



**AGENDA
SPECIAL MEETING OF COUNCIL
RE: BOARDS, COMMISSIONS AND COMMITTEES**

**May 3, 2021, 9:30 AM
IN THE COUNCIL CHAMBER**

SPECIAL NOTES:

*Public are encouraged to follow Council and Committee meetings using the live stream
<http://www.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](#)*

Council Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 4.1. Boards, Commissions and Committees 2021 Annual Update, C2021-0621
5. CONFIDENTIAL ITEMS
 - 5.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 5.1.1. Amendments to the Green Line Board Bylaw 21M2020, C2021-0652
Proposed Bylaw 33M2021

Held confidential pursuant to Section 27 (Privileged Information) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2021 May 03
 - 5.1.2. Green Line Project Update (Verbal), C2021-0658
Held confidential pursuant to Sections 24 (Advice from officials), 25 (Disclosure harmful to economic and other interests of a public body) and 27 (Privileged Information) of the *Freedom of Information and Protection of Privacy Act*.

6. ADJOURNMENT

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Boards, Commissions and Committees 2021 Annual Update

RECOMMENDATION:

That Council receive annual updates from Boards, Commissions and Committees, as set out in Attachments 1 to 18, for the Corporate Record.

HIGHLIGHTS

- This report provides an overview of 18 Boards, Commissions and Committees' (BCCs) key activities and results in 2020, including a summary of their initiatives, projects or work completed, an outline of their 2021 work plan, challenges encountered in fulfilling their mandate and any additional information they wish to highlight to Council.
- What does this mean to Calgarians? The establishment and efficient operation of a range of advisory, adjudicative and oversight bodies supports Council in making good decisions that support the operation and administration of The City of Calgary. Reporting to Council in this manner provides transparency and insight into the activities of BCCs.
- Why does it matter? Regular updates to Council, including accomplishments and challenges, ensures that BCCs operate with a clear purpose and are provided the support and resources required to fulfill their mandates.
- Administration has gathered the written submissions of participating BCCs and facilitated verbal presentations from BCCs based on expressed interest from Council.
- The intent of this reporting is to inform. Any BCC-specific issues seeking an action or decision by Council would be brought forward separately through each BCC's regular reporting path.
- On 2020 October 26 (C2020-1023), Council adopted the 2021 Council meeting calendar, setting a Special Council meeting date reserved for BCCs to occur on 2021 May 03.
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

There are currently 87 BCCs. Eighteen BCCs were selected for inclusion in this report, based on the following criteria:

- BCCs established by Council; and
- BCCs whose membership is primarily composed of Public Members and/or City Administration.

The following BCCs have other mechanisms for reporting to Council, and as such were not included in this report:

- BCCs with Council-only membership;
- External BCCs not established by Council;
- Business Improvement Areas;
- Wholly-Owned Subsidiaries; and
- Civic Partners.

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Boards, Commissions and Committees 2021 Annual Update

These eighteen BCCs were asked to prepare a written submission for Council's information (included in Attachments 1 – 18). Of these, ten BCCs have prepared an additional verbal presentation, as requested by Members of Council or the BCC Chair.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- ☐ Public Engagement was undertaken
- ☒ Public Communication or Engagement was not required
- ☐ Public/Stakeholders were informed
- ☐ Stakeholder dialogue/relations were undertaken

IMPLICATIONS

Social

This report enables a regular touchpoint between Council and the Council-established BCCs. Regular dialogue improves Council's and the public's awareness of current social activities, opportunities and challenges experienced by Calgarians.

Environmental

Not applicable.

Economic

Not applicable.

Service and Financial Implications

No anticipated financial impact.

RISK

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

ATTACHMENTS

1. Advisory Committee on Accessibility
 - 1(a) Calgary's Accessibility Strategy 2021
2. Anti-Racism Action Committee
 - 2(a) Letter of Support GGC
 - 2(b) draft GGC Recommendations
3. Assessment Review Board
4. BiodiverCity Advisory Committee
 - 4(a) Summary of Initiatives
 - 4(b) 2021 Work Plan
 - 4(c) Additional Information
5. Calgary Aboriginal Urban Affairs Committee
 - 5(a) Strategic Plan 2014-2023
 - 5(b) Indigenous Policy

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Boards, Commissions and Committees 2021 Annual Update

6. Calgary General Hospital Legacy Fund Review Committee
7. Calgary Parking Committee
- 7(a) Work Plan
8. Calgary Planning Commission
9. Calgary Police Commission
10. Calgary Transit Access Eligibility Appeal Board
11. Calgary Transit Public Safety Citizen Oversight Committee
- 11(a) Overview
12. Friends of HMCS Calgary Committee
- 12(a) Business Plan
13. Licence and Community Standards Appeal Board
14. Real Estate Working Group
15. Social Wellbeing Advisory Committee
- 15(a) 2021-02022 Work Plan
16. Subdivision and Development Appeal Board
- 16(a) 2020 Annual Report
17. Urban Design Review Panel

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform



Advisory Committee on Accessibility

Mandate and Composition

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: infrastructure, transportation, technology, communication, affordable/accessibly housing, social and economic accessibility issues in order to provide a high level accessible City services for people with disabilities.
Composition	6 Members with disabilities representing a range of people with physical, sensory and cognitive disorders 2 Members representing the seniors community 3 Citizens-at-Large who may or may not have a disability, but who are interested in access issues 3 Members of City Administration (e.g., Planning and Development, Calgary Transit, and Calgary Recreation)

Details

Chair	Chair-Greg McMeekin, Vice-Chair-Christopher Gordon
Summary of initiatives, projects or work completed or ongoing in the last year.	<ul style="list-style-type: none"> • Support for ongoing Snow & Ice Control (SNIC) to provide a barrier-free path of travel, removal of windrows and snow from wheelchair ramps for people with disabilities. • Provided review and update comments to the Cross-Corporate Public Accessibility Advisory Team, to align with the 2019 National Building Code-Alberta Edition for the 2021 Access Design Standards. • Outlining universal design and accessibility components for the Green Line. • Liaising with the Cross-Corporate Public Accessibility Advisory Team to review and provide recommendations to Roads projects like Temporary Sidewalk Patios, Floating Bus Islands and Cycle Track/Pedestrian Buffer Zones. • Through disability lived experience, provided recommendations on the Eau Claire Redevelopment and Jaiper Bridge design.



Advisory Committee on Accessibility

	<ul style="list-style-type: none"> • Provided feedback on Single-Use Plastics for the Corporate response stating that “While the City supports the Government of Canada’s initiative to reduce waste from single-use plastic straws, there are no viable alternatives for people with disabilities”. For equity in the daily lives of people with disabilities an exemption needs to be recognized. • Plus 15 Wayfinding and Accessibility Study disability lens involvement. • Provided recommendations on the new Heritage Park Dock to enhance accessibility. • Added the importance of directional linear/straight line domes and yellow truncated domes to warn of caution going into a street for people with vision loss on the 19th Avenue SE Complete Streets Corridor Project. • Added a disability lens to the Greater Downtown Plan. • Supporting the ongoing Wheelchair Accessible Vehicles (WAV) to continue with the pilot of the Centralized Dispatch and driver incentives. Report to go forward September 2021. • To provide ongoing cross-disability recommendations to projects that Calgary Municipal Land Corporation is leading, including the Events Centre, BMOX, 17th Platform and Roadway Extension, and Arts Commons Transformation. • Annual support of the Calgary Awards-Award for Accessibility and the ACA Awards for community recognition being presented by The Mayor on May 10th.
Outline of 2021-2022 work plan.	<p>Implementation of the City of Calgary’s Accessibility Strategy (See Attached)</p> <ul style="list-style-type: none"> • Physical Infrastructure Goal-Public Projects are reviewed for accessibility, so that everyone can access all public spaces. • Communication Goal-People with disabilities have equitable access to City communications. • Transportation Goal- People with disabilities can move around the city easily. • Housing Goal- People with Disabilities have the security of an appropriate home. • Emerging Issues Goal- Attention is brought to issues related to accessibility and the avoidance of barriers that may impact the quality of life for persons with disabilities.



Advisory Committee on Accessibility

<p>Challenges to fulfilling mandate.</p> <p><i>(COVID impacts will be documented in the next section)</i></p>	<ul style="list-style-type: none"> • Would like more engagement on the Green Line from a community cross-disability perspective. • Ongoing delays with the Calgary Corporate Accessibility Policy, so we continue to operate under a 2005 Policy. Part of City Clerk's Policy Review. • More funding needs to go to Snow & Ice Control (SNIC) for laneway aprons and engineered walkways to provide a barrier-free, safe path of travel. • All City Project Managers need to bring their projects to the Access Design Sub-committee of ACA for review from a disability lens perspective.
<p>Additional information you would like to share with Council.</p>	<ul style="list-style-type: none"> • COVID-19 for people with disabilities has exacerbated the level of isolation they have worked so hard in the last twenty years to combat through inclusive communities and workplaces. Some people with disabilities have been terrified to leave their homes. The rest of society realized how so many people with disabilities live everyday. • The pandemic has revealed significant gaps in services and support networks. • There has been an increased level of unemployment with a group of people that already had a low employment rate. • Designing for accessibility has now become the norm. For example, the need for no touch surfaces, the necessity for automatic push button doors, access to hand washing stations at the level for someone using a mobility device, having a barrier-free path of travel for 2M distance provisions, improved color contrast and font size for signage for safety notices. • Virtual meetings have allowed those that are immunocompromised to stay in their homes to meet safely. • Some accommodations like American Sign Language at press conferences and having a Federal COVID-19 Task Force for People with Disabilities, have long been advocated by people with disabilities, and it shouldn't have taken a pandemic to get here. Now that we are here with no end in sight, it would be good if we could see these accommodations continue post-pandemic and even be expanded upon-with people with disabilities leading the way on design and implementation "Nothing About Us Without Us'.



Advisory Committee on Accessibility

	<ul style="list-style-type: none"> Thinking about the needs of people with disabilities means no one is left behind in COVID-19 in the process of planning, communication and implementation. Virtual meetings have allowed us to stay connected and do great work together. This is an amazing group of volunteers.
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Impact of COVID-19

How many meetings were held since March 2020?	12 Meetings
How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	<ul style="list-style-type: none"> We have coordinated a number of presentations with external stakeholders that have presented virtually. Communication has been key., Narrative description of what has been on the screen for people with vision loss needs to be outlined well. For individuals who are Deaf, coordinating platforms for the Sign Language Interpreters was initially a barrier with virtual meetings, but we have sorted it out with IT and Deaf & Hear Alberta. Virtual meetings that include the public need to put captioning on the Microsoft Teams meeting screen, so that people who are hard of hearing may participate. If a sign language interpreter is required please have one for City meetings, so people that are Deaf may participate. The positives that have come out of COVID-19 is that City press conferences and National/Provincial broadcasts have incorporated sign language interpretation for Deaf Calgarians to know all updates. The ability to work from home or access virtual medical appointments have been ideal for people with disabilities. The usual barriers that are physical or the use of accessible transportation have not been an issue being at home and having Calgary Transit Access or Wheelchair Accessible Vehicles when required.
How do you manage to continue the work of the	ACA members communicate well and are well supported by the Administrative staff.



Advisory Committee on Accessibility

committee in the current situation?

Both City Council and Administration are committed to the importance of accessibility in all the City does. Inclusion for people with disabilities should continue to be top of mind and the ACA will support this work.

Attachment:

- A. The City of Calgary's Accessibility Strategy 2021

The City of Calgary's Accessibility Strategy 2021

As a committee of Council, The Advisory Committee on Accessibility (ACA), provides strategic advice and makes recommendations to City Council and City Administration in addressing issues, needs and services for people with physical, sensory and cognitive disabilities in order to provide a high level of accessible City services.

An update to the Accessibility Strategy is intended to support Administration increasing the coordination of accessibility work across The Corporation and to further embed accessibility in The City's planning, policies, practices and systems work. The result of this updated strategy will be a city that is accessible for everyone.

Elements that have informed this updated strategy include:

- An internal scan examined how different City of Calgary Business Units (BUs) integrate accessibility into overall work functions, how service lines engage with the Advisory Committee on Accessibility, and how service lines work together to deliver accessibility initiatives (cross corporate alignment). This scan documented current processes used by The City to establish accessibility benchmarks.
- Input from the Advisory Committee on Accessibility and their lived experiences.
- Cross-Corporate Public Accessibility Advisory Team (CCPAAT)
- Social Well-Being Policy and Principles.
- An annotated bibliography was created to list accessibility related reports and policy documents with key findings on accessibility issues and solutions, and implementation processes to help embed accessibility in government.
- A literature and policy review for embedding accessibility that explored the strategies and solutions for enhancing accessibility used by other Canadian municipalities.
- Disability-specific and relevant measures will inform the work of this strategy.

The updated strategic areas have been combined into five key areas of accessibility for The City of Calgary:

- 1) Physical Infrastructure
- 2) Communication
- 3) Transportation
- 4) Housing
- 5) Emerging Issues

1. Physical Infrastructure

Goal: Public capital projects are reviewed for accessibility so that everyone can access all public spaces.

Strategy A: Involve the Cross-Corporate Public Accessibility Advisory Team (CCPAAT)	
Partners	City of Calgary: Planning & Development Services, Infrastructure & Engineering Services, Operational Services, Community Services, and People, Innovation & Collaboration Services.
Actions	<ul style="list-style-type: none"> • Ensure the review and update the Access Design Standards incorporating the new National Building Code-Alberta Edition, Public Realm information, Rick Hansen Foundation Accessibility Certification Gold Level Requirements and other best practices. • Work to develop mechanisms for liaising with the Advisory Committee on Accessibility (ACA) and the Access Design Sub-committee in providing input into accessibility projects and reports. • Improve the access review process and compliance to building code and Access Design Standards for corporate capital projects. • Participate, review and provide recommendations on key infrastructure projects (e.g. BMO, Events Centre, Fort Calgary, Stephen Avenue Mall, Arts Commons Transformation, Green Line.) • Promotion of the Cross-Corporate Public Accessibility Advisory Team on an ongoing basis, so employees and community are aware of the activities they have been involved with to embed
Strategy B: Integrate the Corporate Accessibility Policy into City practices	
Actions	<ul style="list-style-type: none"> • Create policy statements which provide a coordinated approach to the inclusion of persons with disabilities and the accessibility of all City programs and services. • Embed accessibility into decision making processes, using a disability and accessibility perspective through involvement, oversight, participation, awareness and compliance. • Include components of the Accessibility Policy into Service Lines & Budgets, as it pertains to barriers in physical infrastructure. • Create measurement/benchmarking/status updates on Accessibility. • Identify the barriers and focus on effective remedies for people with disabilities in the areas of procurement, elections, emergency management.

2. Communications

Goal: People with disabilities have equitable access to City communications.

Strategy A: Advocate for the use of communications access	
Partners	City of Calgary Departments
Actions	<ul style="list-style-type: none"> • Advocate for consistent application of accessible communications across The Corporation (Council, public engagement, elections, emergencies, Calgary.ca website, events and meetings). • Establish education and awareness communications (i.e. promoting National AccessAbility Week activities, International Day of Persons with Disabilities, etc.). • Promotion of plain language, assistive and interpretive communications.
Strategy B: Provide customer service training activities about visible and invisible disabilities	
	<ul style="list-style-type: none"> • Ensure 'Serving People with Disabilities' training is offered/available to employees. • Support Accessibility Experiential Tours for employees. • Create an accessible environment for communications for Administration, for internal and external events i.e. festival and event checklist.

3. Transportation

Goal: People with disabilities can move around the city easily.

Strategy A: Ensure all transportation services are barrier-free.	
Partners	City of Calgary Departments
Actions	<ul style="list-style-type: none"> • Collaborating with Calgary Transit and Calgary Transit Access ensuring availability of accessible services. • Work with Wheelchair Accessible Vehicle (WAV) providers to ensure 24/7 on-demand wheelchair taxi service. • Advocate for the pervasive use of audible pedestrian signals and tactile truncated domes in order to make Calgary safer for people with vision loss. • Calgary Neighbourhoods, Calgary Roads and Calgary Transit to collaborate on the Priority 1 Snow & Ice Control (SNIC) for the clearing of 1200 bus stops, windrows and pathways. • Advocate for adequate and appropriate accessible parking stalls. • Incorporate an accessibility lens in all Urban Strategy, Calgary Transit and Transportation Infrastructure initiatives and advocate for the appropriate allocation of funding.

4. Housing

Goal: People with disabilities have the security of an appropriate home.

Strategy A: Collaborate with Housing Providers to Meet the Accessibility and Affordability Needs of Persons with Disabilities.	
Partners	Calgary Housing, Calgary Housing Company
Actions	<ul style="list-style-type: none"> • Leverage the Access Design Sub-committee to review plans and provide recommendations on The City's new affordable housing projects for the inclusion of adaptable dwellings and barrier-free units. • ACA to advocate for the same level (6%) of other major municipalities in affordable and accessible housing stock in Calgary's development and building industry that is affordable and accessible. • ACA to educate the development and building industry to increase available accessible units. • Leverage work being done with the Seniors Age-Friendly Strategy, Social Well-Being, Calgary Area Urban Aboriginal Committee and the Mental Health and Addictions Strategy. • ACA to work with other levels of government to enhance access to programs, grants, and services which improve accessibility to assist citizens to age in place.

5. Emerging Issues

Goal: Attention is brought to issues related to accessibility and the avoidance of barriers that may impact the quality of life for persons with disabilities.

Strategy A: Monitor trends/issues in the community that may impact people with disabilities.	
Partners	City of Calgary
Actions	<ul style="list-style-type: none"> • Be aware and informed of current trends, emerging legislation, best practices, and social media concerns for persons with disabilities. • Current issues may include, but is not limited to: <ul style="list-style-type: none"> ○ Accessible Canada Act ○ E-scooter and E-Bicycle sharing programs ○ Human Trafficking of people with disabilities ○ Single Use Plastics ○ Accessible Elections ○ Sidewalk Patios ○ Vaccine Rollout



Anti-Racism Action Committee

Mandate and Composition

Mandate	<p>The Anti-Racism Action Committee will advise Council on the development and lead the implementation of a community-based anti-racism strategy. The Committee will identify systemic barriers to accessing City of Calgary programs and services and recommend actions to address and identify opportunities to work with community partners and organizations on actions to address structural racism on a community-wide level.</p>
Composition	<p>The Anti-Racism Action Committee is meant to comprise a diverse and inclusive membership.</p> <p>It will consist of:</p> <p>a. At least eleven Calgarians, and no more than thirteen, with expertise in challenging structural racism and/or community organizing.</p> <p>Ideal candidates will:</p> <ol style="list-style-type: none">Leverage lived experienced of racism and/or professional / academic / cultural expertise in anti-racism work, or a traditional anti-racist feminist perspective to combat the long history of anti-Blackness or anti-Indigenous attitudes that are pervasive in any discussion of racism in North America;Demonstrate the ability to develop and maintain strong collaborative relationships;Understand the range of human and civil rights issues and the historical origins of systemic racism;Be open to supporting people and communities towards meaningful, positive change;Preferably have personal and/or professional community connections that can inform the Committee's work; andPreferably be experienced in supporting or leading anti-racism initiatives. <p>b. Up to two members of The City of Calgary Administrative Leadership Team (non-voting).</p> <p>Bios of members can be found here: Anti-Racism Action Committee (calgary.ca)</p>

Details

Chair(s)	<p>The co-chairs are: Dr. Sonia Aujla-Bhullar and Nyall DaBreo.</p>
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Anti-Racism Action Committee

Summary of initiatives, projects or work completed or ongoing in the last year.

Given that ARAC is still in its early stages of operation, the focus of the Committee has been on:

- A comprehensive orientation to The City's structures and processes;
- Critical analysis and interpretation of the scope of the Terms of Reference;
- Onboarding of new members and clarification of roles and responsibilities;
- Relationship building and team engagement;
- Understanding of overarching City of Calgary Anti-Racism initiative; and
- Advising of an anti-racism lens in the creation of external and internal supports (organizational and community portfolios).

Actions so far include:

- Selection of co-chairs;
- Co-chairs participation in the recruitment process of the Community Lead and Community Consultants;
- Amendments to the Terms of Reference;
- Ongoing input, with the purpose of collaborating, with Calgary Police Services and Statistics Canada on the collection of race-based data;
- Representation of ARAC on other committees – such as the Social Wellbeing Committee;
- Submission of a letter of support to Council for the Guidebook for Great Communities (GGC) that highlighted:
 - A proposal to incorporate an anti-racism lens in framing the principles, objectives and goals of the guidebook; and
 - Presentation to Council by one of ARAC's co-chairs at a public hearing that occurred on March 22, 2021;
- Participation of members in the "Building Bridges Against Racism" solidarity march with Asian, Black, Indigenous community members on March 27, 2021 to support the end to violence and hate crimes directed at Asian communities;
- Onboarding consultants into current activities;
- Establishing effective approach to community engagement;
- Designation of a standing space on the agenda for community dialogue to increase awareness on anti-racism initiatives and programs occurring in the community; and
- Response to emerging community issues and convening related action (i.e. dialogue regarding the Calgary Fire Department culture/workplace review and the rising anti-Asian racism).



Anti-Racism Action Committee

<p>Outline of 2021-2022 work plan.</p>	<p>Priority areas for 2021-2022 include:</p> <ul style="list-style-type: none"> • Development of deeper relationship building, utilization of unique membership skills through increased opportunities to gather (virtually and/or in person as appropriate) and the formation of sub-committees; • Allocating time to establish a timeline on actionable items; • Integration of cultural protocols and cultural ways of knowing into committee functioning - with a centering on Indigenous Ways of Knowing cp2017-02-indigenous-policy.pdf; • Collaboration with external consultants (Habitus Consulting Collective and ActionDignity) in formulating a Community Anti-Racism Strategy; • Engagement with existing community partnerships, ethno-cultural, immigrant and refugee serving organizations, race and equity-focused coalitions, youth and senior organizations, researchers, frontline service providers and informal support networks; • Participation in Anti-Racism community events and initiatives; • Advise Council on the development of an Anti-Racism Community Strategy plan and identify systemic barriers to accessing City of Calgary programs and services; and • Promotion of the mandate and activities of ARAC.
<p>Challenges to fulfilling mandate.</p> <p><i>(COVID impacts will be documented in the next section)</i></p>	<p>Challenges include:</p> <ul style="list-style-type: none"> • Potential limitations due to existing city bylaws, policies and terms of reference (i.e. inclusionary cultural practices); • Unknown political dynamics associated with the upcoming election; • Meeting emerging resource needs and mitigations for high burnout and stress; • Ensuring consistent transparency, accountability and open communication, particularly around how best to respond to emerging issues; • Finding ways to effectively deal with the ongoing necessity to respond to the demands of increased hate and violence; and • Public perception and expectations around the mandate of ARAC.
<p>Additional information you would like to share with Council.</p>	



Anti-Racism Action Committee

Impact of COVID-19

How many meetings were held since March 2020?	A total of 6 meetings have been held since November of 2020.
How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	In light of the pandemic, the committee has had to rely on technology as its sole method of communication which poses some challenges with respect to participation and engagement.
How do you manage to continue the work of the committee in the current situation?	Despite these limitations, the committee has been able to find ways to adapt through the exploration of digital tools to strengthen team cohesion and participation.

Attachments:

- A. ARAC Letter of Support: Guidebook for Great Communities
- B. ARAC Recommendations: Guidebook for Great Communities

March 22, 2021

**Guidebook for Great Communities
Public Hearing and Combined Council Meeting**

Dear Honourable Council Members:

The call to take an active stance of anti-racism within the City of Calgary is one that takes aims to recognize and address the forms by which inclusion is felt and seen by racialized Calgarians. The “Guidebook for Great Communities” seeks to implement a sustained vision for social equity and inclusion for communities as Calgary continues to grow in population and diversity.

The members of the Anti-Racism Action Committee (ARAC) stand in support with the proposed Guidebook for Great Communities, as it paves a clearer path to how social inclusion and anti-racism exists as a legitimate standing in the planning of our communities in the City of Calgary. Our mandate, as outlined in our Terms of Reference, is to advise Council on the development and lead the implementation of a community-based anti-racism strategy. The Guidebook for Great Communities is an opportunity to work with community partners to address structural racism and exclusion that has impacted the lives and livelihoods of Calgarians.

The messaging of this initiative is a platform by which everyone – from race, age, religion, culture/ethnicity, gender and sexual orientation, can see themselves reflected as being deserving of an opportunity to choose and thrive in the community of their choice in the districts and neighborhoods of our City. It is an important first step into the recognition that our diverse demographics of Calgary is an opportunity for current and future generations to thrive as members of a growing urban landscape.

Please know that ARAC is willing and able to support the ongoing dialogue, implementation and transparency of this initiative.

Thank you for your time and acknowledgement of this letter.

Sincerely,

Dr. Sonia Aujla-Bhullar and Nyall DaBreo
Co-Chairs Anti-Racism Action Committee

Draft Submission by the Calgary Anti-Racism Action Committee regarding the [Guidebook for Great Communities \(calgary.ca\)](https://calgary.ca/guidebook) .

While we are early in our mandate, the Calgary Anti-Racism Action Committee is optimistic about Calgary's future and its commitment to inclusion and anti-racism.

Given that this committee has been charged with identifying systemic barriers to accessing City of Calgary programs and services and recommend actions to address, and identify opportunities to work with community partners and organizations on actions to address structural racism on a community-wide level, we are pleased to offer our input on the Guidebook for Great Communities.

While we found no overt racism or discrimination within the document, we note that systemic racism and discrimination is often built into policies and processes through unconscious bias and lack of resources to build and maintain awareness that combats stereotypes of Indigenous and racialized communities. We therefore recommend a concerted effort to highlight the City's commitment to inclusion and anti-racism throughout the Guide. We therefore support the Guidebook qualified by the recommendations listed below:

Guidebook for Great Communities – Released Jan 4, 2021 Www.calgary.ca/guidebook Comments: Calgary Anti-Racism Action Committee, March XX, 2021		
1. The principles and goals of the guidebook set the tone for what our communities will look like as they evolve. Anti-racism and Inclusion is missing.		
Section/Page	Item	Suggestions/Suggested Additions
P iii About	Why is the Guidebook for Great Communities important?	<p>Inspiring neighbourhoods are inclusive and welcoming to everyone.</p> <p>The City of Calgary acknowledges the existence of systemic racism and has committed to achieve structural adjustments to existing inequalities within our City and our society.</p> <p>The City of Calgary is situated in the traditional territory of the Niitsitapi and the people of Treaty 7 at the confluence of the Elbow River and the Bow River.</p> <p>The City of Calgary has committed to sustain the active and shared process of reconciliation through investing in ways of knowing, ways of engaging, ways of building relationships, and ways towards equitable environments with Treaty 7 First Nations and urban Indigenous peoples to improve relations</p>

		<p>between The Corporation and the Indigenous community.</p> <p>The City of Calgary has committed to strengthen understandings of the diverse identities, histories, languages, cultures perspectives, and lived experiences of First Nations, Métis and Inuit peoples who call Calgary home or have an historical association with the land within the boundaries of Calgary.</p>
P iii About	How does the Guidebook for Great Communities work?	<p>The Guidebook should be read in conjunction with City Policies and Commitments, in particular:</p> <ul style="list-style-type: none"> - City of Calgary's Anti-Racism Commitment (and Strategy) Report Number: C2020-0715 - City of Calgary Indigenous Policy Policy Number: CP2017-02 - White Goose Flying Report and Recommendations and Traditional Knowledge Keepers Protocols
P 10 Our journeys...	Perhaps your drop-in hockey league plays at the community rink a few blocks away, so you stop by on your way home.	Perhaps your drop-in hockey, cricket or lacrosse league plays at the community centre a few blocks away, so you stop by on your way home.
P 12 Principles	Identity and Place	<p>Identity and Place:</p> <p>Neighbourhoods are well designed and create a sense of place through inclusion</p>

	Neighbourhoods are well-designed and create a sense of place that fosters identity and pride in the community.	and by respecting cultural and heritage resources, including Indigenous history.
P 13 Goals	#3 Offer opportunities to gather and participate in civic, arts, cultural/spiritual and entertainment activities, in both public and private spaces.	#3 Offer opportunities to gather and participate in civic, arts, cultural/ spiritual and entertainment activities, in both public and private spaces.
P 13 Goals	#5 Provide spaces that foster a sense of place...	#5 Provide spaces that that foster a sense of place, inclusion and safety (by combatting racism. *To combat racism- how can make this specific? In looking at neighborhoods now, there is a pervasive attitude towards some part of the cities that have higher numbers of racialized communities
P 20 Figure 6: Why Do Communities Need to Grow and Evolve?	Maintaining Vibrancy, Identity and Sense of Place	Add Maintaining Vibrancy, Identity, Inclusion and Sense of Place
P 66 2.15 Parks, Civic and Recreation Policies	v. providing public art or cultural spaces.	v. providing public art, cultural and BIPOC history awareness spaces.
P 70 Land Use	b. City Civic and Recreation areas should support: i. a range of recreation, civic, arts and cultural opportunities to meet the needs of an increasingly diverse city in all seasons; and,	b. City Civic and Recreation areas should support: i. a range of recreation, civic, arts and cultural and BIPOC history awareness to meet the needs of an increasingly diverse city in all seasons; and,
P 100 Heritage Resources Policies	Multiple use of "Property owners are encouraged" ...	This section needs to be more specific, particular when Heritage Resources are Indigenous or cultural artifacts and history.

P 103 3.10 Pedestrian Policies	iv. be well-lit; and,	iv. be well-lit with built-in safety features accessible within a reasonable distance ; and,
P 113 4.2 Heritage Guidelines	b. The heritage guideline area should be named in a manner that recognizes community history.	b. The heritage guideline area should be named in a manner that recognizes community history, including BIPOC history .
P 116 Authority, Application and Interpretation	This Guidebook is aligned with the policy direction of the Government of Alberta's South Saskatchewan Regional Plan, the Interim Growth Plan for the Calgary Regional Partnership and The City of Calgary's Municipal Development Plan.	This Guidebook is aligned with the policy direction of the Government of Alberta's South Saskatchewan Regional Plan, the Interim Growth Plan for the Calgary Regional Partnership and The City of Calgary's Municipal Development Plan, Indigenous Policy and Anti-Racism Commitment (and Strategy) .
P 117 Authority, Application and Interpretation	<p>4.6 Authority, Application and Interpretation Policies</p> <p>O Guidebook Limitations</p> <p>Policies and guidelines in this Guidebook are not to be interpreted as an approval for a use on a specific site. No representation is made herein that any site is suitable for a particular purpose. The Guidebook is intended to guide the development of local area plans, which will provide more specific guidance for local sites. Detailed site conditions or constraints must be assessed on a case-by-case basis as part of a planning application.</p>	<p>Add</p> <p>Policies and guidelines in this Guidebook are not to be interpreted as an approval for a use on a specific site. No representation is made herein that any site is suitable for a particular purpose. Consultation with community members, including representatives from the local BIPOC communities are to take place. Ensure an accountability of consultation/feedback from community members (both formal and informal channels) is pursued, documented, and shared.</p>

		The Guidebook is intended to guide the development of local area plans, which will provide more specific guidance for local sites. Detailed site conditions or constraints must be assessed on a case-by-case basis as part of a planning application.
P 118 Glossary		Add BIPOC – Black, Indigenous, people of colour
P. 126 Appendices: Local Area Plan Chapter 1	Goals for Great Communities 5. Provide spaces that foster a sense of place and are designed for everyone.	Add Goals for Great Communities 5. Provide spaces that foster a sense of place and inclusion , are designed for everyone and combat racism . 9. Respect and enhance neighbourhood character through the retention and awareness of heritage assets, including Indigenous history and ways of knowing .
P 123 Local Area Plan Chapter 3: Supporting Growth		Add Explanation of what is growth Reference to Indigenous Worldview of 7 Generations.
Art renderings & Bubbles	Difficult to see diversity other than gender and (dis)ability reflected in art and stories.	Gain input from community members and add in specific drawings easily identified as BIOPC through use of hair

		<p>styles, turbans, hijabs, beards...and other representations</p> <p>Add a bubble drawing and bubble referencing: It is nice to see Indigenous History (or Diversity, or my ethnic background) reflected within this community. " Perhaps using quotes from communities that are consulted/engaged with ("real people- real voices- real pictures).</p>
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DRAFT



Assessment Review Board

Mandate and Composition

Mandate	<p>To hear complaints against assessment and taxation matters received by the City Clerk pursuant to Section 460 of the Municipal Government Act (MGA).</p> <p>"Assessment Review Board" means the Local Assessment Review Board and Composite Assessment Review Board established by sections 2(1) and 3(1) of Bylaw 15M2018</p>
Composition	<p>Members (Citizens)</p> <p>General Chairman (Citizen)</p> <p>Provincial Member appointed by the Minister (CARB only)</p>
Chair	John D Mathias

Assessment Review Board (ARB) Update

2020 ARB Hearing Year

A total of 3,026 assessment complaints were filed by the March 10, 2020 complaint deadline. 834 complaints were filed on residential properties and were scheduled for hearing before the local assessment review board (LARB). 2,192 complaints were filed on non-residential properties and were scheduled for hearing before the composite assessment review board (CARB). Compared to 2019, there were approximately 16 percent fewer LARB complaints and 12 percent more CARB complaints in 2020. A further 61 supplementary and amended assessment complaints were received during the year. Three Business Improvement Area (BIA) LARB complaints were also filed, but these were settled in advance of the scheduled hearings. Three Jurisdictional complaints were filed by the Calgary Assessment Business Unit (ABU) and all but one was withdrawn before the scheduled hearings.

The total value of non-residential and residential properties under complaint in 2020 was \$22.4B, nearly the same value under complaint in 2019 (\$22.2B). The value of non-residential property complaints saw a slight increase to \$21.6B in 2020, up from \$20.9B in the previous year. The median non-residential assessment amount under complaint was \$4.3M in 2019 and \$4.34M in 2020. The highest assessment amount under complaint in 2020 was \$399.5M for Southcentre Mall.

15.6 percent of all taxable non-residential accounts were under complaint in 2020 which represented 36.1 percent of the assessed value for the entire roll. While the total value of all residential property complaints decreased from \$1.4B in 2019 to \$872M in 2020, this represented a very small portion of



Assessment Review Board

the total inventory. Merely 0.2 percent of all taxable residential accounts, or 0.4 percent of the total value of all residential accounts was under complaint in 2020.

On the March 10th complaint filing deadline, there was no reason to suspect that the 2020 hearing season would be anything out of the ordinary. In-person hearings for residential property complaints were expected to commence in late April, followed by in-person hearings for non-residential property complaints starting in early June. However, the mandatory closure of our office due to COVID-19 immediately changed everything. The entire hearing process and schedule had to be completely reimaged, and every form, document, policy and procedure had to be reviewed, adapted and altered to accommodate the shift to electronic hearing formats. This was a massive undertaking and required an extensive and coordinated effort between ARB leadership, ARB administration and the ARB's legal counsel. As in-person hearings were no longer possible, the ARB offered complainants the choice of either written hearings, where evidence is submitted electronically and considered by the panel without personal attendance by the parties, or telephone conference hearings where parties participate over the telephone. The format and procedures were designed to be as simple as possible. Parties unfamiliar with technology, or parties with less advanced hardware and internet bandwidth in their new work from home environments could connect to a hearing using their phone, thus minimizing the technological challenges. Simply put, the ARB wanted to ensure all parties would have equal access to a fair hearing with a minimum of complexity.

For the ARB member operations, all communication and processes were moved over to the Microsoft Teams platform, with files and documents placed on OneDrive. Extensive training was provided to the 42 local ARB members and approximately 20 Provincial members who participate in the hearings. There was a huge learning curve, not only for ARB members, but also for the administrative staff who also had to adapt and learn an entirely new process. While it was very challenging to start with, Members and staff rose to the occasion and successfully learned and functioned in the new electronic environment. It was a model of determination, cooperation and positive enthusiasm, not only to make the best of a bad situation but to imagine how change and technology could lead to long-term benefits.

After a six week delay the hearing season began, starting with written hearings and then moving to telephone conference hearings for the majority of the season. LARB hearings began on June 8th and CARB hearings commenced on July 20th. ARB members conducted all hearings and deliberation on Microsoft Teams. Other than the odd problem with an internet connection or account verification, most proceedings and meetings went smoothly. Based on the initial volume of non-residential complaints filed, it was anticipated that the hearing and decision writing process would spill over into early 2021. However, due to a significant number of mutual agreements between the parties, the ARB completed its hearing agenda and issued all decisions prior to Christmas.

Although the 2020 non-residential hearing calendar was carefully planned out to schedule complaints in an expedient order for the parties that also ensured efficient use of ARB resources, there were numerous settlements between the parties. Settlements were often negotiated and finalized shortly before the scheduled hearing dates, leaving insufficient time to fill the empty hearing timeslots in the schedule.



Assessment Review Board

Approximately 47 percent of residential complaints were filed by self-represented homeowners. The expectations of the homeowners and the complexity of their presentations are diverse. Each residential property complaint hearing is unique. In 2020, 34.5 percent of all residential hearings were settled without a hearing.

In contrast, non-residential property complaints are overwhelmingly (97.3 percent) represented by tax agents. Similar types of properties, or ones with similar issues, are grouped and heard together. In the end, 79.3 percent of all CARB complaints were settled prior to a hearing. This was lower than the 84.3 percent settlement rate in 2019 (due largely to the \$130M PTP program) but higher than the settlement rate of approximately 58 percent in 2018.

Initiatives and Projects

Essentially, 2020 was a year of technological initiation unlike any previously experienced by the ARB. As recently as 2018, all hearings were conducted in-person with evidence and submissions on paper. In 2019 the ARB discontinued the use of paper files and conducted all hearings using a paperless, electronic format for evidence and submissions. This proved to be a critical component for the 2020 hearing season, as ARB Members were familiar viewing and working with electronic documents and had the benefit of enhanced options for writing and reviewing documents offsite. 2020 was for the ARB a huge success story!

In addition to all the other technology changes, 2020 marked the first year for a joint Evidence Disclosure Portal (EDP). The ARB's administration worked tirelessly with ABU and the tax agent community to develop the EDP and all parties now have an easier and more efficient way of submitting and tracking documents required to be disclosed for hearings.

2021 Work Plan

The 2021 complaint filing deadline was on March 23rd. A total of 2,389 complaints were filed; 1,867 on non-residential properties, and 522 on residential properties. This is approximately 20 percent fewer complaints filed than last year. Non-residential and residential property complaints are each down by about 300 complaints from 2020, which represents a 14 percent reduction in non-residential complaints and a 35 percent reduction in residential complaints. The ARB was informed that the non-residential advance consultation period last Fall between tax agents and ABU was very successful in resolving multiple issues, and this appears to be reflected in the 2021 complaint volume. The significant reduction in residential complaints may be a result of pandemic-related market conditions. A shortage of available properties for sale in mid-2020 resulted in pent-up demand and a very active and heated real estate market around the time assessment notices were issued in January. The ARB anticipated that the tax shift and the negative effects of COVID-19 on the economy and the real estate market could result in a large volume of residential property complaints in 2021. However, property owners often compare the value on their assessment notice to the current market, and not to the July 1, 2020 valuation date.



Assessment Review Board

In 2021 LARB hearings will commence on May 3rd and CARB hearings will start on June 14th. Due to the lower complaint volume, hearings should be completed earlier than normal in October with decisions issued by the end of November.

The ARB anticipates it will not be able to offer any in-person hearings again this year. Written and telephone conference hearings will continue to be offered and, in keeping with the commitment to enhance access to justice, a videoconference hearing option has been added. Almost all of the non-residential complaints have opted for videoconference hearings. These will be conducted using Microsoft Teams. The 2021 hearing season is expected to be very similar to 2020, but without the steep learning curve to adjust to electronic hearing formats. It is expected to be a more predictable season.

Challenges

It has been very challenging to manage the non-residential hearing workload at the ARB over the past two years. In 2019, 83.4 percent of all non-residential property complaints were settled by mutual agreement between the parties, often right before the scheduled hearing dates. In 2020, 79.3 percent of all non-residential files were settled prior to hearing. The ARB recognizes the benefit of these agreements, however the cancellations create inefficiencies in managing the ARB's resources. Because the regulations require that the parties be given a minimum ten week notice period before a hearing, the ARB is not able to fill last-minute openings in the hearing schedule.

However, the ARB recognizes that change and challenge bring innovation. The ARB has developed improved and more flexible scheduling processes for the complaint hearing schedule and Member assignment to hearing panels. Emphasis will continue to be placed on training and enhancing writing skills for all members. The ARB will use the experience gained with electronic hearings in 2020 to focus on enhanced efficiency. Daily morning meetings, conducted over Microsoft Teams, will continue during the 2021 hearing season to maintain communication, provide support and keep ARB Members current with ongoing developments and trends in property assessment complaint hearings. We look forward to a successful year in 2021.

The ARB will be available to answer questions and will provide a PowerPoint slide presentation with key operational statistics in a graphical format at the May 3rd meeting of Council.



BiodiverCity Advisory Committee

Mandate and Composition

Mandate	The BiodiverCity Advisory Committee provides Council and Administration with strategic advice on matters affecting urban biodiversity in The City of Calgary. The Committee advances the commitments and procedures identified within <i>Our BiodiverCity</i> , Calgary's 10-year biodiversity strategic plan and <i>The Durban Commitment: Local Governments for Biodiversity</i> .
Composition	5 Members who represent the technical industry or research field. 2 Members who represent the ecological literacy field with a background in art, education and/or communications. 2 Citizens-at-Large with an interest in biodiversity and ecological literacy. 4 Members of City Administration.

Details

Chair	Lea Randall, Conservation Research Population Ecologist, Calgary Zoo
Summary of initiatives, projects or work completed or ongoing in the last year.	Please see Attachment A
Outline of 2021-2022 work plan.	Please see Attachment B
Challenges to fulfilling mandate. <i>(COVID impacts will be documented in the next section)</i>	<p>The Committee's mandate is to provide,</p> <p><i>"...Council and Administration with strategic advice on matters affecting urban biodiversity in The City of Calgary. The Committee advances the commitments and procedures identified within <i>Our BiodiverCity</i>, <i>Calgary's 10-year biodiversity strategic plan</i> and <i>The Durban Commitment: Local Governments for Biodiversity</i>."</i></p> <p>The Committee acts as a conduit between Council and Administration</p>



BiodiverCity Advisory Committee

	<p>to advance biodiversity conservation and awareness. There have been challenges fulfilling this mandate. In brief they are:</p> <ul style="list-style-type: none"> a) Biodiversity conservation requires cross-corporate coordination and thus prioritization among City business units. Generally, this work has been associated with Calgary Parks, but needs to be embraced cross-corporately for success. b) Reduced staffing and budgetary support to Calgary Parks, the lead business unit responsible for the BiodiverCity Action Plan, continues to have adverse effect on the timeliness of document and plan delivery to the Committee, as well as implementation on biodiversity-related projects. In turn, this limits what the Committee can review and bring its expertise to bear on.
Additional information you would like to share with Council.	Please see Attachment C

Impact of COVID-19

How many meetings were held since March 2020?	The Biodiversity Advisory Committee (BAC) met twelve times, every month in 2020, with the exception of August and a day planning session in February 2021
How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	Public participation in meetings, in terms of BAC public members, has not been impacted by COVID-19. The BAC has had virtual meetings using Microsoft Teams and the public are able to join at any time through this technology.
How do you manage to continue the work of the committee in the current situation?	BAC work continues using Microsoft Teams, through email between Committee members, and by phone calls.



BiodiverCity Advisory Committee

Attachments:

- A. Summary of initiatives, projects or work completed or ongoing in the last year
- B. Outline of 2021-2022 work plan.
- C. Additional information you would like to share with Council

Attachment A: Summary of initiatives, projects or work completed or ongoing in the last year.

Ongoing work

Expert advice

The BiodiverCity Advisory Committee (Committee) continues to provide review and advice to Calgary City Administration to advance Council-approved Our BiodiverCity, Calgary's 10-year Biodiversity Strategic Plan (referred to below as BiodiverCity Strategic Plan). The working document, BiodiverCity Action Plan, provides a structure for Calgary to meet the biodiversity commitments in the BiodiverCity Strategic Plan. The Committee supports The City with moving forward each of the four biodiversity principles outlined in the BiodiverCity Strategic Plan: Ecological Literacy, Ecological Resilience, Collaboration, and Integration. The Committee has also encouraged inclusion of targets, performance measures, indicators and key actions in the BiodiverCity Action Plan that can contribute to sustaining Calgary's biodiversity.

A key area of work that the Committee remains keenly engaged in is The City's restoration target of 20 percent of Calgary's open space by 2025, as outlined in the BiodiverCity Strategic Plan. Habitat restoration is a type of land management activity intending to recover a degraded habitat to initiate or accelerate its succession towards a habitat with increased biodiversity such as replacing turf grass with native grasses and wildflowers. The Committee is concerned that City Administration will be unable to meet Calgary's BiodiverCity Strategic Plan 2025 target for habitat restoration (see Attachment C).

The Committee has also raised concern about on-going losses of Environmentally Sensitive Areas (ESAs) leading to a decline in biodiversity (see Attachment C). ESAs are key natural components of the regional landscape, providing essential ecosystem functions and services. These include flood mitigation, drinking water supply, maintenance of regional biodiversity, preservation and connectivity of unique habitats and landscapes, and provision of culturally and economically valued resources and opportunities (CMRB Environmentally Sensitive Areas Background Report, 2019).

Standing Policy Committee on Community and Protective Services reports

The Committee was established by Council in October 2015. As guided by its Terms of Reference, it advances the commitments and procedures identified within the Council-adopted Biodiversity Policy (CSPS037). The Committee presented its first annual progress report in May 2016. Since that time, The Committee continues to pursue three categories of work: engaging stakeholders, communications and reviewing City policies related to biodiversity. The outcome of this work has been to advance biodiversity awareness within the Corporation and to support Calgarians fostering more resilient, biologically diverse communities.

March 2020 – March 2021 Work

Calgary Youth Science Fair

Since 2017, the Committee has attended and supported the Calgary Youth Science Fair event through judging and presentation of awards for projects in three age classes that align with Calgary's BiodiverCity Strategic Plan principles of ecological literacy, ecological resilience and collaboration.

The 2020 edition of the Calgary Youth Science Fair was cancelled due to COVID-19. The BAC will continue to provide support for the 2021 edition, which will be held virtually.

City Administration Updates on City Biodiversity Initiatives

The Committee received several updates and presentations from City staff working on biodiversity related projects and programs and provided feedback on these initiatives. Included in City staff updates were:

- Value Proposition of Biodiversity (Timothy Walls and Carol Stefan, Urban Conservation).
- Biodiversity Action Plan – implementation risks (Chris Manderson, Urban Conservation)
- Habitat Connectivity (Heather Rudd and Lynette Hiebert, Urban Conservation)
- Habitat Restoration Program Update (Timothy Walls, Urban Conservation)
- Environmental Strategy and Engagement (Jen Silverthorn, Environmental Safety Management)
- ESA Loss (Heather Rudd and Dave Hayman, Urban Conservation)

BiodiverCity Strategic Plan – Concordance with BiodiverCity Action Plan - Five Year Review

Between Q4 2020 and Q1 2021 the Committee compared the Biodiversity Action Plan content and implementation with the Commitments, Procedures and Targets of the BiodiverCity Strategic Plan with input from City Administration representatives on the BAC. A survey of the BAC was conducted to identify priority aspects of the BiodiverCity Strategic Plan after five years of BAC operation. The review generally indicated that either the Biodiversity Action Plan (BAP) concurs with the Biodiversity Strategy Plan or other city initiatives are addressing the Strategy either directly or indirectly, or are in planning or progress. For some priority commitments and procedures that are not addressed in the BAP, given that some of them are being implemented by other City Business Unit initiatives, updates to the BAP are recommended. Meaningful biodiversity targets, performance measures, and indicators need further development as mentioned in Attachment C.

Committee Recruitment

The Committee recruited two new public members to replace those leaving the Committee. The Committee also has a new Administrative Contact.

Attachment B: 2021 Work Plan

Project / Initiative / Activity	Biodiversity Program Area	Biodiversity Program	Start	End
Develop work plan for 2021	NA	NA	Q1	Q1
Support the Calgary Youth Science Fair; biodiversity awards	Ecological Literacy	Stewardship	Q1	Q2
Calgary Biodiversity Day proclamation	Ecological Literacy	Public Awareness	Q1	Q2
Annual report to SPC CPS (3 May 2021)	Ecological Literacy	Staff Awareness	Q1	Q2
Review on an ad hoc basis applicable City of Calgary policies and strategies	(all)	(all)	Q1	Q4
Review and provide comment on the Environmental Strategy	Ecological Literacy	Public Awareness	Q1	Q3
Support and participate in the application process for Calgary to become a Bird Friendly City	Ecological Literacy	Public Awareness, Stewardship	Q1	Q3
Review the BiodiverCity Action Plan - 5 yr review table - Conservation subcommittee meeting (input review) - Ecoliteracy subcommittee meeting (input review)	(all)	(all)	Q4 2020	Q1
Provide comment to Council on Environmentally Significant Area Loss	Ecological Resilience	Public Awareness	Q1	Q2
Provide comment to Council on Habitat Restoration Program	Ecological Resilience	Public Awareness	Q1	Q2
Provide comment to Council on the Habitat Condition Rating analysis of Calgary Parks	Ecological Resilience	Public Awareness	Q1	Q2
City Subject Matter Expert presentations to BAC (e.g. wetland habitat restoration, ESA loss)	Ecological Literacy	Public Awareness	Q1	Q4
Clarify opportunities for strategic input on planning matters	(all)	(all)	Q1	Q4
Review Guidebook for Great Communities	(all)	(all)	Q1	Q2
Onboard new BAC members	NA	NA	Q1	Q4

Attachment C: Additional information you would like to share with Council

The Committee provides this additional information based on a recent review of the City Parks 2020 Habitat Restoration Program Update and a March 2021 presentation on Environmentally Significant Areas Loss, and is informed by the BiodiverCity Strategic Plan – Concordance with BiodiverCity Action Plan - Five Year Review that was conducted by the Committee from Q4 2020 – Q1 2021.

Restoration

- Restoration often occurs opportunistically on lands managed by Parks, Transportation, and Water Services
- Calgary Parks has begun assessing Habitat Condition Rating within City Parks which will identify and prioritize parks in need of restoration in the future
- Habitat being restored may not be in the context of priority habitats for biodiversity
- Currently the city is not on track to meet the 20% target of restoration of open spaces by 2025 (832 ha)
- The city is on track to meet about half of this target but would need significant additional capital funds as well as additional staffing to complete the work based upon the amount of area that still needs to be restored or is in progress, and the average cost for restoration (source: Urban Conservation)

Considerations:

- Greater investment in Parks to meet 2025 restoration target
- Build a cross-corporate restoration program
- Set either an achievable restoration target and/or extend target deadline

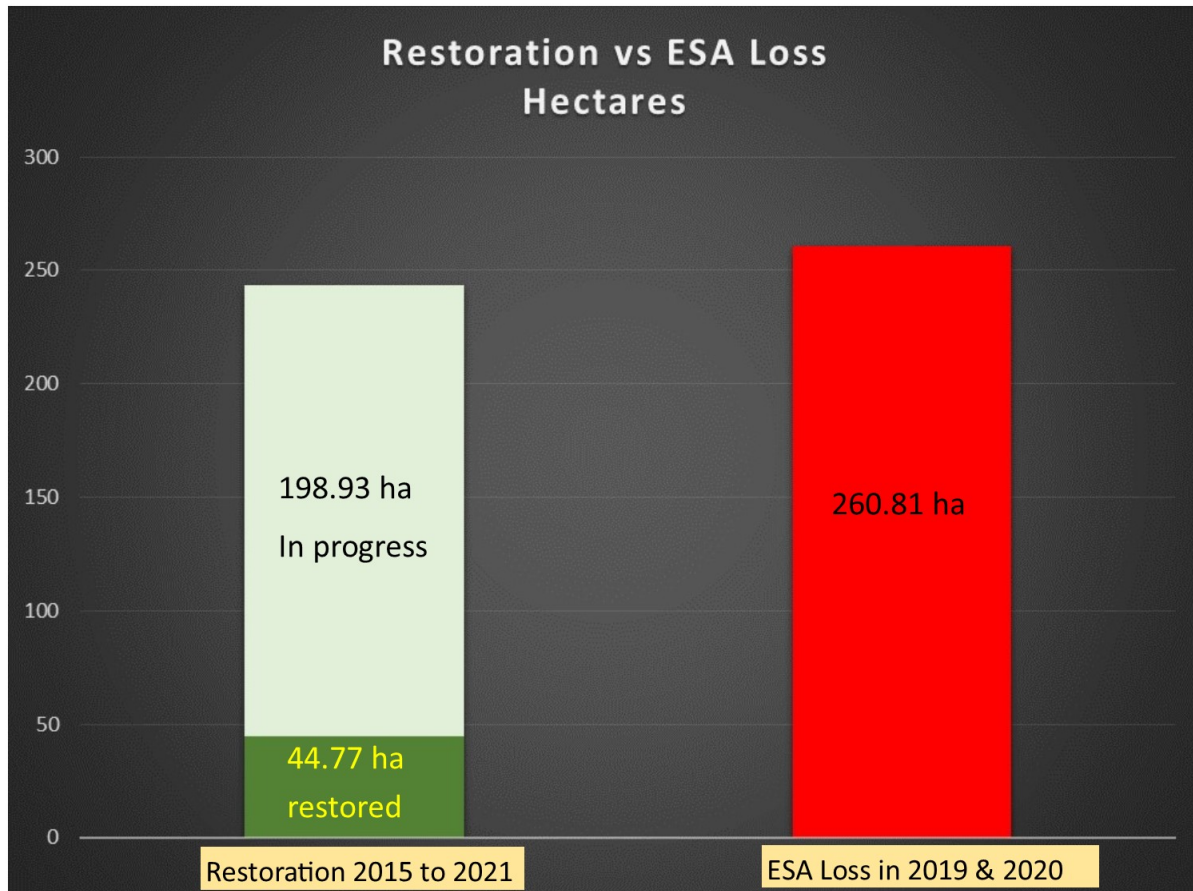


Figure 1. Environmentally Sensitive Area (ESA) Lost in 2 years compared to amount restored or restoration in progress over last 5 years

Although restoration can contribute to biodiversity, it is expensive (on average \$35,000/ha to restore) and the area restored is likely not equivalent habitat for biodiversity to that found in environmentally sensitive areas. Ultimately, it is far less expensive to protect land than it is to restore it.

Environmentally Sensitive Area (ESA) Loss

In 2019, the City of Calgary lost about 58% of ESA that has been identified in Biophysical Impact Assessments. This is a net loss when the loss is compared to the gains made with restoration. Ideally, all ESA should be protected but this is not always possible due to land use needs for development.

There are many policies and guidelines intended to preserve biodiversity within the City of Calgary but few mechanisms to achieve these goals:

- Municipal Reserve
- Environmental Reserve Easement to prevent pollution or ensure public access (mostly undevelopable land)
- Conservation reserve (buy ESA at market rate)
- Naturalized Municipal Reserve (restoration)

Considerations:

- Use or develop additional mechanisms or utilize current mechanisms to a greater extent to preserve ESA (e.g. conservation reserve, environmental reserve easements, land trusts, ecological gifts, Claim by the Crown)
- Prioritize preserving ESA that represents particularly biodiverse or rare ecosystems and habitats within the City of Calgary and prioritize areas that have been identified as important in the Ecological Network such as important connectivity corridors, shelterbelts and steppingstones between core areas.
- Develop a comprehensive spatial map of known and potential ESAs and existing rare habitats
- Track the categories of ESA and habitats that are being lost
- Set targets for protecting ESA and priority habitats (not per development but a city-wide target)

Underway

- On-going monitoring of ESA loss
- Updating ESA criteria to make ESA designation more robust

Loss of Urban Forest

While the BAC supports densification within the city rather than developing undeveloped lands, the city is losing significant areas of the urban forest annually through redevelopment. This leads to a loss of biodiversity and climate resiliency.

- Recommend that Council establish a biodiversity/climate resiliency fund that is funded through a fee on all redevelopment applications that can be used for targeted conservation and restoration

Additional Recommendations to Council in support of ecoliteracy

- Recommend supporting the Bird Friendly City Designation (<https://naturecanada.ca/bfc/>)
- Establish City of Calgary Biodiversity Day annually on May 22nd in alignment with International Day for Biological Diversity (<https://www.cbd.int/idb/>)
- Support the City Nature Challenge Calgary a competition between cities around the world which encourages citizens to document the biodiversity within their city (<https://citynatureyyc.ca/>)
- Update City of Calgary website to communicate biodiversity messaging to citizens and to highlight the work and recommendations of the BAC



Calgary Aboriginal Urban Affairs Committee

Mandate and Composition

Mandate	The primary function of the Calgary Aboriginal Urban Affairs Committee (CAUAC) is to provide Council with professional and strategic advice on matters that affect Aboriginal Calgarians, and offer ongoing guidance in relation to the implementation of strategies that advance Aboriginal interests in ways that benefit all Calgarians.
Composition	<p>Minimum of 12 and Maximum of 14 Representatives of the Aboriginal and non-Aboriginal Communities</p> <p>At least 60 percent plus one should be Aboriginal and will include one Aboriginal Youth.</p> <p>Members must reside in The City of Calgary, with the exception of up to two Aboriginal members who reside outside of Calgary but within the Treaty 7 territory.</p>

Details

Chair	Justin Jimmy
Summary of initiatives, projects or work completed or ongoing in the last year.	<p>Over the course of last year, CAUAC has continued to advocate on matters that affect Indigenous Calgarians and advance Indigenous interests.</p> <p>As the originator of the Indigenous Policy, CAUAC advocated for the implementation of the policy within the corporation. This influenced the Calgary Indigenous Relations Office (IRO) to align its workplan to the Indigenous Policy's four ways forward so that the policy can be realized.</p> <p>CAUAC has continued to build relationships with The City and Indigenous community. CAUAC invited the new Team Lead for the Calgary IRO to participate in its monthly meetings, which resulted in a strengthened relationship between CAUAC and the Calgary IRO and the exploration of potential areas of collaboration. Furthermore, CAUAC has joined Municipal Connections, a national network of municipal Indigenous Relations committees and offices. CAUAC has also worked to enhance its relationships with the Indigenous community, including member participation in Indigenous community events such as Indigenous</p>



Calgary Aboriginal Urban Affairs Committee

Awareness Week, supporting Indigenous causes like Missing and Murdered Indigenous Women and Girls, and inviting Indigenous guests to present at its meetings.

CAUAC has promoted Indigenous worldviews, principles and practices, as well as diversity and inclusion, through participation in internal and external committees. The CAUAC Vice Chair is a member of The City's Anti-Racism Committee where she promotes Indigenous equity. Additionally, CAUAC members sit on the Aboriginal Standing Committee on Housing, Vibrant Communities Calgary, the Social Well-Being Committee and Guidebook for Great Communities Sub-Committee, where they bring Indigenous perspectives into committee work.

CAUAC has advanced Indigenous interests over the past year. This included inviting the Indigenous Gathering Place Society (IGP) to present at its meeting that lead to CAUAC's submission of a letter of support for the IGP to The City.

Finally, an annual priority for CAUAC is the promotion, nomination, adjudication and ceremonial event planning for the Chief David Crowchild Award and the CAUAC Youth Award.

Outline of 2021-2022 work plan.

Priorities	Actions
Indigenous Policy	<ul style="list-style-type: none"> As per COC Policy Review Program, collaborate with stakeholders to review the policy
CAUAC Terms of Reference	<ul style="list-style-type: none"> Review and modernize TOR
Indigenous Governance Model	<ul style="list-style-type: none"> Participate in the co-creation of an Indigenous governance model for The City
Reconciliation Strategy	<ul style="list-style-type: none"> Review White Goose Flying Report & municipal reconciliation strategies Work with IRO to develop a reconciliation strategy for The City
CAUAC Awards	<ul style="list-style-type: none"> Promote awards, adjudicate nominations



Calgary Aboriginal Urban Affairs Committee

	<ul style="list-style-type: none"> Plan & execute awards ceremony
Challenges to fulfilling mandate. <i>(COVID impacts will be documented in the next section)</i>	<ul style="list-style-type: none"> Lack of resources IRO staffing changes
Additional information you would like to share with Council.	<p>The CAUAC Governance Review, which was completed by an external consultant in 2020, recommended a review and identification of an Indigenous governance model. In December 2020, Council NofM directed administration to co-create an Indigenous governance model for The City. While this work is being led by the Calgary IRO, CAUAC will be engaged and will participate in the co-creation of the Indigenous governance model.</p>

Impact of COVID-19

How many meetings were held since March 2020?	10 Meetings
How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	<p>As a result of the pandemic, CAUAC had to cancel it's April 2020 meeting. It also postponed its 2020 Chief David Crowchild and CAUAC Youth Awards ceremony. The 2021 Awards Ceremony will likely be held virtually and will include the celebration of 2020 and 2021 award winners.</p> <p>As The City uses MS Teams, initially, there were issues of accessibility for CAUAC when the pandemic struck as most were familiar with and had Zoom accounts.</p>
How do you manage to continue the work of the committee in the current situation?	<p>CAUAC members have become proficient with MS Teams and its monthly meetings are held on this videoconferencing platform. CAUAC Chairs meet regularly with the IRO Team Lead on MS Teams to plan its monthly meetings and follow-up on action items.</p> <p>In addition, CAUAC had to transition over to virtual cultural protocols.</p>



Calgary Aboriginal Urban Affairs Committee

Attachments:

- A. CAUAC Strategic Plan 2014 – 2023
- B. Indigenous Policy

Calgary Aboriginal Urban Affairs Committee (CAUAC) Strategic Plan 2014 – 2023

CAUAC VALUES

Integrity, humility, respect, honour oral stories and validation from Elders, strength, spirituality, connection, awareness, understanding, inclusion, equality, reciprocity, relationships, consensus-building, tradition, culture, roots.

CAUAC VISION

“In the spirit of where the waters meet, at the Elbow and Bow rivers, Calgary is a place that honors the unique history, culture and traditions of Aboriginal people. It is a place for engagement and renewal of future generations of Aboriginal people, and it is a place where Aboriginal people are full and equal participants in Calgary’s quality of life.”

CAUAC MISSION

CAUAC, on behalf of City Council, is to investigate areas of concern to people of Aboriginal ancestry and to make recommendations on policies and resolutions that would give urban Aboriginal people a more meaningful role within the Calgary community. The Committee strives to improve the opportunities and the quality of life of Aboriginal people living in Calgary. Its membership includes both Aboriginal and non-Aboriginal people.

FOUNDATION PLAN: *imagineCalgary*

By 2020, all public institutions and systems create and implement an urban Aboriginal policy that recognizes the detrimental colonial history experienced by First Nations, Métis and Inuit people; a plan reduces barriers to public participation and governance; and supports economic, social and political advancement. (imagineCalgary, 2006, Governance System Target 3)

Strategy 1: Develop a culturally inclusive collective vision and plan that honours and embraces the diverse First Nations, Métis and Inuit communities of Calgary.

Strategy 2: Encourage groups to understand the historical, economic, social and political challenges of Calgary’s First Nations, Métis and Inuit communities.

Strategy 3: Recommend that institutions and systems use Aboriginal awareness training to better understand and respond to social, cultural and economic service requests, and finance such training.

Strategy 4: Recommend that institutions and systems work collaboratively with all three levels of government to ensure the most effective and efficient funding of services for and delivery of services to Calgary’s First Nations, Métis and Inuit communities.

CAUAC GOALS & STRATEGIES

GOAL 1. Advise Council and City Administration so that City policies, practices and procedures demonstrate respect and due consideration for Aboriginal values and interests and with CAUAC's strategic direction.

STRATEGIES	STAKEHOLDERS
Strategy 1.1 - CAUAC will implement a 10 year strategic direction that is consistent with Aboriginal history, values and inclusion.	Mayor and Council Priorities and Finance Committee and City Administration
Strategy 1.2 - CAUAC membership will be made up of Aboriginal and non-Aboriginal representation with a revised terms of reference.	City Administration; City Clerk's Office
Strategy 1.3 - CAUAC will maintain ongoing communication between CAUAC, Standing Policy Committee on Community and Protective Services, The City of Calgary's business units and departments, and the Aboriginal community.	Council Committees, City Administration and City departments
Strategy 1.4 - CAUAC will provide Council with an annual update report on the status of Strategic Plan providing outcomes of the past year, proposed objectives for the coming year, and measurable outcomes of the approved strategic plan.	Council

GOAL 2. Relationship Building: Ways of Harmony – CAUAC supports the development of collaborative relationships and partnerships between the Aboriginal people of Calgary, the surrounding First Nation communities and The City of Calgary.

STRATEGIES	STAKEHOLDERS
Strategy 2.1 - CAUAC will develop a comprehensive communication strategy to reconnect CAUAC and City Council with local Aboriginal communities and other concerned stakeholders.	Council and Aboriginal community
Strategy 2.2 - CAUAC will develop a proposal for establishment of a City of Calgary Indigenous Relations Office.	City Administration; Intergovernmental Affairs

GOAL 3. The Story of Moh'kinsstis – The Foundation – To raise awareness with residents and visitors to The City of Calgary that the first settlement of the area surrounding The City of Calgary began with First Nation people's initial settlement of the area, the Moh'kinsstis Story acknowledges the unique historical place and contemporary experiences of Aboriginal people in the human history of this area.

STRATEGIES	STAKEHOLDERS
Strategy 3.1 - CAUAC will ensure the Story of Moh'kinsstis will be honoured and embedded into The City of Calgary's history and current marketing materials.	City Manager; Intergovernmental Affairs Planning, Development & Assessment; Land Use Planning & Policy Transportation; Transportation, Roads and Water Services Community Services & Protective Services; Community & Neighbourhood Services (CNS), Parks, Recreation Corporate Services; Human Resources

GOAL 4. Akak'stiman - Dual Paradigms (governance structures) – Educating business units on the Aboriginal Paradigms in order to improve current policies, practices and procedures to provide alternative strategies in communications with the Aboriginal community. Note: Dual Paradigms is a model used for application of Western thinking and Aboriginal thinking.

STRATEGIES	STAKEHOLDERS
Strategy 4.1 - CAUAC will develop skills and awareness about the governance paradigms of Aboriginal people in Calgary to improve communication strategies with Aboriginal communities and organizations.	City Manager; Intergovernmental Affairs Planning, Dev & Assessment; Land Use Policy & Planning Transportation; Transportation, Roads and Water Services Community Services & Protective Services; Community & Neighbourhood Services (CNS), Parks, Recreation Corporate Services; Human Resources
Strategy 4.2 - CAUAC will provide opportunities for Aboriginal Calgarians to voice concerns and influence decision making at The City of Calgary within an Aboriginal paradigm.	Aboriginal Calgarians

GOAL 5. Develop a **Declaration of Commitment** that recognizes the long and vital role of Aboriginal people in Calgary's history.

STRATEGIES	STAKEHOLDERS
Strategy 5.1 - CAUAC will research existing declarations in other cities (Winnipeg, Thunder Bay, and Toronto) and Aboriginal communities.	CAUAC and CNS; Aboriginal Issues Strategist
Strategy 5.2 - CAUAC will consult with the Aboriginal community to raise awareness and support for the development of a declaration.	Aboriginal community and Treaty 7
Strategy 5.3 - CAUAC will develop a 'declaration' document, raise awareness and support with individual Council members, and present for approval by Council.	Mayor and Council; Administration

GOAL 6. Support The City in **recognizing and celebrating** the contributions of Aboriginal people within The City of Calgary.

STRATEGIES	STAKEHOLDERS
Strategy 6.1 - CAUAC will present the David Crowchild Achievement Award and Aboriginal Youth Achievement Award annually.	Corporate Properties and the Aboriginal Community
Strategy 6.2 - CAUAC will utilize the internet, social media and public communication strategies to engage interest and participation.	CAUAC members and City Administration

GOAL 7. **Internal** alignment of CAUAC to The City's policies, plans and initiatives. **External** alignment with stakeholders who have a vested interest to partner with The City of Calgary to advance Aboriginal interests.

STRATEGIES	STAKEHOLDERS
Strategy 7.1 - CAUAC will provide ongoing support to The City of Calgary Human Resources' Diversity and Inclusion Framework, and support strategies that benefit and increase Aboriginal employment participation with in The City of Calgary.	Corporate Services; Human Resources

STRATEGIES	STAKEHOLDERS
<p>Strategy 7.2 - CAUAC will call on The City to respect and protect The City of Calgary Native Archaeological Site Inventory including the Cultural Landscape Strategic Plan, and its ongoing management of city owned cultural landscapes, and specifically, Paskapoo Slopes and the Native Archaeological Sites.</p> <p>Note: Native Archaeological Site Inventory was prepared by Lifeways of Canada Ltd., 2001 and approved by Council in 2001.</p>	<p>Planning, Development and Assessment; LUPP</p> <p>Transportation; Transportation Planning , Roads and Water Services</p>
<p>Strategy 7.3 - CAUAC will support The City of Calgary's Intergovernmental Affairs (IGA) on local, regional, provincial, and national governments in relation to Aboriginal affairs as they arise, and provide advice to IGA on Aboriginal matters of concern, and requests made to The City of Calgary by external stakeholders.</p>	<p>City Manager's Office; Intergovernmental Affairs</p> <p>Province of Alberta; Aboriginal Relations</p> <p>Treaty 7 Management Corporation</p> <p>Treaty 7 Chiefs</p>
<p>Strategy 7.4 - CAUAC will support The City of Calgary, in partnership with United Way, the Calgary Poverty Reduction Initiative's (CPRI) Aboriginal Constellation to ensure Aboriginal participation in policies and procedures developed for poverty reduction.</p>	<p>Calgary Poverty Reduction Initiative; Aboriginal community</p>
<p>Strategy 7.5 - CAUAC will support the Calgary Police Service (CPS); Diversity and Inclusion Goal on Aboriginal people, its future work in developing an Elders Advisory Group, and its ongoing leadership with the Aboriginal Justice Camp.</p>	<p>Calgary Police Service; Diversity and Inclusion Unit</p>
<p>Strategy 7.6 - CAUAC will support the Calgary Urban Aboriginal Initiative (CUAI) through participation and involvement in the Youth Domain.</p>	<p>Calgary Urban Aboriginal Initiative; Aboriginal Youth Domain</p>
<p>Strategy 7.7 - CAUAC will Create a City of Calgary <i>Indigenous Policy Framework</i>.*</p>	<p>The City of Calgary (Imagine Calgary)</p>

GOAL 8. *Advise The City in implementing CAUAC's White Goose Flying report and recommendations on the Truth and Reconciliation Commission's (TRC) Calls to Action.**

STRATEGIES	STAKEHOLDERS
<p>Strategy 8.1 – CAUAC will work across The City to develop individual implementation plans to action the identified TRC Calls to Action that The City of Calgary has endorsed.</p>	<p><i>Including but not limited to the following business units and partners: Calgary Neighbourhoods, Calgary Parks, Calgary Recreation, Calgary Transit, City Hall School, City Clerks, City Manager's Office, Customer Service & Communications, Human Resources, Inter-governmental and Corporate Strategy, Law, Planning & Development, the Office of Sustainability, Transportation Infrastructure, Water Services, Calgary Public Library, and University of Calgary</i></p>



Council Policy

Policy Title:	Indigenous Policy
Policy Number:	CP2017-02
Report Number:	CPS2017-0306
Adopted by/Date:	2017 April 24
Effective Date:	2017 April 24
Last Amended:	N/A
Policy Owner:	Calgary Neighbourhoods

1. POLICY STATEMENTS

- 1.1 The City of Calgary is situated in the traditional territory of the Niitsitapi and the people of Treaty 7 at the confluence of the Elbow River and the Bow River. The City of Calgary will sustain the active and shared process of reconciliation through investing in *ways of knowing, ways of engaging, ways of building relationships*, and *ways towards equitable environments* with Treaty 7 First Nations and urban Indigenous peoples to improve relations between The Corporation and the Indigenous community.
- 1.2 The City will strive to learn from and work with Indigenous communities, grounded in the spirit and intent of reconciliation. The City is devoted to a shared pathway forward, and a firm commitment to building an equitable and inclusive city.
- 1.3 The historical lands where the Blackfoot people have lived since time immemorial, and later occupied by the Nakota Sioux (Stoney) and the Beaver people (Tsuut'ina) at the time of making Treaty 7 in 1877 are collectively known as lands of the Treaty 7 Nations. The Indigenous Policy references any cultural, traditional or historical activity on the land as "matters of historical significance" because of the ancestral footprints left behind which have a bearing on The City's planning and decision making. Post-treaty occupation of the historical lands includes the establishment of Calgary and all newcomers who arrived after Treaty 7, including other Indigenous groups. The Indigenous Policy references any post Treaty or modern day activity as "matters of contemporary significance." The City's focus on matters of historical, traditional and cultural significance will guide efforts and opportunities with Treaty 7 First Nations. The City's focus on matters of contemporary significance will guide efforts and opportunities with both Treaty 7 First Nations and urban Indigenous communities.

The policy consists of four ways forward including:

1.3.1 Ways of Knowing

- a. The City of Calgary should undertake formal cross-cultural awareness and education on Indigenous histories, cultures, languages, worldviews, Indigenous and treaty rights, Treaty 7, and relationships, as professional development for City staff and Council and part of broader awareness for Calgarians where appropriate.
- b. The City of Calgary should support learning opportunities for City Administration to share and exchange knowledge with Treaty 7 First Nations on matters of historical, traditional, and cultural significance due to their traditional territory and urban Indigenous peoples on matters of contemporary significance.

1.3.2. Ways of Engaging

- a. The City of Calgary will support and advance multiple projects to respectfully engage Treaty 7 First Nations Knowledge Keepers by identifying opportunities early in the planning of City projects, processes and events related to matters of historical, traditional, and cultural significance to Treaty 7 First Nations.
- b. The City of Calgary will develop engagement processes and opportunities with Treaty 7 First Nations on matters of historical, traditional, and cultural significance due to their traditional territory.
- c. The City of Calgary will develop engagement processes and opportunities with Indigenous communities, leadership, and organizations on matters of contemporary significance.

1.3.3. Ways of Building Relationships

- a. The City of Calgary will prioritize, form and maintain beneficial leadership-to-leadership relationships with Treaty 7 First Nations and urban Indigenous communities based on mutual recognition, mutual respect, and shared responsibility.
- b. The City of Calgary will work together with Treaty 7 First Nations to:
 - i. Strengthen understandings of the diverse identities, histories, cultures, languages, worldviews, relationships, and connections to the land of individual Treaty 7 First Nations;
 - ii. Identify matters of common interest and understand community priorities;
 - iii. Improve communication through dialogue and formal agreements;

- iv. Explore opportunities to collaborate on joint initiatives, policies, strategies, and decision-making processes;
 - v. Explore opportunities for The City to reflect on the shared foundations and history of the traditional territory through communication, ceremony, practices and capacity-building; and
 - vi. Seek common ground from which to reconcile matters of historical, cultural, and traditional significance, including territorial matters with Treaty 7 leadership.
- c. The City of Calgary will work together with urban Indigenous peoples, community leaders and organizations when related to corporate matters to:
- i. Strengthen understandings of the diverse identities, histories, languages, cultures perspectives, and lived experiences of First Nations, Métis and Inuit peoples who call Calgary home or have an historical association with the land within the boundaries of Calgary;
 - ii. Identify matters of common interest and understand community opportunities;
 - iii. Improve communication through dialogue and formal agreements;
 - iv. Explore opportunities to collaborate on joint initiatives, policies, strategies, and decision-making processes;
 - v. Explore opportunities for The City to reflect on the shared foundations and history of the traditional territory as it relates to urban Indigenous communities through communication, ceremony, practices, and capacity-building; and
 - vi. Find common ground and seek reconciliation by sharing interests, beliefs, or opinions on matters of historical, cultural, and traditional significance.

1.3.4 Ways Towards Equitable Environments

- a. The City of Calgary, when updating existing policies and/or practices, will strive to understand the potential impacts on Treaty 7 First Nations and other Indigenous communities.
- b. The City of Calgary will explore opportunities for Administration to collaborate with Indigenous communities to produce inclusive and equitable amendments to include Indigenous practices.

1.4 The City of Calgary, when developing new policies and/or practices, will explore opportunities to collaborate on meaningful and innovative strategic directions and approaches with Treaty 7 First Nations and other appropriate Indigenous communities.

2. PURPOSE

The purpose of this Council Policy is:

- 2.1 to guide Council on how best to listen to, learn from, and act on ways forward together with Indigenous communities in planning, advising and decision-making;
- 2.2 to strengthen Council and Administration's understandings, relationships, and opportunities with Treaty 7 First Nations on matters of historical, traditional, and cultural significance due to their traditional territory and;
- 2.3 to strengthen Council and Administration's understandings, relationships, and opportunities with Indigenous communities on matters of contemporary significance.

3. DEFINITIONS

- 3.1 In this Council policy the following should guide interpretation:
 - a. The "Calgary Aboriginal Urban Affairs Committee" ("CAUAC") means the committee that reports to Council through the Standing Policy Committee on Community and Protective Services. Established in 1979, the primary function of CAUAC is to provide Council with cultural and strategic advice on matters that affect Indigenous Calgarians, and offer ongoing guidance in relation to the implementation of strategies that advance Indigenous interests in ways that benefit all Calgarians.
 - b. "Common ground" means the accepting, acknowledging, and/or acting on differing worldviews.
 - c. "Common interest" means a matter that is mutually beneficial and in the interest of two or more parties, including The City of Calgary.
 - d. "Engagement" – The Engage Policy (CS009) means focusing on the gathering of input from citizens and stakeholders to support City decision-making. The context for engagement in the Indigenous Policy is the on-going dialogue to strengthen understanding. Engagement efforts offer opportunities for The City and Indigenous Calgarians to learn from and build relationships with each other.
 - e. "Equitable environments" means contexts which recognize and accept differing worldviews for meaningful and sustained dialogue to occur between Indigenous and non-Indigenous peoples so that constructs, matters and priorities associated with Indigenous communities are actively defined and shaped by Indigenous peoples on their own terms. This type of process can assist in moving us towards common ground where opportunities for mutually beneficial relationships and co-operative activities are sustained.

- f. “Indigenize” means an Indigenous-led process focused on reclaiming place, environments, identities, histories, traditions, cultures, languages, truths, and roles in the context and work that impacts Indigenous peoples and has historically been defined by others.
- g. “Indigenous” means a collective term in the Canadian context that refers to First Nations, Métis and Inuit peoples who have unique and varied legal and political relationships flowing from original occupancy, inherent rights, and/or ongoing connections to specific lands. In the Calgary context Indigenous is used to collectively refer to Treaty 7 First Nations and urban Indigenous peoples.
- h. “Indigenous Sites Inventory” means the inventory of the archaeological sites within the City boundaries and can include the Lifeways *Native Sites Inventory* 2001 and other existing studies.
- i. “Leadership-to-leadership relationships” means relationships between elected leadership, administrative leadership, senior leadership, project leadership, and Treaty 7 First Nations Chiefs, Knowledge Keepers and other appropriate leadership groups.
- j. “Matters of contemporary significance” means any contemporary matter deemed significant to urban Indigenous communities, leaders and organizations determined from sustained dialogue and mutually beneficial relationships between communities and The City. Matters may include, but are not limited to ones that overlap culture, heritage, sports and recreation, recruitment and retention, public art, housing, and community health and wellness.
- k. “Matters of traditional, historical, and cultural significance” means any traditional, historical, or cultural matter deemed significant to Treaty 7 First Nations determined from sustained dialogue and mutually beneficial relationships between Treaty 7 and The City. Matters may include, but are not limited to ones that overlap the land, water, ecology, air, historical resources, and cultural and traditional land uses.
- l. “Mutual recognition” as identified in the Royal Commission on Aboriginal Peoples means the ability of Indigenous and non-Indigenous peoples to “acknowledge and relate to one another as equals, co-existing side by side and governing themselves according to their own laws and institutions.” (RCAP, 1996, p. 649). In the case of The City of Calgary, mutual recognition is a key principle to building relationships and ways forward with diverse Indigenous communities.
- m. “Mutual respect” as identified in the Royal Commission on Aboriginal Peoples, means “the quality of courtesy, consideration and esteem extended to people whose languages, cultures and ways differ from our own but who are valued fellow-members of the larger communities to which we all belong,” and is an essential precondition to healthy relationships between Indigenous and non-Indigenous peoples (RCAP, 1996, p. 649). In the case of The City of

Calgary, mutual respect is a key principle to building relationships with diverse Indigenous communities.

- n. “Niitsitapi” means the collective term used that translates to “the Real People” that the four nations of the Siksika, the Kainai, the Piikani and the Amsskapipiikunni (the Blackfeet of Montana) call themselves.
- o. “Reconciliation” means a shared and active process between Indigenous and non-Indigenous peoples to transform relationships and understandings by acknowledging what has happened in the past, addressing the impact of colonial policies and then following through with action. (adapted from White Goose Flying, 2016)
- p. “Shared foundations” means recognizing we collectively as Indigenous and non-Indigenous peoples connect to each other and this place, in more ways than we differ, based on our shared history.
- q. “Shared history” means recognizing that conventional approaches to history often overemphasize non-Indigenous perspectives and there is an immediate need to expand approaches to equitably appreciate and understand Indigenous worldviews and narratives that flow from the land. For instance, the City of Calgary’s history does not begin at 1884 - our shared history flowing from the land stems back thousands of years.
- r. “Shared responsibilities” means the duty to act responsibly to each other and towards the land individuals share as Indigenous and non-Indigenous peoples (Royal Commission on Aboriginal Peoples, 1996). In the case of The City of Calgary, there is shared responsibility with diverse Indigenous communities to work with and learn from each other in order to build an inclusive and equitable community to the benefit of future generations.
- s. “Should” means Policies and Procedures that use the word “should” are to be applied in all situations, unless it can be clearly demonstrated that the policy is not reasonable, practical or feasible in a given situation.
- t. “Traditional Knowledge Keepers” means Treaty 7 members who have been transferred sacred rights to uphold, maintain, and sustain oral culture and traditions through generations. Having these qualifications, members who accept transferred rights make a commitment to a life-long role and dedication to carrying out this ‘way of life’ to support the collective well-being in their communities. By passing their sacred knowledge and wisdom on to subsequent generations, Traditional Knowledge Keepers continue to preserve their way of life and belief systems.
- u. “Traditional territory” means a geographical area that was bestowed upon a First Nation by the Creator and includes the lands of Treaty 7 tribes which they have occupied and utilized for generations as original occupants and stewards of these ancestral lands.

- v. "Treaty 7 First Nations" means First Nations who made Treaty 7 with the Crown, including the Siksika, Piikani, Kainai, Tsuut'ina and Stoney Nakoda being Bearspaw, Wesley and Chiniki.
- w. "Trusted Advisors" means individuals or groups with the appropriate expertise engaged by the Administration.
- x. "Will" means Policies and Procedures that use the words "will" must be implemented.
- y. "Urban Indigenous peoples" means First Nations, Métis, and Inuit peoples who either reside in an urban area or have an historical relationship with the city and land within the city boundaries. In the case of Calgary, urban Indigenous people may have come to the city from another traditional territory, province and /or city or may be members of a Treaty 7 First Nation and call Calgary a city within their own traditional territory, home.
- z. "Indigenous Worldviews" means distinct principles, values and beliefs collectively held and recognized by diverse Indigenous communities grounded in relationships to the land, the environment, and other living beings.

4. APPLICABILITY

- 4.1 The City of Calgary Indigenous Policy is a unique and versatile Council policy intended to guide the municipality in being an active partner in reconciliation with Treaty 7 First Nations and urban Indigenous communities. The policy serves as a starting point to guide relationships as The City pursues new initiatives, protocols, strategies, and efforts together with Treaty 7 Nations and urban Indigenous communities.
- 4.2 Where this Council Policy is inconsistent or conflicts with one or more provisions of another Council Policy, the intent of each relevant Policy will be given effect to the greatest extent possible.
- 4.3 Implementation will occur with best efforts, within available resources and budget.

5. COUNCIL AUTHORITY

- 5.1 On 2014 February 10, through PFC2014-0083, Council approved the Calgary Aboriginal Urban Affairs Committee's 10-Year Strategic Plan. As outlined in CAUAC's Strategic Plan, 2014-2023 (revised 2016); strategy 7.7: CAUAC will create a City of Calgary Indigenous Policy Framework.
- 5.2 On April 2015, CPS 2015-0334 direct Administration to support the Calgary Aboriginal Urban Affairs Committee in developing an Aboriginal Policy Framework to be brought back to the SPC on Community and Protective Services no later than 2017 April.

6 PROCEDURES

6.1 Ways of Knowing

- a. CAUAC and Administration will investigate the development of an Indigenous Relations Office.
- b. The White Goose Flying report outlined the Truth and Reconciliation Calls to Action that The City will implement and Call to Action #57, which calls for municipal governments to provide education on the history of Indigenous peoples, which should be a step the City should take in expanding the Ways of Knowing within The Corporation.
- c. The City of Calgary should develop strategies and implementation plans for a range of opportunities for City staff and Council to learn about and to learn from Treaty 7 First Nations and urban Indigenous communities.
- d. City staff specifically holding an Indigenous portfolio should support business units whose work impacts matters of historical, traditional, and cultural significance due to the Treaty 7 traditional territory; through the development of learning opportunities with Treaty 7 First Nations, particularly Treaty 7 First Nations Traditional Knowledge Keepers.

6.2 Ways of Engaging

- a. City Administration, through sustained dialogue with Treaty 7 First Nations and urban Indigenous communities, leadership, and organizations, should assist in determining the nature of the matter of significance requiring engagement.
- b. Engagement for City projects and events will be conducted as per the Engage Policy (CS009) with support and advice from CAUAC and other Trusted Advisors to determine the most appropriate process to engage and the appropriate Indigenous people to involve.
- c. City Administration should incorporate when appropriate, the Indigenous Sites Inventory that could inform The City in future engagements and efforts to manage, monitor, mitigate, and where appropriate, protect and commemorate significant Indigenous archaeological resources as recommended in CAUAC's report to Council (CPS 2001-66).
- d. The City should develop protocols with Treaty 7 First Nations and urban Indigenous communities by working with, listening to, and learning from Indigenous communities on their own terms on a regular basis regarding existing protocols and opportunities for new protocols.

6.3 Ways of Building Relationships

- a. City Council, through support of City Administration specifically holding an Indigenous portfolio, and in collaboration with Indigenous communities, will develop a formal welcoming protocol that recognizes Treaty 7 and the traditional people(s) of the territory.
- b. City Council and senior Administration should lead by example through being actively involved in mutually beneficial leadership-to-leadership relationship-building initiatives, including agreements with Indigenous communities.
- c. Council and senior Administration should strive to attend Indigenous-led events, where invitations are extended to The City, and should strive to invite Indigenous leaders and Treaty 7 First Nations Traditional Knowledge Keepers to participate in City-led events.
- d. Business units should include in their annual work plans and long-term planning, relationship-building initiatives with Treaty 7 First Nations and urban Indigenous people wherever appropriate and meaningful.
- e. City staff specifically holding an Indigenous portfolio, CAUAC and other Trusted Advisors should act as a resource to support business units across The Corporation in the development of work plans and sustained dialogue networks, individual relationships and mutually beneficial leadership-to-leadership relationship-building initiatives between City staff and Treaty 7 First Nations and urban Indigenous communities wherever appropriate and meaningful.

6.4 Ways Towards Equitable Environments

- a. CAUAC and Administration will investigate the development of an Indigenous Relations Office.
- b. City Administration, in collaboration with CAUAC and other Trusted Advisors, should design strategies and initiatives to assist The City in understanding the impacts of policy decisions on Indigenous communities.
- c. City Administration should inform all relevant business units of upcoming updates to existing policies and/or practices including the development of new policies and/or practices to incorporate Indigenous content where it is relevant.
- d. CAUAC, in partnership with City Administration and other Trusted Advisors, should identify opportunities to indigenize aspects of new and/or existing policies and/or practices. City Administration should engage Indigenous communities with regards to updates to policies and/or practices and the development of new policies and/or practices when deemed of interest to Indigenous communities and Treaty 7.
- e. City Administration, with CAUAC and other Trusted Advisors, should assess the success of efforts to build, promote and sustain equitable

environments with Indigenous communities at The City in order for a corporate culture shift in recognition and support of the shared history and foundations of the traditional territory.

7 SCHEDULES

7.1 Schedule 1: Traditional Knowledge Keepers Protocols

8 AMENDMENT(S)

Date of Council Decision	Report / Bylaw	Description
To be completed by The City Clerk's Office		

9 REVIEW(S)

Date of Policy Owner's Review	Description
To be completed by the City Clerk's Office	

SCHEDULE 1

Traditional Knowledge Keepers Protocols

Given the credentials of Traditional Knowledge Keepers flowing from transferred rites that allow them to share knowledge and to conduct ceremonial activity, it is vital that an appropriate and authentic Treaty 7 First Nations Traditional Knowledge Keeper is requested to provide guidance on matters of historical significance and seek out either a Treaty 7 or an urban Traditional Knowledge Keeper on matters of contemporary significance and that City Administration and Council follow proper protocols. Further an authentic Traditional Knowledge Keeper will never self-identify or self-promote so it is critical to work closely with appropriate partners within a Treaty 7 First Nation to determine who should be involved. Any engagement processes that may involve Traditional Knowledge Keepers should request assistance from City staff specifically holding an Indigenous portfolio.

When requesting Treaty 7 First Nations Traditional Knowledge Keepers to share knowledge or wisdom as part of a City project, process, or event the following protocols should be followed and supported by City staff specifically holding an Indigenous portfolio.

- a. Request: When initiating dialogue and requesting a Traditional Knowledge Keeper to share knowledge or wisdom, it is vital that The City give advance notice and provide as much detail as possible regarding the nature of the project and request. This will enable the Traditional Knowledge Keeper enough time to accept, decline or consult others. It is advised that the initial request should be face-to-face when possible with the Traditional Knowledge Keeper or representative on behalf of the individual. Do not send packages of relevant information in advance of the request. When necessary inform the Traditional Knowledge Keeper during the face-to-face meeting that a package will be forthcoming.
- b. Tobacco offering: Tobacco is a sacred offering and an Indigenous universal exchange for requesting advice, knowledge, or wisdom from Traditional Knowledge Keepers. Tobacco is also used to make an offering to Mother Earth in exchange for taking something or changing the landscape. When offering tobacco prior to an engagement or event, it is important to give a Traditional Knowledge Keeper as much information as possible about the request and the opportunity to accept or decline the tobacco. The acceptance of tobacco by a Traditional Knowledge Keeper signifies the acceptance of the request. This type of offering should occur up front and prior to the commencement of the engagement or event.
- c. Honorariums: Grounded in the principle of reciprocity the intent of an honorarium is to provide an offering reflective of what an individual can give for receiving advice, knowledge or wisdom from a Traditional Knowledge Keeper. An authentic Traditional Knowledge Keeper will never set a fee to share advice, knowledge, or wisdom but the honorarium provided by The City

- should adequately reflect the value or the gratitude that is felt by the individual, business unit or department making the request and the ability to give. No monetary amounts have been set within this procedure intentionally as these amounts will vary over time and project. City Administration and members of Council should directly consult City staff specifically holding an Indigenous portfolio regarding honorariums as they will work closely with Treaty 7 First Nations to determine best practices and an appropriate honorarium reflective of the request and context. Honorariums will be provided in person directly after the engagement or event is completed.
- d. Gift Giving: In addition to honorariums a small non-monetary gift of gratitude is typically presented after the engagement or event has been completed. Gift giving is significant and respectful to the exchange and the sharing of knowledge or wisdom by the Traditional Knowledge Keeper that has occurred. City staff specifically holding an Indigenous portfolio can advise and provide recommendations on appropriate gifts to show gratitude depending on the context.
 - e. Travel and Accommodation: If a request by The City for the involvement of a Traditional Knowledge Keeper requires travel it is appropriate to account for cost of travel and accommodation of the individual in advance and during the planning of the project, processes or event.
 - f. Responsibility of City Administration: When interacting with a Traditional Knowledge Keeper act with utmost respect, sincerity and transparency to be accountable. Be prepared to listen, avoid interrupting at all costs and allow for meaningful dialogue. Convey willingness to describe the project, process or event and consider any concerns that are raised. Always ensure that a host is available on behalf of The City to oversee transportation, coordination, greeting and hosting Traditional Knowledge Keepers and ensure all other protocols are met. Hosts should be available to Traditional Knowledge Keepers at the beginning, during and immediately following the project, process or event.
 - g. Intellectual Property Rights: Protection of intellectual property rights is vital and City Administration must recognize that not all shared knowledge or ceremonies can or should be documented. Face-to-face discussions must occur in advance of an engagement or event to explain how information will be utilized by The City and to receive permission and direction about how Traditional Knowledge Keepers would prefer how sacred wisdom or knowledge shared is to be documented and utilized, if at all. Traditional teachings must be protected from cultural appropriation and City Administration must recognize that Treaty 7 First Nations will respond to acts of cultural appropriation. As such The City with support from City staff specifically holding an Indigenous portfolio must ensure protocols and guidelines are in place to protect against cultural appropriation and to ensure Treaty 7 First Nations Traditional Knowledge Keepers are actively determining on a regular annual basis (i.e. through regular meetings and

debriefs with Treaty 7 Traditional Knowledge Keepers, Administration and/or City Council) how and if information, advice and wisdom can be utilized.



Calgary General Hospital Legacy Fund Review Committee

Mandate and Composition

Mandate	The Legacy Review Committee shall specify the total funds available for disbursement in any given year for Council's approval, as part of the annual budget review process.
Composition	<ul style="list-style-type: none"> 1 Member of Council 1 City of Calgary Administration, representative from Calgary Neighbourhoods 1 City of Calgary Administration, representative from Calgary Parks 1 City of Calgary Administration, representative from Calgary Recreation 1 City of Calgary Administration, representative from Finance 1 Citizen representative 1 Business representative from the Bridgeland-Riverside Community

Details

Chair	Councillor Gian-Carlo Carra
Summary of initiatives, projects or work completed or ongoing in the last year.	The committee has spent the last year working towards its goal of balancing the original intention of the fund, with a more modern context, new Council priorities, and vastly different make up of neighbourhood granting options. In 2020 an application was made to the fund by the Bridgeland Riverside Community Association to have the CMLC produce a feasibility study on a bridge option that would connect the community to St. Patrick's Island. The grant was approved, and a working group was struck to help CMLC understand the vision and leverage City knowledge of the impacted area to complete the feasibility study.
Outline of 2021-2022 work plan.	<ul style="list-style-type: none"> 1. Complete the feasibility study started in 2020 2. Review study with the full committee 3. Review of existing Bridgeland-Riverside community visioning to date, along with results of the Needs and Preferences Survey completed for this neighbourhood 4. Report back to Council with updated ToR if a change in necessary as determined by the Committee



Calgary General Hospital Legacy Fund Review Committee

<p>Challenges to fulfilling mandate.</p> <p><i>(COVID impacts will be documented in the next section)</i></p>	<p>There have not been significant challenges to fulfilling the work of the committee. The committee is working through the necessary processes to decide if the current mandate fits the modern community context, or if changes need to come before Council for further direction.</p>
<p>Additional information you would like to share with Council.</p>	

Impact of COVID-19

<p>How many meetings were held since March 2020?</p>	<p>Regular Committee meetings</p> <ul style="list-style-type: none"> - May 1, 2020 - May 14, 2020 - June 5, 2020 <p>Working Group Meetings</p> <ul style="list-style-type: none"> - June 22, 2020 - October 2, 2020 - November 5, 2020 - December 4, 2020 - January 5, 2020 - January 11, 2021 - February 3, 2021
<p>How has public participation in meetings been impacted?</p> <p>Please identify any barriers to accessibility, participation, etc.</p>	<p>Committee meetings have not been advertised to the public so attendance has not been affected.</p>



Calgary General Hospital Legacy Fund Review Committee

How do you manage to continue the work of the committee in the current situation?

The Committee has continued its work by switching to virtual platforms to continue to meet and move forward on the mandate of the committee.



Calgary Parking Committee

Mandate and Composition

Mandate	<p>The Calgary Parking Committee is established as a committee of Council to oversee the Authority with respect to the following purposes:</p> <ul style="list-style-type: none"> • implement the parking policies and framework established by Council; • arrange for the provision of parking facilities; • manage and operate the parking facilities that are owned or leased by the City and which have been designated by Council for management by the Authority; • provide parking services for parking facilities owned or leased by third parties, or manage and operate such parking facilities; • manage and operate a parking enforcement program pursuant to the provisions of the Calgary Traffic Bylaw 26M96, as amended, and the Traffic Safety Act, R.S.A. 2000, c. T-6; • manage and operate municipal impound lots; • report to and advise Council, and City business units as appropriate, on matters related to the parking of vehicles in the City; • generate sufficient funds from its operation of parking facilities to finance its ongoing operations, service capital debt and meet financial return expectations established by Council; • demonstrate leadership in customer service by taking a proactive approach to customer complaints and feedback, regularly communicating with customers and establishing and tracking performance metrics; • ensure Authority operations are efficient and effective; • to perform all duties and functions delegated by Council pursuant to this Bylaw, subject to the provisions of the Act; • manage parking permit programs; • manage records of the Authority; and • develop, maintain, utilize, enhance and/or commercialize parking-related technologies.
Composition	<p>2 Members of Council 5 Elector-members 1 General Manager, Transportation 1 Chief Financial Officer</p>



Calgary Parking Committee

Details

Chair	Shahid Qureshi
Summary of initiatives, projects or work completed or ongoing in the last year.	<p>The following highlights some of the work that has been completed by the Calgary Parking Committee and Administration in 2020:</p> <p>Flex Pass</p> <ul style="list-style-type: none"> Introduced the Flex Pass as a flexible new monthly parking option to meet the evolving needs of parkers. <p>ParkPlus</p> <ul style="list-style-type: none"> Launched MyParking Services, allowing parkers to manage their residential parking permits and monthly parking in one location. New ParkPlus clients in 2020: Grosvenor, University District, Britannia, Southern Alberta Jubilee Auditorium. Contract renewals: Calgary Zoo, TELUS Spark, City of Edmonton, City of Saskatoon. <p>Local Deals</p> <ul style="list-style-type: none"> Introduced the Local Deals feature on the MyParking app, connecting parkers with exclusive coupons from local businesses. <p>Donations via ParkPlus</p> <ul style="list-style-type: none"> Donations are collected year-round for the Calgary Food Bank and Calgary Homeless Foundation using curbside ParkPlus pay machines and ParkPlus cell phone accounts. <p>Pay it Forward Campaign</p> <ul style="list-style-type: none"> Introduced the Pay it Forward campaign, which provided a \$5 parking credit for customers who used the MyParking app to pay for parking during the latter half of December. Customers could choose to apply the credit to their ParkPlus account, or to pay it forward to the Calgary Homeless Foundation or the Calgary Food Bank. <p>CPA Sponsorship Program</p> <ul style="list-style-type: none"> Funds parking, transportation or mobility related projects within Calgary that benefit members of the community. In 2019 & 2020 the CPA invested over \$40,000 back into Calgary.



Calgary Parking Committee

YYC Food & Drink Experience 2020

- Sponsored free parking to participating diners for this annual event that promotes locally owned restaurants in the downtown core and surrounding BIAs in February 2020.

9th Avenue Parkade (9AP)

- Partnered with the Calgary Municipal Land Corporation (CMLC) and PLATFORM to create a 500+ stall, mixed-use development that is designed to allow future conversion to non-parking use.
- Completion & launch in 2021.

PARK PARK

- Partnered with the Calgary Municipal Land Corporation, the Inglewood Business Improvement Area and Public City Architecture Inc. to transform Lot 43 into a multi-use recreational space while still functioning as a parking lot.
- The Canadian Parking Association named the CPA and PARK PARK the winner of its 2020 Innovation in Parking Operations & Programs Award.

High Park

- Supported the Beltline Neighbourhoods Association's creation of High Park, a new rooftop public park and event space atop the City Centre Parkade.

Diversity, Equity and Inclusion

- Created a new position of People and Culture Advisor to champion organizational initiatives that support a positive, respectful, inclusive culture with a focus on equity, diversity, and inclusion; learning and development; and wellness initiatives and strategies at the CPA.
- As part of the CPA's commitment to ensure a safe and healthy work environment, a mandatory Respect in the Workplace training program was provided for all employees.

Municipally Controlled Corporation

- As per the notice of motion passed on 17 December 2019, CPA Subcommittee and Administration are undertaking an exploration of the feasibility of the CPA becoming a municipally controlled corporation.



Calgary Parking Committee

	<ul style="list-style-type: none"> • CPA Subcommittee struck and Project Team assembled in early 2020. • Targeting Q2 2021 to present to SPC on Transportation & Transit.
Outline of 2021-2022 work plan.	Please find the Calgary Parking Committee 2021 Work Plan enclosed as Attachment A .
Challenges to fulfilling mandate. <i>(COVID impacts will be documented in the next section)</i>	Due to COVID-19, the CPA's revenue streams continue to be severely impacted. Many segments are still generating 50-70% below normal revenue.
Additional information you would like to share with Council.	Pandemic Response <ul style="list-style-type: none"> • Prepared Committee formed in February 2020 to direct the CPA's strategic response to COVID-19 and ensure the health and safety of employees and customers. • 37 COVID bulletins distributed alerting employees to AHS guidelines, clarifying government restrictions and reminding of safety protocols to follow.

Impact of COVID-19

How many meetings were held since March 2020?	8 Committee meetings have been held since March 2020. The Audit Subcommittee and Governance Subcommittee continued to meet Quarterly. The Notice of Motion Oversight Subcommittee had 9 meetings from March 2020 to March 2021.
How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	N/A.



Calgary Parking Committee

How do you manage to continue the work of the committee in the current situation?

Committee and Subcommittees will continue to meet virtually.

Attachment:

- A. Calgary Parking Committee 2021 Work Plan

CALGARY PARKING COMMITTEE
2021 WORK PLAN

#	Item	Target Date	Date(s) Completed
	Quarter 1		
1.	Quarterly Financial Report	Quarterly- Feb, June September, November	Feb 23
2.	Employee Engagement Survey Results	Annual	
	Quarter 2		
3.	Annual Audited Financial Statement and Audit Results and Communications	Annual - April	April 9, 2021
4.	Quarterly Financial Report	Quarterly – Feb, June, September, November	
5.	Annual Calgary Parking Committee Strategic Session	April	deferred
6.	On-Street Rate Policy Review	April	June 1, 2021
	Quarter 3		
7.	Annual Operating and Capital Budgets (Programs 104 and 106).	September	
8.	Quarterly Financial Report	Quarterly – Feb, June, September, November	
9.	Land Summary Report	Annual	
	Quarter 4		
10.	Calgary Parking Authority Annual Report and Risk Management Processes (presentation to The City's Audit Committee) –Nov 19, 2021	Annual	
11.	Annual Schedule of Regular Meetings	Annual – Nov	
12.	Annual Election of Chair and Vice-Chair	Annual – Nov	
13.	Annual Appointment of all Subcommittees of Calgary Parking Committee (Audit, Governance)	Annual - Nov	
14.	Quarterly Financial Report	Quarterly – Feb, June, September, Nov	



Calgary Planning Commission

Mandate and Composition

Mandate	<ol style="list-style-type: none"> 1. To advise and assist Council and co-ordinate the activities of various Departments & agencies of The City with regard to the planning of orderly and economical development and maintaining and improving the quality of the physical environment for human settlement within the City, including but not limited to the following: <ol style="list-style-type: none"> i. review and approval of Outline Plans; ii. review and approval of Tentative Plans not within the scope of section 5(a) (Bylaw 28P95); iii. advising Council on land use matters; iv. review and make recommendations on municipal projects referred to it; and v. review and approval of development permit applications as a Development Authority pursuant to The Development Authority Bylaw; vi. any other planning matter referred to it. 2. To perform those administrative functions as delegated to it by Council pursuant to the Municipal Government Act; and 3. To perform on behalf of Council such functions as Council may require.
Composition	Mayor 2 Members of Council 6 Citizens 2 Employees of the City, each of whom must be a General Manager or a Director

Details

Chair	Matthias Tita
Summary of initiatives, projects or work	Introduction



Calgary Planning Commission

completed or ongoing in the last year.

Calgary Planning Commission (CPC) provides guidance on important planning matters for the future of our city. Based on a significant history of 110 years, today's commission is comprised of volunteer members representing planning and development professionals, the development and building industry, citizens at large, as well as City Council and Administration. The committee is appointed annually by Council.

Meetings of CPC are held in public, but they are not "public hearings". Input on planning matters from stakeholders such as the Urban Design Review Panel, Community Associations or external agencies, are provided through administrative reports.

Calgary Planning Commission Members are required to have a commitment to making Calgary the best it can be for its citizens, a willingness to advise and assist Council in planning high quality communities, a strong public service orientation, and integrity and high ethical standards. The citizen representatives on Calgary Planning Commission volunteer their time for meetings and the review of sometimes significant agendas.

2020 at a glance

Ensured a smooth transition to virtual meetings without a single delay

Hosted 23 meetings, reviewing 208 reports from Administration

Forwarded 160 Recommendations to Council

Made 15 Outline Plan decisions and 16 Development Permit decisions

Improved the onboarding program for CPC Members

Welcomed five new CPC Members

Developed a new CPC report format

Established a combined Land Use/Outline Plan report template

Added Climate Change Strategy sections to CPC reports

Participated in 15 workshops on topics such as:

- Municipal Development Plan/Calgary Transportation Plan Amendments



Calgary Planning Commission

	<ul style="list-style-type: none"> • Greater Downtown Plan • Guidebook for Great Communities • North Hill Communities Local Area Plan
Outline of 2021-2022 work plan.	<p>Provide planning and land use guidance to Council</p> <p>Act as the Approving Authority on all subdivision matters and as Development Authority on some development matters</p> <p>Implement transition plans for outgoing CPC Chair</p> <p>Continue to include diversity and inclusion considerations in member recruitment</p> <p>Update CPC Bylaw (currently on hold due to COVID)</p> <p>Re-launch informal feedback sessions with Councillors</p> <p>Organize online Team Building</p> <p>Introduce strategic planning meeting</p> <p>Adjust site tours to a remote environment</p>
Challenges to fulfilling mandate. <i>(COVID impacts will be documented in the next section)</i>	<p>Volume and scope of items per meeting can vary</p> <p>Large amount of detailed information required for decisions</p> <p>Complexity of land use planning involves weighing sometimes competing considerations such as health and safety, transportation, political influence, regulatory constraints, financial realities, sustainability, environmental context, social benefits, design aesthetics, natural resources, public feedback, and a variety of other factors</p>
Additional information you would like to share with Council.	N/A



Calgary Planning Commission

Impact of COVID-19

How many meetings were held since March 2020?	<p>From March 2020 – December 2020 there were 19 meetings</p> <p>From January 2021 – March 2021 there were 5 meetings</p>
How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	<p>Currently Calgary Planning Commission is completely virtual, applicants participate in the meetings using the phone bridge.</p> <p>Barriers</p> <ul style="list-style-type: none">- Phone bridge can be unpredictable- eVoting/eScribe not always functioning- Delay on the webcast for the applicants watching- Team cohesion more difficult for CPC Members- Virtual meeting etiquette at times overlooked- Non-verbal communication largely missing from interactions- Public involvement requires comfort with remote participation
How do you manage to continue the work of the committee in the current situation?	<p>Proactive, responsive and flexible CPC Members, applicants and file managers adjust well to challenges</p> <p>Excellent support from the Administrative team and City Clerks</p> <p>Leadership from the Chair</p> <p>Technological assistance to ensure meetings run smoothly</p> <p>Opportunity for Team Building at pre-CPC agenda review continues</p> <p>A variety of methods used to ensure open lines of communication</p> <p>Professional development opportunities for CPC Members</p>



Calgary Police Commission

Mandate and Composition

Mandate	The Calgary Police Commission is unique among City boards in that its responsibilities are set by the Province and its membership is defined by the City. The Commission's mandate is to <i>provide independent civilian oversight and governance of the Calgary Police Service to ensure a safe community</i> . Responsibilities include: Allocating funds provided by city council, establishing policies for efficient, effective policing, issuing instructions to the Chief Constable re. those policies, ensuring that sufficient people are employed to enable the police service to carry out its functions, hiring and evaluating performance of the Chief Constable, and overseeing the complaint process.
Composition	10 citizen members and two city councillors are appointed by City Council based on a skills matrix to ensure diversity of expertise and experience.

Details

Chair	Bonita Croft, Q.C., ICD.D
Summary of initiatives, projects or work completed or ongoing in the last year.	<p>Strategic oversight and governance on the following priority topics:</p> <p>Pandemic – understanding impacts and adjusting strategy and budgeting based on impacts on policing operations, employee wellness and finances.</p> <p>Financial oversight – Work closely with CPS on analyzing the budget to ensure a responsible business plan and budget are in place and that CPS has the resources it needs to keep the City safe. A 'ZBR' (service optimization review) was completed in 2020 and the Commission will continue to provide governance over implementation of the recommendations.</p> <p>Anti-racism – As Calgarians from all walks of life, we stand in solidarity with our Black, Indigenous and People of Color colleagues, families and citizens to acknowledge and condemn systemic racism and to back up these statements with meaningful reforms. This has involved:</p> <ul style="list-style-type: none"> • Creating a new standing committee on anti-racism to guide the Commission's next steps and oversee the work underway and needed at the Calgary Police Commission. • Investing in training sessions on systemic racism, anti-racism and unconscious bias delivered by experts. • Continuing to advocate to the Province for reforms to the Alberta Police Act to establish a system that addresses community concerns about officer accountability.



Calgary Police Commission

	<ul style="list-style-type: none"> Setting expectations and monitoring the Calgary Police Service action plan to address systemic racism. Ensuring coordination and collaboration with City. <p>Equity, Diversity & Inclusion - Ensuring that CPS creates an equitable, diverse and inclusive workplace where all are welcomed and able to bring their best selves. This will support CPS in attracting employees who reflect the diversity of the community which will improve the organization's ability to provide the best possible service to the community. The Commission is best able to represent citizens as an independent oversight board when it is comprised of individuals who represent the diversity of our community alongside proven professional expertise. With this in mind, the Commission works with the City to support its selection of individuals with proven professional experience from a diverse cross-section of the City to fill vacant positions.</p> <p>Citizen and employee research and engagement – In 2020, the Commission conducted a survey of more than 1000 Calgarians to understand how citizens feel, and to identify opportunities to better serve the community. The Commission also conducted its annual survey of 3000 CPS employees to get candid feedback on their experiences and perspectives. provides valuable information for both CPS leadership and the Commission. The results are factored into decision-making throughout the year and both reports are publicly available.</p> <p>Officer conduct oversight – Focus on enhancing the public complaint process through monitoring and reviewing ongoing files, identifying trends, and reviewing complaint file audits conducted by the Public Complaint Director. The Commission continues to oversee implementation of the Wittmann report recommendations and monitor officer use of force reports/trends.</p>
Outline of 2021-2022 work plan.	Continuation of priority activities above, which will be further refined during annual priority-setting session which will take place in April after this report is due to Council. Details can be provided verbally on May 3.
Challenges to fulfilling mandate.	Workload and expectations for volunteers Maintaining independence

Impact of COVID-19

How many meetings were held since March 2020?	Between March 2020 – March 2021, the Commission's citizen volunteers have attended 9 public meetings , 32 sub-committee meetings, in addition to several presentations to Council, one-on-one meetings with Councillors, strategic planning sessions, as well as training sessions on governance, anti-racism, FOIP, media, complaint oversight and orientation for new members.
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Calgary Police Commission

How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	Meetings are no longer held in-person due to COVID restrictions. Between March 2020-February 2021, public meetings were held via teleconference which accommodated citizens and media. In March 2021, the Commission transitioned to zoom meetings to offer a visual component to the meetings while still ensuring accessibility to citizens and media. Participants may access the meetings via zoom or phone and have an opportunity to comment. The Chair and the Chief also hold a media availability after each public meeting.
How do you manage to continue the work of the committee in the current situation?	The Commission has continued to fulfill its responsibilities throughout the pandemic.



Calgary Transit Access Eligibility Appeal Board

Mandate and Composition

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.
Composition	3 Public members with disabilities or directly involved with those with disabilities 3 Public members who are or were health care practitioners (e.g. doctor, nurse, therapist) 1 Citizen-at-Large

Details

Chair	Adam Kucharski
Summary of initiatives, projects or work completed or ongoing in the last year.	<p>In the 12 months of 2020, there were 5 Appeal Board meetings held. At these 5 meetings, a combined total of 12 appeals were heard by the Appeal Board.</p> <p>Of the 12 appeals that were adjudicated by the Board, 10 were upheld to the original decision made by CTA staff and 2 were modified.</p>
Outline of 2021-2022 work plan.	<ul style="list-style-type: none">• Administration and resource staff to deliver a CTA orientation to new Appeal Board members (completed Jan 2021).• Schedule monthly Appeal Board meetings (completed).• Evaluate the progress of appeals being heard virtually and identify any areas of improvement needed.
Challenges to fulfilling mandate.	Moving to a virtual format was somewhat challenging in regard to introducing new process changes to customers, staff and Board members.



Calgary Transit Access Eligibility Appeal Board

<i>(COVID impacts will be documented in the next section)</i>	<p>We needed to ensure that virtual meetings upheld the same level of professionalism as the in-person meetings did pre-Covid. Some of this was done by providing an overview of best practices for virtual meetings and by setting up a virtual rehearsal that allowed Board members and staff to work through any technical and process issues.</p> <p>Some Board members have had some difficulty joining meetings due to being unfamiliar with virtual meetings. The administrative staff have been able to meet with Board members to address any of these concerns.</p>
Additional information you would like to share with Council.	Administration believes that the current process of having an independent Board hear and adjudicate appeals from Calgarians who disagree with CTA decisions on their eligibility for service, is one that is fair and just. Therefore, Administration recommends Council continue with this appeal process for Calgary Transit Access.

Impact of COVID-19

How many meetings were held since March 2020?	<p>Since March of 2020, the CTA Eligibility Appeal Board held 3 virtual appeal meetings, and one virtual rehearsal meeting. The Board continues to hold these appeal meetings virtually.</p> <p>The rehearsal meeting provided an opportunity for Board members and Administration staff to review and rehearse the new virtual meeting process.</p> <p>There were no meetings in March and April of 2020, as the particulars of the new virtual process were still being worked through and finalized. It did take a little time to adjust to the new process.</p> <p>Fortunately, there were no appellants that had to wait to have their appeal heard due to this transition period.</p>
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Calgary Transit Access Eligibility Appeal Board

How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	<p>Moving to a virtual format was somewhat challenging to customers, staff and Board members due to navigating some technical issues for all.</p> <p>Public participation was only slightly impacted due to the need of properly educating all those involved about the new format. The Board does not believe that this change has limited an appellant's ability to have a voice and present their appeal.</p> <p>Although moving to virtual appeal meetings has not removed public participation from occurring, appellants have had to overcome the challenges of how to articulate their appeals virtually. Some appellants have stated that it is easier with a virtual format as they do not need to travel downtown to attend a meeting.</p>
How do you manage to continue the work of the committee in the current situation?	<p>The Board will continue to meet virtually, during the COVID pandemic so that appellants still have a voice and an opportunity to discuss their case with the Appeal Board.</p> <p>Administration will also continue to work with Board members directly to resolve any technical or process issues they may occur.</p>



Calgary Transit Public Safety Citizen Oversight Committee

Mandate and Composition

Mandate	<p>The purpose of this committee is to:</p> <ul style="list-style-type: none">• Review all public use of force complaints, after the conclusion of the investigation;• Oversight of employer-initiated use of force investigations;• Participation in use-of-force reviews undertaken by Calgary Transit's Officer Safety Incident Review Team; and• Policy formation and educational development related to use-of-force. <p>The work of the committee includes participation in the Officer Safety Incident Review Team which reviews over 150 use-of-force incidents per year. The committee review mandate includes files that have made their way into the public domain, typically through social medias, or other means. The role and mandate of the committee corresponds with Calgary Transit's customer commitment for providing safe and informative transit service and aligns with RouteAhead direction to ensure Calgary Transit continues to be safe and secure. The committee operates as an objective body; to ensure that the investigation was conducted in a proper and professional manner and that it satisfies all requirements of the Peace Officer Act, the Peace Officer Regulation and the Peace Officer (Ministerial) Regulation and the Calgary Transit Public Safety and Enforcement policy and mandate.</p>
Composition	<ul style="list-style-type: none">• Five citizen members.• One Use-of-Force Instructor (advisory non-voting)



Calgary Transit Public Safety Citizen Oversight Committee

Details

Chair	Afshan Naveed
Summary of initiatives, projects or work completed or ongoing in the last year.	In 2020 the Committee met three times and reviewed one public complaint investigation and two employer-initiative use-of-force investigations. Committee members attended six of the eight Officer Safety Review Team meetings in 2020.
Outline of 2021-2022 work plan.	<p>The Committee's terms of reference were amended by Council on 2019 July 22 increasing the public membership on the committee from three to five and expanding the breadth of its oversight.</p> <p>The purpose of this committee is to:</p> <ul style="list-style-type: none"> • Review all public use-of-force complaints, after the conclusion of the investigation; • Oversight of employer-initiated use of force investigations; • Participation in use-of-force reviews undertaken by Calgary Transit's Officer Safety Incident Review Team; and • Policy information and educational development related to use-of-force.
Challenges to fulfilling mandate. <i>(COVID impacts will be documented in the next section)</i>	The work of the Committee includes participation in the Office Safety Incident Review Team which typically reviews over 150 use-of-force incidents per year. The committee review mandate includes files that have made their way into the public domain, typically through social medias, or other means.
Additional information you would like to share with Council.	<p>The role and mandate of the Committee corresponds with Calgary Transit's Customer Commitment for providing safe and informative transit service and aligns with RouteAhead direction to ensure Calgary Transit continues to be safe and secure.</p> <p>The Committee operates as an objective body; to ensure that the investigation was conducted in a proper and professional manner and that it satisfies all requirements of the <i>Peace Officer Act</i>, the <i>Peace Officer</i></p>



Calgary Transit Public Safety Citizen Oversight Committee

Regulation and the Peace Officer (Ministerial) Regulation and the Calgary Transit Public Safety and Enforcement policy and mandate.

Impact of COVID-19

How many meetings were held since March 2020?	3
How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	These meetings do not have public participation.
How do you manage to continue the work of the committee in the current situation?	The use of video conferencing and email correspondence.

Attachment:

- A. 2020 Calgary Transit Public Safety Citizen Oversight Committee Overview



CALGARY TRANSIT PUBLIC SAFETY CITIZEN OVERSIGHT COMMITTEE

Mandate and Composition

Mandate	<p>The purpose of this committee is to:</p> <ul style="list-style-type: none">• Review all public use of force complaints, after the conclusion of the investigation;• Oversight of employer-initiated use of force investigations;• Participation in use-of-force reviews undertaken by Calgary Transit's Officer Safety Incident Review Team; and• Policy formation and educational development related to use-of-force. <p>The work of the committee includes participation in the Officer Safety Incident Review Team which reviews over 150 use-of-force incidents per year.</p> <p>The committee review mandate includes files that have made their way into the public domain, typically through social medias, or other means.</p> <p>The role and mandate of the committee corresponds with Calgary Transit's Customer Commitment for providing safe and informative transit service and also aligns with RouteAhead direction to ensure Calgary Transit continues to be safe and secure.</p> <p>The committee operates as an objective body; to ensure that the investigation was conducted in a proper and professional manner and that it satisfies all requirements of the Peace Officer Act, the Peace Officer Regulation and the Peace Officer (Ministerial) Regulation and the Calgary Transit Public Safety and Enforcement policy and mandate.</p>
Composition	<ul style="list-style-type: none">• 5 Citizen Members of the Public• 1 Use of Force Instructor (advisory non-voting)

Calgary Transit Public Safety Citizen Oversight Committee (formerly Protective Services Citizen Oversight Committee)

The Calgary Transit Public Safety Citizen Oversight Committee (PSCOC) was established in 2002, as the Protective Services Citizen Oversight Committee. Its formation was as a result of a request made by Calgary Police Service as a prerequisite of granting intermediate weapon authority (oleoresin capsicum (OC) spray and baton) to Calgary Transit Special Constables as they were then known.

In 2006, the *Special Constable Act* was repealed and replaced with the *Peace Officer Act*, along with the imposition of statutory provisions and Provincial oversight of all Peace Officer Programs. This included a comprehensive framework for citizen complaints and employer-initiated investigations. A citizen who is dissatisfied with the findings of a public complaint investigation, can now appeal the disposition to the Provincial Director of Law Enforcement. As a result, routine audits are conducted of all large and/ higher risk agencies, including Edmonton and Calgary Transit, and Alberta Health Services. It is worth noting that the last provincial audit of the Calgary Transit Peace Officer Program was conducted in 2018 and found 100 per cent compliance with provincial statutory and policy requirements. The deployment of any intermediate weapon (i.e. OC spray or baton) and/or any other sensitive matters are also required to be reported to the Provincial Peace Officer Program. Unlike the Police Act (Alberta) which mandates the appointment of a Police Commission, there is no requirement for Calgary Transit to create a police board or commission.

There are approximately 3,200 peace officers in the Province of Alberta, fulfilling a variety of roles, including Bylaw Services, Provincial Sheriffs, Municipal and Indigenous Nations Police services and specified Government or Health services. These are outlined in the *Law Enforcement Framework of Alberta*. Calgary Transit is one of over three hundred employers of peace officers in the province and outside of any Municipal Police Service, remains one of the largest employers. The agency has a total of 102 peace officers, which include four management exempt positions, one of whom holds the rank of Superintendent, and as the head of the agency is also a member of the Alberta Association of Chiefs of Police. The Superintendent is directly accountable to the Provincial Government of Alberta, the Calgary Police Service and the City of Calgary. Calgary Transit's Peace Officer authorities are specifically set out in a *Memorandum of Understanding and Information Sharing Agreement* with the Calgary Police Service. Similar agreements are in place with Canadian Pacific Police. Calgary Transit Peace Officers are also appointed under the *Municipal Government Act* as bylaw enforcement officers.

On July 22, 2019 by a resolution of Council, the committee's citizen membership was increased from 3 to 5 and the mandate of the committee was broadened to include:

- (a) Oversight of employer-initiated use-of-force investigations;
- (b) Participation in use-of-force reviews undertaken by Calgary Transit's Officer Safety Incident Review Team; and
- (c) Policy formation and educational development related to use-of-force.

The purpose of the PSCOC is to review all use of force and in scope investigations. It operates as an objective body to ensure the investigation was conducted in a thorough and professional manner and to ensure that it satisfies all requirements of the *Peace Officer Act* (S.A.2006 c. P-3.5), along with two ancillary regulations: The *Peace Officer Regulation* and *Peace Officer Ministerial Regulation*. Investigations are also internally reviewed to ensure adherence to established policies of the City of Calgary, which includes the Public Safety and Enforcement policy manual.

1. Number of meetings in the last two years.

The PSCOC is scheduled to meet on a quarterly basis, based on the workload of the Committee. In 2018, the Committee met once on June 17 and reviewed one new file and concluded a 2017 file. In 2019, the Committee did not meet due to no investigations requiring their review.

With the appointment of new Committee members, an orientation meeting was originally planned for April 1, 2020, but was cancelled and later rescheduled for June 20, 2020, due to the COVID 19 pandemic. With the expansion of its mandate, it is however anticipated that quarterly meetings will now be required in the future, as the workload of the committee will be increased.

2. Are there any subcommittees? If yes, please list.

There are no subcommittees at the present.

3. Summary of initiatives, projects, or work completed or ongoing in the past two years.

Over the last two years, there has been an ongoing commitment to re-examine the role and mandate of the Committee, given that there were only a few files falling within its original scope. This has since been expanded, as detailed above.

Today, a file scheduled for review would fall under the processes established in section 14 and 16 of the *Peace Officer Act*, as follows:

Section 14: Any person may, in accordance with the regulations, make a complaint in writing regarding a peace officer to the peace officer's authorized employer.

Section 16: Where an authorized employer becomes aware, other than through a complaint under section 14, that a peace officer has failed to comply with the terms of the peace officer's appointment, the authorized employer must

- (a) investigate and dispose of the matter in accordance with the procedures set out in this Act or the regulations, and*
- (b) notify the Director of the authorized employer's investigation and disposition of the matter.*

The complaint would fall within the mandate if the complaint or authorized employer investigation arises from the use of force.

4. Outline of 2020 workplan.

In addition to a review of public complaints and authorized employer investigations, it is intended that the committee will participate in use-of-force reviews, undertaken by Calgary Transit's Officer Safety Incident Review Team (OSIRT); and will also be engaged in policy review and benchmarking of training or educational development related to use-of-force.

5. Challenges to fulfilling mandate.

Because of the broadened mandate and while it is anticipated that the workload of the committee will increase, it could therefore impact the availability of some of its members. The addition of 2 more committee members will ensure, that where possible, that a quorum can always be achieved. In addition, the aim is also to ensure that the role of the PSCOC offers increased transparency and accountability.

6. Additional information you would like to share with Council.

See Appendix 1

APPENDIX 1: PUBLIC SAFETY AND ENFORCEMENT CITIZEN OVERSIGHT COMMITTEE AND PROFESSIONAL STANDARDS INVESTIGATIONS 2018/2019

Table 1 - Disposition of 2018 Public Complaint Investigations (Section 14 Peace Officer Act)

Allegation Type	Founded	Unfounded	Unsubstantiated	Informally Resolved	Ongoing	Total
Conduct	1	0	1	1	0	3
Excessive Force	0	0	0	0	0	0
Total	1	0	1	1	0	3

In 2018, Calgary Transit Public Safety & Enforcement conducted 5 employer-initiated investigations (Section 16 Peace Officer Act). These currently fall outside the review scope of the PSCOC.

In 2019, Calgary Transit Public Safety and Enforcement conducted no public complaint investigations related to the use of force. In 2019, Calgary Transit Public Safety & Enforcement conducted 11 employer-initiated investigations (Section 16 Peace Officer Act). All these fall outside the review scope of the PSCOC, as none related to the use of force.

To date in 2020, Calgary Transit Public Safety and Enforcement is conducting 2 employer-initiated investigations (Section 16 Peace Officer Act) related to the use of force, which will all now fall within in the scope of the PSCOC.



Friends of HMCS Calgary Committee

Mandate and Composition

Mandate	<p>Her Majesty's Canadian Ship (HMCS) Calgary is a multi-role patrol frigate that has served the Royal Canadian Navy since 1995 and is based in Esquimalt, BC.</p> <p>The ship is one of 12 Halifax-Class frigates named after major cities across Canada.</p> <p>The "Friends of HMCS Calgary" Committee's first order of business shall be to establish more robust terms of reference that may include:</p> <ul style="list-style-type: none"> • Calgary-based charitable works; • Events designed to enhance awareness of the HMCS Calgary and the Ship-City Relationship; • Work with the Royal Canadian Navy to establish an HMCS Calgary-City of Calgary Canadian Leaders at Sea program; and • The development of Calgary-based employment and wellness/support programs for retiring HMCS Calgary sailors.
Composition	<p>1 Representative of the Royal Canadian Navy, nominated by the Royal Canadian Navy</p> <p>1 HMCS Calgary crew member, or a Canadian Forces member, current or former</p> <p>1 Public Member, representing a Calgary-based civil society agency or organization, dedicated to the welfare of Canadian Forces members and their family</p> <p>4 Citizens-at-large</p> <p>1 Member of Calgary City Council</p> <p>1 Member of City Administration nominated by the Chief Financial Officer (non-voting)</p>

Details

Chair	John C.W. McDonald, CD
Summary of initiatives, projects or work	This is our inaugural year. Work to date has been focussed on refining our terms of reference, establishing signature projects for FY 21/22 and



Friends of HMCS Calgary Committee

completed or ongoing in the last year.	establishing our 21/22 Business plan with a view to future projects for FY 22/23 and beyond.
Outline of 2021-2022 work plan.	<p>Establish updated TOR – Q2 2021</p> <p>Establish Signature Projects for 21/22 – Q2 2021</p> <p>Establish Partnerships for charitable money flow through to support signature projects.</p>
Challenges to fulfilling mandate. <i>(COVID impacts will be documented in the next section)</i>	<p>We are a unicorn as far as committees go. Our mandate loosely described is to build the Ship/City relationship, as we are conducting charitable activities, flow through agreements will be required, at least in the short term to ensure our mandate is achievable in the near term and sustainable in the long term.</p>

Impact of COVID-19

How many meetings were held since March 2020?	4
How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	<p>As a result of not meeting within the municipal complex, there has been limited infrastructure to conduct meetings with public participation. Investigation is underway to determine methods to increase public participation and awareness.</p>
How do you manage to continue the work of the committee in the current situation?	<p>We are in the process of implementing a teams channel for the committee with which to collaborate and store corporate records. It is expected this may even be implemented by the date of this report.</p>

Attachment:

- A. 2021-2022 Business Plan



2021 Business Plan (DRAFT)

References: CPS2020-0790 (Friends of HMCS Calgary Committee – Terms of Reference)

Date: 15 March 2021

Background

The Friends of HMCS Calgary Committee (FHCC) was established in late 2020 and began meeting and planning in early 2021. As a new committee, there are only recommended responsibilities and no other established processes or procedures.

Executive Summary

With the ongoing Covid-19 restrictions and the recent establishment of the FHCC, the focus for the 2021 Business Plan will be on planning and the formation of key relationships with stakeholders. As HMCS Calgary is operationally deployed, the FHCC will also place emphasis on the support to the ship and crew where possible and a subsequent welcome home. The conclusion of 2021 will see a Committee planning session which will culminate in the completion of a Business Plan for 2022 which will be prepare the committee for the easing of Covid-19 restrictions and the return to full operations.

Core Responsibilities

1. In close coordination with HMCS Calgary, support charitable activities aligned with HMCS Calgary and FHCC mandate.
2. Support to events that will enhance awareness of HMCS Calgary and the Ship-City relationship with events in Calgary and home port (Victoria/Esquimalt).
3. Work with City partners to enhance publicity of the Royal Canadian Navy and HMCS Calgary at city events.
4. Work with the Royal Canadian Navy to establish an HMCS Calgary-City of Calgary Canadian Leaders at Sea (CLaS) program.

5. Direct support to the officers and sailors of HMCS Calgary through:
 - a. The development of Calgary-based employment and wellness/support programs for retiring HMCS Calgary officers and sailors.
 - b. Support to the customs and traditions of the Ship-City relationship.
 - c. Welfare packages to deployed members.

Specific tasks in support of Core Responsibilities:

Responsibility 1

- Coordinate with HMCS Calgary leadership with regards to their goals and how we can support.

Responsibility 2

- Plan FHCC involvement in the following activities:
 - o 2021 Calgary Stampede (RCN Involvement).
 - o Return from deployment activities.
 - o 2021 Cowboy Up event.
 - o RCN/HMCS Calgary involvement at sporting events:
 - Calgary Flames.
 - Calgary Stampeders.
 - Calgary Hitman.
 - Calgary Roughnecks.
 - o Organize Business lunch or cocktail events to promote Ship-City relationship.

Responsibility 3

- Identify CLaS point-of-contact at RCN and determine current state of activities (Due to Covid).
- Identify CLaS alumni in Calgary.

Responsibility 4

- Identify stakeholders for employment (Prospect, H2H etc.)
- Identify stakeholders for other support (MFRC, Naval Association etc.)
- Identify with HMCS Calgary what traditions they need support for (White Hats, Chuckwagon etc.)
- Identify with HMCS Calgary what types of welfare packages they need (ie. Larger items for common use or smaller items for personal use).

Plans in support of all areas of responsibility:

Communications

- Internal. Best ways to communicate with internal stakeholders
 - o E-Mail lists?
- External. Best ways to communicate with external stakeholders
 - o Website
 - o Social Media?
 - o E-Mail lists?
 - o PSAs?

Marketing

- Marketing material:
 - o Handout brochures.
 - o Other “swag”.
- Promotional video?

Administration

- Letterhead / Stationary.
- Approvals for correspondence through Chair?
- Sharing of information amongst Committee (Online folders etc.)

Finance

- How do we conduct basic business finances.
 - o Bank Account.
 - o Authorizations for expenses.
 - o Cheques/EFTs.
 - o Tax Receipts.

Fund Development

- Establish Fund Development goals in accordance with budget.
- Look for funding sources for specific projects.
- Conduct fundraising events to support FHCC and HMCS Calgary objectives.
- Look for “in kind” donations in support of projects.

Governance

- Creation of a procedures manual for committee (For ease of integration of new members).
- Establish Committee governance manual.

Action Plan

1. Conduct a Committee planning session in early Q2 to work through the following:
 - a. Stakeholder identification (Internal and External as per responsibility tasks).
 - b. Fund Development planning.
 - c. Care package planning.
2. Connect with Smithbilt Hats and HMCS Calgary to determine how to support the presentation of hats to crew.
3. Prepare “Welcome Home” event in coordination with RCN and Esquimalt based organizations.
4. Identify plans for Calgary Stampede 2021 and RCN involvement to determine ability to support from City/Committee.
5. Identify ship plans for “Cowboy Up” 2021 and determine ability to support from City/Committee.
6. Establish and execute plan to fund and restore the HMCS Calgary chuckwagon.
7. Make contact with CLaS at RCN.
8. Make contact with stakeholders identified during Committee planning session.
9. In Q4, conduct a 2022 Committee planning session to establish 2022 Business Plan.

Requests for Information (RFI) to City Support Team

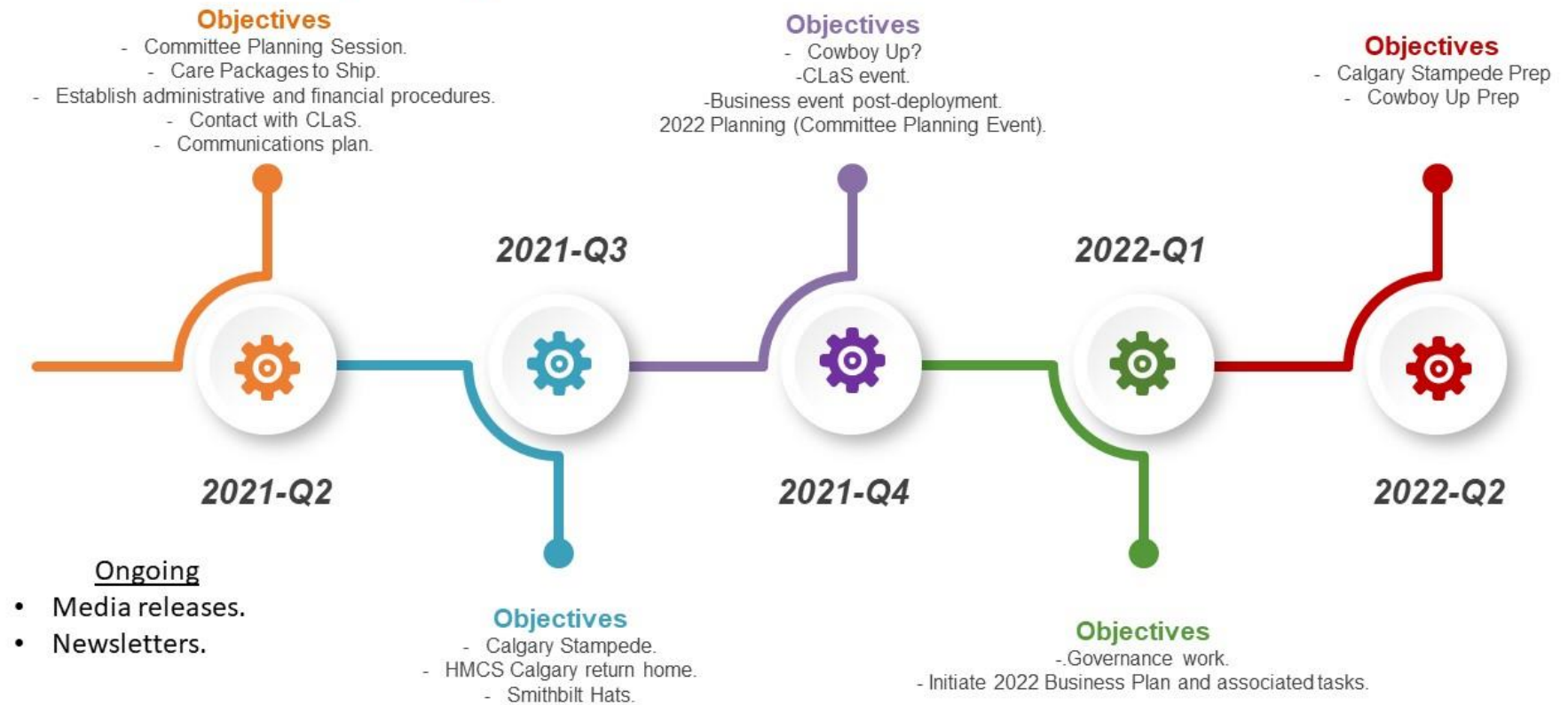
1. How do we conduct basic business finances.
 - a. Bank Account.
 - b. Authorizations for expenses.
 - c. Cheques/EFTs.
 - d. Tax Receipts.

Budget

To be issued after approval / modification of Business Plan.

Schedule

Timeline / Objectives





Licence and Community Standards Appeal Board

Mandate and Composition

Mandate	<p>To hear and determine appeals of:</p> <p>Licence and permit decisions made under the following bylaws:</p> <ul style="list-style-type: none">• The Alarm Services Bylaw• Bicycle Courier Licensing Bylaw• Business Licence Bylaw• Combative Sports Commission Bylaw• The Concert Bylaw• Dating and Escort Service Bylaw• Downtown Pushcart Vendor Licence Bylaw• Exotic Entertainers Bylaw• Extended Dance Event Bylaw• Livery Transport Bylaw• Massage Licence Bylaw <p>Notices under the Weed Control Act Decisions of the Director, Water Resources under section 11 of the Lot Grading Bylaw Remedial orders Orders made under sections 545 and 546 of the Municipal Government Act</p>
Composition	<ul style="list-style-type: none">▪ 5 Residents of Calgary, at least 18 years of age.

Details

Chair	Rick Smith
Summary of initiatives, projects or work completed or ongoing in the last year.	The Board is focused on carrying out its mandate by hearing appeals that were filed under the LCSAB Bylaw.
Outline of 2021-2022 work plan.	<p>The LCSAB will continue to educate and inform the public on how to participate in the appeal process and be adequately prepared in the process by improving all communication formats.</p> <p>Further, the LCSAB is aware that in collaboration with Animal & Bylaw Services, amendments to the LCSAB Bylaw are being considered that would add dog/livestock violations to its mandate and increase the</p>



Licence and Community Standards Appeal Board

	<p>member composition of the Board. We understand that the following is a brief list of the types of appeals that are being considered to be added to the LCSAB mandate:</p> <ul style="list-style-type: none">- Appeals of vicious dog designations and/or conditions.- Appeals of nuisance dog designations and/or conditions.- Appeals of livestock licence decisions, remedial orders and/or conditions. <p>We look forward to learning more about the amendments that are being proposed.</p>
<p>Challenges to fulfilling mandate.</p> <p><i>(Any COVID impact will be documented in the next section)</i></p>	<p>The LCSAB mandate is to hear appeals of a number of matters decided by the City of Calgary Administration, as set out in the LCSAB Bylaw. In recent years, the number of appeal hearings before the LCSAB has declined, some years to as few as one.</p>
<p>Additional information you would like to share with Council.</p>	<p>Nothing additional at this time.</p>

Impact of COVID-19

<p>How many meetings were you able to hold since March 2020?</p> <p>Were those meetings in-person or virtual?</p>	<p>The LCSAB has met virtually on three occasions since March 2020. The LCSAB established COVID-19 Emergency Procedures to address the operations of the LCSAB during the pandemic. Appeal hearings have been conducted by either teleconference or video conference using MS Teams.</p>
<p>Has public participation suffered?</p> <p>Any barriers identified (e.g. accessibility, attendance, technology, etc.)?</p>	<p>Those participating in the appeal hearings have all appeared to understand the new procedure and have adapted to the virtual format. There have been no issues or barriers for participants.</p>



Licence and Community Standards Appeal Board

How do you manage to continue the work of the committee in the current situation?

All future hearings of the LCSAB will continue in this format until in-person hearings can resume.



Real Estate Working Group

Mandate and Composition

Mandate	<p>The mandate of the Real Estate Working Group is to assist the Chief Finance Officer and the Business & Local Economy team with tackling recommendations stemming from the Financial Task Force, specifically;</p> <ul style="list-style-type: none"> • Recommendation #19 (Distribute tax responsibility appropriately) • Recommendation #21 (Leverage untapped revenue potential - specifically related to return on Real Estate Assets and Investments) • Recommendation #33 (Investigate the crisis level vacancy in the downtown office market and respond with actions). The responsibilities of the Real Estate Working Group include: <ul style="list-style-type: none"> • Provide insight into the current real estate environment (i.e. economic forces, social impacts, fiscal challenges), • Identify where current City practices may be a barrier and could be impeding progress or recovery, • Prioritize identified barriers for immediate action or further investigation, • Identify, engage and work with relevant key stakeholders as needed; and • Provide ideas for short, medium- and long-term solutions to the Business & Local Economy team and the Chief Financial Officer's delegate as they work towards implementation of the Financial Task Force recommendations.
Composition	<p>The Director, Real Estate & Development Services who will serve as the Administrative Chair</p> <ul style="list-style-type: none"> • 3 members of Administration, appointed by the Chair • A Representative of Calgary Economic Development • A Representative with real estate experience from the disbanded Financial Task Force • A Representative from the previously constituted Calgary Economic Development Real Estate Sector Advisory Committee • Up to 8 other members with a variety of experience and expertise



Real Estate Working Group

Details

Chair	Campbell Berry, Director, Real Estate & Development Services	
Summary of initiatives, projects or work completed or ongoing in the last year.	N/A	
Outline of 2021-2022 work plan.	Report Topic	Priorities & Finance Committee Verbal Report
	Industrial Analysis & Tax Incentives (Bill 7)	April 27, 2021
	Downtown Office Vacancy	July 20, 2021
	Untapped Revenue Potential	September 7, 2021
	Res./Non-Res. Tax Distribution	November 9, 2021
Challenges to fulfilling mandate. (COVID impacts will be documented in the next section)		
Additional information you would like to share with Council.	2020 November 02, PFC2020-1149 Terms of Reference are presented to Council for approval. Motion Arising: Direct Administration to engage the newly forming Real Estate Working Group to: 1. Identify industrial lands in Calgary that are well-positioned for attracting or relocating investment with an interest in logistics, distribution, agricultural technology, clean energy and other progressive business ideas that will further	



Real Estate Working Group

	<p>advance Calgary Economic Development's New Economy pillars of Talent, Innovation, Place and Business;</p> <p>2. Explore the use of revised provisions under Bill 7 ("Municipal Government (Property Tax Incentives) Amendment Act, 2019) to identify how ideas like a time-limited assessment cap or modified mill rate could attract investment to Calgary; and</p> <p>3. Report back to Priorities & Finance Committee no later than Q2 2021</p>
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Impact of COVID-19

How many meetings were held since March 2020?	Three
How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	N/A
How do you manage to continue the work of the committee in the current situation?	Through Teams and various online communication options



Social Wellbeing Advisory Committee

Mandate and Composition

Mandate	<p>The Social Wellbeing Advisory Committee works with Administration to advise Council on Council and Administrative policies, strategies and service delivery in accordance with the Social Wellbeing Principles.</p> <p>The Social Wellbeing Principles state that The City will:</p> <ul style="list-style-type: none"> ▪ Strive to provide equitable services. This includes removing barriers to access and inclusion; ▪ Advance the active and shared process of Truth and Reconciliation in collaboration with the community; ▪ Seek opportunities to support and grow culture in Calgary (1); and ▪ Aim to stop social problems before they begin using a prevention approach. <p>The Social Wellbeing Advisory Committee's main purpose is to provide advice using an intersectional approach (meaning to consider how decisions impact people who are members of multiple, overlapping population groups) by drawing on different perspectives of its membership.</p>
Composition	<p>3 voting non-binding representatives, or designates, from existing Council advisory committees with:</p> <ul style="list-style-type: none"> ○ One from the Advisory Committee on Accessibility ○ One from the Calgary Aboriginal Urban Affairs Committee ○ One from Anti-Racism Action Committee <p>4 voting non-binding representatives, or designates, from existing Administration committees with:</p> <ul style="list-style-type: none"> ○ One from Calgary Local Immigration Partnership Council ○ One from Cultural Leadership Council ○ One from Family & Community Support Services Calgary Forum ○ One from Senior's Age Friendly Strategy Steering Committee <p>6 voting members, appointed by Council at the annual Organizational Meeting of Council with:</p> <ul style="list-style-type: none"> ○ Three members who have knowledge of the needs of and connections to networks of a diverse population. Consideration will be given to those qualified applicants that fill gaps in subject matter expertise in relation to other members. Lived experience is considered an asset; ○ One member with expertise in advancing gender-equity;



Social Wellbeing Advisory Committee

	<ul style="list-style-type: none"> ○ One member with expertise in social innovation or social determinants of health; and ○ One member that is a faculty member of a post-secondary institution with experience advancing social equity. <p>1 non-voting member of Administration: the director of Calgary Neighbourhoods or designate.</p>
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Details

Chair	Danisha Bhaloo-Shivji
Summary of initiatives, projects or work completed or ongoing in the last year.	<p>Stewardship of the Social Wellbeing Policy</p> <ul style="list-style-type: none"> • Presented to the leadership teams of two business units (Transit, Calgary Community Standards) regarding how to access the Social Wellbeing Advisory Committee (with presentations to more business units in next few months) • Supported the development of a tool to inform equitable City Policy development. • Developed web-content for the Social Wellbeing Advisory Committee. <p>Consultation and Advice</p> <ul style="list-style-type: none"> • Provided feedback on the following policies, services and strategies: <ul style="list-style-type: none"> ○ Environmental Strategy and Action Plan ○ Traffic Calming Policy ○ Inclusive Engagement Guide and Processes ○ Transit Fare Review Principles ○ Guidebook for Great Communities ○ School Safe Zones Bylaw ○ The Solutions for Achieving Value and Excellence (SAVE) Program ○ The Anti-Racism Panel Discussion and Public Consultation • Provided advice related to best approaches to remove barrier to Covid-19 vaccinations. • Provided feedback on the development and revisions to the City of Calgary's Gender Base Analysis Plus content. • Developed a Gender, Equity, Diversity and Inclusion subcommittee of Social Wellbeing; and a Guidebook for Great Communities Subcommittee (cross-advisory committees).



Social Wellbeing Advisory Committee

	<p>Process and Committee Coordination</p> <ul style="list-style-type: none"> • Hosted a collaborative meeting among Advisory Committees seeking to advance similar social objectives including presenting on the role of the Social Wellbeing Advisory Committee. • Developed new process for identifying upcoming reports to Council that the Committee would like to review for Social Wellbeing considerations. • Identified opportunities to increase coordination between Advisory Committees.
Outline of 2021-2022 work plan.	Please see attached
<p>Challenges to fulfilling mandate.</p> <p><i>(COVID impacts will be documented in the next section)</i></p>	<ul style="list-style-type: none"> • With Covid-19 there is both increased need for equitable service delivery and increased awareness about the needs of Calgarians. The pandemic has surfaced changing and immediate needs of vulnerable groups. • There is growing public demand for Administration to better respond to inequality and inequity. Administration is seeking more SWAC advice as a result. There is some risk that demand can exceed SWAC capacity. In collaboration with Administration, SWAC will identify opportunities to optimize and prioritize time.
Additional information you would like to share with Council.	N/A

Impact of COVID-19

How many meetings were held since March 2020?	<ul style="list-style-type: none"> • 10 Social Wellbeing Advisory Committee Meeting • 5 Gender Equity Diversity and Inclusion Subcommittee meetings • 1 Guidebook for Great Communities Subcommittee meeting • Additional planning and working group meetings
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Social Wellbeing Advisory Committee

How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	<ul style="list-style-type: none">• There have been tasks SWAC wanted to accomplish that were impacted by Covid-19. For example, we were planning a meeting between committees that participate on SWAC (ex: CAUAC & ACA). The intent of this was to develop relationships and identify opportunities for cross-committee collaboration and ensuring committees are not duplicating efforts. This was postponed to later in the year and was facilitated virtually.
How do you manage to continue the work of the committee in the current situation?	Meetings are held on MS Teams. SWAC has prioritized its work based on the current context.

Attachment:

A. 2021-2022 Work Plan

Social Wellbeing Advisory Committee Annual Work Plan 2021-2022

May 2021

Focus Area	Task	Measure of Success	'Responsibility' in Terms of Reference
Stewardship of Social Wellbeing	Present on Social Wellbeing Advisory Committee (SWAC) to select members of Administration and other BCCs.	Presentations provided to five targeted business units/BCC.	Support Administration in the stewardship of the Social Wellbeing Principles including: Advising on the development of processes and mechanisms to advance the Social Wellbeing Policy.
Consultation and Advice	Prioritize City policies and strategies up for review and make recommendations to Administration.	Recommendations presented to Council on at least five policies or strategies per year.	Advise Council and Administration on opportunities to advance the Social Wellbeing Principles during the development of or revisions to Administration and Council policies, strategies or service delivery
	Provide information to Administration on community needs and advise The City on actions as it relates to Covid-19 or other relevant issues.	To be determined based on Covid-19 evolving needs.	
	Advise on the roll out of implementation of GBA+/Equity Analysis.	Complete an annual review of progress made.	
	Advocate for the use of disaggregated data and identify gaps in data collection and how lived experience can be a valued resource.	Enlisting a working group of the committee to provide guidance to Administration on the use of data.	
	Advocate for the development of public measures of success related to the advancing the Social Wellbeing Principles.	Complete an annual review of progress made.	
Process & Committee Coordination	Identify opportunities for collaboration between committee participating on Social Wellbeing.	Will identify two opportunities for cross-committee collaboration.	Play a coordinating role with Administration committees and Council advisory committees (as outlined in 'composition') when necessary.
	Advance the mandate of new and existing subcommittees including the Gender Equity Diversity and Inclusion Strategy Subcommittee and the Guidebook for Great Communities subcommittee.	These sub-committees will meet at least five times over the next 12 months. Updates will be provided via SWAC meetings.	



Subdivision and Development Appeal Board

Mandate and Composition

Mandate	<p>The Calgary Subdivision and Development Appeal Board (SDAB) is a quasi-judicial board established in accordance with the Municipal Government Act and The City of Calgary Bylaw 25P95.</p> <p>The SDAB hears appeals regarding decisions made by The City of Calgary subdivision and development authorities and renders decisions based on the evidence presented.</p> <p>The Board is independent from The City of Calgary Planning Department and is comprised of citizen members.</p> <p>The SDAB makes decisions in an impartial manner and applies the principles of natural justice and procedural fairness, which includes but is not limited to:</p> <ul style="list-style-type: none"> • the right to a public hearing; • a duty to be fair; • the right for all affected parties to be heard; • the right to an adjournment if the SDAB determines it is merited; and • the right to legal counsel.
Composition	<ul style="list-style-type: none"> ▪ Minimum of 15, maximum of 25 Residents of Calgary

Details

Chair	Bill Chomik
Summary of initiatives, projects or work completed or ongoing in the last year.	<p>The SDAB heard 81 appeals in 2020, representing 1.4% of development permit decisions made to The City of Calgary in that year. 60 decisions were issued over the course of 50 meetings. 34% of the Development Authority's decisions were overturned. In March 2020, the SDAB successfully moved to web-based videoconference hearings due to COVID-19. The SDAB continues to write concise and easily understood decisions which are, for the most part, issued within the timeframes set out in the Municipal Government Act. Refer to the attached 2020 Annual Report for additional information.</p>
Outline of 2021-2022 work plan.	<p>The SDAB will continue to hold hearings virtually until allowed to resume in-person hearings; will continue to deliver strong decisions within the mandated timeframes; will hold paperless hearings once in-person</p>



Subdivision and Development Appeal Board

	hearings are allowed; will continue to offer training to its Board and Administration as budgets permit; and, will submit its recommendations for Board positions in keeping within City of Calgary timeframes.
Challenges to fulfilling mandate. <i>(Any COVID impact will be documented in the next section)</i>	<p>The two challenges we have faced this year are: 1. Administrative staff turnover and, at times shortages, but having said that, leadership have resolved the matter effectively and we are accepting of the situation which, we know, is temporary, and 2. Evidence cannot be easily and effectively shown to all parties via MS Teams therefore we must rely on the Board Reports which are referenced by page number only during hearings. This can be cumbersome and protracts the hearings. It also makes evidence which arrives at the last minute difficult to admit into the hearing as it cannot be displayed.</p>
Additional information you would like to share with Council.	<p>The SDAB Administration and others at The City of Calgary (who have provided us with technical assistance through the virtual hearing process) have been nothing short of remarkable. They have made the work of the Board enjoyable, efficient, and effective.</p>

Impact of COVID-19

How many meetings were you able to hold since March 2020? Were those meetings in-person or virtual?	<p>We have held 41 meetings since March 2020.</p> <p>Three (3) meetings were in-person; the remainder were virtual using a combination of teleconference and videoconference using MS Teams.</p>
Has public participation suffered? Any barriers identified (e.g. accessibility, attendance, technology, etc.)?	<p>Public participation has been excellent, particularly as time passed in 2020 where more and more people acquired and became familiar with the web-based platforms and processes.</p> <p>The barriers were primarily technological in nature. Some members of the public did not have the technology to participate by videoconference and deferred to telephone only; some were somewhat hampered by the technology during the meetings; some were frustrated because their evidence could not be posted on screen; and others had limited</p>



Subdivision and Development Appeal Board

	bandwidth available to them which caused them to miss portions of the hearings.
How do you manage to continue the work of the committee in the current situation?	The SDAB established COVID-19 Emergency Procedures to address the operations of the SDAB during the pandemic. This allows us to easily continue our work daily. We are not hampered in any way at this time. The Administrative staff are very good about assisting us when we call for it.

Attachment:

A. 2020 Annual Report

2020 Annual Report

Message from the Chair



I am pleased to present the 2020 Annual Report of the Calgary Subdivision and Development Appeal Board (SDAB). This report highlights key statistics and other observations about the SDAB's operations in 2020, and forecasts changes for the year ahead.

The number of appeals (marginally) increased from 80 in 2019 to 81 in 2020. Most appeals were around issues of context in residential settings, primarily secondary/backyard suites and new developments in existing neighbourhoods.

The number of appeals filed as a proportion of development permit decisions remains low, at 1.4%. Of these, well over half of the appeals pertained to single and multi-residential property types (58%), followed by commercial (12%) and a varied mixture to round out the total.

Sixty decisions were issued over the course of 50 meetings, with decisions being issued on average 18 days from the close of the hearing. Of the 81 appeals filed in 2020, the SDAB overturned or amended 34% of the Development Authority's decisions.

The pandemic brought on by COVID-19 caused the SDAB to move to virtual hearings in the spring of 2020. The process of transitioning between in-person hearings to web-based videoconferencing hearings was relatively seamless thanks to the excellent work of SDAB staff and technologies enabled by The City of Calgary. The public has accepted, with little to no resistance, the new hearing format and, by all accounts, the SDAB was able to deliver its mandate successfully through 2020. Further, orders by the Minister of Municipal Affairs around protocol during COVID-19 have been steadfastly followed by the SDAB.

The Red Tape Reduction Implementation Act 2020, which alters the SDAB's jurisdiction to hear certain types of appeals, received Government of Alberta royal assent in December 2020. However, it did not impact any SDAB hearings in 2020.

The SDAB continues to invest in training in order to strengthen its expertise and foster sound succession

planning. In 2020, in-person training was provided for the first quarter of the year, with virtual training through web-based video communication for the balance of the year. Courses being offered by the Canadian Council of Administrative Tribunals (CCAT) and the Foundation of Administrative Justice (FOAJ) were made available to all SDAB members. Further, as per legislative requirements, various SDAB members and clerks successfully completed provincially mandated training in early 2020.

2021 will likely see several changes and activities. Firstly – and hopefully – in-person hearings will resume at some point; the SDAB in-person hearings, thanks to new technology having been installed in the SDAB's main hearing room, will be, for the most part, paperless; high quality web-based videoconferencing will remain a means of communicating in certain circumstances; and the changes to the Municipal Government Act (in fulfillment of the Red Tape Reduction Implementation Act) will impact the number of appeal hearings the SDAB will conduct in 2021.

We welcomed two new individuals to the 22-member SDAB complement for 2021: Elizabeth Hak and Earl Williams.

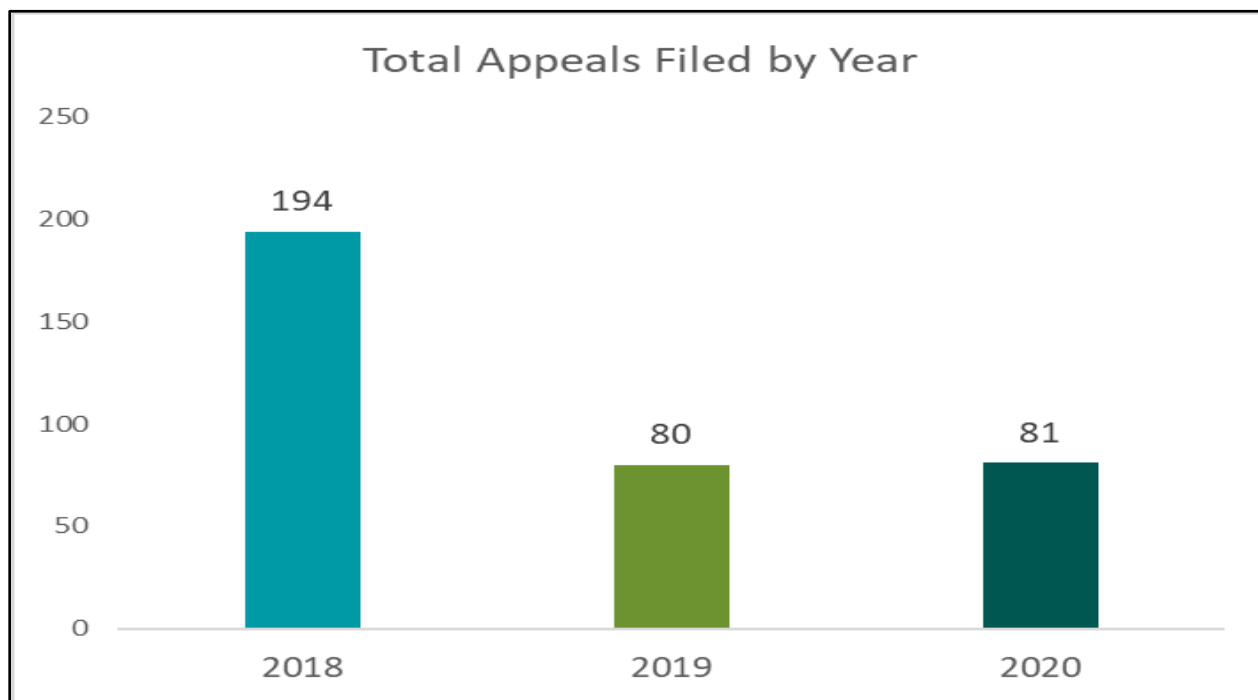
We thank out-going members Carolyn Dahl Rees, Patricia Hull and Rijalda Ozulu for their significant contributions this past year.

As always, I thank the entire SDAB for their exemplary public service, the SDAB Solicitor and Administration for their incredible support, and all public participants in the appeal process for their consideration and cooperation.

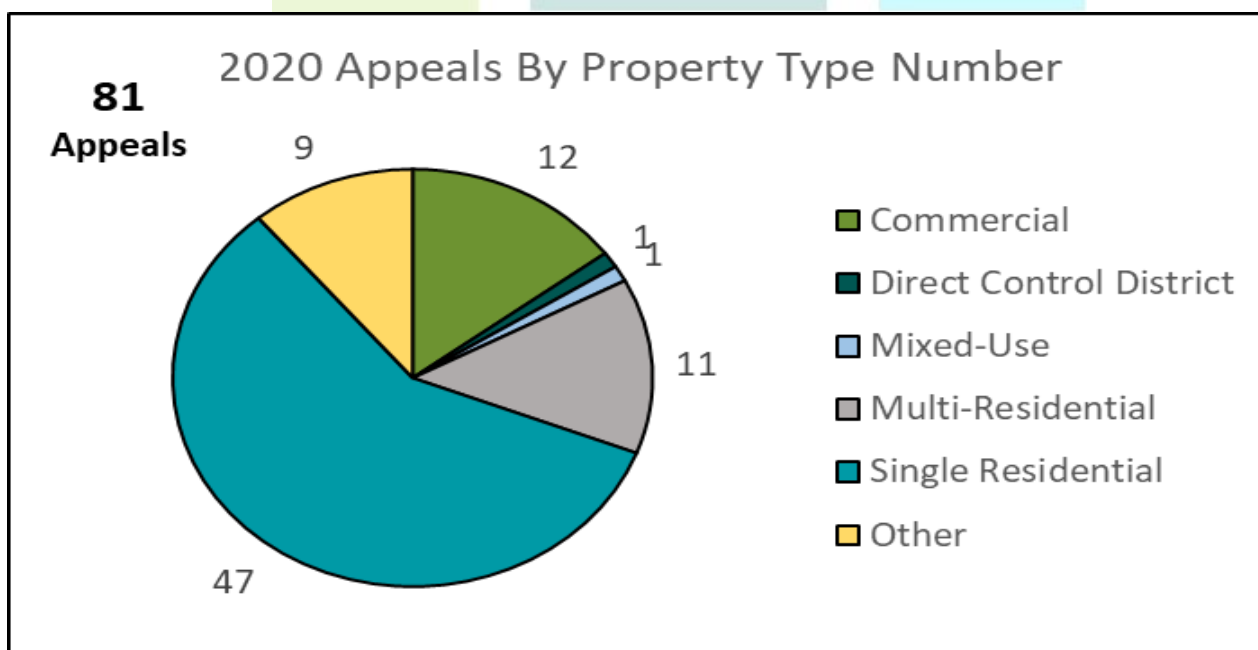
Respectfully submitted,



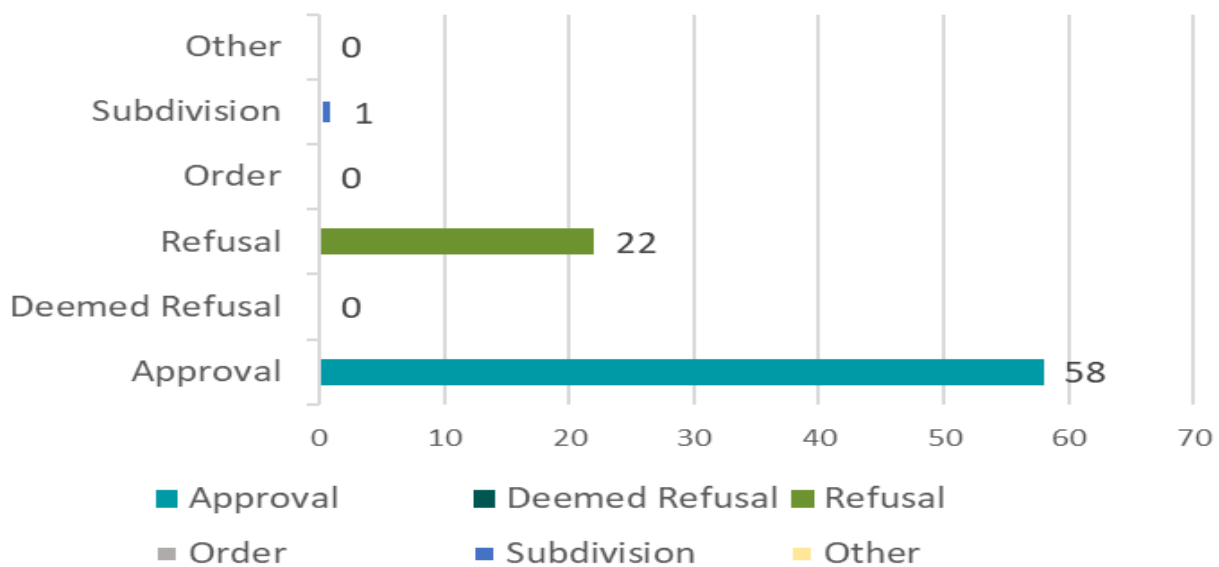
Bill Chomik, Chair



**2018 experienced an influx of appeals due to legalization of cannabis*

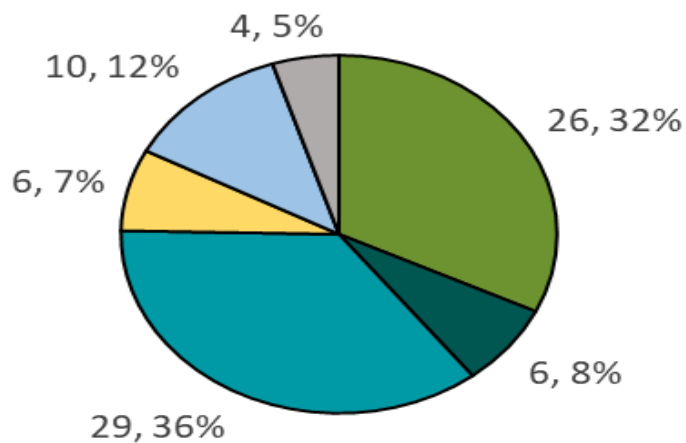


2020 Appeal Types



81
Total Appeals

2020 Appeals By Outcome



Allowed (Green), Allowed in Part (Dark Teal), Denied (Teal), Struck (Yellow), Withdrawn (Blue), Outstanding (Grey)



Urban Design Review Panel

Mandate and Composition

Mandate	The Urban Design Review Panel's mandate is to provide independent, professional design advice, from an urban design and architecture perspective, on public and private development and major redevelopment proposals through pre-application enquiries development permit applications and development liaisons on sites citywide with significant impact on the public realm.
Composition	The Panel is comprised of 12 public members as follows: 5 Architect members of the Alberta Association of Architects; 3e members of the Alberta Association of Landscape Architects; 2 members of the Association of Professional Engineers and Geoscientists of Alberta; and 2 members of the Alberta Professional Planners Institute.

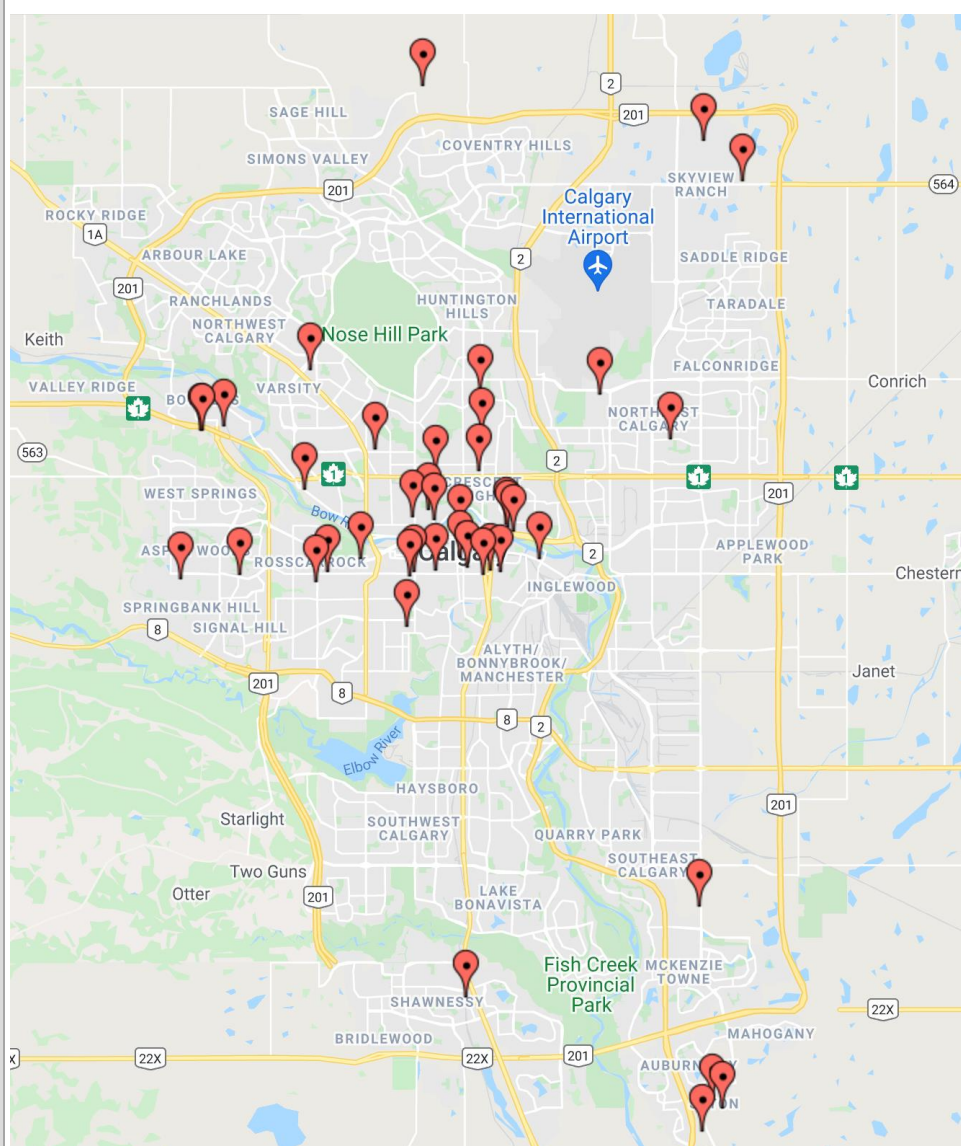
Details

Chair	Chad Russell, Chris Hardwicke (Co-chairs)
Summary of initiatives, projects or work completed or ongoing in the last year.	<p>Recent Policy Changes & Feedback</p> <p>The Panel continues to review PEs and Land Use Amendments, as per the Terms of Reference. Early review of projects continues to be critical for the review to have impact on the development.</p> <p>The Panel continues to review electronic submissions which has reduced both proponent costs and the environmental impact, as well as provided a smoother transition to COVID-19 implications.</p> <p>Summary of Work</p> <p>The following chart outlines the UDRP activities itemized by meeting type comparing yearly statistics from 2017 to 2020. The following map locates all the applications that were reviewed in 2020.</p>



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UDRP Statistics	2017	2018	2019	2020
UDRP Meetings Held	24	25	24	26
Regular Scheduled Sessions	22	20	23	24
Special Sessions	2	5	1	2
Projects Reviewed	46	47	40	44
Land Use Amendments	1	7	4	4
Pre-Application/Schematic Review	7	14	10	14



Map: Applications reviewed in 2020



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Outline of 2021-2022 work plan.	<p>The Panel continues to meet every two weeks (pending on applicant submissions and application review timelines). COVID-19 did not interrupt scheduled review sessions as the Panel immediately transitioned to Teams. While this change took some adjustment for all participants, it has proven to still be effective in the review of applications.</p> <p>Meeting format begins with approximately thirty minutes of general administrative items, followed by review of one, two or three submissions per session.</p> <p>Each individual presentation and Panel review lasts one hour in duration. The Panel consolidates comments verbalized during the meeting, distributes draft internally for member review and comment, required revisions/additions are integrated and then forwarded to Administration for circulation to the applicants. Final comments are completed within one week after the presentation review session.</p> <p>Timing to revert the current Microsoft Teams format back to in-person meetings is unknown and will only occur when it is safe and advisable to do so. Until that time, the Panel continues to function in the adjusted format and meet the defined UDRP objectives.</p>
Challenges to fulfilling mandate. <i>(COVID impacts will be documented in the next section)</i>	<p>Submission Quality</p> <p>Submission packages presented to the Panel vary in completeness and quality dramatically. Although the Panel welcomes the opportunity to review projects early in their development some packages do not have enough information to inform the discussion.</p> <p>Feedback</p> <p>There is no feedback loop between UDRP and CPC or Council. UDRP has no information as to the results of the applications other than viewing all CPC and Council meetings. Without feedback it is difficult to understand how effective the UDRP comments are at improving results.</p>
Additional information you would like to share with Council.	<p>Urban Design Elements</p> <p>One of seven goals in Calgary's Municipal Development Plan is to "make Calgary a livable, attractive, memorable and functional city by recognizing its unique setting and dynamic urban character and creating a legacy of quality public and private developments for future generations." In addition to a number of urban design objectives, the Municipal Development Plan includes a set of guiding urban design principles that contribute to achieving excellent design outcomes, which inform city policy, establish urban design expectations</p>



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	<p>on all projects across the city, and create the framework against which the urban design aspects of all project applications will be measured.</p> <p>The Panel is advising staff on a revision to the Urban Design Elements that are used as a guide for Urban Design Review. The revisions are intended to clarify the intent and meaning of the Elements while making them more easily applicable in the evaluation of applications as part of the design review process. A revised Quality Evaluation Template will reflect the changes to the Elements.</p> <p>Panel Selection Process</p> <p>The Co-chairs of the Panel worked with staff to develop a UDRP Skills Matrix to assist in the selection process for new Panel members. The matrix includes professional affiliations and specialized skills. Selection of panel members took into consideration gender balance and diversity to ensure a wide representation. A challenge to achieving diversity on the Panel is that applicants are not given the opportunity to self-identify as part of the application process.</p> <p>The addition of Katherine Robinson and Anna Lawrence as new Panel members will contribute to achieving greater gender balance. Staggered terms will allow the panel to continue to address gender balance and diversity over time without compromising the ongoing effectiveness of the panel.</p>
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Impact of COVID-19

How many meetings were held since March 2020?	26
How has public participation in meetings been impacted? Please identify any barriers to accessibility, participation, etc.	The public does not participate in UDRP meetings.
How do you manage to continue the work of the	The Urban Design Review Panel continues to meet and review presentations, via Microsoft Teams. Distribution of electronic submissions remains consistent factor in preparation. Format, meeting



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committee in the current situation?

process, and timelines for deliverables remain consistent in delivery of UDRP review and comments.

Attachment:

A. Rosedale Affordable Modular Housing Tour

City Staff arranged a tour of the Rosedale Affordable Modular Housing for UDRP members. Rosedale Highlights is managed by Calgary Housing Company and is comprised of 16 new homes that will provide housing stability for up to 50 Calgarians. These units are unique in that they have been built as prefabricated buildings offsite and delivered complete to the site at nighttime by a crane over the 16 Avenue sound wall, then completed in place with interior finishing, exterior cladding and landscaping. Below is an image from the tour:



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