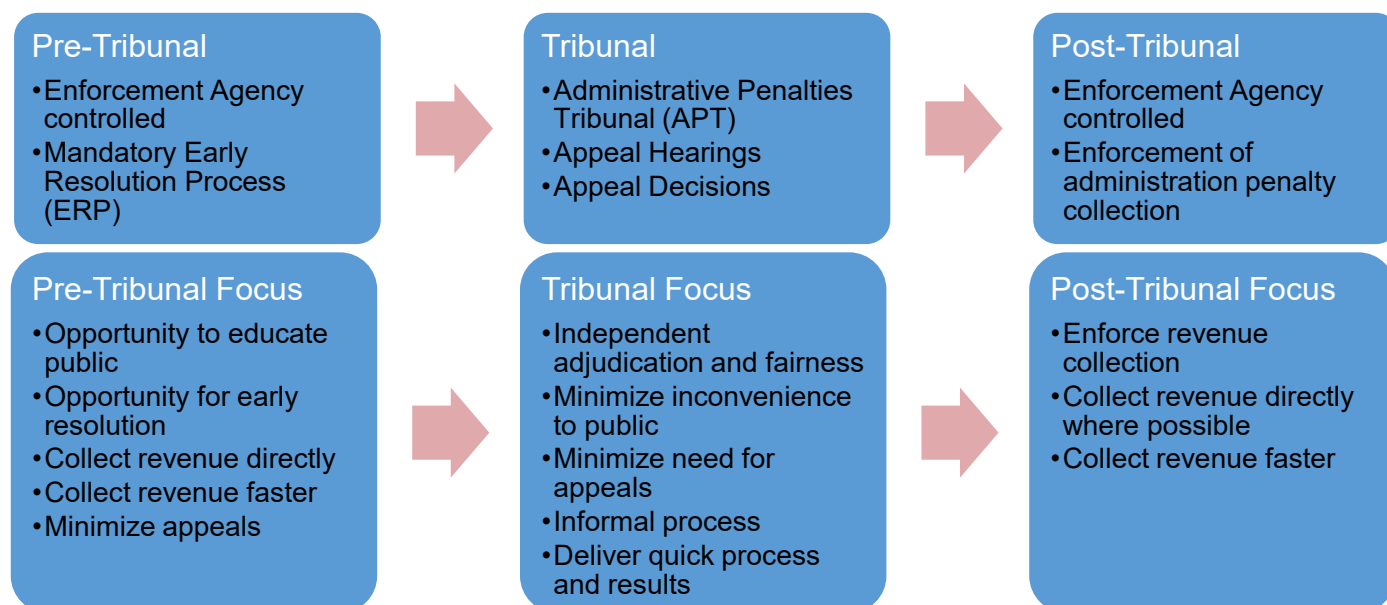
Recent and current program development by Calgary Transit has brought its enforcement program into alignment with processes and criteria for an APS. Its administrative penalty notice regime has been conceived in alignment with incorporation into an APS system, along with related initiatives such as implementation of early payment options, administrative review, a new enforcement information system, and a means of collecting revenue directly (and online). The gap between Calgary Transit's current state and the startup requirements for aligning Calgary Transit enforcement with an APS has largely been closed by recent investments in program development.

Administrative Penalties System Structure

The recommended APS can be thought of as a three-phase continuum: Pre-Tribunal, Tribunal and Post-Tribunal. The APS process would begin within the Calgary Transit and CPA enforcement bodies, with the issuance of the administrative penalty notice (APN) and administration of a mandatory Early Resolution Program (ERP).

The reported experience of Ontario and BC jurisdictions strongly suggests that early resolution is an essential ingredient for the success of an APS. An ERP is therefore recommended as a mandatory process within an APS for Calgary. CPA will need to make minor changes to their already existing administrative review program, and Calgary Transit is in the process of implementing a new administrative review process which should be readily aligned with this requirement.

As necessary after an unsuccessful early resolution process, a matter under dispute would then flow through the Administrative Penalties Tribunal (APT) for adjudication, and then come back full circle to Calgary Transit and CPA to ensure that measures are taken to support enforcement of collection.



In order for a contravention to fall within the adjudicative realm of an APS, Council must pass an Administrative Penalties Bylaw (APB). Such a bylaw must include all the contraventions and the administrative penalty amounts to be applied under the APS. The CPA parking contraventions and Calgary Transit fare evasion contraventions included in the APB would be removed from the Parking Bylaw, the Traffic Bylaw and the Transit Bylaw respectively. The contents of the bylaw would also set out the procedures and structure of the APT.

Calgary Transit and CPA would have full management of APNs throughout the ticketing and early resolution process. The management of revenue would continue to be handled by Calgary Transit and CPA in accordance with processes which align with requirements of The Charter, and would continue to be responsive to the needs of their business and oversight by Council. The APT would only be engaged to adjudicate a matter if there was a request for a hearing; otherwise, the APN would be wholly administered by Calgary Transit and CPA.

Under the current system, the onus is on CPA to send all parking tags not resolved by the payment deadline to Provincial Court for automatically-scheduled adjudication. Calgary Transit-issued violation tickets flow to Provincial Court directly. In the future state, the onus would be shifted by The Charter onto the individual who is responsible for payment of the APN, to appeal it to the APT following an attempt at dispute resolution. If an individual does not properly file an appeal within the prescribed period, intentionally or otherwise, they would not have a right to be heard at the APT; instead, the APN would be automatically affirmed for further enforcement and collection. The effect of eliminating the conviction in absence process is a significant reduction in processing effort - to effectively nothing - for approximately 135,000 matters each year.

Early Resolution Program (ERP)

Leading practices in other jurisdictions suggest that the majority of matters being disputed by citizens can and should be settled without the need for adjudication before a tribunal. By providing an opportunity for this resolution, the ERP would divert these matters out of the appeal system early, establishing vital efficiencies for the user, and Calgary Transit or the CPA.

ERP minimizes cost and delay; in addition, the process can be educational and used as a tool to establish or improve positive customer relationships, thereby achieving greater long-term compliance. Enforcement

staff can use this interaction to explain the bylaw contravention in question, allowing citizens to better understand how to comply with bylaws and, in some cases, realize the error(s) they committed.

The success of the Calgary APS program would be dependent on an ERP being established as a mandatory prerequisite to appeal. A mandatory ERP would complement an APT adjudication model by requiring that all disputed penalty notices be reviewed by the issuing enforcement agency prior to those matters proceeding to appeal, ensuring that only matters requiring adjudication are heard by the tribunal.

As described above, the CPA already has an administrative review process which is very similar to ERP processes that exist in other leading practice jurisdictions. Calgary Transit is on the verge of implementing a similarly aligned administrative review process. In establishing Calgary Transit and CPA's administrative review process as an ERP, consideration should be given to creating a framework that would allow greater discretion for enforcement agencies to reduce penalties, or extending timelines for payment, which would divert as many matters from proceeding to appeal before a tribunal as possible.

Like the CPA's administrative review process, the ERP process could be undertaken by CPA and Calgary Transit staff at a time which is operationally convenient, thereby improving timelines for resolving concerns of affected individuals. Conducting ERP in writing should increase convenience for out-of-town individuals and others.

Administrative Penalties Tribunal (APT) Structure

An independent quasi-judicial tribunal would be established to provide adjudication of administrative penalty appeals. If an individual is not satisfied with the outcome of ERP, they would be able to bring an appeal of the administrative penalty before the APT.

The operations of an APT would be supported by the City Clerk's Office, which has the expertise and experience to support the APT, much as it supports the other administrative tribunals in The City under the Appeals & Tribunals service. The City Clerk's Office would be responsible for management of a budget and operations encompassing support staff, remuneration for hearing officers, facilities, equipment, information technology and external independent legal counsel.

Appropriately qualified candidates would be appointed by City Council as Hearing Officers for a minimum of three years, as established in The Charter. This term length would enhance the institutional independence of the APT and would reduce the recruitment and appointment burden on Administration and Council.

Based on leading practices and current trial volumes at Court, it is anticipated that approximately 1,500 appeals would be filed, and approximately 700 appeal hearings would have to be conducted each year. Given this volume, a tribunal would need to set aside one day or two half-days per week for appeal hearings. Under provisions of The Charter, appeals can be heard without the cumbersome procedures and rules of the current Court-based system. The APT hearing process would be established to allow for the possibility that appeals could be conducted entirely on the basis of written submissions and evidence, but would always have to allow for the possibility of hearing appellants' verbal submissions directly.



Based on the experience of other leading practice jurisdictions, appeal hearings would take an average of 15 to 20 minutes. The APT should have capacity to be able to schedule 18 hearings per day. Under the proposed system, there would be one-hour timeslots for hearings during regular business hours. The needs of the public would be met, as they would not have to book extensive time off from work or other personal obligations in order to attend their appeal hearings, and they would not be expected to wait for hours for other appeals to be heard before theirs. The City would also no longer lose revenue because of tickets being dismissed or disposed of by the Courts when they haven't been able to hear all the matters scheduled on the docket by the end of the day.

Under The Charter, The City may establish a fee for filing an appeal which must not exceed \$50. An appeal fee of \$20 is recommended: this is a reasonable amount and would represent only a small portion of the average cost of appeal proceedings. Fees should not obstruct participation in the appeal process, or conflict with the principles set out in the Fair Calgary Policy (CPS019). The appeal fee should be enough to create a decision point for prospective appellants, but it must be refunded when appeals are successful. A \$20 appeal fee would result in costs for users that are comparable to those they currently face in the Court-based system, which includes a \$20 Court Administration Fee surcharge for matters resolved at or after their first appearance before the Court. The following figures set out the difference in user costs between the current Court process and the proposed APS process:

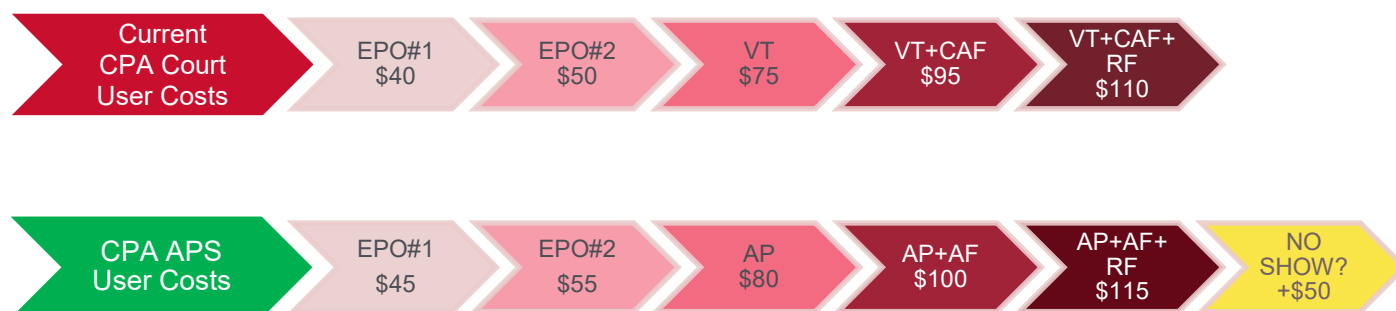


Figure 1 – Calgary Parking Authority User Costs – Court versus Tribunal

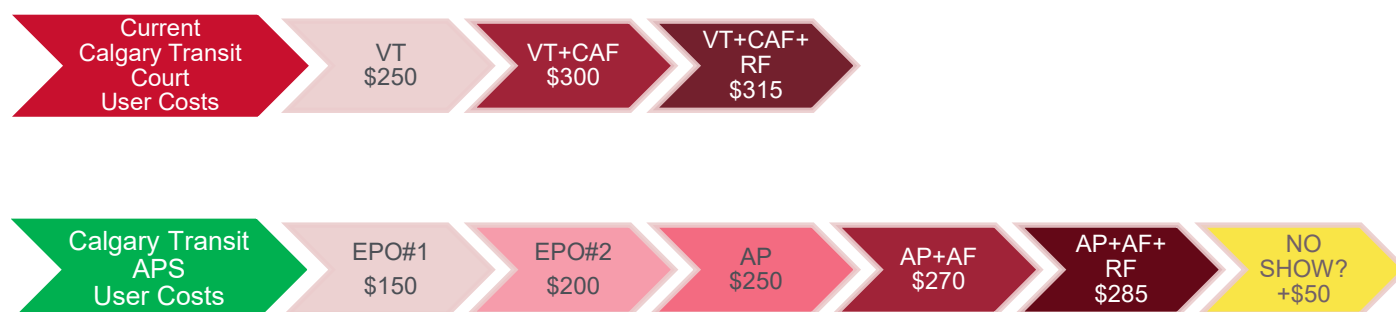


Figure 2 – Calgary Transit User Costs – Court versus Tribunal

EPO#1 = First Early Payment Option

EPO #2 = Second Early Payment Option

VT = Violation Ticket

CAF = Court Administration Fee

RF = Registry Fee

AP = Administrative Penalty

AF= Appeal Fee

A “no show” administrative penalty of \$50 is proposed to ensure that those who file appeals would not abuse the schedule and resources of the APT by filing appeals and then not appearing at a hearing to participate.

Procedure and Evidence at the Tribunal

The General Rules of Procedure and Evidence of the current Court-based system would not apply in the APT process. The Charter allows sworn affidavit evidence to establish the facts of a matter. This removes the need for enforcement officers or other personnel to attend hearings in person to provide evidence, except in exceptional cases, as affidavit evidence will satisfy requirements of the proceedings.

At a standard APT hearing, the only people in attendance would be the Hearing Officer of the tribunal and the appellant (and/or their agent/representative). Neither municipal prosecutions staff nor representatives of Calgary Transit or the CPA would generally be required to attend appeal hearings. As the appeal process

would be relatively informal and accessible to everyone, it would result in a more streamlined and efficient dispute resolution process.

As the degree to which the public use an APS cannot be fully predicted, there could be opportunities for further efficiencies that cannot be quantified at this time. Administration would monitor the impact of the APS program and report back to Council through PFC.

Administrative Penalties Tribunal (APT) Decisions

With efficient and streamlined hearings, Hearing Officers would issue their decisions immediately after hearing the arguments of appellants. The Hearing Officers would issue a written decision on the spot for the appellant, and would provide the appellant with a brief verbal explanation for why the appeal was decided as it was. Written reasons for decisions would be available upon request.

The quick delivery of outcomes would allow unsuccessful appellants to pay the penalty immediately following their hearing. Successful appellants would have their penalties cancelled, and would receive a refund of their appeal fee(s).

Fine Collection and Payment

Fees owed to The City would be collected faster under an APS as the overall system would be more efficient. The unpredictable and lengthy wait times in the Court-based system currently hinder the achievement of timely outcomes and collection of fines. The comparatively speedy resolution of appeals through an APS would allow The City to better forecast control revenues and allocate funds accordingly.

The Charter allows that Service Alberta can continue to implement service restrictions on prospective registry customers who have unpaid penalties [through Motor Vehicle System (MOVES) to the Alberta Motor Vehicle Information Registry (AMVIR)] as a means to enforce payment of administrative penalties. Although other methods of collection exist, research of other leading practice jurisdictions indicates that the most effective means of enforcing collection is the restriction of Provincial registry services while there are outstanding monetary penalties owing to The City. It is therefore important that any successful APS maintain a cooperative and collaborative working relationship with Service Alberta.

Removing the Court system from the adjudication and enforcement of these matters would also likely mean replacing the current movement of related data to AMVIR from the Judicial Online Information Network (JOIN), with an integration between Calgary Transit, the CPA and the Province. This would allow for two-way communication of information regarding the status of APNs and related payment details. The Registry network would likely continue to charge a service fee when collecting administrative penalties through registry offices, as indicated in Figures 1 and 2, above.

In order to ensure accessibility for all users, it would be important that the APS maintain as many payment access points as possible, including: City cashiers, the CPA office(s), Calgary Transit retail stores, the APT site and through CPA's website and Calgary Transit's eStore. No matter how the payment is provided to The City, administrative penalty revenue must be deposited directly into The City's General Current Bank Account (1053214) without interference from outside agencies and with proper accounting to the CPA and Calgary Transit.

Financial Impact

Operational Costs

APT Operating Costs

Net annual operating costs for an APT are forecast at approximately \$570,000. Most of the costs are associated with the wage and salaries of support staff:

	EXPENSES
Salary/Wages & Fringe (4 employees)	\$450,000
Honorarium (Hearing Officers)	\$35,000
Legal	\$25,000
Misc (training, office supplies, security, forms, educational materials, facilities, etc.)	\$40,000
IT (software maintenance, printer, user accounts, phones, etc.)	\$35,000
Expense Sub-Total	\$585,000
	REVENUES
Appeal filing fees (\$20)	(\$30,000)
Failure to appear fine (\$50)	(\$4,000)
Miscellaneous revenues (recordings, copies, etc.)	(\$1,000)
Appeal filing fee refunds	\$20,000
Revenue Sub-Total	(\$15,000)
Net Total	\$570,000

Based on the anticipated appeal caseload of approximately 1,500 filings each year, the approximate cost per appeal filed would be \$380, or \$1.58 per APN issued by enforcement entities.

Impacts on Calgary Parking Authority

Efficiencies for the Calgary Parking Authority due to not having to send staff in person to Court proceedings could be the equivalent of the workload of up to six staff. The annual estimated cost of those resources is up to approximately \$650,000.

Impacts on Calgary Transit

Efficiencies for Calgary Transit due to not having to send staff in person to as many Court proceedings would allow for the savings of an estimated \$35,000 per year in overtime costs.

Impacts on Law - Prosecution

It may take between 18 months to two years for all CPA violation tickets and Calgary Transit fare evasion matters before the Provincial Court to be fully resolved, during which time there will need to be continued effort and management of cases by staff from the Prosecutions section. The annual estimated cost of those resources is approximately \$310,000.

APS Startup Costs

Tribunal Facilities

In order to meet the needs of the public from all quadrants of the city, and Calgary Transit riders in particular, customer service and hearings need to be centrally available, providing convenient access to clients using bus and LRT transportation, and would require connectivity to City IT infrastructure. Hearings would be held in publicly-accessible meeting spaces within the Municipal Complex, and in boardrooms at the City Clerk's Office at the Deerfoot Junction III, which features free parking.

The approximate cost of establishing appropriate facilities with adequate security is estimated at a cost of \$150,000 (class 5 estimate). This recommendation aligns with Council direction to use existing administrative workspaces wherever possible.

Tribunal Case Management System

The efficient and effective management of appeals would require case management software designed for the task, and a system for recording hearings. A case management system would provide a web portal for the filing of appeals, submission of evidence and inquiries, and would also assist in the scheduling and tracking of cases, and managing hearings and issuance of decisions.

Following the completion of a Request for Information (RFI) process, an in-house case management system developed by IT Client Solutions was recommended as the most effective approach to balance achievement of the system requirements with the need for cost efficiency. IT Client Solutions would build a case management system and implement necessary system integrations to other City systems, the Motor Vehicle System (MOVES), or other systems as determined through future discussions with the Provincial Government. The total cost to implement this solution is estimated at a class 5 level (-50% to +100%) to be approximately \$500,000.

Startup Costs Overview

The total estimated one-time startup costs for an APS program are approximately \$1.1 million (includes establishment of the APT, the costs of communication and engagement, as well as associated CPA and Calgary Transit startup costs).

One-Time Projected Costs					
APT Costs		CPA Costs		CT Costs	
Project Manager	\$ 150,000				
Facilities	\$ 150,000	Personnel	\$ 25,000		\$ -
IT	\$ 500,000	IT	\$ 5,000	IT	\$ 10,000
Communications	\$ 75,000	Communications	\$ 25,000	Communications	\$ 25,000
Engagement	\$ 57,000	Engagement	\$ -	Engagement	\$ -
Training	\$ 5,000	Training	\$ 5,000	Training	\$ 5,000
Legal Advice	\$ 15,000	Legal Advice	\$ 10,000	Legal Advice	\$ 10,000
APT costs	\$ 952,000	CPA costs	\$ 70,000	CT costs	\$ 50,000
Sub-Total	\$ 952,000	Sub-Total	\$ 70,000	Sub-Total	\$ 50,000
Total costs (APT+CPA+CT)					\$ 1,072,000

The one-time startup costs for the CPA would be minimal because it currently has a number of business procedures and systems in place that would facilitate transition to an APS program. The CPA has identified there may be the need for an additional employee on a six-month contract to assist with the transition from the Court-based system to the APS program.

The one-time startup costs for Calgary Transit would be minimal because of investments that have been made to modernize its enforcement program, including the work that has already been undertaken to date to implement EPO, administrative review, case management and revenue collection systems.

During the transition to APS implementation, while prosecutions of residual cases continued to be handled by the Law Department, there would be a need for the necessary Law Department resources to continue to be funded. It is difficult to forecast the amount and timelines for resolving this residual caseload; however, the Law Department expects it to take between 18 months to two years to fully resolve.

Funding Strategy

The following funding options are proposed for funding the one-time APS startup costs:

APS Facilities and startup support (\$302K) - Council Innovation Fund

The Council Innovation Fund (CIF) supports initiatives that have potential to support or contribute to the goals of Council and have city-wide application. Applications can be made to Council for one-time startup funds for initiatives or programs which will support or contribute to Council's priorities. An application could be made to cover facilities renovation costs and related communication and engagement costs.

Case management system (\$500K) - IT Development Pool

Pool funds are available for tax-supported business units, to be used for internal resource costs. An application could be made to support development of the APT case management system and system integrations with Provincial systems.

Calgary Parking Authority startup costs (\$70K)

Approximately \$70,000 of one-time startup costs (transition resource, IT development, communications, training and policy development costs) have been identified for CPA to transition its operations to align with the proposed APS framework. It is proposed that CPA absorb those costs directly.

Calgary Transit startup costs (\$50K)

Approximately \$50,000 of one-time startup costs (IT development, communications, training and policy development costs) have been identified for Calgary Transit to transition its operations to align with the proposed APS framework. It is proposed that Calgary Transit absorb those costs directly.

Project Management (\$150K)

The City Clerk's Office would support implementation through funding for a dedicated project management resource.

Provincial funding (TBD)

A significant amount of Court time and resources are spent on parking and transit fare evasion matters, to the detriment of other more serious matters with broader public impact. Since an APS established by The City would free up Alberta Justice resources, a request for sharing of costs should be made to the Provincial Government. Demonstrating the benefits of this red-tape cutting justice reform, including the efficiencies that could be realized by the Courts and the likely improvement in experience for citizens, should demonstrate the value of Provincial financial support for this initiative.

Operational Costs

The APT is expected to cost approximately \$570,000 annually, and require four full-time equivalent (FTE) positions.

Given that the vast majority of APT Program costs would relate to parking matters at the outset, APT operational costs could be met by making a \$5 increase to the financial penalty for parking violations, with a portion (estimated at \$1.70 per APN issued by CPA for 2021) of the increase to City revenues being allocated to meet the financial costs of the APT. The remaining portion of the increase to the financial penalty would be managed by CPA the same way that other enforcement revenue is currently managed and distributed back to The City.

Should the ratio of matters before the APS prove substantively different than forecast, or should further bylaw enforcement matters be added to The Charter and the APS in the future, the operational funding of the APT should be revisited at that time.

Conclusion

The current model of using the Provincial Court Traffic Division to adjudicate bylaw contraventions, and particularly parking violations, continues largely unchanged from when those tickets were first introduced, and is now out of step with justice reform initiatives that have been implemented in other jurisdictions.

The Court-based system is complicated and time-consuming for citizens, and cumbersome and inefficient for The City. The City Charter has introduced the framework for an Administrative Penalty System (APS) which can be implemented at the discretion of The City.

The reality of today's Court process, characterized by rigid procedures, lengthy trial scheduling delays and reduced availability of Court time for bylaw matters, suggest that the time is right to establish an APS for parking and transit fare evasion violations.

A review of leading practices in other Canadian jurisdictions, as well as the needs of stakeholders across The Corporation indicates that The Charter framework for an APS can provide a cost-effective, streamlined, timely and customer-oriented dispute resolution system.

Administrative Monetary Penalty System Leading Practices Summary

Across Canada, many municipalities have had great success with using administrative penalty systems to manage bylaw contraventions. Legislators in Ontario and British Columbia (BC) determined that APS programs were effective, efficient and quick mechanisms for citizens to access justice.

Information gathered from the following Ontario and British Columbia jurisdictions about their leading practices has informed this business recommendation:

Ontario

- Oshawa
- Markham
- Brampton
- Mississauga
- Hamilton
- Toronto (parking only)
- Metrolinx (Go Train)

British Columbia

- North Vancouver & region
- Burnaby
- Richmond
- Translink (SkyTrain, B-Line & Seabus Network)

All Ontario and BC jurisdictions listed above have an early resolution process which citizens access prior to undertaking an appeal of administrative penalties. These jurisdictions have proven that for an APS to be efficient and effective, there needs to be an early resolution process in place. Numerous disputes concerning penalty notices are resolved prior to an appeal hearing, which promotes timely, efficient and cost-effective outcomes.

Most Ontario jurisdictions attributed their success in implementing APS systems with keeping implementation as simple as possible. The majority of Ontario municipalities, with the exception of Toronto, leveraged existing space, infrastructure and IT solutions. They found that simplicity delivered results.

Several jurisdictions convey that it is beneficial to start with a minimal number of bylaw contraventions, then gradually expand. Representatives from one Ontario municipality stated that its APS started with too many bylaw contraventions, and that it struggled to manage demand as a result. Conversely, Oshawa is an effective example of a phased approach: it started with licensing contraventions in 2008, then added parking violations in 2011, to a total of 34 bylaw contravention matters in 2018.

In leading practice jurisdictions, both pre-appeal screenings/reviews and appeal hearings are conducted in person with the individual challenging the penalty. Enforcement staff do not attend appeal hearings and, in about half of those jurisdictions, municipal prosecutors do not attend.

None of the leading practice jurisdictions conduct online/digital hearings. Some jurisdictions have online intake or scheduling, and all of those who don't are moving in the direction of enhancing IT solutions to include more online services. The Metrolinx (Go Train) early resolution process is the only system that allows for discretion to reduce penalties in cases which meet specific business rules.

Ontario jurisdictions successfully forecast their tribunal caseload volumes based on the volume of trials that had been set by the Courts prior to APS implementation. For example, for every

trial set on a matter before the Court prior to establishment of an APS, they forecast one appeal against an administrative penalty for that matter before their tribunal.

Most jurisdictions in Ontario and BC rely on restriction of provincial registry services (e.g. plate denial) as a means of ensuring that administrative penalties are paid. A few municipalities suspended other municipal licensing services, or used the tax roll, to enforce collection of penalties. The other common process that other jurisdictions used to enforce collection was using third-party collection agencies to collect what they viewed as a debt to the municipality.

City Manager's Office Report to
Priorities and Finance Committee
2020 June 09

ISC: UNRESTRICTED
PFC2020-0665

Citizen-Led Selection Committee for the Integrity Commissioner

EXECUTIVE SUMMARY

This report responds to Council's direction to revise the proposed Terms of Reference for the Selection Committee for the Integrity Commissioner ("the Committee") to formulate a citizen-led committee structure.

ADMINISTRATION RECOMMENDATION:

Review By: Do not release Attachment 2.

1. That the Priorities and Finance Committee Recommend that Council:
 - a. Reconsider its motion of 2020 March 16, C2020-0378 which created a Section Committee for the Integrity Commissioner comprised of Members of Council;
 - b. Approve the Terms of Reference for the Citizen-Led Selection Committee for the Integrity Commissioner outlined in Attachment 1 contained in report PFC-2020-0665;
 - c. Direct that Attachment 2 of PFC2020-0665 remain confidential pursuant to Sections 17 (Disclosure harmful to personal privacy) and 19 (Confidential evaluations) of the *Freedom of Information and Protection of Privacy Act*, and not be released.
2. That the Priorities and Finance Committee:
 - a. Recommend three public members from the short-list contained in Attachment 2, for appointment by Council to the Citizen-led Selection Committee for the Integrity Commissioner;
 - b. Forward this report to the 2020 June 15 Combined Meeting of Council as an item of Urgent Business;

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2020 March 16 Combined Meeting of Council, Council appointed Councillor Farrell, Councillor Farkas, Councillor Colley-Urquhart, Mayor Nenshi, and City Solicitor and General Counsel Jill Floen to a search committee for the Integrity Commissioner.

At the 2020 May 25 Combined Meeting of Council, the following resolution was adopted:

"Refer the Establishment of Terms of Reference for the Selection Committee for the Integrity Commissioner, C2020-0598, to Administration for further refinement to a citizen-led committee structure that is arms-length from Council, in line with the independent Ward Boundary Review and Council Compensation Review. Administration to report back as soon as possible."

BACKGROUND

As the term of the current Integrity Commissioner is coming to an end, Council has directed the creation of a citizen-led selection committee for the Integrity Commissioner, and to ensure there is no gap in the role.

City Manager's Office Report to
Priorities and Finance Committee
2020 June 09

ISC: UNRESTRICTED
PFC2020-0665

Citizen-Led Selection Committee for the Integrity Commissioner

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Given the urgency of this request, Administration has worked with partners and used both BCC and corporate recruitment best practices to develop a reasonable way forward with a 3-member committee and a process for the committee to make an informed and timely recommendation for Council.

Terms of Reference

The proposed Terms of Reference (Attachment 1) outline the specific expectations of the Committee. The Committee would review applicants compiled by the Executive Search Team through its recruitment strategy. The Committee would then select applicants, conduct interviews, and recommend an applicant to Council for approval, through Priorities and Finance Committee.

All meetings of the Committee would be considered public, guided by the requirements of the *Municipal Government Act*. However, the Committee could, by a majority vote, consider closing their meeting to the public subject to the *Freedom of Information and Protection of Privacy Act*.

Citizen-Led Selection Committee for the Integrity Commissioner

Public members to the Committee must be appointed by Council, and the Priorities and Finance Committee is expected to propose three applicants from those contained in Attachment 2 for Council's approval at the 2020 June 15 Combined meeting of Council. The names proposed must include one former member of Calgary City Council.

The City Clerk's Office has worked closely with the designated Human Resources team (Executive Search team) to assess the applications received by the Clerk's Office during the 2019 recruitment campaign for Boards, Commissions and Committees, for experience and key qualifications as outlined in the Terms of Reference. Applicants were then contacted and telephone pre-screen interviews were conducted. Attachment 2 contains the resulting a short-list off applicants.

The other option for recruitment was launching a dedicated campaign to solicit applications, which would take significantly more time, and was not considered, as time is a key factor.

Additionally, scoping the Terms of Reference to include a former Member of Council as one of the citizen members ensures that relevant experience and advice can be offered to the Committee when reviewing applications for the role of Integrity Commissioner.

Stakeholder Engagement, Research and Communication

The City Clerk's Office worked closely with Human Resources to review and assess the applications in an unbiased and fair manner.

Strategic Alignment

This report aligns with One Calgary's citizen priority: A Well-Run City (*One Calgary* 2019-2022).

City Manager's Office Report to
Priorities and Finance Committee
2020 June 09

ISC: UNRESTRICTED
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Citizen-Led Selection Committee for the Integrity Commissioner

Social, Environmental, Economic (External)

The 2019 recruitment campaign considered gender equity and inclusion strategies which resulted in a diverse pool of applicants representing the variety of cultures present amongst Calgarians.

Financial Capacity

Current and Future Operating Budget:

There are no current and future operating budget impact.

Current and Future Capital Budget:

There are no current and future capital budget impact.

Risk Assessment

The proposed approach presents the fewest risks. Waiting until October for the Annual Organizational Meeting would create a gap in the presence of this Office.

There is a risk with conducting the recruitment of an Integrity Commissioner in the summer months, and an unknown impact of the Covid-19 pandemic. The Executive Search team will work with the Committee to monitor impacts on the recruitment environment.

REASON FOR RECOMMENDATIONS:

Adoption of the Terms of Reference for the citizen-led selection committee for the Integrity Commissioner, as well as proposing names of potential members for Council's approval, will meet Council's desire to move forward quickly to select an Integrity Commissioner.

ATTACHMENTS

1. Proposed Terms of Reference for the Citizen-Led Selection Committee for the Integrity Commissioner
2. Executive Search Team Candidate List (CONFIDENTIAL)



Citizen-Led Selection Committee for the Integrity Commissioner

Terms of Reference

PFC2020-0665
ATTACHMENT 1

1. Authority

The Citizen-Led Selection Committee for the Integrity Commissioner was established by Council on 2020 May 25.

2. Mandate

The purpose of the Citizen-Led Selection Committee for the Integrity Commissioner is to select an Integrity Commissioner for The City of Calgary to assist Council in enhancing the openness, transparency and accountability of its decision making.

3. Advisory Responsibilities

Specific responsibilities of the Citizen-Led Selection Committee for the Integrity Commissioner include:

- Review and consider applications from the recruitment process;
- Create an interview list of applicants who meet the minimum established selection criteria based on qualifications and competencies, and candidate suitability;
- Interview applicants; and
- Recommend to Council the appointment of the selected candidate for Integrity Commissioner.

4. Reports To

The Citizen-Led Selection Committee for the Integrity Commissioner reports to Council through the Priorities and Finance Committee.

5. Composition

The Citizen-Led Selection Committee for the Integrity Commissioner is composed of three citizen members appointed by a resolution of Council. One citizen member is to be a former Member of Calgary City Council.

6. Meeting Support

The following business units at The City will work with the Citizen-Led Selection Committee for the Integrity Commissioner in an advisory capacity:

- The City Clerk's Office;
- Human Resources;
- Law.



Citizen-Led Selection Committee for the Integrity
Commissioner
Terms of Reference

**PFC2020-0665
ATTACHMENT 1**

7. Term

The initial appointment of citizens to the Citizen-Led Selection Committee for the Integrity Commissioner is made by Council resolution, for a term set to expire on the day of the appointment of an Integrity Commissioner.

8. Quorum

Quorum is established as greater than 50% of voting members, that is, two (2) voting members.

9. Chair and Vice-Chair

The Citizen-Led Selection Committee for the Integrity Commissioner will elect a Chair and Vice-Chair at its first meeting.

10. Meetings

The initial meeting of the Citizen-Led Selection Committee for the Integrity Commissioner will be called by the City Clerk. Subsequent meetings will be called or cancelled at the call of the Chair. Notice of meetings must comply with the *Municipal Government Act*, Sections 195 and 196(2). Meetings will occur in the Municipal Complex, with remote participation from Members, as required, in accordance with the practices established for meetings of Council and Committee.

Meetings are open to the public. However, the Citizen-Led Selection Committee for the Integrity Commissioner, by majority vote, will decide when it is appropriate to meet in a Closed Meeting and shall give reasons for doing so in accordance with the *Freedom of Information and Protection of Privacy Act*. The confidentiality of Closed Meetings will comply with the applicable provisions of the *Municipal Government Act* and the *Freedom of Information and Protection of Privacy Act*.

11. Procedures

- a) The Citizen-Led Selection Committee for the Integrity Commissioner shall act in accordance with the *Municipal Government Act*, the *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees*, the *Employment Policy*, and any other relevant Council Policies.
- b) The Chair in consultation with the City Clerk, or designate, will establish the meeting agenda.



Citizen-Led Selection Committee for the Integrity
Commissioner
Terms of Reference

PFC2020-0665
ATTACHMENT 1

- c) The confidentiality of records submitted to the Committee is governed by the applicable provisions of the *Municipal Government Act* and the *Freedom of Information and Protection of Privacy Act*.



Report Number: PFC2020-0666

Meeting: Priorities & Finance Committee

Meeting Date: 2020 June 09

NOTICE OF MOTION

RE: PROVIDING A LONG TERM SOURCE OF FINANCIAL RELIEF FOR ALBERTANS (GIVE IT BACK)

Sponsoring Councillor: COUNCILLOR DEMONG

WHEREAS extended producer responsibility (EPR) is a policy approach that places the financial and/or physical responsibility for end of life management of products with the companies that produce those products, and would remove the financial burden for recycling programs from ratepayers and/or taxpayers;

AND WHEREAS thirty-five Albertan municipalities (including Calgary and Edmonton)—representing the vast majority of Albertans—have individually expressed their support for moving forward with Provincial EPR legislation by way of motion, letter of support, etc.;

AND WHEREAS the Alberta Urban Municipalities Association and the Rural Municipalities Association have both endorsed official resolutions calling on the Provincial Government to enact EPR Packaging and Paper Recycling legislation;

AND WHEREAS a recent study conducted by the AUMA, the City of Calgary, the City of Edmonton, and industry partners has estimated adoption of Province-wide EPR legislation would result in \$105 million in savings to municipalities annually;

AND WHEREAS these savings would be realized in a way that does not pose a risk to the quality or level of waste management services provided to Albertans, and in some circumstances would perhaps even increase it;

NOW THEREFORE BE IT RESOLVED THAT COUNCIL endorse proposal of the following resolution to the Alberta Urban Municipalities Association, and by doing so reaffirm its support for the development of Province-wide Extended Producer Responsibility Legislation:

WHEREAS Alberta faces unprecedented short and medium term economic challenges caused mainly by blocked access for oil to markets, the volatility of markets for fossil fuels, and the current COVID-19 threat;

AND WHEREAS without the ability possessed by other levels of government to repay borrowed funds over a long period of time, municipalities face a unique challenge when attempting to provide tax/rate relief without sacrificing services that might prevent further economic hardship, or contribute to economic recovery;

AND WHEREAS moving forward, fiscal restraint and tax relief will be critical as other levels of government contend with the debt they have incurred to deal with the COVID-19 threat;

AND WHEREAS extended producer responsibility (EPR) is a policy approach that places the financial and/or physical responsibility for end of life management of products with the companies that produce those products, and would remove the financial burden for recycling programs from ratepayers and/or taxpayers;

AND WHEREAS under EPR municipalities realize extensive savings due to reduced responsibility for managing paper and packaging products at end of life;

AND WHEREAS a recent study conducted by the AUMA, the City of Calgary, the City of Edmonton, and industry partners has estimated adoption of Province-wide EPR legislation would result in \$105 million in savings to municipalities annually;

AND WHEREAS these savings would be realized in a way that does not pose a risk to the quality or level of waste management services provided to Albertans, and in some circumstances would perhaps even increase it;

AND WHEREAS thirty-five Albertan municipalities (including Calgary and Edmonton)—representing the vast majority of Albertans—have individually expressed their support for moving forward with Provincial EPR legislation by way of motion, letter of support, etc.;

AND WHEREAS the Alberta Urban Municipalities Association and the Rural Municipalities Association have both endorsed official resolutions calling on the Provincial Government to enact EPR Packaging and Paper Recycling legislation.

IT IS THEREFORE RESOLVED THAT should the Government of Alberta adopt EPR legislation, every member municipality shall do everything in its power to pass any and all savings directly back to taxpaying and/or ratepaying Albertans.

NOTICE OF MOTION CHECKLIST

The checklist is a tool intended to support the sponsor(s) of a Notice of Motion. The items listed below are important considerations when crafting and submitting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor(s) to:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion: **PROVIDING A LONG TERM SOURCE OF FINANCIAL RELIEF FOR ALBERTANS**

There are two classifications of a Notice of Motion (Check the one that applies):

☒

Regular

☐

Urgent (Include details in Urgency Rationale box below)

☐

Is this Notice of Motion Confidential? (Include details in Procedural box below)

Financial and Other Resource Capacity
The financial resources required to follow through with this motion are minimal. They are limited to the administrative time associated with submitting a proposal for resolution to the Alberta Urban Municipalities Association.
Legal / Legislative
The legal department was not consulted, but there are no anticipated legal implications to this motion.

Technical Content
Waste & Recycling, Intergovernmental & Corporate Strategy, and Councillor Demong's office collaborated to produce this motion. The Alberta Urban Municipalities Association was also consulted.
Procedural (Including reasons for confidentiality)
This motion furthers the efforts endorsed unanimously by Council on February 4, 2019 by way of passing Notice of Motion: Extended Producer Responsibility, C2019-0129.
Other Considerations
N/A
Urgency Rationale
N/A



Report Number: PFC2020-0657

Meeting: Priorities & Finance Committee

Meeting Date: 2020 June 09

NOTICE OF MOTION

RE: Resolution of Council - Airport Vicinity Protection Area (AVPA) Amendment for a School at 4353 54 Ave NE

Sponsoring Councillor(s): Councillor Chahal

WHEREAS there is an opportunity to expand an existing Place of Worship to include a School Use at 4353 54 Ave NE;

AND WHEREAS the Calgary International Airport Vicinity Protection Area (AVPA) Regulation identifies certain uses prohibited within Noise Exposure Forecast (NEF) contour areas designated by the regulation;

AND WHEREAS 4353 54 Ave NE is located within the NEF 30-35 contour where the School Use is prohibited;

AND WHEREAS section 7 of the AVPA regulation allows the City to apply for an amendment to the regulation through Council resolution as follows:

Amendment to Regulation 7(1) - Where a municipality applies to the Minister for an amendment to this Regulation, the application must include a resolution of the council that the council supports the proposed amendment;

AND WHEREAS without exemption, Land Use Bylaw 1P2007 Section 54 compels the municipality to comply with the AVPA regulation.

NOW THEREFORE BE IT RESOLVED THAT by this resolution of Council, The City of Calgary apply to The Province of Alberta including the Minister of Municipal Affairs for an amendment to the AVPA regulation to allow for a School Use at 4353 54 Ave NE.

NOTICE OF MOTION CHECKLIST

The checklist is a tool intended to support the sponsor(s) of a Notice of Motion. The items listed below are important considerations when crafting and submitting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor(s) to:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion: Resolution of Council - AVPA Amendment for a School at 4353
54 Ave NE

There are two classifications of a Notice of Motion (Check the one that applies):

- ☐ Regular
- ☒ Urgent (Include details in Urgency Rationale box below)

☐ Is this Notice of Motion Confidential? (Include details in Procedural box below)

Financial and Other Resource Capacity
Legal / Legislative

Technical Content
Procedural (Including reasons for confidentiality)
Other Considerations
Urgency Rationale
<p>I am recommending this Notice of Motion be forwarded to the June 15 Combined meeting of Council for the following reasons:</p> <ul style="list-style-type: none">- This expedites the decision to allow for communication with the Province on this requested AVPA regulation amendment in a timely fashion;- The community group would like to be operational as soon as possible and this is the best path forward for all parties.



**Report
Number:** PFC2020-0669

Meeting: Priorities & Finance Committee

Meeting Date: 2020 June 09

NOTICE OF MOTION

RE: Council Endorsement of Technology to Help Missing Children

Sponsoring Councillor: Sean Chu, Jeromy Farkas

WHEREAS May 25th is recognized globally as International Missing Children's Day;

AND WHEREAS in 2019, there were 40,425 reports of missing children in Canada as reported by the RCMP using numbers provided by the Canadian Police Information Centre (CPIC);

AND WHEREAS, the Missing Children Society of Canada (MCSC) is a 34-year-old organization that partners with police organizations to help locate missing children;

AND WHEREAS the MCSC has launched a revolutionary tool, "MCSC rescu," which provides SMS text alerts to help locate missing children;

AND WHEREAS many missing children do not meet the threshold for an Amber Alert to be issued;

AND WHEREAS the MCSC is partnering with police organizations across the country on a public relations campaign for this technology, which is free to download and use, with plans to launch the technology on the global stage;

AND WHEREAS the City of Calgary has an opportunity to get City staff and Calgarians on board with using this technology, to be civic leaders in finding missing children and preventing tragedies;

AND WHEREAS the "MCSC rescu" web app is the only technology of its kind to update information on missing children from police across Canada, in real time;

AND WHEREAS on May 25, 2020 Council declared the day as International Missing Children's Day;

THEREFORE BE IT RESOLVED:

1. That Council endorse the MCSC rescu technology by encouraging all City of Calgary elected officials, City staff and Calgarians to download the new web app to help locate missing children.

NOTICE OF MOTION CHECKLIST

Title of the Motion: **Council endorsement of technology to help missing children**

There are two classifications of a Notice of Motion (Check the one that applies):

☒

Regular

Urgent (Include details in Urgency Rationale box below)

☐

Is this Notice of Motion Confidential? (Include details in Procedural box below)

Financial and Other Resource Capacity

No financial or other resource ask.

Legal / Legislative

Council has the authority to proclaim commemorative days/events.

Technical Content

Reviewed with Calgary Neighbourhoods and City Clerks.

Procedural (Including reasons for confidentiality)

No other procedural considerations.

Other Considerations

Proclamation of International Missing Children's day was submitted through proper channels. This notice of motion will raise further awareness of this issue and of the new app to help locate missing children.

Urgency Rationale