



REVISED AGENDA

COMMUNITY DEVELOPMENT COMMITTEE

December 8, 2021, 9:30 AM
IN THE COUNCIL CHAMBER

Members

K. Penner, Chair
R. Pootmans, Vice-Chair
Councillor G-C. Carra
Councillor R. Dhaliwal
Councillor C. Walcott
Councillor T. Wong
Councillor J. Wyness
Mayor J. Gondek, Ex-Officio

SPECIAL NOTES:

*Public are encouraged to follow Council and Committee meetings using the live stream
www.calgary.ca/watchlive*

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

Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1. Minutes of the Regular Meeting of the Community Development Committee, 2021 November 17
5. CONSENT AGENDA
 - 5.1. DEFERRALS AND PROCEDURAL REQUESTS

- 5.1.1. Single-Use Items Reduction Strategy due to the Community Development Committee by 2021 Q4 to be moved to 2022 Q3, CD2021-1620

6. POSTPONED REPORTS
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

NEW MATERIAL

- 7.1. Professional Dog Walker Permit within the Responsible Pet Ownership Bylaw, CD2021-1664
- 7.2. 2022 Family and Community Support Services Funding Recommendations, CD2021-1535
- 7.3. Supporting Calgarians Experiencing Homelessness Through Cold Weather Events (Verbal), CD2021-1671
- 7.4. Winter City Strategy, CD2021-1617
- 7.5. Harvie Passage Task Force Terms of Reference, CD2021-1533

NEW MATERIAL

- 7.6. Municipal Medical Officer of Health Scoping Report, CD2021-1627
- 7.7. Industry Update on Electricity, Natural Gas and Telecommunications, CD2021-1595

8. ITEMS DIRECTLY TO COMMITTEE

- 8.1. REFERRED REPORTS
None

- 8.2. NOTICE(S) OF MOTION
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

- 10.1. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

- 10.2. URGENT BUSINESS

11. BRIEFINGS

- 11.1. Safer Mobility Plan Annual Briefing 2021, CD2021-1615

11.2. Calgary Recreation Revised Capital Investment Strategy – Progress Update, CD2021-1666

12. ADJOURNMENT



MINUTES

COMMUNITY DEVELOPMENT COMMITTEE

**November 17, 2021, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor K. Penner, Chair
Councillor G-C. Carra (Remote Participation)
Councillor R. Dhaliwal (Remote Participation)
Councillor C. Walcott (Remote Participation)
Councillor T. Wong
Councillor J. Wyness (Remote Participation)
Councillor S. Chu (Remote Participation)
Councillor E. Spencer (Remote Participation)

ABSENT: Councillor R. Pootmans, Vice-Chair (Council Business)

ALSO PRESENT: General Manager K. Black
Deputy City Clerk T. Mowrey
Legislative Advisor L. Kearnes

1. **CALL TO ORDER**

Councillor Penner called the Meeting to order at 9:36 a.m.

ROLL CALL

Councillor Penner, Councillor Carra, Councillor Walcott, Councillor Wong, Councillor Chu, and Councillor Spencer.

Absent from Roll Call: Councillor Dhaliwal (joined the Remote Meeting at 9:40 a.m), Councillor Wyness (joined the Remote Meeting at 9:45 a.m), and Councillor Pootmans.

2. **OPENING REMARKS**

Councillor Penner provided opening remarks and a traditional land acknowledgement.

3. **CONFIRMATION OF AGENDA**

Moved by Councillor Wong

That the Agenda for today's meeting be amended by adding the following Item of Urgent Business:

9.1 The City of Calgary's Support for Flooding in British Columbia (Verbal), CD2021-1580

And further, that this Item be dealt with as the first Item on today's Agenda.

MOTION CARRIED

Moved by Councillor Wong

That the Agenda for the 2021 November 17 Regular Meeting of the Community Development Committee be confirmed, **as amended**.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Community Development Committee, 2021 November 1

Moved by Councillor Wong

That the Minutes of the 2021 November 1 Regular Meeting of the Community Development Committee be confirmed.

MOTION CARRIED

Committee then dealt with Item 9.1.

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Alcohol in Parks – Program Update, CD2021-1564

This Item was dealt with after Item 9.1.

The following documents were distributed with respect to Report CD2021-1564:

- a presentation entitled, "Alcohol in Parks - Program Update"; and
- a presentation entitled, "Preventing and Reducing Alcohol-Related Harms in Calgary"

Dr. Karla Gustafson, Alberta Health Services, addressed Committee with respect to Report CD2021-1564.

Moved by Councillor Carra

That with respect to Report CD2021-1564, the following be approved:

That the Community Development Committee recommend that Council approve the continuation and expansion of the Alcohol in Parks program.

For: (8): Councillor Penner, Councillor Carra, Councillor Dhaliwal, Councillor Walcott, Councillor Wong, Councillor Wyness, Councillor Chu, and Councillor Spencer

MOTION CARRIED

Committee then dealt with Item 11.1.

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

9.1 The City of Calgary's Support for Flooding in British Columbia (Verbal), CD2021-1580

This Item was dealt with after Item 4.1.

Administration provided a Verbal Update and was thanked by Committee.

Committee then dealt with Item 7.1.

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. BRIEFINGS

11.1 Update on Accessible Taxi Incentive Program, CD2021-1559

12. ADJOURNMENT

Moved by Councillor Wong

That this meeting adjourn at 10:25 a.m.

MOTION CARRIED

The following Items have been forwarded on to the 2021 December 6 Combined Meeting of Council:

CONSENT

- Alcohol in Parks - Program Update, CD2021-1564

The next Regular Meeting of the Community Development Committee is scheduled to be held on 2021 December 8 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

UNCONFIRMED

**Utilities & Environmental Protection Deferral Request to
Community Development Committee
2021 December 08**

**ISC: UNRESTRICTED
CD2021-1620**

**Single-Use Items Reduction Strategy due to the Community Development
Committee by 2021 Q4 to be moved to 2022 Q3**

Waste & Recycling Services is requesting this deferral for two reasons:

- The COVID-19 pandemic impacted the approach that many businesses and jurisdictions were taking on single-use items. Several jurisdictions, including Vancouver and Toronto, delayed bans on single-use items in response to COVID-19. Many retailers that previously embraced the move towards reusable items suspended their use in attempts to reduce the spread of COVID-19, notably reusable grocery bags and reusable mugs. With the massive impacts that businesses have faced due to the COVID-19 pandemic, 2021 was not an appropriate time to introduce new measures to reduce single-use items.
- In October 2020, the Federal government announced a proposal to ban plastic checkout bags, straws, stir sticks, six-pack rings, cutlery, and food ware made from hard-to-recycle plastics, and hoped to have regulations in place by the end of 2021. With the September 2021 Federal election, the legislation and timing around a ban is still uncertain, however, it is likely that it will be announced in the coming months. Other major Canadian cities are now moving forward with bans beginning in 2022 (Vancouver) and 2023 (Edmonton).

Waste & Recycling Services is currently finalizing a single-use items reduction strategy and implementation plan (including proposed Bylaws) that is in alignment with the anticipated federal approach as well as measures in other Canadian cities. Waste & Recycling Services will return to the Community Development Committee with a report in 2022 Q3.

Professional Dog Walker Permit within the Responsible Pet Ownership Bylaw

RECOMMENDATION:

That the Community Development Committee recommends that Council give three readings to the proposed bylaw amendment to the Responsible Pet Ownership Bylaw 47M2021 which will allow Administration to permit qualified professional dog walkers to walk more than six dogs off-leash at a time.

HIGHLIGHTS

- The proposed changes to the Responsible Pet Ownership Bylaw will allow professional dog walkers with adequate skills and knowledge to obtain a permit to walk more than six dogs safely in off-leash parks. The proposed bylaw changes respond to concerns expressed by Council when the Responsible Pet Owner Bylaw was approved on 2021 May 31 regarding the potential impact of the six dog limit in off-leash parks to the dog walker industry. The permit will be provided free of charge to reduce barriers to business while supporting safety in off-leash parks across the city.
- **What does this mean to Calgarians?** The proposed bylaw amendment balances the need to support public safety in off-leash areas with the needs of the dog walker industry.
- **Why does this matter?** The limit to the number of dogs that can be walked in an off-leash area was based on engagement results from the Responsible Pet Ownership Bylaw review that identified that public and internal stakeholders had concerns with larger numbers of dogs not being in control by their owner/handler in off-leash parks. Many professional dog walkers walk more than six dogs in an off-leash area at a time and the upcoming limit would cause loss of income, reduced client-base or extra work, and/or increased prices to account for lost revenue.
- The permit program will allow dog walkers who can control larger numbers of dogs off-leash to continue to do so while enabling Administration to address issues with dog walkers who are not able to. Permits will be awarded to professional dog walkers who can articulate experience working with dogs, agree that they will comply with the Responsible Pet Ownership Bylaw and agree they will ensure that dogs they walk off-leash are wearing City licence tags and have good recall. Community peace officers will work with dog walkers to achieve bylaw and permit compliance through education and will only deny or revoke a permit as a last resort.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods.
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

An off-leash dog limit was proposed as part of the Responsible Pet Ownership Bylaw update due to feedback heard during engagement from the public and internal stakeholders. Feedback included concerns of people bringing larger numbers of dogs to off-leash areas and letting them off-leash without adequate control over the dogs. Inadequate control over off-leash dogs can lead to safety concerns such as dogs inadvertently cutting off cyclists or runners, dogs jumping on park patrons or negative interactions with other dogs. Limiting the number of off-leash dogs

Professional Dog Walker Permit within the Responsible Pet Ownership Bylaw

per handler improves the ability for the handler to identify and clean up defecation, respond to nuisance behaviours and maintain voice and sight command with each dog.

Administration conducted a municipal scan to see how off-leash parks and professional dog walkers are regulated across Canada included in Attachment 2. Other municipalities with professional dog walker regulations tend to have limits on the number of dogs walked, both on and off-leash. Other municipalities charge licence/permit fees and commercial general liability insurance is required, and some require a valid business licence. Most municipalities require that dogs being walked are licenced.

Administration sought to address safety concerns while balancing the business needs of professional dog walkers. The proposed bylaw amendment would allow Administration to grant free permits to professional dog walkers to walk more than six dogs off-leash at a time. This program will allow professional dog walkers with adequate skills and knowledge to continue to walk large numbers of dogs safely in off-leash parks throughout the city.

Feedback from the group of individuals forming a dog walkers association indicated that they would prefer no limit on the number of dogs that they are able to walk off-leash at one time. The proposed permit system allows for this, but Administration will be able to limit the number of dogs a permitted dog walker can walk off leash should safety concerns arise and a solution is not able to be found through education. As the safety concerns are addressed within the Responsible Pet Ownership Bylaw and proposed permit, it was determined that a business licence would not contribute to enhanced safety in off-leash areas. Administration opted to not require commercial general liability insurance as engagement showed us it was standard within the sector and did not provide any benefit to off-leash area safety nor the City of Calgary.

There may be instances where permit holders are not following the requirements of the permit or the Responsible Pet Ownership Bylaw. If Administration is not able to achieve compliance with the permit holder through education, then Administration may revoke the permit as a last resort. In cases where a permit application is denied or an existing permit is revoked, we anticipate the decision can be appealed through the Licence and Community Standards Appeal Board. Proposed changes to Bylaw 50M2011 to accommodate these appeals will be presented to Committee and Council in 2022 Q1.

As we anticipate that it will take some time to implement the program and approve permits, the proposed bylaw amendments include delaying the off-leash dog walking limit and subsequent dog walkers permit from coming into effect until 2022 June 30. This will ensure that the off-leash limit does not come into effect until professional dog walkers have time to obtain a permit.

Proposed wording for a bylaw to amend the Responsible Pet Ownership bylaw is included as Attachment 3.

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

Professional Dog Walker Permit within the Responsible Pet Ownership Bylaw

Administration conducted engagement with professional dog walkers through an online survey to learn more about dog walking businesses, the impacts that the off-leash limit will have on them, and any recommendations they had for finding a balance between business needs and safety for Calgarians.

The engagement opportunity was communicated to professional dog walkers through targeted ads on Facebook and LinkedIn as well as emails to members of the dog walking community to share with their networks. In total, online engagement saw 682 unique visitors to the web page.

Further conversations were had with a group of people forming a professional dog walking association to refine the proposed permit program discussed in this report. While the people forming a professional dog walking association do not support a permitting program, we were able to refine some permit requirements based on their input. The individuals forming a professional dog walking association advocated to eliminate the off-leash dog limit, increase enforcement and work collaboratively with them in championing campaigns that inspire change through education. A summary of the engagement is included in Attachment 4.

IMPLICATIONS

Social

The Responsible Pet Ownership Bylaw is enforced using an education first approach through a lens of empathy and compassion to achieve bylaw adherence. Ticketing and permit revocation are done as a last resort.

Environmental

Dog walkers holding dog walking permits will need to ensure they have adequate bags to pick up dog waste which attracts predators and poses environmental risks including water contamination and the spread of parasites.

Economic

The proposed permit program for professional dog walkers allows qualified individuals to walk more than six dogs off-leash in off-leash parks. This permit will be provided free of charge to reduce barriers to business while supporting safety in off-leash parks across the city. The City will ensure that permits are evaluated on a priority basis before the off-leash dog walking limit comes into effect so as to not hamper business operations.

If this bylaw amendment is not approved, professional dog walkers will only be able to walk up to six dogs off-leash at one time. While some dog walking businesses indicated that this would not affect their operations, other operations indicated that the rule affects their ability to make a decent living or forces them to increase prices for their customers.

Service and Financial Implications

No anticipated financial impact

Professional Dog Walker Permit within the Responsible Pet Ownership Bylaw

RISK

Administration is recommending this permit program to allow dog walkers with adequate skills and knowledge to be allowed to walk large numbers of dogs off-leash. This will help mitigate the risks of walking large numbers of dogs off-leash while balancing the needs of small businesses.

If the proposed changes are not approved, professional dog walkers will only be able to walk up to six dogs off-leash at a time which will force businesses to increase their prices or decrease their profitability. Increased prices would affect the affordability of dog walking services to dog owners in Calgary. Exercising dogs encourages good health and reduces behavioural problems.

ATTACHMENTS

1. Background and Previous Council Direction
2. Summary of Canadian Municipalities with Bylaws Regulating Professional Dog Walkers
3. Proposed Wording for a Bylaw to Amend Bylaw 47M2021 The Responsible Pet Ownership Bylaw
4. Dog Walker Engagement Summary
5. Public Submissions

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Jill Floen	Law	Consult

Background and Previous Council Direction

The Responsible Pet Ownership Bylaw 47M2021 helps The City of Calgary work with Calgarians to ensure that cats and dogs live in safety and harmony with their owners and neighbours.

Context

At the 2021 May 31 Combined Meeting of Council, Council approved updated Responsible Pet Ownership Bylaw 47M2021. The updated bylaw was guided by input from a municipal scan, internal statistics, input from Councillors' offices, best practice information, corporate research and two phases of comprehensive engagement with the public, industry stakeholders and Administration. The approved bylaw is aligned with citizen needs and expectations.

Through One Calgary 2019-2022 Service Plans and Budgets, Council directed Administration to revise the Responsible Pet Ownership Bylaw to bring insightful change based on pet owners and neighbour engagement that is reflective of current trends and improves satisfaction.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2021 June 01	CPS 2021-0740	Combined Meeting of Council – Responsible Pet Ownership Bylaw Review CPS2021-0740 That Bylaw 47M2021 be read a third time, as amended.
2021 June 01	CPS 2021-0740	Combined Meeting of Council – Responsible Pet Ownership Bylaw Review CPS2021-0740 That with respect to Report CPS2021-0740 the following Motion Arising be adopted: Direct Administration to engage in specific consultation with the dog walker industry and return to Council no later than 2021 Q4 with any recommended amendments to this bylaw.

Summary of Canadian Municipalities with Bylaws Regulating Professional Dog Walkers

Municipality	Annual Permit Fee	Dog Walking Limit	Other Requirements
Toronto	\$283	Up to 3 dogs - no permit required 4 to 6 dogs - only with a Commercial Dog Walker permit	<ul style="list-style-type: none"> •General Liability Insurance •Dogs have valid City licence tag •Present permit when requested by an officer •Commercial Dog Walkers only used approved parks for dog walks
Montreal	\$100	Up to 2 dogs – no permit required 3 to 8 dogs – only with a dog walker permit	<ul style="list-style-type: none"> •Each dog must have a valid licence and meet all requirements (wear licence tag, proper leash length except in dog parks, muzzle, harness or halter, if applicable) •Must have permit with them when walking more than 2 dogs
Mississauga	Dog Walker Service Provider Permit \$283.12 Additional dog walkers within same company: \$56.62	Up to 4 dogs – no permit required 5 to 8 dogs – in an off-leash zone only with a dog walker permit	<ul style="list-style-type: none"> •General Liability Insurance Restricted times to commercial dog walking •Must have permit with them when walking more than 4 dogs •Comply with off-leash area regulations
Saskatoon	\$225	Up to 4 dogs – no permit required 5 to 8 dogs – with a permit	<ul style="list-style-type: none"> •General Liability Insurance •Proof of valid business licence •May be required to pass any safety and Bylaw compliance evaluation •Permit only valid in designated off-leash areas
Delta	\$500	Up to 2 dogs – no permit required 3 to 4 dogs off-leash – with permit 3 to 8 dogs on-leash – with permit	<ul style="list-style-type: none"> •General Liability Insurance •Proof of valid business licence •Must take a course on responsible dog handling •Restricted times to commercial dog walking
Vaughan	\$155 Additional dog walkers within same company: \$27	Up to 3 dogs – no permit required Commercial dog walkers require a permit	<ul style="list-style-type: none"> •Certificate of insurance •Dogs have valid City licence tag •Display licence visibly while conducting business

**Proposed Wording for a Bylaw to Amend Bylaw 47M2021
The Responsible Pet Ownership Bylaw**

1. Bylaw 47M2021, The Responsible Pet Ownership Bylaw, is hereby amended.
2. The following is added after section 11:

“Professional Dogwalker Permits

- 11.1 (1) Section 11(7) does not apply to a *Person* who holds a valid and subsisting Dogwalker Permit.
- (2) The *Director* may issue a Dogwalker Permit to a *Person* who has either the experience, the education, or a certification that would prepare that *Person* to walk large groups of dogs safely in an *Off Leash Area*.
- (3) The *Director* may refuse to issue a Dogwalker Permit to a *Person* who does not meet the eligibility criteria in subsection (2), or who has previously committed a bylaw offence under Part 3 of this Bylaw or a similar offence under Bylaw 23M2006.
- (4) The following conditions apply to all Dogwalker Permits:
- (a) Permit holders must carry an adequate number of leashes to restrain all of the dogs they are walking in an *Off Leash Area*;
 - (b) Permit holders must carry an adequate number of bags to collect the defecation of all the dogs they are walking in an *Off Leash Area*;
 - (c) Permit holders must ensure the dogs they have off leash in an *Off Leash Area* have good recall;
 - (d) Permit holders must ensure the dogs they walk are wearing their *Tags* at all times while being walked in an *Off Leash Area*; and
 - (e) Permit holders must review this Bylaw and acknowledge in writing that they will comply with its provisions.
- (5) The *Director* may limit the number of dogs a permit holder is permitted to walk in an *Off Leash Area*, either on or off leash, as a condition of that *Person's* Dogwalker Permit.
- (6) The *Director* may revoke a Dogwalker Permit where the permit holder has either:
- (a) failed to comply with a condition of the permit;

- (b) misrepresented information when applying for a permit; or
- (c) has failed to comply with a provision in this Bylaw while walking dogs that created a safety or nuisance concern.

(7) There is no fee for a Dogwalker Permit.”

3. Section 93 is deleted and the following is substituted:

“93. This Bylaw comes into force on January 1, 2022 except for section 11(7) and section 11.1 which both come into force on June 30, 2022.”

4. This amending bylaw comes into force on the day it is passed.

Dog Walker Engagement Summary

Stakeholder Report Back: What we Heard

September 20, 2021

Project overview

Pets are important to Calgarians, and the bylaw helps create a safe environment for Calgary. The Responsible Pet Ownership Bylaw was reviewed as part of a Calgary Community Standards workplan item that came out of Service Plans and Budgets 2019 – 2022.

The updated Responsible Pet Ownership Bylaw was approved at Council June 1, 2021 and comes into effect January 1, 2022. It includes a limit of 6 dogs off leash in off leash parks for any individual.

While the new Bylaw was passed by Council, Council passed a Motion Arising directing Administration to engage specifically with the dog walker industry and return to Council by the end of 2021 with any further recommended amendments to the Responsible Pet Ownership Bylaw.

Engagement overview

Engagement History

Engagement on the Responsible Pet Ownership Bylaw was conducted in two phases initially, with a third phase added following approval of the updated bylaw at Council in June 2021.

Phase 1 and 2 engagement focused on reaching different stakeholders, including pet owners, people who do not own pets, City staff and pet industry representatives (e.g. veterinary clinics, businesses, pet daycares, pet sitters, dog walkers, animal rescue organizations, academics, breeders, kennels, other nearby municipalities, etc.).

Phase 1

The goal for phase 1 of the engagement was to understand what Calgarians thought were working with the current regulations, and what was not working and to seek input on what else should be included in the Bylaw. Input that was heard regarding dog-walking in phase 1 was:

- Be in control of all dogs in care at all times
- Have proper resources, including adequate and safe transportation, water and poop bags
- Dog-walking businesses should be insured and have liability coverage for all their employees
- Dog-walkers should be trained in animal first aid

Phase 2

The goal for phase 2 was to gather feedback on potential Responsible Pet Ownership Bylaw amendments.

Input that was heard regarding dog-walking in phase 2 was:

Limit the number of dogs that can be walked at one time

- Do recall testing in off leash parks
- Work with Business Licensing regarding rules for dog-walkers
- Dog walkers should be visible and identifiable (e.g. ID, lanyard, vest, etc.)
- Dogs should be labelled and have visual identification so if they end up 'at large' they can be returned to the dog walker/company
- All dogs being walked by a dog walker need to be licensed
- Dog-walkers should be licensed

Phase 3

The updated bylaw includes a limit of 6 dogs off leash in off leash parks for any individual. There is no limit to the number of dogs one person can walk on leash.

We recognize that there is a fine balance between setting regulations and respecting business operations for the dog-walking industry. Therefore, dog walkers were invited to share feedback and ideas on a private webpage to help us understand how this limit could impact their business operations.

The goal is to find a balance between ensuring safety for all Calgarians and the business needs of professional dog walkers.

Online engagement was open Tuesday, August 24 to Monday, September 6, 2021.

How we communicated

Communications is vital to engagement success. This project was communicated through targeted ads on Facebook and LinkedIn as well as emails to members of the dog-walking community to share with their networks. In total, online engagement saw 682 unique visitors to the webpage.

What we asked

Engagement with the dog-walking industry in phase 3 engagement explored 3 main categories:

1. Getting to know the dog-walking businesses, including type of business, employment, insurance; how the business is promoted; and, training and/or education valuable for a dog walker.
2. Understanding how the dog-walking industry is impacted by the bylaw update in relation to the limit of six dogs off leash at a time in an off leash park.
3. Dog walkers' recommendations for finding a balance between business needs and safety for Calgarians.

Contact information collected from participants for this engagement was used to distinguish professional dog-walking businesses and understand how the businesses promote themselves. We heard that some

businesses used multiple means, including websites, email, phone contact, Facebook and Instagram. This information was reviewed separately and was in no way tied to any responses.

What we heard

The following is a high-level summary of what we heard through engagement.

1. The primary type of business is **sole proprietorship**.
 2. The primary type of employment is **full-time**.
 3. While some dog walkers that participated in engagement indicated multiple types of insurance, the top two held by most were **commercial general liability insurance** and **commercial auto coverage insurance**.
 4. Education, training, and certifications cited most by participants were pet first aid, personal experience, training in dog behaviour, and formal training in the animal-related field.
 5. Most frequent impacts to business operations heard in engagement ranged from loss of income, reduced client-base or extra work, to increased prices to account for lost revenue. Some also noted they expect minimal impacts to their business operations.
 6. The top two supported recommendations were **must carry an adequate number of leashes or means to restrain all dogs if required in an off leash park** and **must carry an adequate number of bags to remove defecation**.
- For a detailed summary of the input that was provided and a verbatim listing of all input that was provided, please see the full [What we Heard Report](#).

Next steps

Input was reviewed, themed and included in this What we Heard Report which will be posted to both the webpage for dog walkers as well as <https://engage.calgary.ca/petbylaw>. Input will be used to determine if any further amendments to the Responsible Pet Ownership Bylaw are required. Potential recommended amendments will be presented to Council in December 2021.

I wish to speak on December 8th regarding the recent amendment to the Responsible Pet Ownership bylaw as it pertains to 6-dog, off leash limit. As you may be aware, this recent amendment placed a limit on the number of dogs a person can have off leash, in a city off-leash park, at one time. Previous Council recognized that for-profit dog walkers were not engaged as stakeholders at any time in the 2-year public consultation process. Acknowledging this, previous Council voted in favor of a Motion Rising providing time to consult with for-profit dog walkers as an industry group. Council realized there was a significant cascading impact of the bylaw amendment for many Calgarians including:

- The financial impacts of the 6-dog limit on professional (for-profit) pet care providers comprised of several hundred local, small business owners. The amendment was largely introduced to create health and safety restrictions for the public as they pertain to recreational pet owners.
- The 6-dog limit disproportionately disenfranchises women owned businesses and employees.
- The 6-dog limit will force local business owners to change their operations to account for the loss in revenue associated with the bylaw amendment. Changes might include a drastic increase in operating costs, significant price adjustments to make up for the loss of revenue associated with the City imposed cap, and a reduction of the workforce due to the impact on financial viability resulting in job loss for Calgarians.
- The increased the cost of service in response to the 6-dog limit may make the service cost prohibitive for consumers which in turn could lead to a reduction in demand for services
- Reduced demand may lead to the dissolution of locally owned, small businesses due to the increased cost of doing business and lack of financial viability.
- The 6-dog limit will restrict the financial viability of a career in professional dog walking, limiting access to services for consumers and reduce access to jobs for Calgarians.
- Reduction in available, affordable pet care will result in increased problems for bylaw as pets who engage in regular services with professional care providers are, on a percentage basis, healthier, safer members of the community. Studies show that dogs who are well exercised and socialized are far less likely to generate barking complaints, be involved in altercations, dog bites and be found as stray animals; issues that result in animal service complaints.

Since the passing of the Motion Rising, stakeholders (for-profit dog walkers) have gathered as an industry group with the intent to work with the City's project team to;

- gain an understanding as to why the City felt the amendment was needed in the first place
- work with the City's project team to provide solutions that would address their concerns while avoiding impact to small businesses and lead to successful policy implementation
- develop a long-term working relationship with the city and bylaw services to create a positive culture surrounding pet ownership and ensure any safety issues are effectively addressed.

This is what we have learned:

- There was no public support in the 'What We Heard' Reports provided under the RPO review for a 6 dog off leash limit for dog walkers. When specifically asked about placing a limit on the number of dogs per person, only 5% supported such a regulation. In the Leger Report on page 46, the data is presented in a manner that would suggest 82% were in favor of this policy but if you look at the fine print and crunch the numbers, the support is only 5%.

- The City of Calgary RPO project team engaged many special interest groups during the RPO consultation process, but they did not engage the special interest group of dog walkers at any point during a 2-year engagement when the very essence and nature of their businesses were being impacted.
- The City of Calgary RPO project team failed to consider the impact of the 6-dog off leash limit for;
 1. hundreds of for-profit dog walking businesses,
 2. thousands of responsible pet owners in Calgary,
 3. financial interests of dog walkers and responsible pet owners
 4. hundreds of predominantly female business leaders, nor
 5. the negative behavioural consequences this will have on thousands of the city's dog population
- We confirmed that The City of Calgary's bylaw services has no data linking issues in off leash parks to for-profit dog walkers. There is no statistical data, no 311 call volumes, no man hours consumed, no volume of tickets issued attributable to dog walkers. The only information available to support this policy change is anecdotal. Anecdotal information without data cannot be measured.
- The City's bylaw service and project team proposes a permitting system for for-profit dog walkers. It suggests a different standard of requirements than exist for other pet care professionals and designations. Again, the standards they are suggesting are not based on experience or data.
- The City of Calgary broke every one of the engagements pillars it commits to during the RPO Bylaw Review as it relates to the 6-dog off leash limit.

(For further details on the information provided in our What We Learned section – please consult the attached Fact Sheet which pulls all the information relevant to for-profit dog walkers from the multiple RPO Engagement Reports and provides the report and page number associated with the data)

The only consultation that took place between the RPO Project Team and our industry group/stakeholders was a survey that was limited in the questions it asked and was quite leading. Following the results of the survey, a permitting program was proposed, and we were advised of a tight timeline to respond. We feel the survey posed questions to justify the policies being proposed under this permitting process. The survey was not an honest attempt to collaborate with our industry. There was not one opportunity for for-profit dog walkers to have an open discussion regarding the permit program that we believe, but are not certain, is being presented to this current City Council. We wholly reject this permitting proposal. It appears to us that this solution was devised well before engaging in any consultation, and the consultation was strategically conducted to prevent resistance to a predetermined outcome. This is not good faith consultation and does not conform to the tenants of consultation as outlined by The City of Calgary.

A permitting process is completely unnecessary and business prohibitive. If an incident occurs, a bylaw officer can manage the situation with the individual, and just as easily keep track of repeat offenders. A permitting program is costly to City taxpayers. Current Bylaws appropriately and equally enforced across all dog park users, including for-profit dog walkers, are sufficient to achieve the goals the city has set out to establish a safe environment in off leash areas. What the RPO public engagement clearly demonstrated was a consistent and overwhelming demand for bylaw to provide increased enforcement at the off-leash parks. If Bylaw does not have the funds in the budget to meet the needs of Calgarians, we would request that Bylaw meet with City Council to address this funding issue over bylaw reform for an issue that doesn't exist. If a lack of resources to enforce existing bylaws is the problem, then that specific issue needs to be addressed.

Bylaw services has suggested that the Chief Bylaw Officer, who we presume would have other considerable priorities and commitments, be responsible for approving hundreds of dog walking permits. We believe that it will take an inordinate amount of time to implement a permitting program. The Chief Bylaw Officer is an executive member of the City Administration, and the focus of an executive position would be on planning and strategy rather than becoming engaged in day-to-day activities. What makes even less sense is that the Chief has self-admitted to having no experience in this industry or the skills necessary to assess the skillset of a professional dog walker.

If bylaw services are checking for licensed pets at an off-leash park and find a dog walker to have unlicensed dogs with them, a ticket should be written for each unlicensed pet. The dog walker can then present the ticket to the owner. Under this approach, all members of the dog care industry are treated equally and fairly under the law and dog owners that use dog walkers to ensure they are acting as RPO are treated the same as all other municipal citizens. The instances where bylaw has been a helpful aide in reuniting any missing pets in our charge over 14 years' experience can be counted on one hand, the reality is the response times are too long and the red tape too cumbersome to be a useful tool we see any benefit in supporting beyond what is mandated. Pet owners are better off ensuring personal identification than a dog license in the City of Calgary given the limitations of bylaw responsiveness.

If the goal is safer off leash environments, it should be achieved through enforcement and the management of problem individuals in the off-leash areas. We are in full support of a broader, collaborative educational campaign (safe use) and fact-based restrictions (spay/neuter requirements) for shared off-leash spaces for all park users, not just for-profit dog walkers. The city has self-admitted there isn't enough experience or knowledge to successfully implement this program. The suggested permit creates a bottleneck at the Chief Bylaw Officer's desk.

As a community, dog walking professionals have a vested interest in maintaining clean and safe parks for their day-to-day use. Any perception that professional dog walkers are to blame for the misuse of shared public spaces is not the reality when it comes to the preservation of those parks in addition to other City resources. As a community, for-profit pet care providers are committed to working in a solutions-focused fashion with the City of Calgary bylaw department towards creating a safe and collaborative conversation that support small business and the responsible pet owning community.

The positive culture surrounding pet ownership in Calgary can be further enriched through the engagement with special interest groups to create plans that would lead to successful policy implementation. We genuinely look forward to a collaborative relationship with for-profit dog walkers and the wider pet care industry towards the development a long term, working relationship with the city and bylaw services.

We request that you as a City Councillor vote to support small businesses and responsible pet ownership and drop the 6-dog limit bylaw from the RPO amendment until such time as the City provides has data that dog walkers are in fact causing a safety issue in our communities and is willing to fully consult with our industry and provide data to support such a decision.

Hailey Seidel | Founder

Calgary Dog Walkers Ltd.

havefun@yycdogwalkers.com | 403-617-6085

Calgary RPO Bylaw Amendment Dog Walker Research Fact Sheet

SUMMARY:

There was no public support in any of the What We Heard Reports provided under the RPO review for a 6 dog off leash limit for dog walkers. When specifically asked about placing a limit on the number of dogs per person, only 5% supported such a regulation. In the Leger Report on page 46, the data is presented in a manner that would suggest 82% were in favor of this policy but if you look at the fine print and crunch the numbers, the support is only 5%.

While the City of Calgary RPO project team engaged many special interest groups during the RPO consultation process, they did not engage the special interest group of dog walkers at any point during a 2 year engagement when the very essence and nature of their businesses were being impacted.

The City of Calgary RPO project team failed to consider the impact of the 6 dog off leash limit to:

1. hundreds of dog walker businesses,
2. thousands of responsible pet owners in Calgary,
3. financial interests of dog walkers and responsible pet owners
4. hundreds of predominantly female business leaders, nor
5. the negative behavioural consequences this will have on thousands of the city's canine community

The City of Calgary has no data linking issues in off leash parks to dog walkers – there is no statistical data, no 311 call volumes, no man hours consumed, no volume of tickets issued attributable to dog walkers. The only information available to support this bylaw is anecdotal. Anecdotal information without data is hearsay.

The City of Calgary is using a permitting system to coerce dog walkers to enforce the city's dog licensing. Licensing is clearly the responsibility of Bylaw officers and no other member of the professional for profit pet care industry is being held accountable for this requirement. If a Bylaw Officer discovers a dog walker with an unlicensed dog, they can write a ticket that can then be passed along to the owner of the dog. It should be up to the dog walker to accept or reject unlicensed dogs and not something they are regulated to do.

The City of Calgary broke every single one of its engagement pillars during the RPO Bylaw Review as it relates to the 6 dog off leash limit.

FACTS:

Fact: City of Calgary does not have any data showing the number of calls made to Bylaw for dog walker complaints.

Fact: The City of Calgary did not appropriately survey or engage stakeholders in the professional for profit pet care industry prior to voting on the suggested 6 dog off leash limit as acknowledged by City Council in June 2021.

Fact: The City of Calgary failed to consider the financial impacts of the 6 dog off leash limit on professional for profit pet care providers composed of several hundred local small business owners.

Fact: The City of Calgary introduced the 6 dog off leash limit largely in response to a 500 – 600 bite issue experienced at off leash parks. The City of Calgary has no data to associate even one of those bite incidents to a dog walker(s).

Fact: The 6 dog off leash limit disproportionately disenfranchises women owned businesses and employers.

Fact: The City of Calgary did not consider the impact in service reduction and resulting increase in pet care fees that will be passed along to the citizens of Calgary resulting in a barrier to Calgarians seeking to be responsible pet owners and seek support in balancing their work and family lives.

Fact: The City of Calgary did not consider the impact of the 6 dog off leash limit on dog behavioral issues. Studies have shown that dogs who are well exercised and socialized are less likely to generate barking complaints, be involved in altercations, dog bites and be found a stray animals. This limit is creating a barrier to accessing services that will lead to increased behavioural issues.

Fact: Rescue organizations in the City of Calgary are currently operating at capacity and are pleading for help to assist them. The 6 dog off leash limit will create a barrier to much needed pet care services in the city and will exacerbate this challenging situation.

Fact: The City of Calgary indicated that they performed a peer search to determine how many cities have a bylaw limiting dog walkers and found that only 4 cities met this criterion. This means there are 285 cities with populations greater than 10,000 that do not have any numbers limits on dog walkers.

Fact: The City of Calgary established the limit of 6 in an arbitrary manner and have no data or statistics to support this value.

Fact: Inflation is a very real concern in today's economy. Many families will have a hard time making ends meet this winter especially with the increase in heating and gas costs, this 6 dog off leash limit will unnecessarily place additional upward pressure on the cost of living.

Fact: No other member of the pet care industry including breeders, groomers, pet stores or Veterinarians are being coerced to require proof of licensing prior to providing services. No other member of the pet industry is being asked to forgo revenues and decline business or care to prop up a responsibility that lies squarely on the shoulder of the City of Calgary Bylaw.

Fact: Calgarians (n=320) were asked if they felt adequate regulations were in place within off leash parks to protect the safety of people and their pets – 82% responded Yes. Of the 18% that responded No only 28% partially suggested a limit to number of dogs per person. This means only 5 percent supported a limit. (Page 46 of Responsible Pet Ownership Review of Ledger Survey) I think its important to note that the same percentage indicated more frequent monitoring of dog parks by Bylaw Officers.

Fact: Calgarians (n=758) were asked do you feel there should be regulations in place for dog walkers with respect to the number of off leash dogs under their control at once in an off leash area. 41.28% agreed there should be limits on the number of dogs per walker. 58.72 did not agree with placing a limit on the number of dogs per walker. 41.28% felt animals should be under control at all time which essentially means that the existing Bylaw meets the need of 58.72% of Calgarians. (Page 63 of Responsible Pet Ownership Review of Ledger Survey)

Fact: Calgarians (n=775) were asked if dog walkers should require a special permit. 52% of all respondents answered yes while 48% answered no. When looking at a breakdown though of pet owners vs never owned a pet (and would therefore never be impacted) only 39% of pet owners feel that dog walkers should require a special permit. The case is not overwhelming and its less overwhelming when drilling into those genuinely impacted by the need for a permit. (Page 64 of Responsible Pet Ownership Review of Ledger Survey)

Fact: Calgarians (n=672) were asked if there were any rules they thought The City should consider for professional dog walking businesses. Only 16% felt the need to consider a limit on the number of dogs per walker/ Sizes of the dogs in respect of the amount they are walking. (Page 65 of Responsible Pet Ownership Review of Ledger Survey)

Fact: Phase One – What We Heard Report is an overview of the project, engagement activities, range of input received and the themes that were raised in phase one. The list of stakeholders is providers includes dog walker but dog walkers were not engaged in the project either directly by specific request or indirectly through appropriate general notification. The project team can not name the off leash park, if any, that signage was provided to create awareness of the Bylaw review and its impact to the industry group. (Page 4 of Responsible Pet Ownership Bylaw What We Heard Report Phase One)

Fact: Much of the engagement occurred during Covid at a time when many Calgarians were focussed on critical life sustaining matters.

Fact: Phase One – What We Heard Report under What We Heard From Public on Expectations of dog-walking businesses:

1. Employees of dog-walking businesses should be in control of dogs in their care and have proper resources to care for dogs in their care (existing bylaw)
2. Individual dog walkers should be in control of dog(s) in their care and picking up feces (existing bylaw)

There is no mention of limits on dog walkers. (Page 10/11 of Responsible Pet Ownership Bylaw What We Heard Report Phase One)

Fact: Phase One – What We Heard Report under What We Heard From City Staff on Expectations of dog-walking businesses:

1. Be licensed as a business (this is a matter for City of Calgary Business Licensing department not RPO Bylaw)
2. Be Qualified/training to do the job (there is no standardized program or even a course therefore not feasible)
3. Limit on the number of dogs they are allowed to walk on-leash at once (unreasonable and without merit)
4. Limit on the number of dogs they are allowed to walk off-leash at once
5. Have a permit or identification on them (All members of the public are required to carry ID and a drivers license should be a sufficient form of ID)
6. Restrictions on where they are allowed to walk multiple dogs (Is there sufficient available land available to dedicate to dog walkers?)
7. Ensure dogs are licensed and wearing their licensed tag (this is a City of Calgary Bylaw responsibility – if a dog walker has an unlicensed dog with them, they should be given a ticket)
8. Other

This is the only area in all the reports that lends support to limits on dog walkers. It might seem appropriate that the support for the imposition of limits come internally as they would/should have the most experience. However, their position should be supported by data that indicates that dog walkers are causing an unusual number of 311 service calls, or increased number of bylaw officer man hours or management number of incidents. Unfortunately, this data does not exist. There is no evidence that would support an imposition of a bylaw that would negatively impact the successful operation of hundreds of businesses across this city and limit the availability of critical services to responsible pet owners. This internal voice is drowning out the will of the people without any supporting data to prove that it is needed or helpful. (Page 68 of Responsible Pet Ownership Bylaw What We Heard Report Phase One)

Fact: Phase Two – What We Heard Report lists a range in inputs and received and themes raised in Phase Two. “This engagement focussed on reaching different stakeholders, City staff and pet industry representatives. The report itself states “While this report speaks specifically to engagement, the overall review process has inputs from four distinct pillars.

1. Engagement is a ‘purposeful dialogue between The City and citizens and stakeholders to gather meaningful information to influence decision making’. Engagement helps ensure that all voices are heard and considered when making decisions that impact others. Additional details on engagement can be found in the engagement overview.

Its clear that this first pillar was not upheld in any part of the engagement as the very industry group that was impacted by the 6 dog off leash limit was not engaged at any point during the 2 year project. (Page 4 of Responsible Pet Ownership Bylaw What We Heard Report Phase Two)

Fact: Phase Two – What We Heard Report lists a range in inputs and received and themes raised in Phase Two. “This engagement focussed on reaching different stakeholders, City staff and pet industry representatives. The report itself states “While this report speaks specifically to engagement, the overall review process has inputs from four distinct pillars.

2. Corporate Research was conducted in 2020 through a telephone survey and focus groups and provides statistically valid data from a representative sample of Calgarians.

The Corporate Research conducted that relates to the 6 dog off leash limit is outlined in this fact sheet about. There was no statistically relevant data collected that supported the 6 dog off leash

limit. This second pillar was not upheld. (Page 4 of Responsible Pet Ownership Bylaw What We Heard Report Phase Two)

Fact: Phase Two – What We Heard Report lists a range in inputs and received and themes raised in Phase Two. “This engagement focussed on reaching different stakeholders, City staff and pet industry representatives. The report itself states “While this report speaks specifically to engagement, the overall review process has inputs from four distinct pillars.

3. A municipal scan looked at the pet bylaws of 33 municipalities across Canada for trend and emerging practices.

This scan yielded 4 other municipalities that have implemented a limit to the number of dogs a dog walker can walk. This is not overwhelming evidence of wide support for such a bylaw. Essentially that means that 29 municipalities have not implemented such a bylaw. This municipal scan provides evidence that a bylaw of this nature is an exception not the rule and not widely supported across Canada or even Alberta. (Page 4 of Responsible Pet Ownership Bylaw What We Heard Report Phase Two)

Fact: Phase Two – What We Heard Report lists a range in inputs and received and themes raised in Phase Two. “This engagement focussed on reaching different stakeholders, City staff and pet industry representatives. The report itself states “While this report speaks specifically to engagement, the overall review process has inputs from four distinct pillars.

4. Policies and other legislation, including the Municipal Government Act (MGA) were considered in terms of how they affect the Responsible Pet Ownership Bylaw. Internal statistics include information from 311 service requests, cat and dog licensing data and bylaw violations and their outcomes.

By their own admittance, neither The City of Calgary nor Bylaw combined or in part have any data or statistics from 311 service requests to indicate any volume of calls, man hours or volume of incidents attributable to dog walker or dog walker complaints. We have repeated made requests for any type of data that would provide us with an understanding of the issue or burden on bylaw from the dog walking industry and have been told there is no such data. This final pillar does not provide any support for a bylaw change directed at dog walkers. (Page 4 of Responsible Pet Ownership Bylaw What We Heard Report Phase Two)

Fact: The engagement overview displays how data from the engagement, corporate research, municipal scans and City policies and internal statistics formulate the input that then drives Bylaw amendments that are proposed to City council. There is no evidence, statistical data or supporting input provided in any of the engagement reports that would drive a change to bylaw as it relates to Calgary’s dog walkers. In fact the issue of limiting the number of dogs per dog walker is not mentioned anywhere in the overview of topics in this Phase Two – What We Heard Report. There is a section on limiting the number of dogs per household but nothing on dog walkers. And yet we see the following changes driven into change on page 56 by an internal stakeholder under the topic of Pet Limits as an area to improve: Focus pet limits on the number of dogs that a dog walker can walk at one time. Again, this is listed as an area to improve and the resultant outcome is “Do not add a pet limit to the bylaw”. Yet, this still was included in the RPO Bylaw Changes presented to City Council in June of 2021 (Page 56 of Responsible Pet Ownership Bylaw What We Heard Report Phase Two)

2022 Family and Community Support Services Funding Recommendations

RECOMMENDATIONS:

That the Community Development Committee recommend that Council:

1. Approve the recommended Family and Community Support Services (FCSS) allocations of \$31.6M for 2022, as detailed in Attachment 2; and
2. Authorize Administration to access up to \$1M from the FCSS Stabilization Fund in 2022 for the purpose of funding non-profit organizations for capacity-building initiatives and responding to emerging social issues.

HIGHLIGHTS

- Administration is presenting its 2022 Family and Community Support Services (FCSS) funding recommendations (Attachment 2) for preventive social programs, as well as requesting access to the FCSS Stabilization Fund for the purpose of supporting organizations with capacity-building initiatives and responding to emerging social issues. FCSS funding recommendations are brought forward to Council annually and have included a request to access the FCSS Stabilization Fund for the last several years. Through this report Administration is also providing the findings of a Council directed review of the FCSS Calgary Program.
- **What does this mean for Calgarians?** Through FCSS-funded programs, Calgarians have access to evidence-based preventive social programs that increase social inclusion, which is associated with numerous positive community outcomes.
- **Why does it matter?** Calgarians are at an increased risk of social isolation due to the impact of the COVID-19 pandemic. Prevention programs mitigate the impact of issues such as poverty and inequity and build resilience in individuals, families and communities.
- FCSS agreements with funded organizations have end dates that are staggered, so only a portion of partner organizations are reviewed annually. This year, 55 organizations with contracts ending in 2021 have been reviewed and are presented in this report.
- Accessing funds from the FCSS Stabilization Fund to respond to emerging social issues and to strengthen organizational capacity will increase the non-profit sector's capacity to be adaptive and deliver strong, evidence-informed social programs to Calgarians.
- A review of the FCSS Calgary Program was conducted by KPMG Management Services, as per Council direction from the 2019 November 29 Council budget adjustments. The review, which focused on the administration of the program, the funding model and internally funded programs, concluded that the FCSS Calgary Program is effective, both in terms of its strategic and tactical functions.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

FCSS Calgary is a partnership between The City of Calgary and the Government of Alberta to provide preventive social programs to Calgarians experiencing vulnerabilities. The program is provided in accordance with the provincial FCSS Act and Regulation (Attachments 3 and 4,

2022 Family and Community Support Services Funding Recommendations

respectively) along with The City's FCSS Policy (CPS2016-05 – Attachment 5) and Funding Framework (Attachment 6).

The Funding Framework guides the allocations of funds in three areas - programs and services, community development, and policy/systems change initiatives - to achieve the long-term goal of increased social inclusion.

The City's FCSS partner organizations continue to be impacted by the COVID-19 pandemic. Most organizations have shifted towards online service delivery or have created safe ways to serve Calgarians in-person. Three programs have ceased to operate and funds previously allocated to these programs have been recommended for other similar programs to prevent any service gaps for Calgarians.

Funding Recommendation Process

The funding recommendations in this report are the result of a comprehensive organizational and program assessment conducted for each program at the end of their current funding agreement. The assessment ensures alignment to the FCSS Act, Regulation, Council's Policy and the FCSS Funding Framework.

In 2021, 100 programs delivered by 55 organizations were reviewed for alignment and impact, of which:

- 96 programs are recommended for another year of continued funding;
- 4 programs are recommended for increased funding following a reallocations of funds from programs that ceased operations in 2021.

Funding these organizations to deliver preventive social programs in Calgary results in young people feeling a greater connection to their community; adults engaging in civil society; newcomers feeling safe and secure; and families knowing who they can count on in times of crisis.

Capacity-building and Emerging Social Issues

As per the FCSS Policy (Attachment 5) Administration is seeking Council's authorization to access the FCSS Stabilization Fund, to support one-time capacity-building initiatives and other projects that respond to emerging social issues. The FCSS Stabilization Fund holds unallocated funds resulting from provincial increases or unspent funds returned from organizations each year. It exists to cover any shortfalls in the case of an unanticipated reduction in the provincial allocation as well as to support these one-time investments. Eligible initiatives strengthen organizational effectiveness, increase programs' impact, and address emerging issues and trends that are impacting Calgarians.

Review of the FCSS Calgary Program

On 2019 November 29, Council directed Administration to conduct a review of the FCSS Calgary Program and to report back to Council in conjunction with the annual FCSS funding recommendations in 2021.

The municipal review was intended to:

- Assess whether the current delivery model for FCSS-funded programs should be maintained;
- Assess and improve the model for administration of FCSS programs and services by The City;

2022 Family and Community Support Services Funding Recommendations

- Identify opportunities to enhance funding relationships with other funders in Calgary and leverage diverse funding sources.

KPMG Management Services was contracted to conduct the independent review of the FCSS Calgary Program. The review concluded that the FCSS Calgary Program is well-aligned with the FCSS Act, Regulation, Policy, and stated strategic intentions, with clear governance. A summary of the findings of this review is included in Attachment 7. Administration will develop an implementation plan beginning in 2022.

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

Administration undertakes various stakeholder engagement activities to inform the funding recommendations contained in this report. Through this year's organizational assessment process, Administration engaged in robust discussions with board members and staff of the organizations being recommended for funding. Administration gathers feedback from its FCSS-funded partners through an annual partner survey. This survey allows organizations to submit feedback on how the FCSS program is administered, if the organization is receiving the supports it needs, and any recommendations it has.

IMPLICATIONS

Social

The programs recommended for funding through this report are intended to increase the social inclusion of individuals and families with a range of vulnerabilities, and to contribute to safe and inspiring neighbourhoods where the impacts of social isolation and poverty are mitigated.

Environmental

Not applicable

Economic

The social value in preventive programs is significant. Studies have calculated that every dollar invested yields a return of up to \$13 by diverting resources from more costly services such as policing, justice and mental health. In addition, a \$1 investment from The City leverages an additional \$8.58 from the province and the community.

Service and Financial Implications

Existing operating funding - base

\$39.6M annually

The \$31.6M in FCSS funding recommendations in this report is part of \$39.6M allocated annually to FCSS within existing operating budgets. The remaining balance was previously approved by Council in 2019 (CPS2019-1286) to be allocated annually to organizations from 2020 to 2022.

2022 Family and Community Support Services Funding Recommendations

The \$1M recommended from the FCSS Stabilization Fund has no impact on the operating budget.

RISK

The COVID-19 pandemic has reduced the fundraising capacity of some organizations, which may have resulted in constrained budgets for some FCSS programs that were reviewed. This is mitigated by having organizations submit a new budget that includes expected revenue sources to demonstrate how FCSS-funded programs may be affected.

There is a risk that FCSS funds could be allocated to organizations that are not stable, or to programs that do not respond to the needs of Calgarians. This is mitigated through a single-year financial commitment to organizations that allows Administration to evaluate organizational capacity annually.

ATTACHMENTS

1. Previous Council Direction, Background
2. 2022 Family and Community Support Services Funding Recommendations
3. FCSS Act
4. FCSS Regulation
5. FCSS Policy
6. FCSS Funding Framework
7. KPMG Family and Community Support Services Program Executive Review Summary

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Not applicable		

Background

Family and Community Support Services (FCSS) is a unique funding partnership between The City of Calgary and the Government of Alberta to provide preventive social programs to enhance the lives of Calgarians experiencing vulnerabilities.

Through this partnership, the province funds a maximum of 80 per cent of the program cost and participating municipalities must contribute a minimum of 20 per cent. The Government allocates \$29.7M in FCSS funding to The City of Calgary, which is matched with \$9.9M in millrate funds from The City, making FCSS Calgary's annual budget \$39.6M. As per the FCSS Calgary Policy, The City contributes a minimum of 25 per cent to the FCSS Calgary Program, to strengthen support for the preventive social service sector in Calgary

To be eligible for FCSS Calgary funding, programs must be consistent with the FCSS Act and Regulation, Council's policy on FCSS and align with the FCSS Funding Framework. Organizations must collaborate with others to ensure a continuum of preventive services exists in Calgary and to avoid duplication in service provision.

Administration evaluates the impact of FCSS Calgary funding through standardized surveys on social inclusion. Participants in FCSS-funded programs complete these surveys and the results are analysed and communicated back to the organizations to improve the design and impact of their programs. This continuous cycle of data analysis and program delivery ensures that Calgarians are provided with evidence-based programs that meet their needs. The City currently provides funding to 76 organizations to provide 148 preventive social service programs.

In 2003 Council directed the establishment of the FCSS Stabilization Fund. In 2016 Council approved a new FCSS Policy that outlined The City's commitment to providing a sustainable, long-term funding source for the preventive social service sector in Calgary. In 2019, Council approved 2020-2022 funding allocations, and access to the FCSS Stabilization Fund to address emerging social issues and capacity-building initiatives. During budget adjustments in 2019, Council instructed Administration to conduct a review of the FCSS Calgary Program, and report back in 2021. In 2020, Council approved FCSS allocations of \$2 million for 2021 and authorized Administration to access up to \$750,000 from the FCSS Stabilization Fund for the purpose of funding non-profit organizations for emerging social issues and capacity-building initiatives.

Family and Community Support Services Council Directives

DATE	DIRECTION	DESCRIPTION
04/07/2003	Vision for Social Well-Being/Quality of Life and FCSS Funding Priorities Initiative, CPS2003-26 Combined Meeting of Council	Council directed the establishment of the FCSS Stabilization Fund to cover any shortfalls in case the FCSS allocation is less than expected in any given year, and to build the capacity of funded organizations as well as respond to emerging issues.
06/20/2016	Proposed Changes to the Council Policy for the Family and Community Support Services (FCSS) Program, CPS2016-0397 Combined Meeting of Council	Council approved an updated policy for FCSS (CP2016-05), which streamlined how the FCSS program is administered in Calgary. Through this policy, Council committed to contributing 25 per cent of the overall FCSS Calgary budget.
11/29/2019	Adjustments to One Calgary Service Plans and Budgets, November 12, 2019 (Continued November 25-29)	That Council Direct Administration to: 1. Perform a review of Family and Community Support Services, and Calgary Neighbourhoods' role in delivering Family and Community Support Services programs. 2. Report back to Council in conjunction with the annual Family and Community Support Services funding recommendations in 2021.
12/16/2019	2020-2022 Family and Community Support Services Funding Recommendations, CPS2019-1286 Combined Meeting of Council	On 2019 December 16, Council approved the FCSS allocations of \$9.6 million for 2020, and committed of \$8.8 million for 2021 and \$8.8 million in 2022. Council also authorized access of up to \$500,000 from the FCSS Stabilization Fund in 2020 for the purpose of funding non-profit organizations for emerging social issues and capacity-building initiatives; received the FCSS Funding Framework for the corporate record and approved social inclusion as the long-term goal for FCSS funding.
12/14/2020	2021 Family and Community Support Services Funding Recommendations, CPS2020-1221 Combined Meeting of Council	On 2020 December 14, Council approved FCSS allocations of \$2 million for 2021 and authorized Administration to access up to \$750,000 from the FCSS Stabilization Fund in 2021 for the purpose of funding non-profit organizations for emerging social issues and capacity-building initiatives.

2022 FCSS Funding Recommendations

CD2021-1535
Attachment 2

All funding recommendations are made for one year.

Program names that begin with CAS are part of the Calgary AfterSchool network.

#	Organization	Program Name	Recommended for 2022
1	Aboriginal Friendship Centre of Calgary	Honoring the Bonds Parenting Program	\$108,979
2	Alexandra Community Health Centre	Community Food Centre	\$145,116
3		Youth Case Management	\$203,818
4	Antyx Community Arts Society	CAS, Youth Arts Action Program	\$124,960
5	Arusha Centre Society	Calgary Dollars	\$43,154
6	Awo Taan Healing Lodge Society	Youth Mentorship Program	\$145,894
7	Big Brothers Big Sisters Society of Calgary and Area	Community Mentoring	\$201,534
8		Mentoring in Schools	\$195,836
9	Bow Cliff Seniors	Seniors Programs	\$100,497
10	Bowness Seniors' Centre	Seniors Programs	\$83,161
11	Brenda Strafford Society for the Prevention of Domestic Violence	Counselling and Support Services	\$150,302
12	Calgary Bridge Foundation for Youth	CAS, Bridge Club	\$329,134
13		CAS, NxtGen	\$413,351
14	Calgary Chinese Elderly Citizens' Association	Chinese Community Helpers Program	\$123,833
15		Support Program	\$107,221
16		The Way In Program - Older Adult Outreach	\$354,649
17	Calgary Communities Against Sexual Abuse Society	Who Do You Tell? & Birch Grove	\$357,252
18	Calgary Counselling Centre	Family Violence Program	\$291,415
19		Responsible Choices for Children and Families Program	\$77,465
20	Calgary Drop-In & Rehab Centre Society	Community Integration Program	\$440,558
21	Calgary John Howard Society	Kisiskstaki Ikamotaan	\$90,928
22	Calgary Legal Guidance Society	Social Benefits Advocacy Program	\$273,824
23	Calgary Meals on Wheels	Home Meal Delivery Program	\$552,854

2022 FCSS Funding Recommendations

CD2021-1535
Attachment 2

24		SeniorConnect Gatekeeper Program	\$437,970
25	Calgary Seniors' Resource Society	Social Inclusion Supports for Vulnerable Seniors	\$218,041
26		The Way In Program - Older Adult Outreach	\$305,106
27		Community Services Counselling Program	\$427,569
28	Calgary Young Men's Christian Association	CAS, Bunch Stars	\$167,144
29	Calgary Young Women's Christian Association	Adult Counselling Program	\$644,466
30		Child Development - Children's Group	\$242,095
31		Child Development - Parent's Program	\$221,920
32		Community Outreach	\$180,450
33	Calgary Youth Justice Society	In the Lead	\$226,374
34	Canadian Mental Health Association - Calgary Region	Family Support Program	\$407,436
35		Grief and Loss Support Program	\$137,314
36	Canlearn Society for Persons with Learning Difficulties	CanLearn Friends and Teen Talk	\$201,036
37		Families Learning Together	\$97,755
38		Taking Charge	\$84,866
39	Carya Society of Calgary	Community Financial Wellness	\$65,973
40		Elder Friendly Communities	\$610,305
41		Family Counselling	\$1,740,229
42		Older Adult Counselling	\$292,568
43		Prime Time	\$234,358
44		The Way In Program - Older Adult Outreach	\$1,563,006
45		Village Commons Hub Activation	\$157,015
46		Youth Engagement	\$237,836
47	Catholic Family Service of Calgary	Family Counselling	\$331,145
48		Family Enhancement and Resiliency Programming	\$350,339
49	Centre for Newcomers Society of Calgary	Multicultural Peer Mentorship Program	\$112,210
50		Volunteer Development Program	\$108,979

2022 FCSS Funding Recommendations

CD2021-1535
Attachment 2

51	Centre for Sexuality Society	Advancing Healthy Relationships	\$387,986
52		WiseGuyz	\$239,394
53	Children's Cottage Society of Calgary, An Alberta Society	In-Home Infant Respite Care Program	\$123,854
54	City of Calgary - Calgary Neighbourhoods	CAS, Children's and Youth Programs	\$571,037
55		Community and Social Development Program	\$2,799,763
56		FCSS Administration and Planning	\$1,819,540
57		Strategy Development and Implementation	\$1,485,473
58	Closer to Home Community Services Society	CAS, Critical Hours	\$73,062
59		Family Diversionary	\$169,305
60	Community Kitchen Program of Calgary Society	Calgary's Cooking Program	\$222,707
61	Deaf & Hard of Hearing Services Calgary Region Society	Peer-to-Hear	\$91,237
62	Discovery House Family Violence Prevention Society	Child and Youth Program	\$540,493
63	Distress Centre Calgary	211	\$625,715
64		Crisis Services	\$691,014
65	Diversecities Community Service Association	CAS, Supercool Afterschool and World Culture Society	\$142,513
66		The Bridge Program	\$111,640
67	Families Matter Society of Calgary	CAS, Frontrunners	\$83,433
68		Family Resilience Program	\$389,898
69		Perinatal Mental Health Program	\$271,393
70		Successful Young Parents	\$57,585
71	Further Education Society of Alberta	Calgary Community Family Literacy Program	\$121,229
72	Good Companions 50 Plus Club	Seniors Programs	\$73,904
73	Greater Forest Lawn 55+ Society	Seniors Programs	\$156,798
74	HIV Community Link Society	Strong Voices Prevention Program	\$97,493
75	Jewish Family Service	The Way In Program - Older Adult Outreach	\$264,882
76	Kerby Assembly	Education and Recreation	\$207,491
77		Financial and Social Benefits	\$182,915
78		Thrive	\$190,021
79		Volunteer Program	\$116,529

2022 FCSS Funding Recommendations

CD2021-1535
Attachment 2

80	McMan Youth, Family and Community Services Association	Hope Homes Program	\$26,661
81		Youth Alternative Program	\$215,712
82	Métis Calgary Family Services Society	CAS, Little Thunderbirds	\$87,190
83		Little Dancing Buffalo Cultural Teaching Program	\$81,144
84		Native Network Positive Parenting Program	\$527,912
85	Momentum Community Economic Development Society	Asset Building Program	\$495,901
86		Public Policy Program	\$257,486
87		Thriving Communities Program	\$291,358
88	Ogden House Senior Citizens' Club	Seniors Programs	\$186,083
89	Sagesse Domestic Violence Prevention Society	Peer Support Volunteer Program	\$118,720
90	Sunrise Healing Lodge Society	Cultural Initiatives for Healing	\$103,476
91		Family Counselling Program	\$76,010
92	Trellis Society for Community Impact	CAS, Youth Matters	\$239,969
93		Community Connections - Outreach	\$431,684
94	Two Wheel View - Calgary Ltd.	CAS, Earn-a-Bike	\$263,027
95	Urban Society for Aboriginal Youth	Indigenous Inclusion Program	\$100,847
96	West Hillhurst Go-Getters Association	Seniors Programs	\$84,574
97	Women's Centre of Calgary	CAS, Girl Power, Girl Force, Girl Lead YYC	\$122,895
98		Community Capacity Building Among Peers	\$598,986
99		Work for Change: A Women's Policy Agenda	\$92,100
100	Youth Central Society	Youth Empowerment and Leadership Development	\$147,084

Annual Recommendation \$31,576,363



Province of Alberta

FAMILY AND COMMUNITY SUPPORT SERVICES ACT

Revised Statutes of Alberta 2000
Chapter F-3

Current as of January 1, 2002

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Regulations

The following is a list of the regulations made under the *Family and Community Support Services Act* that are filed as Alberta Regulations under the Regulations Act.

	Alta. Reg.	<i>Amendments</i>
Family and Community Support Services Act		
Family and Community Support Services	218/94	319/94, 102/97, 41/2002, 199/2003, 128/2013, 98/2015, 104/2017, 87/2021
<i>NOTE: AR 87/2021 comes into force on July 1, 2021</i>		

FAMILY AND COMMUNITY SUPPORT SERVICES ACT

Chapter F-3

Table of Contents

- 1** Definitions
- 2** Powers of municipalities
- 3** Agreements
- 4** Advances to municipalities
- 5** Examination of books and records
- 6** Audited financial statements
- 7** Regulations

HER MAJESTY, by and with the advice and consent of the
Legislative Assembly of Alberta, enacts as follows:

Definitions

- 1** In this Act,
- (a) “Minister” means the Minister determined under section 16 of the *Government Organization Act* as the Minister responsible for this Act;
 - (b) “municipality” means
 - (i) a city, town, village, municipal district or Metis settlement,
 - (ii) in respect of an improvement district, the Minister responsible for the *Municipal Government Act*,
 - (iii) in respect of a special area, the Minister responsible for the *Special Areas Act*,

- (iv) a school board, a hospital board or a regional health authority under the *Regional Health Authorities Act* in respect of a national park of Canada, or
- (v) the Government of Canada in respect of an Indian reserve;
- (c) “program” means a family and community support services program determined in accordance with section 7(a).
1981 cF-1.1 s1;1986 cD-13.5 s12;1989 cD-21.5 s14;1992 c21 s14;
1994 cR-9.07 s25(12);1995 c24 s99(39);1998 c22 s11

Powers of municipalities

2 A municipality may

- (a) provide for the establishment, administration and operation of a family and community support services program within the municipality, and
- (b) enter into agreements with other municipalities to provide for the establishment, administration and operation of joint family and community support services programs.
1981 cF-1.1 s2

Agreements

3(1) Subject to subsection (4), the Minister may enter into agreements with municipalities for the establishment, administration and operation of programs.

(2) Where 2 or more municipalities have entered into an agreement under section 2(b), the Minister may enter into an agreement with one municipality acting on behalf of the other municipality or municipalities for the establishment, administration and operation of a program.

(3) Where, pursuant to an agreement mentioned in subsection (1) or (2), a municipality provides for the establishment, administration and operation of a program in a manner that is satisfactory to the Minister, the Minister may pay the municipality an amount not exceeding 80% of the costs of the program.

(4) The Minister may only enter into an agreement with the Government of Canada in respect of an Indian reserve on the request of the Council of the Indian band.

1981 cF-1.1 s3

Advances to municipalities

4 Where a municipality provides for the establishment, administration and operation of a program pursuant to an agreement made under section 3(1) or (2), the Minister may make advance payments to the municipality in respect of the cost of the program, and those advance payments shall be deducted from any money that is to be paid pursuant to section 3.

1981 cF-1.1 s4

Examination of books and records

5 Where a municipality provides for the establishment, administration and operation of a program pursuant to an agreement made under section 3(1) or (2), the Minister may, after consultation with the municipality, direct any person to examine the books, records and other documents of the municipality that relate to the program, and for that purpose the books, records and other documents may be removed temporarily to make copies.

1981 cF-1.1 s5

Audited financial statements

6(1) A municipality receiving a payment under section 3 shall prepare and submit to the Minister an audited financial statement in respect of the program and any other information that the Minister may require when so directed by the Minister.

(2) Where the audited financial statement shows that there are unexpended funds from the payments made by the Minister under section 3 or 4, the Minister may

- (a) apply the unexpended funds to any payment made by the Minister pursuant to a further agreement with the municipality under section 3 respecting a program, or
- (b) require the municipality to refund the unexpended funds to the Minister.

1981 cF-1.1 s6

Regulations


7 The Lieutenant Governor in Council may make regulations

- (a) respecting the determination of what constitutes a program under this Act;
- (b) respecting the determination of the costs of the establishment, administration and operation of a program under section 3 and the manner of calculating those costs;

- (c) respecting payments to be made under sections 3 and 4;
- (d) respecting the establishment, administration and operation of programs by municipalities;
- (e) governing agreements made under this Act;
- (f) prescribing qualifications for and standards and methods of work to be maintained by municipal family and community support services workers;
- (g) prescribing any conditions that must be met before a payment under section 3 or 4 can be made;
- (h) prescribing the manner and method of payments to municipalities under this Act;
- (i) respecting the audited financial statements required by section 6.

1981 cF-1.1 s7



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Province of Alberta

**FAMILY AND COMMUNITY
SUPPORT SERVICES ACT**

**FAMILY AND COMMUNITY SUPPORT
SERVICES REGULATION**

Alberta Regulation 218/1994

With amendments up to and including Alberta Regulation 87/2021

Current as of July 1, 2021

Office Consolidation

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(Consolidated up to 87/2021)

ALBERTA REGULATION 218/94

Family and Community Support Services Act

FAMILY AND COMMUNITY SUPPORT SERVICES REGULATION

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Program

Definitions

- 1** In this Regulation,

- (a) “Act” means the *Family and Community Support Services Act*;

Section 2 FAMILY AND COMMUNITY SUPPORT SERVICES REGULATION AR 218/94

- (b) “program” means an arrangement for the delivery of family and community support services that are of a preventive nature in accordance with an agreement entered into pursuant to section 3 of the Act.

AR 218/94 s1;102/97;199/2003

Responsibilities of municipality

2 In providing for the establishment, administration and operation of a program, a municipality must do all of the following:

- (a) promote and facilitate the development of stronger communities;
- (b) promote public participation in planning, delivering and governing the program and services provided under the program;
- (c) promote and facilitate the involvement of volunteers;
- (d) promote efficient and effective use of resources;
- (e) promote and facilitate co-operation and co-ordination with allied service agencies operating within the municipality.

AR 218/94 s2;102/97;199/2003

Service requirements

2.1(1) Services provided under a program must

- (a) be of a preventive nature that enhances the social well-being of individuals and families through promotion or intervention strategies provided at the earliest opportunity, and
- (b) do one or more of the following:
 - (i) help people to develop independence, strengthen coping skills and become more resistant to crisis;
 - (ii) help people to develop an awareness of social needs;
 - (iii) help people to develop interpersonal and group skills which enhance constructive relationships among people;
 - (iv) help people and communities to assume responsibility for decisions and actions which affect them;
 - (v) provide supports that help sustain people as active participants in the community.

Section 3 FAMILY AND COMMUNITY SUPPORT SERVICES REGULATION AR 218/94

(2) Services provided under a program must not

- (a) provide primarily for the recreational needs or leisure time pursuits of individuals,
- (b) subject to subsection (3), offer direct assistance, including money, food, clothing or shelter, to sustain an individual or family,
- (c) be primarily rehabilitative in nature, or
- (d) duplicate services that are ordinarily provided by a government or government agency.

(3) Services provided under a program may offer direct assistance including money, food, clothing or shelter to sustain an individual or family during a public health emergency under the *Public Health Act* or any extenuating circumstances such as fire or flood as the Minister may determine.

AR 102/97 s2;199/2003;87/2021

Financial Matters

Municipal costs

3 Municipal costs of a program may only include

- (a) general administration and management of the municipal program,
- (b) operation of a board or committee for the municipal program,
- (c) planning and research regarding the overall program,
- (d) general consulting by the municipality to services within the program,
- (e) general consulting by the municipality to the community with regard to the program,
- (f) monitoring and evaluation of the services provided under the program in the municipality,
- (g) evaluating the service delivery effectiveness of the program,
- (h) advertising and promoting the services to be provided under the program in the community,
- (i) managing a specific service delivery mechanism,

Section 4 FAMILY AND COMMUNITY SUPPORT SERVICES REGULATION AR 218/94

- (j) operating a board or committee for the delivery of the services under the program,
- (k) providing training for staff and volunteers for the delivery of services under the program,
- (l) reimbursing volunteers for incidental expenses necessarily incurred in providing volunteer services to the program but not including loss of wages, and
- (m) employment of staff to deliver family and community support services under the program.

AR 218/94 s3;199/2003;87/2021

Prohibited costs

4 Expenditures of the program shall not include

- (a) the purchase of land or buildings,
- (b) the construction or renovation of a building,
- (c) the purchase of motor vehicles,
- (d) any costs required to sustain an organization that do not relate to direct service delivery under the program,
- (e) municipal property taxes and levies, or
- (f) any payments to a member of a board or committee referred to in section 3(b) or (j), other than reimbursement for expenses referred to in section 3(l).

AR 218/94 s4;199/2003

Use of money

5 A municipality that receives funds from the Minister for a program shall

- (a) give priority to funding services under the program that are delivered by volunteer non-profit organizations,
- (b) expend no less than 20% of the total budget in the program as a matching share of the total municipal funding and funding by the Minister as provided in the program agreement,
- (b.1) allocate from the operating budget of the municipality the 20% matching share referred to in clause (b),
- (c) not apply contributions from agencies towards the program, or funds collected through fees charged to

Section 6 FAMILY AND COMMUNITY SUPPORT SERVICES REGULATION AR 218/94

clients for services provided under the program, as a part of its matching share,

- (d) repealed AR 102/97 s3,
- (e) not use payments made by the Minister under this Act to secure reimbursement for municipal costs not a part of the program, and
- (f) not use payments made by the Minister under this Act for any operating costs for the program not equally charged to its other municipal projects, work or service.

AR 218/94 s5;102/97;199/2003

Payment of \$250 000 or less

6 The audited financial statement required under section 6 of the Act from a municipality that receives a payment under section 3 of the Act in the amount of \$250 000 or less

- (a) must set out the revenues and expenditures shown in the Schedule, and
- (b) must contain the municipality's certification
 - (i) that the services provided under the program meet the conditions set out in section 2.1 of this Regulation,
 - (ii) that the expenditures set out in the financial report include only costs that are eligible under section 3 of this Regulation and do not include expenditures listed in section 4 of this Regulation,
 - (iii) that the funds provided for services under the program were expended for those services, except for the amount reported as surplus,
 - (iv) that the municipality's contribution is not less than 20% of the total budget as provided for in section 5(b) of this Regulation,
 - (v) that the 20% matching share has been allocated in accordance with section 5(b.1) of this Regulation, and
 - (vi) that any funds collected through fees charged to clients for services provided under the program have not been included as part of the municipality's contribution as provided for in section 5(c) of this Regulation.

AR 218/94 s6;102/97;87/2021

Section 6.1 FAMILY AND COMMUNITY SUPPORT SERVICES REGULATION AR 218/94

Payment of more than \$250 000 and less than \$500 000

6.1 The audited financial statement required under section 6 of the Act from a municipality that receives a payment under section 3 of the Act in the amount of more than \$250 000 but less than \$500 000 must contain

- (a) the information referred to in section 6(a) and (b), and
- (b) a review engagement report relating to the revenues and expenditures shown in the Schedule, prepared in accordance with the standards of the Chartered Professional Accountants of Canada for review engagement reports.

AR 102/97 s4;104/2017;87/2021

Payment of \$500 000 or more

6.2 The audited financial statement required under section 6 of the Act from a municipality that receives a payment under section 3 of the Act in the amount of \$500 000 or more must contain

- (a) the information referred to in section 6(a) and (b), and
- (b) an auditor's report relating to the revenues and expenditures shown in the Schedule, prepared in accordance with the standards of the Chartered Professional Accountants of Canada for auditors' reports.

AR 102/97 s4;104/2017

Auditor

6.3(1) The financial statements referred to in sections 6.1 and 6.2 may be prepared by an employee of the municipality but must be reviewed or audited, as the case may be, by an auditor who is not an employee of the municipality.

(2) The auditor referred to in subsection (1) may be the same person who audits the general financial statements of the municipality.

(3) Notwithstanding subsection (1), financial statements referred to in sections 6.1 and 6.2 may be reviewed or audited, as the case may be, by an employee of the municipality if the employee satisfies the conditions set by the Minister.

AR 102/97 s4

Agreements

Agreements

7 An agreement referred to in section 3 of the Act shall be in a form satisfactory to the Minister.

AR 218/94 s7;199/2003

Formal payments

8(1) Subject to section 3(3) of the Act, payment may be paid in accordance with the amount set out in the agreement.

(2) Advance payments to cover costs of the program may be made in accordance with the terms of the agreement.

Municipal signing officer

9 When a municipality as defined in section 1(b)(i) of the Act enters into an agreement the municipality shall sign the agreement, on a resolution by the municipal council authorizing the agreement.

Section 2(b) agreements

10(1) Where a municipality enters into an agreement with another municipality under section 2(b) of the Act, the agreement must specify which municipality is authorized, on behalf of the other municipality, to enter into an agreement with the Minister.

(2) If a municipality wishes to terminate an agreement between municipalities under section 2(b) of the Act, and the effect of the termination would be to withdraw the authority for a municipality to receive funding under this Regulation on behalf of another municipality, it shall provide the other municipality and the Minister with written notice 6 months prior to the termination date.

Agreement terms

11 It is a term of an agreement between the Minister and municipality that

- (a) if in the opinion of the Minister a municipality's program fails to meet the requirements of section 2 or 2.1, or
- (b) if the audited financial statement of a municipality
 - (i) has not been submitted to the Minister within 120 days of the end of the municipality's fiscal year,
 - (ii) does not meet the requirements prescribed in section 6, 6.1 or 6.2, as the case may be, or

Section 13 FAMILY AND COMMUNITY SUPPORT SERVICES REGULATION AR 218/94

(iii) shows that the municipality has wrongfully used funds provided to it under the Act,

the Minister may withhold amounts of funding under any new agreement or require the municipality to repay the amounts of funding that in the opinion of the Minister are equivalent to the value of the program components not met or the funds wrongfully used.

AR 218/94 s11;102/97

12 Repealed AR 87/2021 s6.

Expiry

Expiry

13 For the purpose of ensuring that this Regulation is reviewed for ongoing relevancy and necessity, with the option that it may be re-passed in its present or an amended form following a review, this Regulation expires on June 30, 2032.

AR 102/97 s6;41/2002;199/2003;128/2013;98/2015;
104/2017;87/2021

Schedule

Revenues and Expenditures

Revenues

Funding provided under the Act
Municipal contribution
Other revenues

Total Revenues

Expenditures

Internal, directly funded services provided by the municipality under the program including administration
Funds provided to service providers who are external to the municipality
Less surpluses retained/returned by service providers who are external to the municipality


Net total funding to service providers who are external to the municipality

Total Expenditures

Surplus (Deficit)

AR 218/94 Sched.;102/97;199/2003



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Council Policy

Policy Title: Family and Community Support Services (FCSS) Policy
Policy Number: CP2016-05
Report Number: CPS2016-0397
Adopted by/Date: 2016 June 20
Effective Date: 2016 June 20
Last Amended: n/a
Policy Owner: Calgary Neighborhoods

1. POLICY STATEMENT

- 1.1 The City of Calgary ("The City") continues its partnership with the Government of Alberta, to deliver the provincial Family and Community Support Services ("FCSS") program.
- 1.2 The City funds Preventive Social Programs, according to the *FCSS Act*, the *FCSS Regulation*, FCSS Funding Priorities approved by City Council and this policy ("FCSS Calgary Program").

2. PURPOSE

- 2.1 This policy authorizes The City's participation in the provincial FCSS program and establishes procedures for the administration of the FCSS Calgary Program.
- 2.2 The City contributes a minimum of twenty-five per cent to the FCSS Calgary Program, to provide a sustainable, long-term funding source for the preventive social service sector in Calgary.

3. DEFINITIONS

- 3.1 In this Council policy:
 - a. **Administration** means The City Manager or his/her designate.
 - b. **Director** means the Director of Calgary Neighborhoods within The City Administration or his/her designate.
 - c. **FCSS Act** means the *Family and Community Support Services Act*, RSA 2000, c.F-3, as amended, or any successor enactment.
 - d. **FCSS Calgary Forum** means a forum established to bring together Administration, non-profit organizations and other stakeholders to work together to increase the profile and effectiveness of FCSS Calgary.



- e. **FCSS Funding Priorities** means local priorities determined in accordance with the intent of the *FCSS Act*, as approved by City Council.
- f. **FCSS Regulation** means the *Family and Community Support Services Regulation*, Alta Reg 218/1994.
- g. **FCSS Stabilization Fund** means a reserve fund established and maintained by The City, as set out in the FCSS Stabilization Fund Terms of Reference.
- h. **General Manager** means the General Manager of Community Services within The City Administration or his/her designate.
- i. **Manager** means the Manager of the Strategic Services in Calgary Neighbourhoods, or his/her designate, within The City Administration who provides strategic leadership to the FCSS Calgary Program.
- j. **Organization(s)** means a volunteer not-for-profit entity registered under the *Companies Act*, RSA 2000, c C-21, the *Societies Act*, RSA 2000, c S-14 or the *Business Corporations Act*, RSA 2000, c B-9.
- k. **Preventive Social Program** means a program which promotes and enhances well-being among individuals, children, families, and/or communities, and prevents the onset or further development of problems.
- l. **Social Planner** means an employee of The City, working in the FCSS Calgary Program.
- m. **Team Lead** means the Team Lead of the Prevention Investments unit in Calgary Neighbourhoods, or his/her designate, within the City Administration who oversees the FCSS Calgary Program.

4. **APPLICABILITY**

- 4.1 This Council policy applies to the administration of the FCSS Calgary Program, including the role of City Council, its Standing Policy Committee on Community and Protective Services, City Administration, the FCSS Calgary Forum and organizations funded through FCSS.
- 4.2 In case of any conflict between this Policy and any prior Policy or Council decision respecting the matters covered in this Policy, this Policy shall prevail.

5. **LEGISLATIVE AUTHORITY**

- 5.1 Pursuant to s.2 (a) of the *FCSS Act* "...a municipality may provide for the establishment, administration and operation of a family and community support services program within the municipality."



6. **PROCEDURE**

6.1 **City Council**

6.1.1 City Council is responsible for overseeing The City's participation in the provincial FCSS program.

6.1.2 City Council will:

- a. authorize the Standing Policy Committee on Community and Protective Services ("SPC on CPS") to provide governance to the FCSS Calgary Program;
- b. approve or amend FCSS Funding Priorities, funding recommendations and policy directions approved by the SPC on CPS;
- c. authorize Administration to sign agreements related to the FCSS Calgary Program between The City and the Province of Alberta in accordance with the *FCSS Act* and *FCSS Regulation*;
- d. authorize Administration to sign agreements related to the FCSS Calgary Program between The City and Organizations in accordance with this policy; and
- e. appoint The City's representative(s) to the FCSS Association of Alberta, as part of Council's Organizational Meeting.

6.2 **Standing Policy Committee on Community and Protective Services**

6.2.1 SPC on CPS will:

- a. meet to consider FCSS Funding Priorities, funding recommendations and policy directions from Administration;
- b. make recommendations to Council to approve or amend funding recommendations presented by Administration in line with funding eligibility parameters set out in the *FCSS Act*, the *FCSS Regulation*, agreements, applicable policy, and established FCSS Funding Priorities of City Council.

6.3 **Administration**

6.3.1 Administration will oversee agreements between The City and

- a. The Province of Alberta, in accordance with the *FCSS Act* and *FCSS Regulation*, and



- b. Organizations for the delivery of Preventive Social Programs.

6.3.2 Recommendations to City Council

- 6.3.2.1 Administration will provide recommendations on FCSS Funding Priorities, funding allocations and policy directions to SPC on CPS.

6.3.3 Reconsideration of Administration's recommendation

- 6.3.3.1 If an Organization disagrees with a funding recommendation, the Social Planner will make every effort to resolve the issue with the appropriate Organization representative and will involve the Prevention Investments Team Lead and the Manager of Strategic Services; if not resolved then the issue will be referred to the Calgary Neighbourhoods Director who will make the final decision on the recommendation presented to the SPC on CPS.

6.3.4 Allocations of funds

- 6.3.4.1 Administration will advance payment to Organizations and programs whose request for FCSS Funding has been approved by City Council.
- 6.3.4.2 Prior to the release of any FCSS Funding, an agreement must be signed between Organizations and The City in the form of either:
 - i. A letter of agreement, to be signed by the Manager of Strategic Services and the Board of Directors of the Organization, or its representative, if the approved amount is less than \$10,000; or
 - ii. A funding agreement, to be signed by the Manager of Strategic Services and the Board of Directors of the Organization, or its representative, if the approved amount exceeds \$10,000.
- 6.3.4.3 Established Organizations, as determined by Social Planners using credible assessment tools, may enter into an agreement for up to a four (4) consecutive year period, unless a review is requested by Administration.
- 6.3.4.4 Evidence of sound governance, stable financial outlook and use of evidence-based practices, in the form of a strategic or business plan, are a requirement for an Organization to receive multi-year funding.



6.3.4.5 When the Manager reasonably determines that there is a high expectation that a given Organization's program will continue to receive FCSS Calgary Program funding, the Administration may, at its discretion, advance FCSS funding in quarterly payments to the Organization while the next funding approval and renewal agreement are being processed.

6.3.4.6 Where continued funding to the Organization is denied or reduced by City Council, some or all of the advanced funds referred to in s. 6.3.4.5 will be reclaimed.

6.3.5 Change in FCSS Calgary budget

6.3.5.1 In the event of an increase or decrease of less than one per cent (1.0%) in the FCSS Calgary budget, Administration will exercise its discretion to manage the budgetary change, taking into consideration the existing need in the Calgary community, the balance in the FCSS Stabilization Fund and any other pertinent factors.

6.3.5.2 In the event of an increase or decrease of more than one per cent (1.0%) in the FCSS Calgary budget, Administration will make recommendations to Council through SPC on CPS, taking into consideration the percentage increase or decrease, the existing need in the Calgary community, and any other pertinent factors.

6.3.6 FCSS Stabilization Fund

6.3.6.1 In the event of unanticipated increase in the provincial or municipal portion of the FCSS budget, Administration will transfer the increased amount to the FCSS Stabilization Fund.

6.3.6.2 In the event that the projected provincial FCSS grant is less than expected at the time when Council approves funding allocations, Administration will seek Council's approval, through SPC on CPS, to draw funds from the FCSS Stabilization Fund to cover the recommended allocations for that year.

6.3.6.3 Administration will seek Council's approval to draw funds from the FCSS Stabilization Fund annually to support one-time capacity-building initiatives, as well as other projects that respond to emerging social issues.

6.3.7 Annual Reporting

6.3.7.1 Administration will circulate an annual report to Council on the accomplishments of the past year no later than April 30 each year.



6.4 FCSS Calgary Forum

6.4.1 The FCSS Calgary Forum will operate according to the Terms of Reference (Schedule A).

6.4.2 The FCSS Calgary Forum will:

- a. Provide feedback to the FCSS Calgary Program on business processes;
- b. Increase the public profile of the FCSS Calgary Program and preventive social services in the community;
- c. Address FCSS policy and financial issues at both a local and provincial level.

6.5 Organizations

6.5.1 Organizations will deliver programs funded by FCSS Calgary Program in accordance with the *FCSS Act* and *FCSS Regulation* and with this Policy, through an agreement that defines their accountability including, but not limited to, delivering a proposed program, measuring outcomes and being accountable by providing annual financial and program reports in a form satisfactory to The City.

7. SCHEDULE(S)

- a. Schedule A: Terms of Reference of the FCSS Calgary Forum

8. AMENDMENT(S)

Date of Council Decision	Report / Bylaw	Description
n/a		

9. REVIEW(S)

Date of Policy Owner's Review	Description
n/a	



SCHEDULE A

FCSS CALGARY FORUM

TERMS OF REFERENCE

1. PURPOSE

1.1. The Family and Community Support Services (FCSS) Calgary Forum provides an opportunity for FCSS staff, organization representatives, and other stakeholders to work together to increase the profile of FCSS in Calgary. The primary functions of the Forum are:

- 1.1.1. Advisory – to provide input and feedback to FCSS Calgary on business processes;
- 1.1.2. Awareness – to increase the public profile of the FCSS program and preventive social services;
- 1.1.3. Advocacy - to address FCSS policy and financial issues at both a local and provincial level.

2. Guiding principles

- 2.1. **Transparency:** Open communication related to FCSS Calgary business. Discussions are not confidential and may be shared with others;
- 2.2. **Partnership:** Forum members recognize and respect the unique roles and strengths of FCSS staff and FCSS funded organizations;
- 2.3. **Consensus:** Forum members develop strategies and make decisions by consensus;
- 2.4. **Collaborative:** Forum members maintain a pragmatic focus and work collaboratively to implement Forum work plans;
- 2.5. **Collective Responsibility:** Forum members commit to focus on community-wide outcomes rather than organization-specific issues and organizational interest. The Forum recognizes the unique perspective and experience of each member.

3. Roles of the Group

- 3.1. Provide guidance and advice to FCSS Calgary on funding and social planning processes;
- 3.2. Seek out opinions and advice from non-Forum organizations to help provide feedback to FCSS Calgary;



- 3.3. Present on behalf of FCSS funded organizations during the FCSS funding recommendation meetings to the Standing Policy Committee on Community & Protective Services;
- 3.4. Participate in the development of communication plans and materials used to increase public awareness of FCSS;
- 3.5. Document systemic and funding issues affecting the preventive social service sector in general and the FCSS program in particular.
- 3.6. Develop recommendations for the City of Calgary and Government of Alberta to strengthen the preventive social service sector;
- 3.7. Support advocacy efforts to increase awareness and support of the FCSS program with elected officials, including meetings with local MLAs and City Councilors, as required;
- 3.8. Participate in FCSS-related events and activities, as necessary;
- 3.9. Work closely with the FCSS Association of Alberta (FCSSAA) to support their provincial initiatives, as appropriate.

4. Anticipated Outcomes:

- 4.1. Increased visibility and stature of the FCSS program and the preventive social service sector in the community;
- 4.2. Increased financial stability of the FCSS program and the preventive social services sector;
- 4.3. Enhanced ability of FCSS funded organizations to effectively respond to the growing and diverse needs of Calgarians;
- 4.4. Enhanced working relationship between FCSS Calgary and the non-profit sector.

5. Composition:

- 5.1. FCSS Calgary Forum will be co-chaired by an organization representative and a member of FCSS Calgary;
- 5.2. FCSS funded organizations are invited to express interest in being a group member. Group members participate on a voluntary basis by invitation from FCSS Calgary and current Forum members;
- 5.3. Ten (10) FCSS organization representatives are selected by a sub-committee of the Forum to participate in the group, based on a cross-section of organizations with respect to outcome area and organization size;



- 5.4. Executive-level or senior level organization representatives are preferred Forum members. Members may have another person attend occasional meetings on their behalf. However, having a consistent group member in attendance is encouraged;
- 5.5. Two (2) members from FCSS Calgary, both management and front-line level, provide resource and administrative support. City Council member on the FCSSAA Board is considered an ex-officio member;
- 5.6. Representatives from community stakeholders, such as the FCSSAA, United Way and Calgary Chamber of Voluntary Organizations, are invited as determined by Forum members.

6. Term

- 6.1. Staggered three-year (3) term for each member with 1/3 turn-over annually. A second three-year term is an option to maintain forum consistency based on interest and commitment of current members. Term expiry is May.

7. Meeting

- 7.1. Meetings will be held every other month, from September to June. Additional working group meetings will be held as necessary.

8. Resource staff

- 8.1. FCSS Manager and/or Team Lead
- 8.2. FCSS Social Planner

9. Minutes

- 9.1. Meetings notes are compiled and circulated to the group by the FCSS Social Planner.



FCSS Funding Framework

Investing in social inclusion



1. Family & Community Support Services

Background

Family & Community Support Services (FCSS) is a joint municipal/provincial funding program designed to establish, administer and operate preventive social services.

The *FCSS Act* mandates an emphasis on **prevention** and **volunteerism**, with a cost sharing arrangement between the province and municipalities/Métis settlements and a focus on enhanced **local autonomy**. As stated in the *FCSS Regulation* (Province of Alberta, n.d., Section 3 AR 218/94: 2-3), FCSS programs must do one or more of the following:

- i. Help people to develop independence, strengthen coping skills and become more resistant to crisis.
- ii. Help people to develop an awareness of social needs.
- iii. Help people to develop interpersonal and group skills which enhance constructive relationships among people.
- iv. Help people and communities to assume responsibility for decisions and actions which affect them.
- v. Provide supports that help sustain people as active participants in the community.

The City of Calgary has partnered with the Government of Alberta to deliver FCSS since 1966. *City Council's FCSS Policy* (CPS2016-05) provides guidance for the administration of FCSS at the local level. Preventive social programs are supported through FCSS Calgary to collectively reach tens of thousands of Calgarians and leverage millions of dollars through volunteers' contributions and fundraised dollars.

2. FCSS Funding Framework: Investing in social inclusion

An extensive evaluation of the Social Sustainability Framework – which guided the FCSS Calgary funding allocations and practices from 2009 to 2018 – confirmed that FCSS-funded programs are collectively having a large, positive effect on social inclusion among program participants. The evaluation also highlighted the importance of place-based neighbourhood strengthening initiatives for increasing residents' wellbeing. The evaluation results, as well as the feedback and recommendations from key stakeholders informed the **FCSS Funding Framework: Investing in social inclusion** (the Framework).

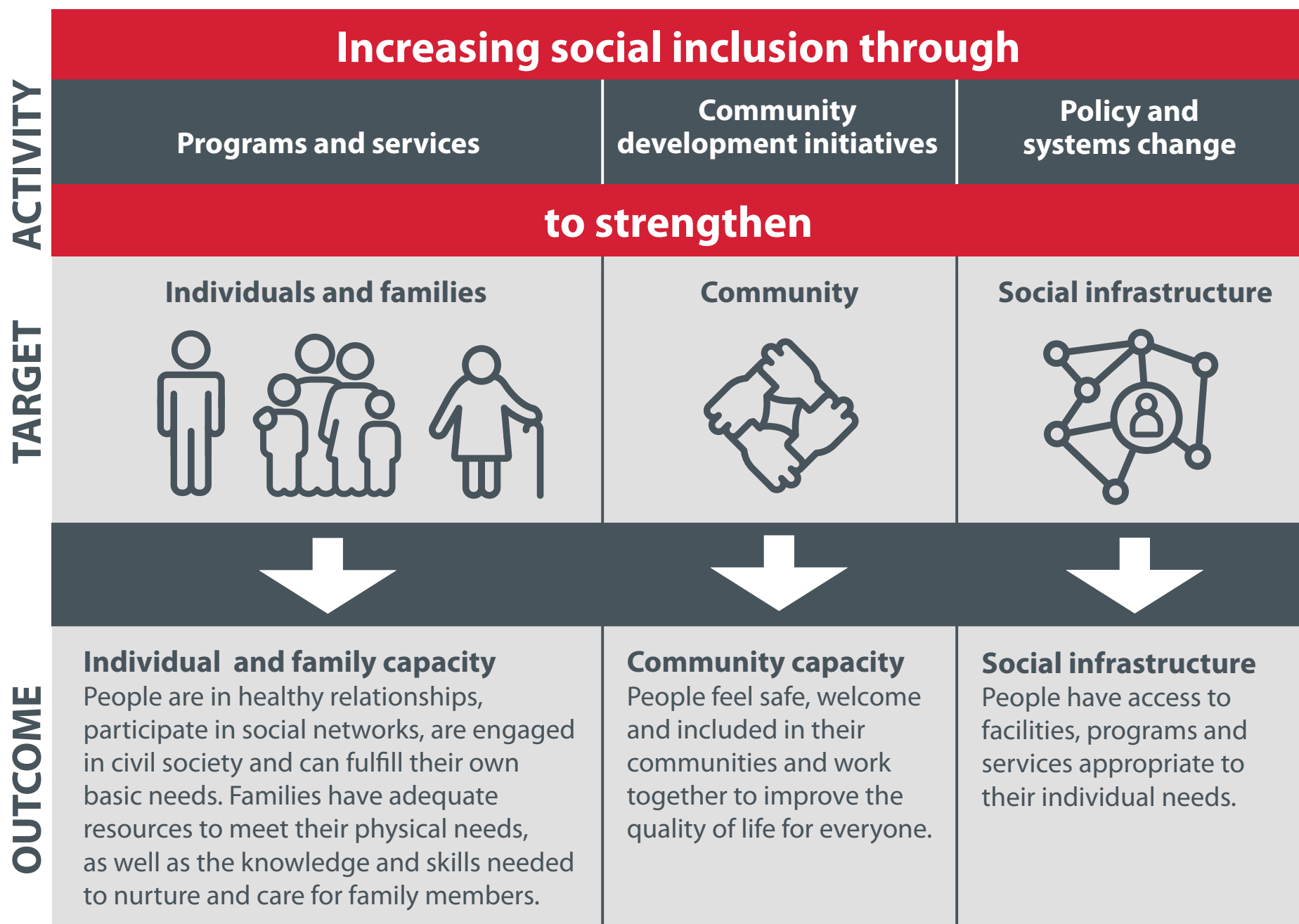
The Framework provides a strategic direction to guide FCSS funding in a way that's responsive to emerging trends in the community, while also being flexible to incorporate new knowledge in the area of prevention.

Inequities among Calgarians and neighbourhoods continue to contribute to social isolation, especially for those who experience vulnerabilities, which in turn can lead to negative economic and social outcomes. Investment in prevention enhances social inclusion and removes barriers to equity.

Guided by this Framework, The City of Calgary provides funding for programs and initiatives that consider **intersectionality** and support Calgarians whose multiple identities — such as ability, age, ethnicity, gender, immigration status, Indigeneity, race, sexual orientation and socio-economic status — may lead to multiple vulnerabilities. Funding is directed to the following five **priority population groups**: children/youth, families, Indigenous people, newcomers to Canada and seniors.

The City of Calgary also directs funding to increase social inclusion in select neighbourhoods where a high proportion of residents experience risk factors. Funding to strengthen social infrastructure is directed to policies and systems that affect service delivery. The three-pronged approach, i.e., investing in programs/services, community and policy/systems change, provides a holistic, multi-dimensional funding framework (see diagram on the next page).

FCSS Funding Framework





2.1 Vision

A great place to make a living, a great place to make a life.

2.2 Mission

Making life better every day.

2.3 Long-term outcome – Increased social inclusion

The City of Calgary allocates FCSS Calgary funding to programs and initiatives that contribute to its long-term outcome of **increased social inclusion** of Calgarians experiencing vulnerabilities. Social isolation leads to a wide range of issues, such as family instability, child maltreatment, unemployment and crime. Social isolation is also linked to negative physical and mental health outcomes. Investing in programs and initiatives that increase social inclusion advances The City of Calgary's vision of making Calgary a great place to make a living, a great place to make a life.

Increased social inclusion is achieved through three main approaches:

- Preventive programs and services for individuals and families.
- Community development initiatives.
- Policy and systems change initiatives.

The diagram on page 3 shows how these three approaches contribute to increased social inclusion.

Research demonstrates that these approaches, when used from an **evidence-informed** perspective, **increase protective factors and decrease risk factors** in individuals, families and communities, while strengthening Calgary's social infrastructure.

Mid-term outcomes have been identified for each of these approaches to assess progress towards the long-term outcome of increased social inclusion.

2.4 Mid-term outcomes

Programs and services mid-term outcomes

Evidence-informed programs and services contribute to the following five mid-term outcomes (for more information, see the FCSS Research Briefs at calgary.ca/fcss).

Mid-term outcome 1: Increased positive child and youth development

Positive child and youth development focuses on developmental outcomes achieved in childhood, adolescence and early adulthood that are instrumental to success, health and happiness in adulthood.

Some examples of positive child and youth developmental outcomes are:

- Improved ability to make friends.
- Enhanced ability to cope with challenges.
- Gains in positive self-worth and sense of identity.
- Growth in pro-social attitudes.
- Enhanced sense of belonging.

Mid-term outcome 2: Enhanced economic self-sufficiency

Adult personal capacity, the ability to make positive, sustainable and long-term decisions, is closely tied to economic self-sufficiency, having enough income to consistently meet basic needs.

Some examples of adult personal capacity and economic self-sufficiency outcomes are:

- Increased income through earnings and/or social benefits/transfer.
- Improved quality of employment (e.g. permanency, benefits, opportunities for advancement).
- Improvement in financial literacy.
- Increased savings.

Mid-term outcome 3: Growth in social capital/social participation

Social capital focuses on positive social ties that can provide social support, enhanced feelings of inclusion, positive role models and information to enhance participation in all aspects of society. Positive social ties are connections among people that are used for sharing information, knowledge, feelings and experiences.

Some examples of social capital/social participation outcomes are:

- Increased number of individuals who provide support.
- Improved quality of relationships with people who provide support.
- Increased participation in social groups and activities.

Mid-term outcome 4: Improved family functioning and positive parenting

Family functioning considers how well families meet family members' needs and includes factors such as relationships between family members, communication, sharing of tasks and outlook, among others. Positive parenting is a key component of family functioning and includes factors like showing love and affection, effectively managing household tasks, setting and enforcing rules consistently and other factors.

Some examples of improved family functioning and positive parenting outcomes are:

- Family members are more encouraging and appreciative of one another.
- Family members share emotion more openly.
- Parents are more involved in children's activities.
- Parents set age-appropriate rules and expectations.

Mid-term outcome 5: Enhanced Indigenous healing and wellbeing

Indigenous healing and wellbeing is a lifelong journey of finding balance on an individual level, within relationships and through connection with the natural and spiritual world. Wellbeing has been defined as "living a good life." In this context, healing refers to the holistic pathways that an individual or community takes towards wellbeing.

Some examples of enhanced Indigenous healing and wellbeing outcomes are:

- Increased sense of cultural belonging and feeling supported.
- Increased understanding and practice of Natural Law.
- Increased exposure to cultural practices such as ceremonies and Elder/Knowledge Keepers teachings.
- Increased understanding and use of traditional and community-based parenting practices.



ISC: Unrestricted

Community development mid-term outcomes

Evidence-informed community development initiatives contribute to the following three mid-term outcomes (for more information, see the FCSS Research Briefs at calgary.ca/fcss).

Mid-term outcome 1: Increased leadership capacity

Residents lead with capacity and confidence.

- Residents gain experience in leadership roles.
- Residents lead opportunities to increase their leadership skills.
- Residents lead opportunities to increase their leadership knowledge.
- Residents participate in opportunities to increase their leadership knowledge.
- Residents participate in opportunities to increase their leadership skills.

Mid-term outcome 2: Increased sense of belonging

Residents connect to each other and their community and have supportive relationships.

- Residents increase their connection to others through community development initiatives.
- Residents lead community development initiatives.
- Residents increase their participation in community development initiatives.

Mid-term outcome 3: Improved economic participation

Residents participate and lead economic opportunities with capacity and confidence.

- Residents lead economic opportunities.
- Residents participate in economic opportunities.
- Residents develop skills that increase their economic participation.
- Residents access services that increase their economic participation.

Policy and systems change mid-term outcomes

Evidence-informed policy and systems change initiatives contribute to the following three mid-term outcomes.

Mid-term outcome 1: An equity-based social policy agenda

Policy and system change is most effective when organizations work together to advance, and act with/for, populations experiencing vulnerabilities.

- Increased subject matter expertise through research and collaboration with other experts who are already engaged in advancing an issue.
- Increased subject matter expertise by convening members of the affected priority population groups to share their lived experience.
- Increased coordination by convening and leading a cross-sector, multi-partner collaborative to develop and advance a specific social policy agenda where none exists but where there is a clear and pressing need for, and broad interest in, advocating for such change.
- Reduction of inequities in the specific population by developing and implementing an action plan to be undertaken by the collaborative.

Mid-term outcome 2: Integrated service coordination

Service coordination requires policy and system change to take place across multiple institutions and/or governments.

- Issue identification by convening a collective of organizations serving a specific population group experiencing vulnerabilities to identify issues and opportunities to improve the overall coordination of services.
- Improved outcomes for the specific population by developing and implementing an integrated service coordination plan across multiple partners.

Mid-term outcome 3: Evidence-informed policy and systems change

Service providers have information and expertise in the issues facing their clients and can share this information.

- Increased awareness of local context for emerging and best practices on specific issues among policy stakeholders. Increased response to government requests for expert comment on policy issues within an organizational leader's area of expertise.
- Increased outcome for specific population groups through policies and systems that will have lasting, positive effects.



ISC: Unrestricted

2.5 Short-term outcomes

Short-term outcomes are defined and tracked at the program level, in relation to specific mid-term outcomes described in the previous section. In addition, programs track and report outputs such as the number of participants, volunteers and volunteer hours.

2.6 Guiding principles

The revised FCSS Funding Framework aligns with the City Council-approved Social Wellbeing Principles. These are:

Equity – The City will strive to provide equitable services. This includes removing barriers to access and inclusion.

Truth and reconciliation – The City will advance the activated and shared process of truth and reconciliation in collaboration with the community.

Culture – The City will seek opportunities to grow culture.

Prevention – The City will aim to stop problems before they start, using a prevention approach.



ISC: Unrestricted

3. Monitoring, evaluation and reporting

Progress towards increasing social inclusion through FCSS funding are tracked using the **FCSS Social Inclusion Indicators** or other measurement tools for neighbourhood strengthening and policy/systems change. Results from these outcome monitoring and evaluation tools are reported to all stakeholders annually. Emerging best and promising practices in prevention are incorporated in the Framework periodically as they become available and innovative funding practices will be part of ongoing quality improvement.

4. Conclusion

Enhancing social inclusion and wellbeing remains the primary focus for The City of Calgary FCSS prevention funding. This Framework is a living document that evolves over time. It incorporates well-documented best and promising practices and responds to emerging trends and drivers of change in the public, private and non-profit sectors. Readers are encouraged to visit calgary.ca/fcss for the most up-to-date copy.

References

- i. FCSS Calgary. 2019. Annual Report. Calgary: City of Calgary, Calgary Neighbourhoods.
- ii. Province of Alberta. n.d. "*Family and Community Support Services Act*. Alberta Regulation 218/1994. With amendments up to and including Alberta Regulation 104/2017." *Family and Community Support Services Act*. Edmonton: Alberta Queen's Printer. http://www.qp.alberta.ca/1266.cfm?page=F03.cfm&leg_type=Acts&isbncln=0779701542
- iii. Province of Alberta. n.d. "*Family and Community Support Services Regulation*. Alberta Regulation 218/1994. With amendments up to and including Alberta Regulation 104/2017." *Family and Community Support Services Act*. Edmonton: Alberta Queen's Printer. http://www.qp.alberta.ca/documents/Regs/1994_218.pdf
- iv. The City of Calgary commissions research briefs to provide guidance from the research, where it exists, to funders and organizations that contribute to FCSS Calgary's long term outcome of increasing social inclusion. Information for the research briefs was gathered through a search of large academic search engines, a review of published research, a search of best and promising practice websites and databases, and a review of articles and websites submitted by FCSS funded organizations. The research briefs are not intended to serve as program development toolkits. Available at calgary.ca/fcss.

Appendices

Appendix A

Glossary

Evidence-informed – Practices that are person-centered, meaning the preferences and experiences of individual clients are considered alongside best practices, as defined by quantitative evidence.

FCSS Social Inclusion Indicators – Social inclusion indicators are used to measure the impact of FCSS funded-programs. Most of these surveys have been drawn from standardized surveys that have been successfully used in other contexts and jurisdictions. The complete survey package can be found at calgary.ca/fcss.

Intersectionality – A framework for conceptualizing a person, group of people, or social problem as affected by several discriminations and disadvantages. An intersectional approach considers the historical, social and political context and recognizes the unique experience of the individual based on the intersection of all relevant grounds. It considers people's overlapping identities and experiences to understand the complexity of prejudices they face.

Local autonomy – Within the *FCSS Act* and *Regulation* is the concept of local autonomy. The notion is that municipalities that participate in FCSS will have the ability to use FCSS funds to respond to unique local needs and priorities, while still abiding by the *Act* and *Regulation*.

Prevention – The conditions or personal attributes that strengthen the healthy development, wellbeing and safety of individuals across the lifespan and/or communities. Prevention programs deter the onset of a problem, intervene at a very early stage in its development or mitigate risk factors/strengthen protective factors.

Priority Population Groups – For the purpose of FCSS Funding Framework, priority population that are most at risk of social exclusion are:

Children/youth who live alone or are homeless, live in families experiencing chronic low-income, live in dysfunctional families, experience or have experienced or witness or have witnessed abuse and/or trauma, lack interpersonal and social skills, have cognitive deficits and/or emotional or mental health issues, are not engaged in or succeeding at school, experience low sense of belonging in school or community.

Families that experience chronic low-income, teen parents, lone parent with low income, few social supports, high household mobility, homelessness, parents with low personal capacity, family dysfunction, experience/have experienced or witness/have witnessed abuse.

Indigenous – Individuals and communities that have been affected by the multigenerational impacts of colonialism, such as the effects of residential schools. These effects may include systemic racism and discrimination, resulting in chronic low income, high mobility, loss of culture and other negative social indicators. Indigenous peoples include First Nations (status, non-status and Bill C-31 individuals), Métis and Inuit people.

Newcomers to Canada who have arrived in the last five years, are refugees, face language/cultural barriers, have low income/unable to obtain employment commensurate with credentials, are stay-at-home parents or seniors, belong to ethnocultural communities with few members in Calgary.

Seniors who are 65+, live alone (key risk factor for social isolation, along with 75+), have low income, are single and/or bereaved, are in poor health, experience language/cultural barriers, have transportation difficulties.

Risk and protective factors – A risk factor can be defined as a characteristic at the biological, psychological, family, community or cultural level that precedes and is associated with a higher likelihood of problem outcomes. Conversely, a protective factor can be defined as a characteristic at the biological, psychological, family, community or cultural level that is associated with a lower likelihood of problem outcomes or that reduces the negative impact of a risk factor.

Social inclusion – The ability to fully participate in, contribute to and benefit from all aspects of society.

Volunteerism – An unpaid contribution of time, energy and/or talents to charitable or non-profit organizations, causes, community development activities or help through personal initiative to individuals.

Appendix B

FCSS funding framework at a glance

Vision	A great place to make a living, a great place to make a life.
Mission	Making life better every day.
Long-term outcome	Increase the social inclusion of Calgarians experiencing vulnerabilities.
Mid-term outcome	<p>For programs and services</p> <ol style="list-style-type: none"> 1. Increased positive child and youth development 2. Enhanced economic self-sufficiency 3. Growth in social capital/social participation 4. Improved family functioning and positive parenting 5. Enhanced Indigenous healing and wellbeing <p>For community development</p> <ol style="list-style-type: none"> 1. Increased leadership capacity 2. Increased sense of belonging 3. Improved economic participation <p>For policy/systems change</p> <ol style="list-style-type: none"> 1. An equity-based social policy agenda 2. Integrated service coordination 3. Evidence informed policy and systems change
Short-term outcome	Short-term outcomes will be defined and tracked at the program level, in relation to specific mid-term outcomes.
Guiding principles	<ul style="list-style-type: none"> • Equity • Truth and reconciliation • Culture • Prevention
Priority populations	<ul style="list-style-type: none"> • Children/youth • Families • Indigenous people • Newcomers to Canada • Seniors



Family and Community Support Services Program Review

Executive Review Summary







The City of Calgary

October 8, 2021









Summary of Key Findings

City and limited external stakeholders provided insights into the current administration of FCSS, funding opportunities, and the operation of internally funded programs. These insights were considered along with leading practices and comparison with other jurisdictions to form the basis of the following high-level findings:

Focus Area		Key Findings
FCSS Administration 		The City's administration of FCSS funding has been assessed as effective, both in terms of its strategic and tactical functions. The FCSS portfolio is well-aligned with the mandate, policy, and stated strategic intentions, with clear governance.
Funding Model 		FCSS funding already leverages significant resources in community. There may be opportunities to better align funding, particularly with other major funders of prevention services. As social and community initiatives arise in the future, recent experience has demonstrated that the City does not have to act as sole funder, but can first explore a co-funding approach.
Internally Funded Programs	Community and Social Development 	The current model is long-standing, effective and delivers value to the City. The program blends FCSS and mill rate funding in support of community engagements that also may blend FCSS goals and broader City objectives.
	Age-Friendly Calgary 	The Seniors Age-Friendly Strategy has been renewed and is shifting into a new phase. Current resource levels appear high for the planning and coordination functions being fulfilled.
	Strategic Social Research and Planning 	The current model is seen to be effective and is valued by internal and external stakeholders. The program fulfills specific FCSS-related functions including evaluation, reporting, and community research, while also supporting broader City objectives. Efficiency could not be assessed with the City's available information.
	Calgary AfterSchool 	The program represents a highly valued and effective service, which is very strongly aligned with both provincial and municipal FCSS objectives. The City has adopted roles that other Alberta municipalities typically do not: direct service delivery, as well as playing a "backbone" role in providing leadership and building community capacity. There appear to be several advantages to these roles that suggest low urgency to transition to community ownership of these roles.

Summary of Recommendations

Based on the work completed, KPMG identified the following recommendations to the City:

Focus Area		Recommendations
FCSS Administration		Recommendation 1: Adopt a formalized framework to best determine the City's role in delivering FCSS funded programs and services.
		Recommendation 2: Pursue an alternate governance model for the approval of funding allocations within the FCSS Program.
		Recommendation 3: Create opportunities for new community agencies to engage in FCSS funding through more regular open funding calls.
Funding Model		Recommendation 4: Review external FCSS programs for co-funding opportunities. Prioritize co-funding for emerging issues.
		Recommendation 5: Pursue increased alignment and collaboration with other major funders of prevention services, beginning with a focus on issue-specific funding and common outcomes reporting.
Internally Funded Programs	Community and Social Development 	Recommendation 6: Continue with the current Community and Social Development model, including a mix of FCSS and mill rate funding.
	Age-Friendly Calgary 	Recommendation 7: Consolidate the investments in Age Friendly Calgary with other Strategic Social Research and Planning work and align resources accordingly.
	Strategic Social Research and Planning 	Recommendation 8: Continue with the current Strategic Social Research and Planning, including a mix of FCSS and mill rate funding.
	Calgary AfterSchool 	Recommendation 9: Continue the City's leadership and capacity-building roles. The City should continue delivering Calgary AfterSchool where required, but also establish a regular review process to determine whether partner organizations could address gaps that are being filled through direct delivery by the City.

Winter City Strategy

RECOMMENDATIONS:

That the Community Development Committee recommend that Council:

1. Receive the Winter City Strategy for information, developed as directed by Council through One Calgary 2019-2022, and
2. Refer future operating and capital requirements to the 2023-2026 Service Plans and Budgets process.

HIGHLIGHTS

- The Winter City Strategy will increase opportunities for citizens and businesses to embrace winter by creating and promoting unique winter experiences and activities that foster social vibrancy and equity, improve accessibility and increase economic activity.
- **What does this mean to Calgarians?** The Winter City Strategy will result in economic diversification and opportunities for Calgarians to be more active and creative more often during the winter months.
- **Why does it matter?** A strategy that promotes winter experiences and celebrations strengthens Calgary's appeal as a winter destination for visitors and creates opportunities for Calgarians to experience our city in a healthy and meaningful way.
- Environmental scans, citizen surveys and stakeholder engagement revealed gaps in our current winter-focused activities, business practices, accessibility, infrastructure design, health and safety.
- Engagement with internal and external stakeholders identified ways to improve available winter activities, increase support for winter-focused businesses, address barriers to inclusion and accessibility, and improve participant comfort and safety through winterization of amenities and public realm improvements.
- In 2021-2022, the Winter City Strategy will focus on actions that can be accomplished through existing budget allocations across the corporation. Funding required to fully implement the Winter City Strategy will be referred to the 2023-2026 Service Plans and Budgets process.
- Background and Previous Council Direction: "The development of a Winter City and Event Strategy will increase opportunities for citizens to participate in civic and community life. By leading tourism programs and delivering high quality cultural attractions we will help grow the travel and tourism industry" (2019-2022 Service Plans and Budgets, pg. 32).
- Strategic Alignment to Council's Citizen Priorities: A prosperous city

DISCUSSION

Municipal comparisons and citizen and stakeholder engagement revealed current gaps in Calgary's winter programming, outdoor business activities, infrastructure and accessibility. The Winter City Strategy addresses festivals and events, outdoor business activities, and outdoor-focused programming and initiatives during the winter months (November – March).

To expand Calgary's brand to include 'winter city', the Winter City Strategy recommends aligning with global best practices to enhance mobility and public space to create more vibrant, healthy and equitable communities. This includes addressing social isolation, mobility barriers, lower activity levels and creating support for businesses in the winter. Winter initiatives promote

Winter City Strategy

individual and community health and well-being, strengthen social connections, enhance cultural vitality, and drive economic prosperity.

The Winter City Strategy's framework includes a vision, desired outcomes, goals and actions. The vision of the Winter City Strategy is that Calgary be celebrated as a world-renowned winter city, harnessing winter as an asset to create social and economic benefit. Desired outcomes focus on four key areas: Economic Diversification, Accessibility and Equity, Infrastructure and Design, and Calgary's Winter Story. Outcomes will be achieved with 12 strategic goals establishing Calgary as a recognized winter city (Attachment 1 – Winter City Strategy Overview).

Citizen surveys and stakeholder engagement were used to develop and validate the framework (vision, outcomes and goals) and identify 35 actions to achieve the strategic goals (Attachment 2 – Winter City Strategy Summary of Engagement).

COVID-19 pandemic restrictions created an immediate opportunity to put four of the identified actions into practice to address social isolation and support communities and businesses during the winter months in 2020-2021. The success of the piloted actions proved the value of having a strategy to address winter as a time of opportunity for residents and businesses:

- **Calgary's Winter Story:** The 'Love Winter' awareness campaign's social media plan generated positive comments about outdoor winter activities and initiatives from citizens across the city and delivered over 6.8 million impressions through Facebook, Twitter and Instagram.
- **Economic Diversification:** Federal and City investment in the inaugural Chinook Blast, Calgary's Midwinter Roundup festival, saw 390,000 people attend the free, three-weekend event employing over 120 artists and 50 businesses, resulting in an estimated economic impact of \$3.5M.
- **Accessibility and Equity:** Embrace the Outdoors, a winter placemaking grant program delivered in partnership with the Calgary Parks Foundation, funded 29 local community projects that attracted over 32,000 citizens.
- **Infrastructure and Design:** The City's Winter Firepit Program resulted in almost 2,400 free bookings for families or groups across 95 temporary and permanent firepits throughout the city.

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

The "Love Winter" information campaign in February-March 2021 informed citizens about existing winter activities Calgary has to offer.

Two citizen surveys provided insight on citizen behaviour, expectations and preferences related to winter activities. 1,784 respondents participated in the surveys in November 2020 and March 2021.

Winter City Strategy

Two key stakeholder workshops with 29 representatives from community-based organizations including Civic Partners, were conducted in May 2021 to review and validate the strategy's vision, outcomes, goals and identify actions for implementation. In July 2021, workshop participants completed a validation survey to prioritize actions.

IMPLICATIONS

Social

Implementation of the strategy will address gaps between supply and demand for community-based outdoor winter activities, programming, and events, and create more equitable access for all ages, abilities, and income levels. The strategy outlines ways to create more opportunities for participation, address social isolation, improve multi-modal transportation for all abilities, winterize public spaces to increase comfort and safety, and increase activity for new and long term residents to experience a more vibrant, healthy and accessible city during winter.

Environmental

New outdoor winter decorative lights and temporary light art installations in downtown and select parks will adhere to the City Centre Illumination Guidelines for light source energy efficiency and the Parks and Pathway Lighting Plan's guiding principle for minimal lighting when a project is within proximity of a natural or environmentally sensitive area.

Economic

The strategy will create opportunities for tourism and employment through outdoor winter-focused family programming and experiences that extend Calgary's appeal to residents, visitors and businesses.

Service and Financial Implications

Other: New Operating (One Time and Base), New Capital

An annual investment to support the strategy's implementation and a one-time investment to develop winter guidelines for infrastructure will be proposed in the 2023-2026 Service Plans and Budgets process.

A capital investment will be requested in the 2023-2026 Service Plans and Budgets process to increase outdoor winter animation, winterize utilities and amenities, and install outdoor temporary winter infrastructure. (Attachment 3 – Winter City Strategy Investment Benefits and Budget).

RISK

Without Winter City operating and capital investments in the 2023-2026 Service Plans and Budgets, The City will miss an opportunity to empower communities, build resiliency, support Calgarians' mental and physical health, bolster local businesses, improve safety, expand tourism value propositions, strengthen vibrancy and civic pride, and increase access and equity for all Calgarians during the winter months.

If the recommendations are approved, some citizens may question if the proposed investments are an essential service. Administration will ensure communication of the alignment of the strategy with Council's citizen priorities.

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CD2021-1617
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Winter City Strategy

ATTACHMENTS

1. Winter City Strategy Overview
2. Winter City Strategy Engagement Summary
3. Winter City Strategy 2023-2026 Investment Categories and Benefits
4. Public Submissions

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Doug Morgan	Operational Services	Inform
Stuart Dalgleish	Planning & Development Services	Inform
Michael Thompson	Infrastructure Services	Inform
Carla Male	Corporate Planning & Financial Services	Inform

Winter City Strategy Overview

Background:

City Council, in approving the 2019-2022 One Calgary Budget, directed Administration to develop and implement a Winter City Strategy.

Guiding Principles:

Five guiding principles were developed from researching other winter cities¹, aligning with Council's Citizen Priorities and related strategic focus areas, with validation by internal and external stakeholders:

1. Celebrate what makes Calgary's winter unique
2. Extend Calgary's vibrant event, sport and gathering culture into winter months
3. Find solutions to improve accessibility and safety
4. Reinforce the Downtown Strategy's mandate
5. Join the North American movement of becoming a winter city

Strategy Development:

The strategy was developed through four phases:

Phase	Tactics	Timeline
Discover	<ol style="list-style-type: none">1. Conduct internal stakeholder workshop to identify issues, opportunities, and external stakeholders2. Review other winter city strategies3. Conduct a baseline citizen survey	Jun - Nov 2020
Engage	<ol style="list-style-type: none">1. Implement pilot projects2. Launch "Love Winter" campaign3. Conduct a post-winter citizen survey	Nov 2020 - Mar 2021
Validate	<ol style="list-style-type: none">1. Conduct key internal and external stakeholder workshops2. Present to and collect Council Ward Office feedback	Apr - May 2021
Create	<ol style="list-style-type: none">1. Identify priority actions with key stakeholders2. Estimate budget requirements3. Strategy completion	Jun - Aug 2021

¹ Winter Cities: Edmonton, Winnipeg, Saskatoon, Regina and Quebec City.

Strategy Framework:

The framework supports the guiding principles and is comprised of the strategy vision, outcomes, goals and actions derived from citizen and stakeholder input.

Strategy Vision:

Calgary is celebrated as a world-renowned winter city.

Outcomes:

1. **Economic Diversification:** Leverage our existing assets and arts, culture, and sports activities, and invest in new initiatives to make Calgary a more prosperous, exciting, and welcoming place for citizens, businesses, and visitors throughout the winter season (November – March).
2. **Accessibility and Equity:** Include all citizens, regardless of age, ability, socioeconomic status or ethnocultural backgrounds through initiatives to support inclusiveness, reduce social isolation and increase physical activity during winter.
3. **Infrastructure and Design:** Apply a winter lens to The City of Calgary's services, infrastructure, investment, and business practices to make Calgary a vibrant place to live, work and play year-round.
4. **Calgary's Winter Story:** Promote positive perceptions of wintertime in Calgary with our unique climate, location and beauty, activities, and economic opportunity to build on our strengths as a major tourist, winter-sport and festival and event city.

Goals and Actions:

Consultation with stakeholders helped develop the 12 high-level goals and identified and validated 35 targeted actions.

Outcome	Goal(s)	Action Summary (*Denotes actions that can be started in 2021-2022 with existing budget allocations)
Economic Diversification	Goal 1: Support the development of outdoor winter activities and events	1 * Invest in signature, winter-focused events that differentiate Calgary from other winter cities 2 * Support Business Improvement Areas, community, cultural, arts and sports organizations to create and deliver more grassroots, community-driven winter experiences 3 Pre-approve pop-up event plans for implementation during Chinook weather 4 * Support the development of winter experiences that do not rely on snow or ice
	Goal 2: Promote local, national and international tourism value propositions of being a winter city	5 Support the creation of a one-stop winter "information centre" for winter shopping, dining, art, sport, and event programs 6 * Identify walkable and bikeable winter hub areas incorporating landmark locations, winter amenities and shopping/dining 7 Invest in cooperative marketing campaigns for both city-wide and community endeavours

Outcome	Goal(s)	Action Summary (*Denotes actions that can be started in 2021-2022 with existing budget allocations)
	Goal 3: Increase support for winter-focused opportunities for businesses	<p>8 Support outdoor guided experience vendors and Indigenous tourism sector initiatives to encourage exploring the city in unique ways</p> <p>9 * Support outdoor winter dining and shopping businesses by offering public space, and for temporary vendors, markets, and winter patios</p>
Accessibility and Equity	Goal 4: Increase opportunities for all citizens to embrace winter	<p>10 Create an interactive, multi-language, map of spaces and winter activity locations with ideas for what one can do in these spaces and how to get there</p> <p>11 * Support community and cultural associations to offer more free outdoor activities, winter sport lessons/rentals and outdoor comforts</p> <p>12 Increase support for cultural festivals that occur during winter</p>
	Goal 5: Increase low-cost public access to winter activities and sites	<p>13 Incentivize organizations to offer discounted or free passes to winter events and activities for low income households and vulnerable populations</p> <p>14 Support low-cost or free access to winter activities and events on weekends through parking exemptions and Calgary Transit initiatives.</p> <p>15 Support external organizations to provide free or low-cost transportation to outdoor activities and events for seniors and citizens with disabilities</p>
	Goal 6: Reduce barriers to citizen participation in winter activities	<p>16 * Support education initiatives for how to dress for winter, snow and ice safety, responsible winter recreation and human-wildlife interactions</p> <p>17 Increase support of vulnerable populations during winter through agencies such as Calgary Housing.</p> <p>18 Support the creation of, or invest in existing, initiatives to supply free winter outerwear and sports equipment for lower income households or newcomers</p>
Infrastructure and Design	Goal 7: Apply a year-round lens to future design or use of public spaces	<p>19 Increase investment to offer more ice trails, snowshoe & cross-country tracks, rinks and hills in City parks and greenspaces</p> <p>20 Incentivize businesses and coordinate City services to support greater downtown streetscape winterization upgrades and provide indoor washroom access to the public</p> <p>21 Develop winter-friendly design guidelines for City planning and building / renovation construction</p> <p>22 Invest in developing an environmentally sustainable downtown decorative lighting plan</p>

Outcome	Goal(s)	Action Summary (*Denotes actions that can be started in 2021-2022 with existing budget allocations)
	Goal 8: Implement winter public realm improvements to increase comfort, beauty, and user-friendliness during winter	<p>23 * Invest in permanent or moveable warming huts for high-use public parks or greenspaces</p> <p>24 Invest in winter seating for parks and plazas</p> <p>25 Invest in winterization of amenities such as public washrooms, winter water lines and wind breaks</p> <p>26 Increase investment into the firepit program to provide greater coverage of the city's greenspaces, parks and community association lands</p> <p>27 Support the installation of permanent or temporary exterior animations (i.e. street level lighting, large LED screens, light art) to promote activities, wayfinding, and beautification during winter</p> <p>28 Invest in an outdoor wayfinding system for citizens and visitors to move easier downtown between winter activity areas, the Plus 15 network, and surrounding BIAs</p>
	Goal 9: Increase winter maintenance to support the ease and safety of all modes of transportation	<p>29 Extend the adaptable roadway program for winter recreation on weekends</p> <p>30 Incentivize citizens to actively participate in snow and ice control in their community</p> <p>31 Increase pathway, bikeway and sidewalk snow and ice control to focus on human movement</p> <p>32 Develop innovative solutions to the windrow problem on sidewalks and pathways</p> <p>33 Develop innovative solutions to heat sidewalks and public plazas</p>
Calgary's Winter Story	Goal 10: Increase awareness of Calgary's history as a winter city	<p>34 Promote Calgary's Winter Story with key messages that Calgary has or is:</p> <ul style="list-style-type: none"> - a unique Indigenous winter-life history - a diverse city with an array of cultural celebrations happening during winter - citizens who embrace the outdoors to stay healthy and connected to nature and each other - a basecamp for world-class winter activities (skiing, snowboarding, ice climbing, skating, Nordic sports) and national and international amateur or professional winter sporting events - the sunniest city in Canada with about 333 sunny days annually - a unique winter climate with Chinooks delivering 20 – 30 spring-like days during winter - natural winter beauty with Canadian Rockies, snow-swept prairies, and bright, blue sky
	Goal 11: Celebrate Calgary's unique winter weather and natural features	
	Goal 12: Officially designate Calgary as a world-class winter city	<p>35 * Promote Calgary as a winter destination with key messages that Calgary has or is:</p> <ul style="list-style-type: none"> - amenities including skiing, ice skating, snowshoeing, winter-biking, and winter walking - a year-round vibrant art, theatre, music, and sporting event scenes

Outcome	Goal(s)	Action Summary (*Denotes actions that can be started in 2021-2022 with existing budget allocations)
		<ul style="list-style-type: none">- a complex multi-modal transportation system with accessible transit, year-round cleared bike lanes and the most extensive urban pathway/bikeway network in North America- easily accessed through international airport and Trans-Canada highway

Winter City Strategy Engagement Summary

Internal and external engagement was conducted to inform the strategy's vision, outcomes, goals and actions.

What	Who	Objectives	When
Engagement			
Internal Stakeholder Workshop	Representatives (24) from The Office of the Mayor, Ward 3 and 8 Offices, Calgary Recreation, Calgary Parks, Calgary Community Standards, Calgary Neighbourhoods, Calgary Transit, Transportation Planning, Calgary Roads, Community Planning, Urban Initiatives and Customer Service and Communications	Identify issues, opportunities and external stakeholders to include	Jun. 2020
Citizen's View Panel Survey	1,284 respondents	Gather opinions to inform the development of the strategy and gain insight regarding citizen's behaviour, expectations and preferences related to winter activities	Nov. 2020
Citizen's Perspective Survey	500 respondents	Gauge awareness of winter activities and gather opinions on ideas to be a better winter city	Feb. 2021
Internal Stakeholder Workshops	Representatives (33) from The Office of the Mayor, Indigenous Relations Office, Calgary Recreation, Calgary Parks, Calgary Community Standards, Calgary Neighbourhoods, Calgary Transit, Transportation Planning, Calgary Roads, Community Planning, Urban Initiatives and Customer Service and Communications	Review and validate the strategy's vision, mandate and framework and identify actions to achieve the strategy goals	May 2021
External Stakeholder Workshops	Representatives (29) from the Government of Alberta, Travel Alberta, Civic Partners, Calgary Hotel Association, Calgary Stampede, Federation of Community Associations, Alberta Liquor, Gaming and Cannabis, University of Calgary, Telus Convention Centre, Fort Calgary, Studio Bell, Arts Common, Contemporary Calgary, Outdoor Council of Canada, Calgary Parks Foundation, and 12 Greater	Review and validate the strategy's vision, mandate and framework and identify actions to achieve the strategy goals	May 2021

What	Who	Objectives	When
	Downtown and other Business Improvement Areas		
Action Priority Survey	38 respondents from the Internal and External workshop participants	Prioritize the actions	Jun. 2021
Communications			
"Love Winter" Marketing Campaign	General Public	Provide information about city-wide winter activities	Feb. 2021

Winter City Strategy 2023-2026 Investment Categories and Benefits

Operating Budget investments:

One-time:

Investment Categories	Description	Benefits
Winter Design Guidelines	Develop winter guidelines to be adopted by The City for future building and planning	Determine and document clear guidelines for City planning, updating, and building new infrastructure that will address issues for comfort, user-friendliness and safety during winter

Base:

Investment Categories	Description	Benefits
Winter Initiatives Fund Program	Grants for a signature winter festival and community, cultural, arts & culture, winter sport/recreation and winter tourism-based initiatives	Provide ongoing funding to support a major winter festival, which attracts 50K or more attendees with an economic impact of \$1M or greater, and community-driven programming and placemaking initiatives to increase opportunities to embrace winter
City Programming and Services Fund Program	Internal City winter fund for programming, transportation, maintenance, and social support initiatives	To pilot winter initiatives and increase programming options by and within City departments
Marketing & Communications	Development and ongoing execution of local, national and international winter city campaigns	Provide ongoing promotion of Calgary as a winter city to increase citizen participation and attract visitors during the winter months
Ongoing Action Plan Implementation	Resources required to implement actions and measure progress	Provide ongoing research, evaluation and implementation of winter initiatives, collaboration opportunities and community outreach

Capital Budget Increase Breakdown:

Investment Categories	Description	Benefits
Outdoor Animation	Decorative lighting, temporary art, digital information boards and wayfinding	To increase illumination downtown for safety and beauty with visible wayfinding that can attract citizens to evening experiences and informing them of activities and how to get around

Investment Categories	Description	Benefits
Winterizing Utilities and Amenities	Upgrading public spaces: <ul style="list-style-type: none">• installing heated water lines• improving access to electrical connections• building weather screens/covers• improve plazas and walking surfaces	To make improvements to public spaces during winter to support: <ul style="list-style-type: none">• water for food and beverage businesses to operate outdoors in winter markets or as park vendors• reduce generator use for electrical needs for temporary light animation of parks and streetscapes in the greater downtown area• create protection from wind and snow to increase comfort in gathering spaces• solutions for snow and ice on gathering or walking surfaces
Temporary Winter Infrastructure	Warming huts for citizen or business use and temporary seating	To create opportunities for citizens to gather comfortably outdoors and for businesses to cater to citizens exploring park and plaza areas during winter



December 1, 2021

Dear City Clerks,

Re: Winter City Strategy, Community Development Committee submission for December 8, 2021.,

Your worship Mayor Gondek, Councillors and City Administration,

It's high time we all accept we are a Winter City with the advantage of chinooks and take advantage of making our City more welcoming for all Calgarians but especially those Calgarians with mobility, accessibility, mental health, economic and other challenges as well as for new immigrants and visitors from warm weather countries.

I agree with all the recommendation put forward in the proposed Winter Strategy.

I want to speak to a number of the goals identified in our stakeholder engagement process to develop a Winter City Strategy which feel especially necessary to me.

Goals #1 and 2:

- You are providing funding support to Business Improvement Areas (BIAs) again this year. We are not for profits funded by own member businesses with, for most of us, limited funds. We are grateful for the grants last year and this but we can do more if you give us more.
- We are experienced placemakers and events organizers and can ring huge value from limited funding.
- We fifteen BIAs are your best partners to help implement a Winter Strategy in 2022 and in gthe future.

Goals #4, 5 and 8:

- Free transportation to all events. Parking and driving in snow is challenging for many people. Taking a group on the buses is expensive for many families.
- Free City buses on event routes during winter events would be a great way to support the Winter City Strategy and enable more people to attend.
- Also additional temporary bus routes connecting the smaller activations outside downtown would allow attendees to attend multiple areas and help promote the smaller activations outside the downtown core.

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- Robust wayfinding City signage at all activations and at LRT and bus stops and promotion of all the activations.

Goal #7:

- Better lighting for BIA activation areas would improve the experience at activations. Public spaces should already be prioritized for better lighting to improve accessibility for everyone but especially those with vision problems and families with young children attending night-time events.
- Additional seating for event activations would be so helpful for attendees with small children, and those with walking and fatigue issues for example.
- Public washrooms (even if only portapotties) during events!!!!

Goal #8: Fire pits and/or warming huts are necessary for all activations.

Goal #9: Snow removal from event activations areas prior to event would be very helpful and removal of windrows will definitely improve walkability and safety during activations.

In closing embracing Calgary's winter weather and supporting winter activities for all Calgarians and visitors is long overdue. The trick is going to be to make sure our embrace includes everyone, not just our affluent families and our inner city residents and our big festivals and events going groups. We need to also embrace to name just a few categories - adults or families with children who fear crowds or loud noises; people who have limited mobility, vision and/or energy; people with economic challenges; older people who are lonely but afraid of falling; people who need access to bathrooms; and everyone else who hesitates from attending such events for other reasons that we as a City can address and mitigate if we so choose.

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Harvie Passage Task Force Terms of Reference

RECOMMENDATION:

That the Community Development Committee recommend that Council approve the Terms of Reference for the Harvie Passage Task Force as outlined in Attachment 2.

HIGHLIGHTS

- The Harvie Passage area has seen high levels of use since re-opening in 2018 and is expected to continue to see increased use due to the growing popularity. The Harvie Passage Task Force (the Task Force) is being created to oversee the development of a Facility Enhancement Plan that will consider safety, access, environmental and operational impacts, and community needs, and to identify short, medium and long-term actions to improve the experience for all visitors of Harvie Passage.
- **What does this mean to Calgarians?** Calgarians will benefit from enhancements to Harvie Passage and Pearce Estate Park that are integrated with broader Calgary Parks initiatives and which may bring additional amenities and recreational opportunities to the city.
- **Why does this matter?** Parks and recreation amenities are directly tied to the quality of life and mental health of citizens, and Harvie Passage, Pearce Estate Park and the adjacent Bow River Pathway provide a unique opportunity to offer a world-class experience to Calgarians.
- On 2021 September 7, Council directed Administration to create a Terms of Reference for a Task Force that is comprised of appropriate external stakeholders to prepare a plan that addresses safety, access, and environmental considerations and outlines actions that would improve the experience for all visitors of Harvie Passage, and report back to Council through to the Community Development Committee no later than Q4 2021.
- Strategic Alignment to Council's Citizen Priorities: A Healthy and Green City, and A City of Safe and Inspiring Neighbourhoods.
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Harvie Passage is a well-used river-based recreational area, located on a channel and shore of the Bow River, in the community of Inglewood. After the 2013 flood severely damaged the original Harvie Passage infrastructure, engagement with multiple stakeholders resumed, as the Government of Alberta began plans to remediate the damage using both the federally funded flood recovery program and the Province's Disaster Recovery Program funds. The Province made further modifications to the structure, beyond the initial 2011 design, because of feedback received over the duration of the initial project and after the site was opened in 2011.

In 2018, Alberta Environment and Parks and The City of Calgary entered into a Disposition Agreement (ELO 18007) allowing The City to manage the lands for the benefit of recreational users. As part of this agreement the Harvie Passage Joint Management Working Group (HPWG), made up of representatives from each level of government, was formed with a mandate to provide feedback and make recommendations to decision makers (both in The City and in the Province) on issues related to the on-going safe operation and maintenance of the Harvie Passage.

Harvie Passage Task Force Terms of Reference

Harvie Passage is a popular site for many groups and coordination of future development or intensification of uses on the site is required due to overlapping Municipal, Provincial, and Federal jurisdictions, existing lease agreements, and the interests of user groups. In 2021 September 7, Council directed that Administration create Terms of Reference (Attachment 2) for a Task Force of stakeholders, including representatives from The City and the Province, and external interest groups.

Following consultation with City representatives and the Government of Alberta it was determined that the mandate of the Task Force will be to oversee the development of a Facility Enhancement Plan and to outline short, medium and long-term actions that consider safety, access, environmental impacts, and regional and community park needs. Decisions made on facility enhancements must meet relevant Provincial and Municipal legislation and must not conflict with existing lease agreements in the area. The Harvie Passage Joint Management Working Group will support the Task Force in an advisory capacity on the proposed Facility Enhancement Plan.

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

An initial Task Force meeting was held to review and provide input on the Terms of Reference on 2021 November 30 with the members identified in the Terms of Reference (Attachment 2).

IMPLICATIONS

Social

Access to a variety of parks for socializing along with active and passive recreational activities contributes to the overall health and well-being of Calgarians. Any improvements will prioritize citizen safety.

Environmental

Improvements to Harvie Passage will contribute to a healthy waterway that helps with flood mitigation, protection of the river and adjacent natural areas, and environmental resiliency.

Economic

Parks and Open Spaces manages all parks and recreation activities, amenities, and future development planning within the Harvie Passage footprint. The Task Force will be responsible to deliver a Facility Enhancement Plan that could provide opportunities for future investment, commercial activities, events, and improved experience for all visitors.

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Harvie Passage Task Force Terms of Reference

Service and Financial Implications

No anticipated financial impact

There are no anticipated financial impacts to current budgets as a result of this report recommendation. A future budget request may be brought forward depending on the findings and recommendations of the Task Force.

RISK

The risk of not approving the Terms of Reference is that the Task Force will not have clear direction on how to work together and clear roles, responsibilities and outcomes outlined. This could delay development and coordination of any improvements for the area.

ATTACHMENTS

1. Previous Council Direction
2. Terms of Reference

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Michael Thompson	Infrastructure Services	Consult
Doug Morgan	Operational Services	Consult

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2021 Sept13	PFC2021-1344	<p>Notice of Motion</p> <p>RE: Formation of the Harvie Passage Task Force</p> <p>Sponsoring Councillor(s): Gian-Carlo Carra and Jyoti Gondek</p> <p>WHEREAS The Harvie Passage Project was completed in April 2011 with the primary objective of creating a safer route for recreational and leisure boaters to navigate through Harvie Passage on “river right”;</p> <p>AND WHEREAS the Harvie Passage rehabilitation project (Harvie Passage 2013 Flood Damage Repair Project) was completed in 2018 with an enhanced emphasis on features that would serve recreation and leisure users in this portion of the river;</p> <p>AND WHEREAS the re-opening of Harvie Passage, along with the resurgence of interest in Parks and outdoor recreation through the COVID19 pandemic, has dramatically increased interest and usage of the site;</p> <p>AND WHEREAS there have been concerns with current resourcing levels for the operational maintenance, support for safety-related infrastructure, information, and programming and to accommodate current and future visitor volume at this one-of-a-kind asset within Calgary city limits;</p> <p>AND WHEREAS this is an issue touching upon municipal, provincial and federal jurisdictions;</p> <p>NOW THEREFORE BE IT RESOLVED that Council directs Administration (Water Resources, Planning, Parks, Recreation, Fire, Community Standards) to engage with, including but not limited to, the following external stakeholders, The Government of Alberta, as owners of the lands, (Environment and Parks, Infrastructure); The Government of Canada (Fisheries and Oceans, Transport); the Calgary River Users Alliance; adjacent neighbours and community associations; and any other related stakeholders to prepare a plan that addresses safety, access, environmental considerations and outlines short medium and long term actions that would improve the experience for all visitors of Harvie Passage;</p> <p>FURTHER BE IT RESOLVED that these Terms of Reference return to the Community Development Committee no later than Q4 2021.</p>



Harvie Passage Task Force Terms of Reference

1. Authority

The Harvie Passage Task Force (the Task Force) has decision rights to develop a Facility Enhancement Plan and authority to make recommendations to the Community Development Committee of City Council.

Recommendations and decisions are subject to any existing or required Municipal, Provincial and Federal regulatory authorities and the existing Disposition Agreement between The City and Alberta Environment and Parks (AEP); #ELO180007, dated November 1st, 2018.

2. Mandate

Oversee the development of a Facility Enhancement Plan that considers safety, access, environmental and operational impacts, and community needs, and that outlines short, medium, and long-term actions and strategies that would improve the experience for all visitors of Harvie Passage, Pearce Estate Park and the adjacent Bow River Pathway.

Make recommendations to the Community Development Committee on potential enhancements through the Facility Enhancement Plan.

The Task Force will be disbanded upon completion of its mandate.

3. Specific Responsibilities

- Determine the feasibility and capital requirements of any proposals brought forward related to facility enhancements on and adjacent to Harvie Passage and make recommendations to the Community Development Committee of City Council accordingly.
- Prioritize recommendations, based on the greatest benefit to the greatest number of users considering both on and off-river users and considering the broader City impacts (e.g.: safety, environmental, operational, etc.).
- Coordinate multi-jurisdictional actions to act on its mandate.
- Establish working groups, as required, to effectively meet the Task Force mandate.
- Acknowledge Municipal, Provincial, Federal and non-government roles and responsibilities in the ongoing operations, maintenance management, and potential facility enhancements related to the Harvie Passage and lands surrounding it.
- Share information with respect to legislation, regulations, policies, or operational guidelines, either in place or under development that could directly or indirectly affect the Task Force's mandate.

- Review and comment upon policies affecting the management of Harvie Passage and adjacent lands, to ensure each member of the Task Force is aware of each other's interests.
- Participate in stakeholder meetings, public meetings, and other consultation activities as deemed appropriate by the Chair.
- Provide an update to the Community Development Committee, no later than Q3, 2022.

4. Reports To

The Task Force will report progress to the Community Development Committee of City Council.

5. Composition

The following agencies will be represented on the Task Force. Individuals who are representing should have the authority to make binding decisions on behalf of their agency:

Active Voting Members

City of Calgary:

- Climate & Environment (Director or designate)
- Parks and Open Space (Director or designate)
- Recreation & Social Programs (Director or designate)
- Calgary Fire Department (Chief or designate)
- Calgary Police Service (Chief or designate)
- Community Strategies (Director or designate)
- Emergency Management & Community Safety (Director or designate)

Advisory Members

- Government of Alberta
 - Environment and Parks (Director or designate)
 - Infrastructure (Director or designate)
- Community Planning (Director or designate)
- Calgary River Users Alliance (President and 1 Director)
- Adjacent Communities Associations (President or designate)
- Ward 9 office (designate)
- Other stakeholders as required such as Sport Calgary and the Parks Foundation or other complimentary river users (designates)

The Task Force will consider additional participation, as required, to effectively support the Task Force responsibilities.

A special meeting can be called at the call of the Chair.

6. Resources

Each agency will be responsible for its own direct costs associated with the Task Force.

7. Term

The Task Force will be disbanded upon completion of its mandate and submission of the report and recommendations to the Community and Development Committee.

8. Quorum

Where a decision is required, Quorum will be five (5) voting members, whether in person or via video conference.

Should a voting member not be available, another representative from the same Business Unit or organization, as designated by the active member, may be asked to attend in their place. This member shall have the right to vote if representing a voting member of the Task Force.

9. Chair

Chair is Director, Parks and Open Spaces (or designate).

Vice Chair, Director Recreation & Social Programs (or designate).

Planning and preparation of agendas and meeting minutes are the responsibility of the Chair. Prior to meetings, agendas will be circulated to all members; and the Chair will be responsible for ensuring meeting notes/minutes are prepared and circulated no later than one week after the meeting.

10. Meetings

The Task Force will meet monthly if possible or at the call of the Chair.

The Active Voting Members of the Task Force will reach decision by consensus with consideration of the feedback and input from the non-voting members.

The meeting minutes will be a record of outcomes of discussions, decisions, and action items, and will be reviewed and approved by the Task Force members.

Community Services Report to
Community Development Committee
2021 December 8

ISC: UNRESTRICTED
CD2021-1627
Page 1 of 3

Municipal Medical Officer of Health Scoping Report

RECOMMENDATION:

That the Community Development Committee recommends that Council direct Administration to pursue continued collaboration with external medical health experts to inform public health-related policy.

HIGHLIGHTS

- In response to Council's direction to explore the potential for creating a Municipal Officer of Health role, Administration has found that this direction would be best addressed by continued collaboration with medical experts.
- **What does this mean to Calgarians?** Calgarians can be assured that Council and Administration have access to advice from medical experts in several fields through partnerships such as those with the University of Calgary and local Medical Officers of Health with Alberta Health Services.
- **Why does it matter?** When making decisions that have the potential to affect the health of Calgarians, Council and Administration already draw on the advice of medical experts from the provincial Calgary Zone Medical Officers of Health and across disciplines to ensure that decisions are evidence-based and informed by the most relevant scientific advice.
- The 2021 September 3 Emergency Management Committee meeting directed Administration to undertake a scoping report on the creation of the role of a Municipal Medical Officer of Health who would report directly to Council on matters related to the public health of our citizens.
- There is no legislative backing for the creation of a Municipal Medical Officer of Health in Alberta. A Municipal Medical Officer of Health would not share any of the authorities that are granted to provincial Medical Officers of Health under provincial legislation such as issuing public health orders.
- Without legislative backing, a Municipal Medical Officer of Health would only be able to act in advisory capacity.
- Administration and Council already have well-established connections with health experts in a variety of disciplines including experts from Alberta Health Services who have access to provincial health data and networks of peers.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods

DISCUSSION

What is a Medical Officer of Health?

At the provincial level, the role of a Medical Officer of Health is to:

Create environments focused on the health of the population. Report the health status of the population, control and manage infectious and communicable diseases, give direction to Environmental Health service programs, and chronic disease and injury prevention.

Medical Officers of Health are established under Alberta's Public Health Act by appointment of the Minister of Health and have specific powers and authorities under this legislation including the ability to enact policies and issue orders related to public health.

Municipal Medical Officer of Health Scoping Report

What authority do municipalities have?

Although the Municipal Government Act grants authority to municipalities to pass bylaws related to “safety, health and welfare of people and protection of people and property” (Section 7(a)), there is no clause that would provide legislative backing for the establishment of a municipal Medical Officer of Health. Alberta’s centralized health care approach is distinct from Ontario’s, where municipalities are active partners in that province’s medical system with responsibility for delivering services.

Sources of medical advice to a municipality

A Municipal Medical Officer of Health would therefore only be able to act in an advisory capacity and without any of the authorities granted to a provincial medical officer of health. There are several medical experts with whom Administration and Council already consult to inform local decisions.

Calgary Zone Medical Officers of Health – these are specialty-trained Alberta Health Services physicians with powers and duties under the Public Health Act who advise and lead teams of public health professionals. They are required to implement policy directions set by Alberta Health and have the most direct and authoritative insight on the medical aspects of public health emergencies in Calgary with subject matter expertise in public health, epidemiology, vaccinology, and outbreak management. They are regular participants in the Calgary Emergency Management Agency’s bi-weekly meetings and offer guidance and advice when requested. While these current meetings are COVID-specific, the Calgary Zone Medical Officers of Health have committed to continued engagement for future health-related municipal policy decisions.

The University of Calgary COVID Advisory Panel – this is an interdisciplinary team of academic experts, coordinated by the Director of the O’Brien Institute of Public Health in the Cumming School of Medicine. On an as-requested basis, this group has provided advice and guidance throughout the pandemic. The team is non-partisan and offers a wide and balanced perspective on an array of specialties. Several members are practitioners as well as academics and offer real-world experience.

Other Alberta Health Services partners – Alberta Health Services representatives are agency members with Calgary Emergency Management Agency and provide access to a number of their operational arms, including the Zone Emergency Operations Centre (coordination of health services), Environment and Public Health (enforcement), and Emergency Medical Services.

Alberta Health and the Chief Medical Officer of Health – this position is a member of the Alberta Health executive team that provides public health expertise to support health surveillance, population health and disease control initiatives on issues of public health importance. Although often limited to receiving “pushes” of information, the Calgary Emergency Management Agency does have the ability to contact the provincial Chief Medical Officer of Health and the Alberta Health Emergency Operations Centre when urgent issues arise - such as seeking an exemption for an order, clarification of orders, or clarification of processes.

Conclusion

With no legislated powers, a Municipal Medical Officer of Health would only be able to operate in an advisory capacity. However, Administration is already able to solicit expert advice from an existing medical advisory network consisting of experts in multiple fields. Therefore, rather than the creation of a Municipal Medical Officer of Health, Administration recommends continued

Municipal Medical Officer of Health Scoping Report

collaboration and engagement with medical experts to help inform future health-related policy in Calgary.

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

Many decisions faced by Council include important health and social considerations, as has been exemplified over the course of the COVID-19 pandemic. It is important that Council and Administration have access to expert medical advice when making recommendations and decisions, as it does through The City's established network of medical professionals with a broader range of expertise than a single person could have.

Environmental

Not Applicable

Economic

The creation of a Municipal Medical Officer of Health would result in financial costs to The City. Though an exact figure is not known, according to publicly available data from the Government of Alberta, the Provincial Chief Medical Officer of Health had an annual salary of approximately \$360,000 in 2020. There is no cost to The City associated with the advice provided by medical experts from Alberta Health, Alberta Health Services nor the University of Calgary.

Service and Financial Implications

There are no financial impacts associated with the recommendation in this report.

RISK

The primary risk of relying on Provincial Medical Officers of Health is the limitation in responding to local context resulting from their requirement to follow policy direction set by Alberta Health. This risk can be mitigated by further strengthening ties with non-government, non-partisan medical experts such as those from the University of Calgary.

A Municipal Medical Officer of Health would not have access to provincial health data, a network of peers, nor influence over public health policy except as authorized by the City of Calgary.

ATTACHMENTS

1. Public Submissions

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Jill Floen	Law	Consult

City of Calgary Council
800 Macleod Trail S.E.
Calgary, AB

December 2nd, 2021

Re: Support for continued collaboration between the City of Calgary and AHS on health-related public policy

As Calgary Zone Medical Officers of Health with Alberta Health Services (AHS) we support continuing collaboration with the City of Calgary administration and Council on health-related public policy. We have been delighted to work with the City of Calgary on many health issues in recent history and appreciate our strong relationship with multiple City departments on topics such as built environment, traffic safety, resilience and climate change, mental health and addictions, and homelessness.

The COVID-19 pandemic has been an incredible challenge, and required increased collaboration between the City, AHS and the University of Calgary. The Calgary Emergency Management Agency (CEMA) led COVID-19 Strike Team has been an excellent mechanism for providing insights and advice to administration and facilitating knowledge exchange. Our office also values the opportunities we've had to engage directly with City Council and look forward to connecting with the new members.

As Public Health Physicians, we are focused on promoting, protecting, and improving community health and well-being. Therefore, we welcome continued opportunities to collaborate on key strategic urban health topics, including pandemic response and recovery and addressing major ongoing and emerging issues of common interest. We look forward to working on our shared goals of making the lives of Calgarians better by building a healthier and more resilient city.

Respectfully,



Dr. Nicholas Etches, MD FRCPC
Acting Zone Lead Medical Officer of Health

On behalf of Calgary Zone Medical Officers of Health:

Dr. Jason Cabaj
Dr. Karla Gustafson
Dr. Richelle Schindler



UNIVERSITY OF CALGARY
O'Brien Institute for Public Health

Dr Tom Stelfox
Cumming School of Medicine
3280 Hospital Drive NW
Calgary, Alberta, Canada T2N 4Z6
Phone: 403-210-9422
tstelfox@ucalgary.ca

Date: November 26, 2021

To: The Community Development Committee of Calgary Council

From: Dr Tom Stelfox, Scientific Director, O'Brien Institute for Public Health

Re: Municipal Medical Officer of Health Scoping Report: Continued collaboration between City of Calgary and O'Brien Institute for Public Health

I'm writing on behalf of the O'Brien Institute to express our commitment to ongoing partnership with The City of Calgary, so that we can advance together toward our shared goal of improved health for our community.

The O'Brien Institute for Public Health at the University of Calgary has been proud to support the City of Calgary in its efforts to enact evidence-informed public policy, through the participation of expert members of the Institute in the health Advisory Group convened by the City's previous administration, and we would be gratified to continue this collaboration in the future.

The O'Brien Institute comprises more than 500 members and 500 affiliates (from the University's six relevant Faculties, Alberta Health Services, and municipal and provincial agencies and institutions) whose shared mission is to advance public health through research excellence. Their expertise ranges from health systems and services; health policy; preventive health (including issues such as community water fluoridation and vaccination); through population health (including social determinants of health). The City's Advisory Group offers a great knowledge exchange opportunity through which the Institute can better understand issues and the City can access the most recent robust research and intelligence on numerous health topics.

Please let us know if I can provide any additional information about the O'Brien Institute, or its previous interactions with the City of Calgary and the Advisory Group, to further advocate for the continuation of our collaboration.

Sincerely,

A handwritten signature in black ink, appearing to read 'T Stelfox', written over a horizontal line.

Thomas Stelfox, MD, PhD, FRCPC, FCAHS

Scientific Director, O'Brien Institute for Public Health
Professor, Critical Care Medicine, University of Calgary
Intensivist, Alberta Health Services - Calgary Zone

**Chief Financial Officer's Report to
Community Development Committee
2021 December 8**

**ISC: UNRESTRICTED
CD2021-1595
Page 1 of 2**

Industry Update on Electricity, Natural Gas and Telecommunications

RECOMMENDATION(S):

That the Community Development Committee receive this report for the Corporate Record and for discussion.

HIGHLIGHTS

- Natural gas and electricity markets are analyzed to provide an understanding of energy prices.
- Policy issues in Alberta's regulated utilities and general utility industry developments that could have an impact on The City's interests are reviewed to keep committee members informed of issues that may require future regulatory intervention or impact The City's operations.
- What does this mean to Calgarians? Natural gas and electricity prices affect The City's utility costs, what Calgarians pay for utility services, and franchise fee revenue.
- Why does this matter? Changes in energy prices and policies may affect The City's budget and operations.
- Attachment 1 provides details on recent developments in Alberta's utilities industry.

DISCUSSION

- In this report the recent regulated rates for electricity and natural gas are graphed.
- The remainder of this report consists of analysis on utility and telecommunications topics.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

☒ Public Communication or Engagement was not required

IMPLICATIONS

Social

This report aligns with The City's Triple Bottom Line Policy Framework. The analysis determined that no social implications were applicable.

Environmental

This report aligns with The City's Triple Bottom Line Policy Framework. The analysis determined that no environmental implications were applicable.

Economic

This report aligns with The City's Triple Bottom Line Policy Framework. The analysis determined that no economic implications were applicable.

Chief Financial Officer's Report to
Community Development Committee
2021 December 8

ISC: UNRESTRICTED
CD2021-1595
Page 2 of 2

Industry Update on Electricity, Natural Gas and Telecommunications

Service and Financial Implications

No anticipated financial impact

RISK

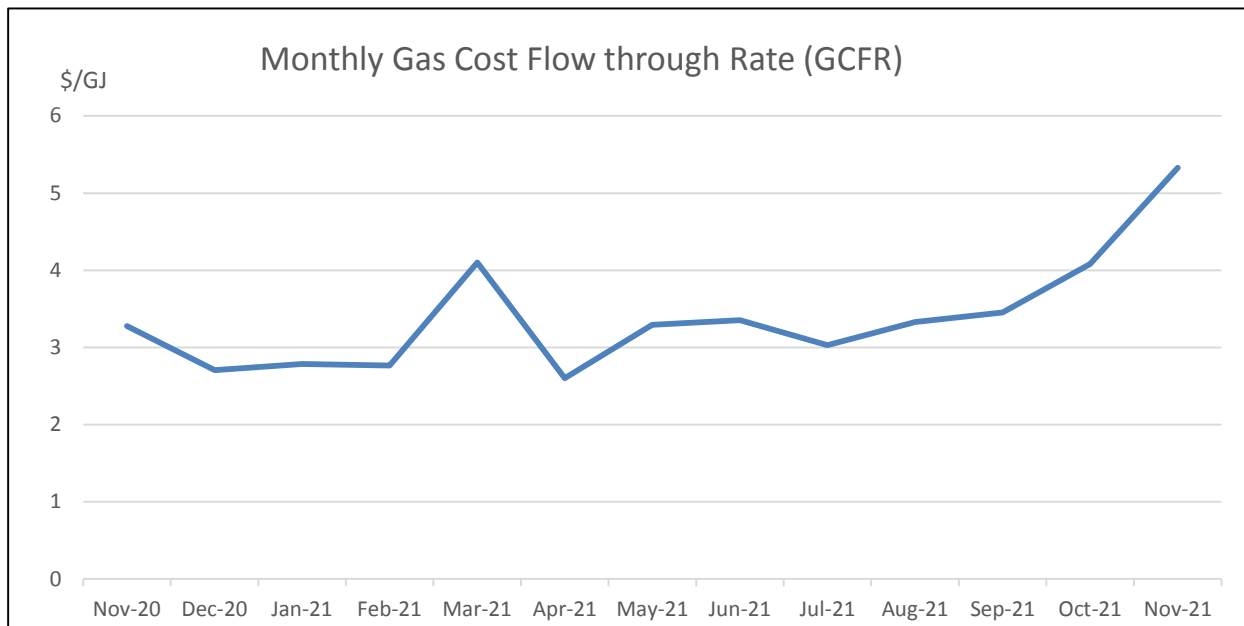
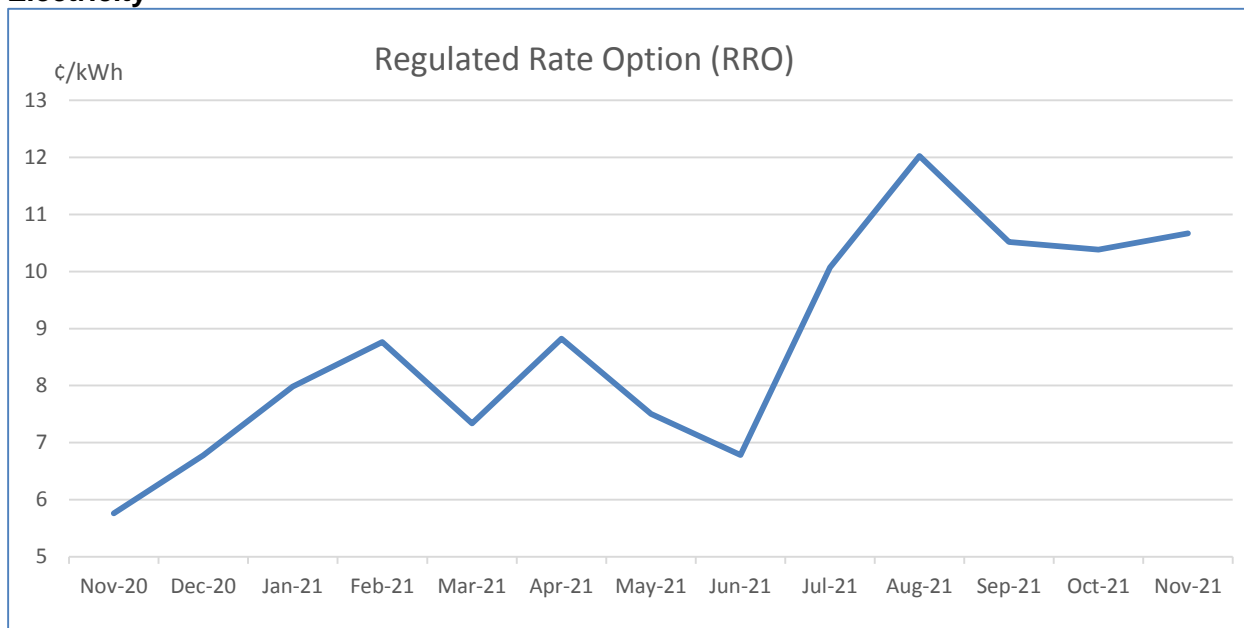
No business plan implications arise from this report.

ATTACHMENT(S)

1. Attach 1 - Industry Update on Electricity, Natural Gas and Telecommunications

ENERGY PRICES AND MARKETS**Natural Gas**

The 2021 November gas cost flow-through rate was \$5.33 per gigajoule. Natural gas prices in Alberta are presently at their highest monthly levels since early 2014. Prices have risen as Canadian and US natural gas production has fallen alongside the shut-in of oil wells associated with natural gas production. Other factors include colder-than-normal weather and rising liquefied natural gas exports, which have helped to keep natural gas storage levels low. The generally accepted natural gas industry price forecast has prices averaging around \$5 per gigajoule until early 2022 before falling back to the \$3 per gigajoule range in the spring of 2022.

**Electricity**

The ENMAX regulated rate option price for 2021 November was 10.67 cents per kilowatt-hour.

The ENMAX residential regulated rate option price has fallen from its nine year high of 12.02 cents per kilowatt-hour in 2021 August. Nonetheless, regulated rate option prices persist as wholesale electricity prices remain strong.

Year-over-year, higher electricity prices in Alberta have been driven by increased demand, additional generator outages, fewer imports of electricity, a more aggressive price for carbon, higher generator offer prices, and strength in natural gas prices. As the retirement of coal-fired generators accelerates and natural gas-fired units are gaining prominence in the production of electricity to meet baseload demand in Alberta, natural gas prices are becoming an even more important cost driver in determining Alberta electricity prices. 2021 January to October Alberta electricity prices have averaged 10.03 cents per kilowatt-hour. The generally accepted power industry price forecast has prices averaging at 9.59 cents per kilowatt-hour for the remainder of 2021. For reference, 2020 January to October prices averaged 4.81 cents per kilowatt-hour, while 2020 November to December prices averaged 3.84 cents per kilowatt-hour.

UTILITIES AND INDUSTRY DEVELOPMENTS

Alberta introduces Bill 86, *Electricity Statutes Amendment Act*

On 2021 November 17, Bill 86, the *Electricity Statutes Amendment Act*, was introduced in the Alberta legislature. If passed, Bill 86 would amend existing laws and regulations governing the storage, sale, and transmission of electricity in Alberta. The provincial government has stated that Bill 86 would help further modernize Alberta's electricity system by encouraging adoption and investment in emerging energy systems and technologies that can lead to long-term benefits for ratepayers and the electricity industry.

The provincial government highlighted four key changes from the passing of the *Electricity Statutes Amendment Act*:

1. Integration of energy storage into Alberta's interconnected electricity system in both the competitive electricity market and the transmission and distribution system.
2. Allow unlimited self-supply with export, technology that allows electricity to be generated on-site with excess power sent to the grid.
3. Build on the Alberta Utilities Commission Distribution System Inquiry by modernizing Alberta's electric distribution system to ensure the cost-effective integration of distributed energy resources.
4. Add a requirement for distribution owners to prepare long-term plans as per future regulations.

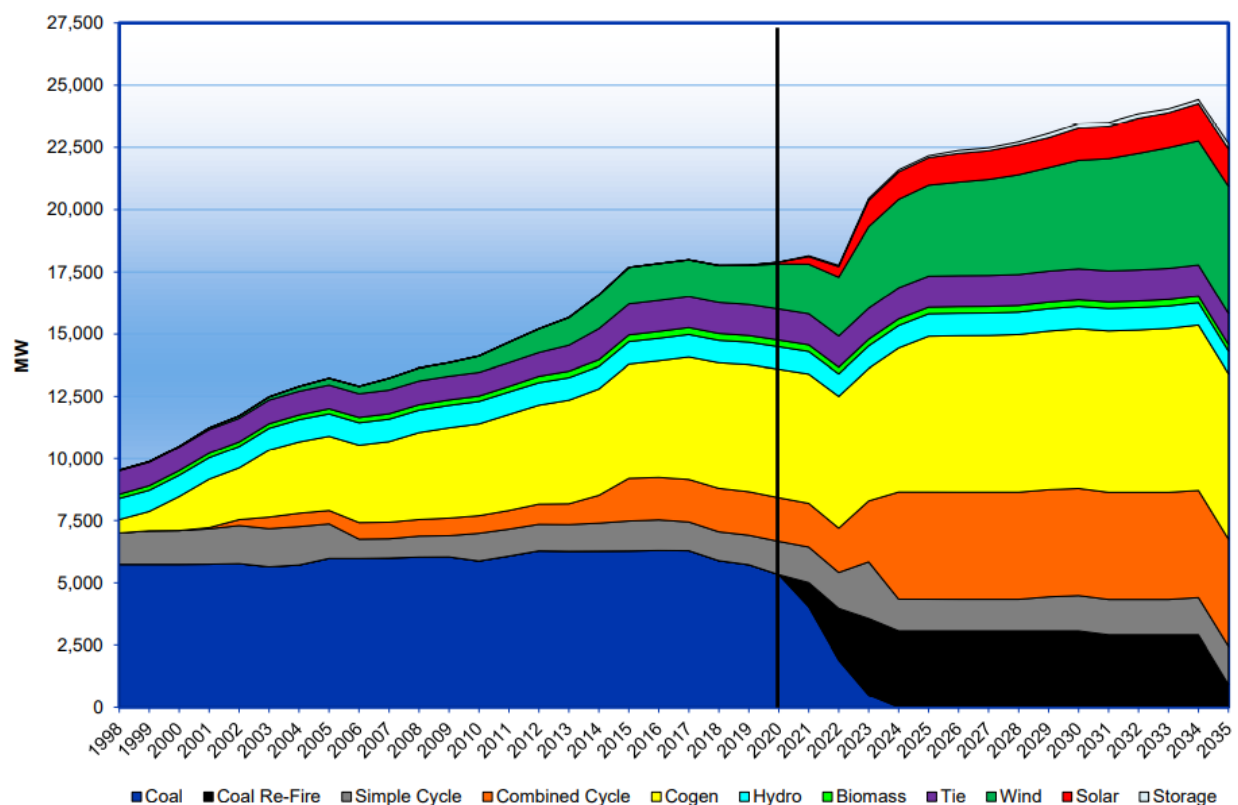
The provincial government has stipulated that in addition to meeting public health and safety requirements on generators, Bill 86 will force new self-suppliers and sellers to pay a tariff set by the Alberta Electric System Operator so that these new Alberta pool participants can't bypass transmission costs and drive up prices for consumers.

The Alberta Utilities Commission released its Distribution System Inquiry final report on 2021 February 19, raising concern that emerging technologies can affect the supply and demand of electricity, potentially allowing customers to bypass utility service and associated tariff charges, creating competitive pressures where none existed before.

The provincial government has announced that if the *Electricity Statutes Amendment Act* is passed, the amendments will be finalized in 2022.

The Changing Face of Alberta's Electricity Generation – Past, Present and Future

The graph below shows how Alberta's installed electricity generation capacity (by fuel source) has evolved from 1998 to the present, along with a forecast out to 2035. Multiple trends are noticeable. Baseload generation (i.e. generation that is considered more predictable/reliable and typically runs around the clock) has evolved from coal (dark blue area) to combined cycle (orange), largely as a result of increasing environmental legislation making coal fired power more expensive and decreasing natural gas prices since the mid 2000s as a result of shale gas plays. Coal fired generation is expected to be fully retired and/or converted to natural gas sources by the end of 2023. The environmental legislation coupled with technological improvements have also led to strong forecasts for further proliferation of renewable energy sources (wind and solar) in Alberta.



Source: EDC Associates, Q4-2021 Forecast Update

Alberta generating unit offer behaviour following the expiration of power purchase arrangements on 2020 December 31

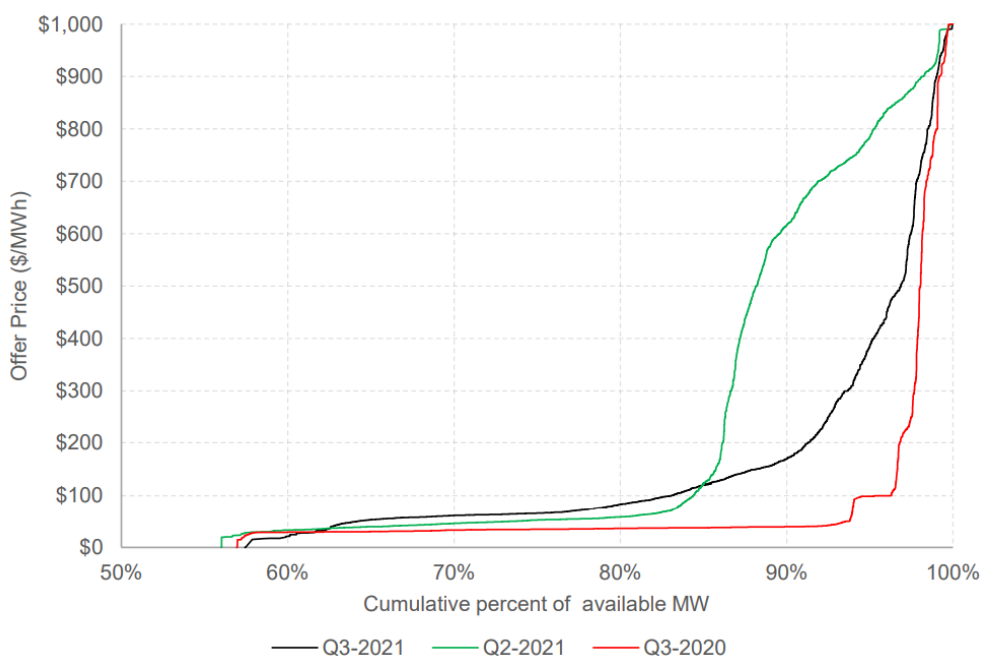
On 2020 December 31, the final power purchase arrangements for electricity generating units in Alberta expired. With the expiration of these power purchase arrangements, offer control for many units changed hands from the power purchase arrangement holder back to the owner of the generating unit. The largest cumulative change was the effective transfer of offer control

from the Balancing Pool (a former power purchase arrangement holder) back to utilities including TransAlta, Capital Power, and Heartland Generation – the owners of these former power purchase arrangement units.

In its management of the power purchase arrangements prior to expiry, some market participants had alleged that the Balancing Pool did not operate the generating units for which it had offer control through the power purchase arrangements in a “commercial manner.”¹

In its 2021 quarterly reports, the Market Surveillance Administrator has analyzed the offer behaviour of electricity generating units in Alberta, comparing the distribution of offer prices from generators both before and after the 2020 December 31 power purchase arrangement expiries.

The three duration curves in the chart below show how the distribution of offers from Alberta’s electricity generation have differed from the third quarter of 2020 (red line) versus the second and third quarters of 2021 (green and black lines). The Market Surveillance Administrator has described the shift in offer behaviour between 2020 and 2021 as a result of the expiry of the power purchase arrangements as a “material change” and is a contributor to the year-over-year increase in observed Alberta 2021 electricity prices.



Source: Market Surveillance Administrator, Q3 2021 Quarterly Report

TELECOMMUNICATIONS DEVELOPMENTS

Deployment of 5G Small Cell Infrastructure in Calgary

The City of Calgary has established a streamlined approach through the Wireless Infrastructure Deployment Program to enable wireless service providers like Telus and Rogers to build the next generation of wireless networks, where The City’s role is to remove barriers to deployment

¹ For instance, please see Alberta Utilities Commission Decision 23828-D02-2020.

and streamline processes for wireless service providers to access City-owned infrastructure while balancing taxpayers' interests. The Canadian Radio-television and Telecommunications Commission has formally acknowledged the important role of municipalities in wireless infrastructure deployment and of municipal consent as a fundamental statutory prerequisite.

5G is promoted as a major economic driver and wireless service providers like Telus and Rogers are investing millions of dollars to deploy 5G. The rollout of 5G will continue to depend on the wireless service providers' investment commitments, which are generally market driven.

Since 2020 January, an interim agreement has been in place to allow Administration to respond to requests from wireless service providers to attach wireless equipment to City-owned assets. Work has been underway on Master Agreements (including cost recovery) between The City and wireless service providers under an open access network model.

Under the established interim agreements, nearly one hundred feasibility inquiries representing a maximum of 20 sites per inquiry have been submitted by wireless service providers and reviewed by Administration for feasibility. It is anticipated that the wireless service providers will only choose a portion of these sites to proceed to the design stage.

In June 2021, two wireless service providers signed a master licence agreement which replaces the interim agreements. Master licence agreements formalize the streamlined and business-friendly processes and standards developed in collaboration with the wireless service providers and sets out the framework for the efficient and timely attachment of wireless service provider wireless equipment onto City-owned and operated assets.

The City of Calgary's Wireless Infrastructure Deployment program marked a significant milestone in late October, as Rogers Communications completed the construction and installation of the first 5G small cell antenna on a City of Calgary streetlight pole. Wireless service providers are most interested in accessing streetlight poles (City-owned) because they are ideal support structures for wireless infrastructure equipment due to their height, power availability and locations throughout the city.

Since then, Rogers has completed construction of several dozen 5G-ready streetlight poles with small cell attachments.

These 5G small cells have not yet been energized, as they are in the process of acquiring the required electrical permits from The City, but we can anticipate these antennas going live by the end of November.

BRIEFING

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Item # 11.1

Transportation Briefing to

Community Development Committee
2021 December 08

ISC: UNRESTRICTED
CD2021-1615

Safer Mobility Plan Annual Briefing 2021

PURPOSE OF BRIEFING

This briefing provides an annual overview of activities in support of safer mobility and Vision Zero in Calgary. Every year approximately 500 Calgarians suffer death or serious injury on our roadways. These injuries and fatalities are preventable through implementation of evidence-based strategies and we are making steady progress towards that goal, although continued effort is required. The City of Calgary and partners are working towards a reality where all Calgarians arrive home safely every day without the threat of death or serious injury.

2020 collision statistics are presented reflecting safer mobility investments made in 2019 and prior. Progress towards the major injury and fatality collision targets of the *Safer Mobility Plan 2019-2023* are discussed along with 2021 accomplishments and actions for 2022. Background and Previous Council Direction is included as Attachment 1. Administration will provide an update by the end of Q2 2022.

SUPPORTING INFORMATION

The City of Calgary uses a multi-faceted and collaborative approach to provide safer mobility for all road users:

- We collect and analyse data to identify problem locations and cost-effective solutions.
- We run public education programs and address public concerns identified through 311 and other sources.
- We pilot new measures and develop new initiatives based on the findings.
- We collaborate to ensure that projects delivered addresses existing safety issues and improves safety outcomes.
- We follow best practices and identify emerging trends and technologies.

In 2020, there were 24 fatal collisions (19 in 2019), 1,697 injury collisions (2,353 in 2019) and 19,822 property damage only collisions (35,393 in 2019) on Calgary roads. The societal cost of these collisions was estimated to be \$836 million in 2020. Pedestrians were involved in 4 fatal collisions (3 in 2019), and 84 major injury collisions (101 in 2019), while cyclists were involved in 38 major injury collisions (32 in 2019), with 2 fatal cyclist collisions (1 in 2019).

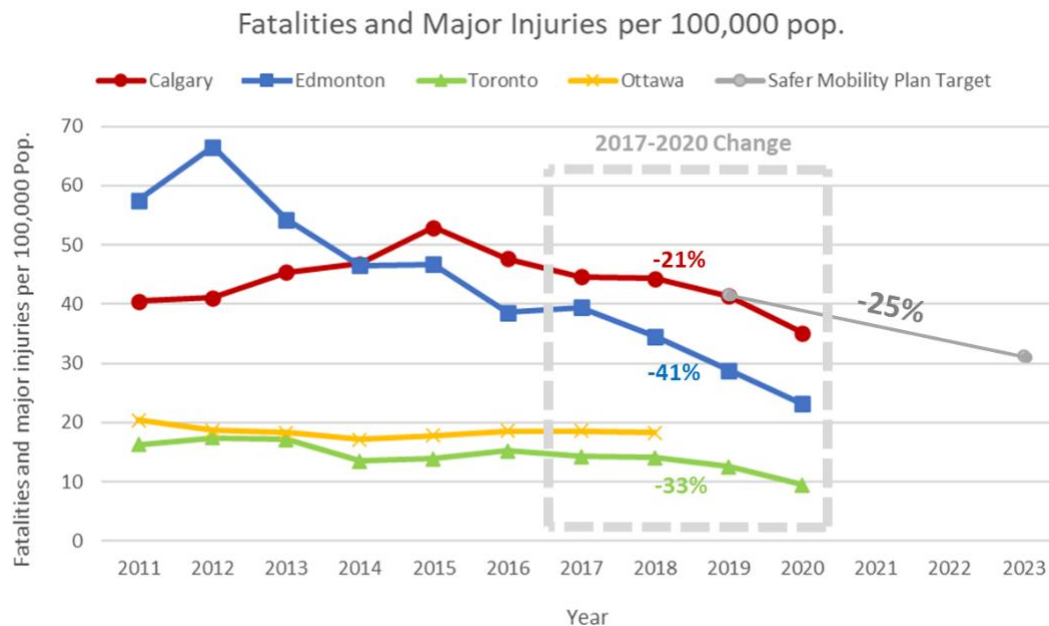
For comparison purposes, selected cities are shown in the table below, using the most recently available comparable data. While Calgary is continuing to improve its performance year over year, we need to do more to reduce our most severe collisions to the per capita levels of other major Canadian cities with higher levels of investment.

BRIEFING

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Item # 11.1

Summary of Collision Statistics for Various Canadian Cities



2021 has been a year of focused implementation of high value initiatives, measures, and network screening to identify highest benefit projects with emphasis on alignment with our ultimate goal of Vision Zero (mobility free of major injuries and fatalities) through the five E's of traffic safety (Engagement, Engineering, Education, Enforcement, and Evaluation). The most significant achievements include the implementation of unposted residential speed limit of 40 km/h and implementation of targeted, cost effective and evidence-based measures to reduce collisions. These actions and achievements are described in detail in Attachment 2. 2020 Traffic Collision Summary presents additional information about collision trends in Attachment 3.

With more work to do, our focus in 2022 will be on continued implementation of improvements with emphasis on reducing most severe collisions, collaborating with our partners to help them achieve best possible safety outcomes, and identifying new strategies to more effectively improve traffic safety outcomes for the future years. We will pilot new technologies and collaborate with our partners while expanding our data sources and analytics.

Collaboration with Calgary Police Service is a critical part of improving traffic safety. The recently initiated Joint Mobility Safety Forum will investigate opportunities for increased collaboration and dialogue in working together towards Vision Zero. Other key traffic safety partners include external stakeholders such as Alberta Transportation, the AMA, Safer Calgary, and citizens. We work closely with the Student Safe Travel Advisory Group led by the Calgary Board of Education, whose purpose is to streamline the intake process for school related concerns, improve communication and coordination among all responsible organizations and to find educational and low-cost solutions covering the five E's.

ATTACHMENT(S)

1. Attachment 1 – Previous Council Direction, Background
2. Attachment 2 – Calgary Safer Mobility Plan – Annual Report 2021
3. Attachment 3 – 2020 Traffic Collision Summary

Background

The Safer Mobility Plan update has been brought to Council on annual basis since 2016. It serves an opportunity to share most recent collision statistics which represent the current state of traffic safety in Calgary and how it is trending over time.

Context

The Safer Mobility Plan 2019-2023 established targets to reduce major injury and fatality collisions by 25%. In the recent years, great strides have been made to improve Calgary's traffic safety record by raising the profile and public awareness of traffic safety, working closely with our partners, and identifying innovative and cost-effective improvements. Approximately 500 collisions resulting in life altering injuries and deaths continue to occur every year, but this number has seen a downward trend since 2015.

Previous Council Direction

On December 16, 2020, SPC on Transportation & Transit approved the recommendation, "that Council receive this report for information, and direct Administration to report back to the SPC on Transportation and Transit with Safer Mobility Annual Report 2021 by Q4 2021."

Safer Mobility Report Timeline

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
11/3/2014	TT2014-0773	Pedestrian Traffic Safety Overview At the Combined Meeting of Council, Council approved “that Council receives this report for information and that Administration provides annual Safer Mobility Plan updates and continues working on the initiatives outlined in this update”
11/28/2016	TT2016-0846	Safer Mobility Plan Annual Report 2016 At the Regular Meeting of Council, Council approved “that Council receive this report for information, that Administration provides annual Safer Mobility Plan updates and continues working on the initiatives outlined in this update which are facilitated by Action Plan 2015 – 2018; and that Administration provide a traffic safety plan for 2018-2022 to the SPC on Transportation and Transit in 2017 Q4.”
12/8/2017	TT2017-1121	Safer Mobility Plan Annual Report 2017 SPC on Transportation & Transit approved the recommendation “that Council receive this report for information and directed Administration to report back to the SPC on Transportation and Transit with a proposed traffic safety plan for 2018-2022 by Q3 2018.”
12/17/2018	TT2018-1315	Safer Mobility Plan Annual Report 2018 SPC on Transportation & Transit approved the recommendation, “that Council receive this report for information, and direct Administration to report back to the SPC on Transportation and Transit with Safer Mobility Annual Report 2019 by Q4 2019.”
12/18/2019	TT2019-1549	Safer Mobility Plan Annual Report 2019 SPC on Transportation & Transit approved the recommendation “that Council receive this report for information, and direct Administration to report back to the SPC on Transportation and Transit with Safer Mobility Annual Report 2020 by Q4 2020.”
12/16/2020	TT2020-1263	Safer Mobility Plan Annual Report 2020 SPC on Transportation & Transit approved the recommendation “that Council receive this report for information, and direct Administration to report back to the SPC on Transportation and Transit with Safer Mobility Annual Report 2021 by Q4 2021.”

Bylaws, Regulations, Council Policies

Improving traffic safety on Calgary's road network aligns with goals outlined in the 2020 Sustainability Direction and the Calgary Transportation Plan that are focused on mobility, encouraging active modes and improving public safety. Actions within the Safer Mobility Plan are directly aligned with the objectives of the Pedestrian Strategy and the Traffic Calming Policy.

Calgary Safer Mobility Plan – Annual Briefing 2021

Introduction

In October, the Decade of Action for Road Safety 2021-2030 has been proclaimed by UN General Assembly with a target to reduce road traffic deaths and injuries by 50% by 2030, recognizing the gravity of this global issue. The cornerstone of the Decade of Action for Road Safety is the Global Plan, which aims to inspire and guide national and local government, as well other stakeholders who can influence road safety. It advocates for the Safe System Approach and changes based on best practices and research.

In Calgary we are working towards the same goal. Our 2019-2023 Safer Mobility Plan (SMP) outlines the long-term vision of mobility free of major injuries and fatalities with the short-term target of 25% reduction by 2023. Reaching this target is dependent on many factors that influence the outcome and we are continuing to work towards reducing harm on our roadways through data driven and evidence-based approaches, collaboration across disciplines, and community-based programs. We are seeing improved safety outcomes for Calgarians with 128 fewer incidents resulting in life changing or ending injuries now, compared to five years ago. Nevertheless, the decreased travel and exposure during the pandemic likely contributed to this decrease, and more deliberate action is needed to maintain these levels as we move out of the pandemic.



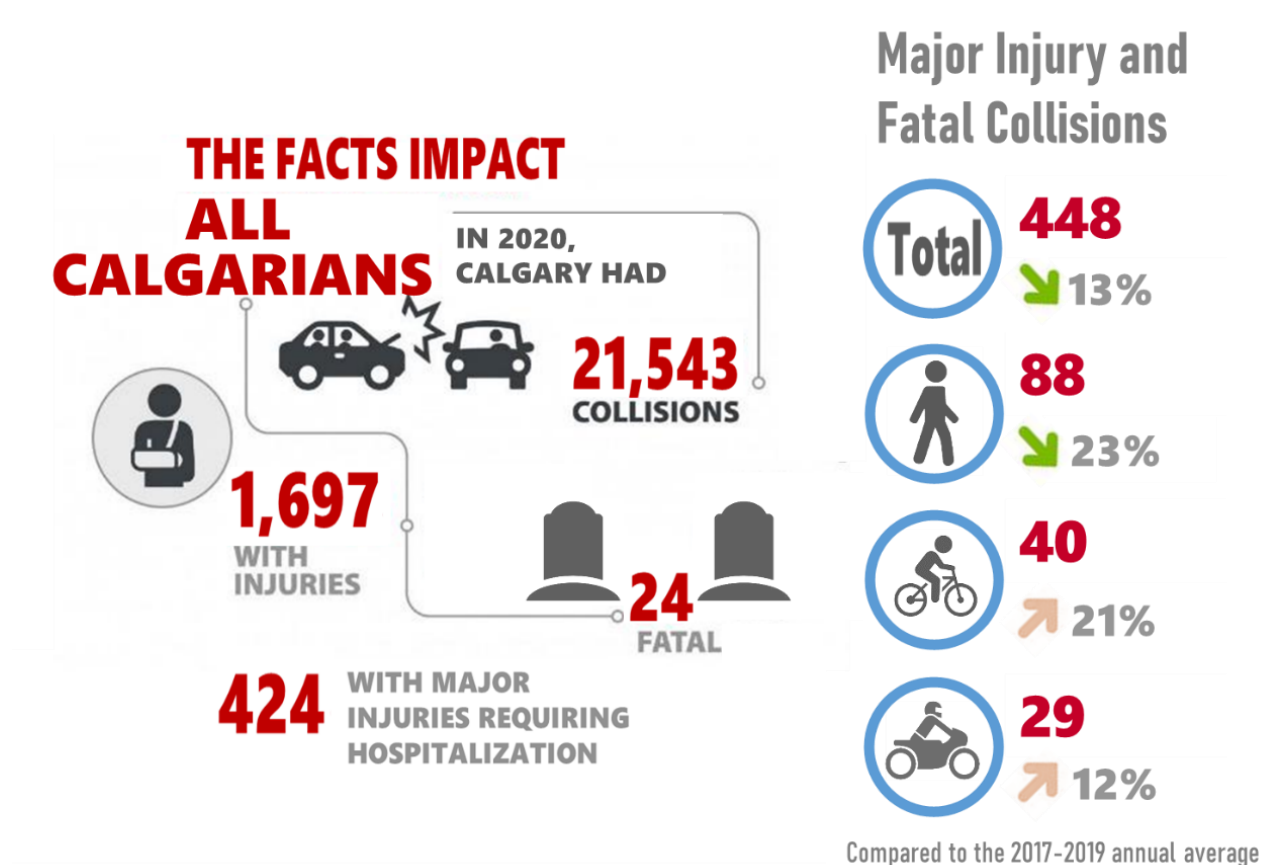
*...Mobility free of major injuries
and fatalities*

Collision Statistics

Calgary Safer Mobility Plan Indicator Statistics 2020

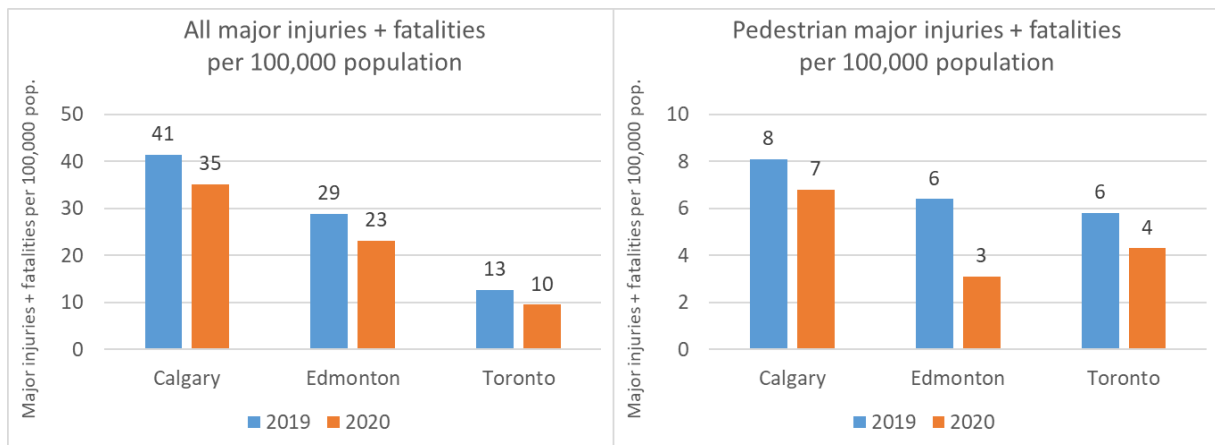
	2019	2020	% Change (Year over Year)	2017-2019 Average	2020	% Change (3-year Average)
Fatal Collisions	19	24	26	15	24	60
Major Injury Collisions	483	424	-12	502	424	-16
Pedestrian Involved Fatality+Major Injury Collisions	104	88	-15	114	88	-23
Bicyclist Involved Fatality+Major Injury Collisions	33	40	21	33	40	21
Motorcyclist Involved Fatality+Major Injury Collisions	28	29	4	26	29	12

In 2020, there were 24 fatal collisions (19 in 2019), 1,697 injury collisions (2,353 in 2019) and 19,822 property damage only collisions (35,393 in 2019) on Calgary roads. The societal cost of these collisions was estimated to be \$836 million in 2020. Pedestrians were involved in 4 fatal collisions (3 in 2019), and 84 major injury collisions (101 in 2019), while cyclists were involved in 38 major injury collisions (32 in 2019), with 2 fatal cyclist collisions (1 in 2019).



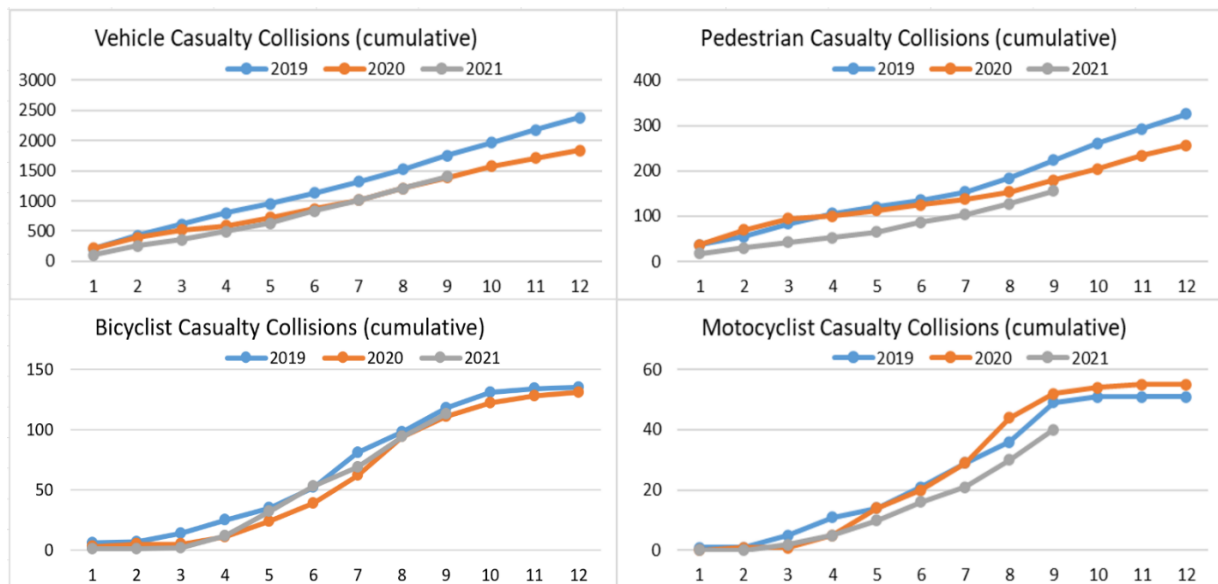
For comparison purposes, selected cities are shown in the table below, using the most recently available comparable data. While Calgary is continuing to improve its performance year over year, further action is needed to close the gap to other major Canadian cities.

Summary of Traffic Injuries and Fatalities for Various Canadian Cities



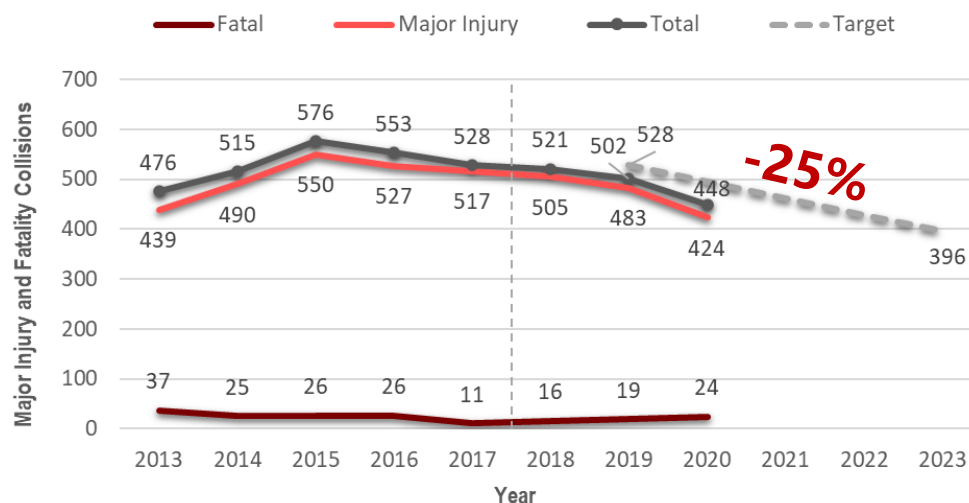
Based on preliminary data for the current year (2021), casualty collisions are generally trending similarly to 2020 for vehicle and bicyclist categories. Pedestrian and motorcyclist casualty collisions are slightly below previous years. This may be related to decreased travel demand during the pandemic.

Cumulative Casualty Collisions (Fatal, Major and Minor Injury), 2019 to 2021 To Date



Focus Area Targets

Target #1: Major Injury and Fatality Collision Target



Target: 25% reduction in major injury and fatality collisions

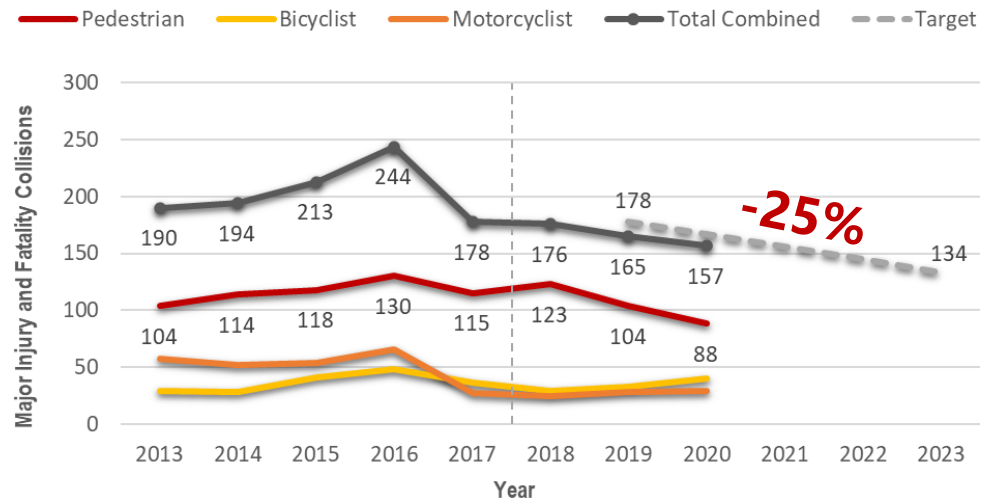
Baseline: 528 major injury and fatality collisions (2017)

Progress summary: In 2020, we had five more fatal collisions compared to the previous year. Major injury collisions continued the downward trend initiated in 2015. Overall, major injury and fatal collisions combined decreased by 10.8% compared to the previous year and by 22.2% since the peak in 2015. This report presents 2020 collision statistics and progress towards the targets for actions taken in 2019 and before.

Key Actions:

- Undertake a fatal collision review (10 years of data) to investigate causal factors from a safe system perspective
- Implementation of network improvements focused on reducing most severe collisions
- Speed-related engagement, education, and speed reductions, where appropriate
- Calgary Police Service (CPS) targeted enforcement activities



Target #2: Vulnerable Road User Collision Target

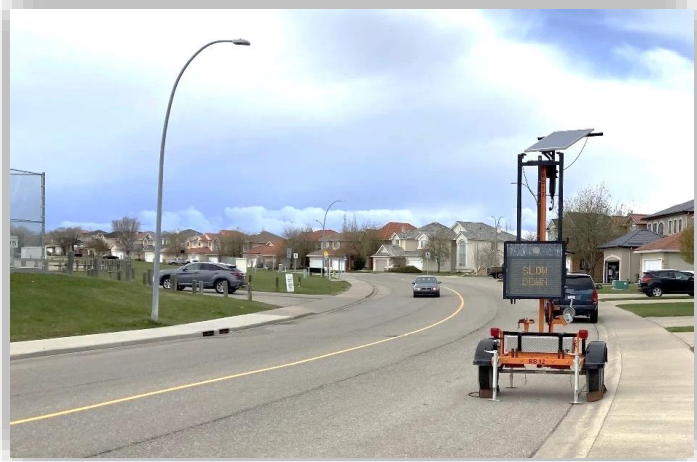
Target: 25% reduction in major injury and fatality collisions

Baseline: 178 major injury and fatality collisions (2017)

Progress summary: Major injury and fatality collisions involving vulnerable road users decreased by 4.8% in 2020 compared to 2019. This is mainly driven by a decrease in pedestrian collisions, with slight increases among bicyclist and motorcyclist collisions where more effort is required.

Key Actions:

- Implement collision reduction measures based on network screening, video-based conflict analysis
- Downtown bicyclist collision review
- Continued application of Traffic Calming Curbs to address collision issues
- Engagement and awareness activities related to speed
- CPS targeted enforcement activities



2021 Accomplishments and Planned Actions for 2022

2021 was a busy year with several significant achievements by many groups throughout the organization. Some highlights are outlined below:

- **Residential speed reduction.** Speed, and the perception of speeding, has been a consistent concern we have heard from residents. On May 31, 2021 the default unposted 40 km/h speed limit came into effect on both residential and collector roads in neighbourhoods. The collision reductions of this change have been estimated at \$8.1 Million per year.
- **Joint Mobility Safety Forum.** Initiated new partnership between CPS and City of Calgary focused on working together towards the Vision Zero goal by expanding collaboration opportunities and working relationship between CPS and City of Calgary Transportation, and other partners, aimed at creating a safer city for all Calgarians (more information in Appendix A).
- **Traffic Tuesday.** Every Tuesday humorous or topical traffic safety messages are posted on Electronic Message Boards or Dynamic Message Signs throughout the city. These humorous and light-hearted messages aim to inspire a positive mindset while moving around the city and engage meaningful discussions on social media platforms.
- **Safer mobility and equity.** We have begun some important conversations to ensure that our journey towards Vision Zero is rooted in equity. We are partnering with York University to identify barriers to built environment change based on locally collected data and help us improve our programs.
- **Fleet Compliance Dashboard.** A new reporting tool to view statistics on collisions and inspections involving City of Calgary vehicles and powered mobile equipment. Reducing fleet collisions improves the safety of employees and citizens and can save The City money while helping to steer operators into safer driving behaviors.



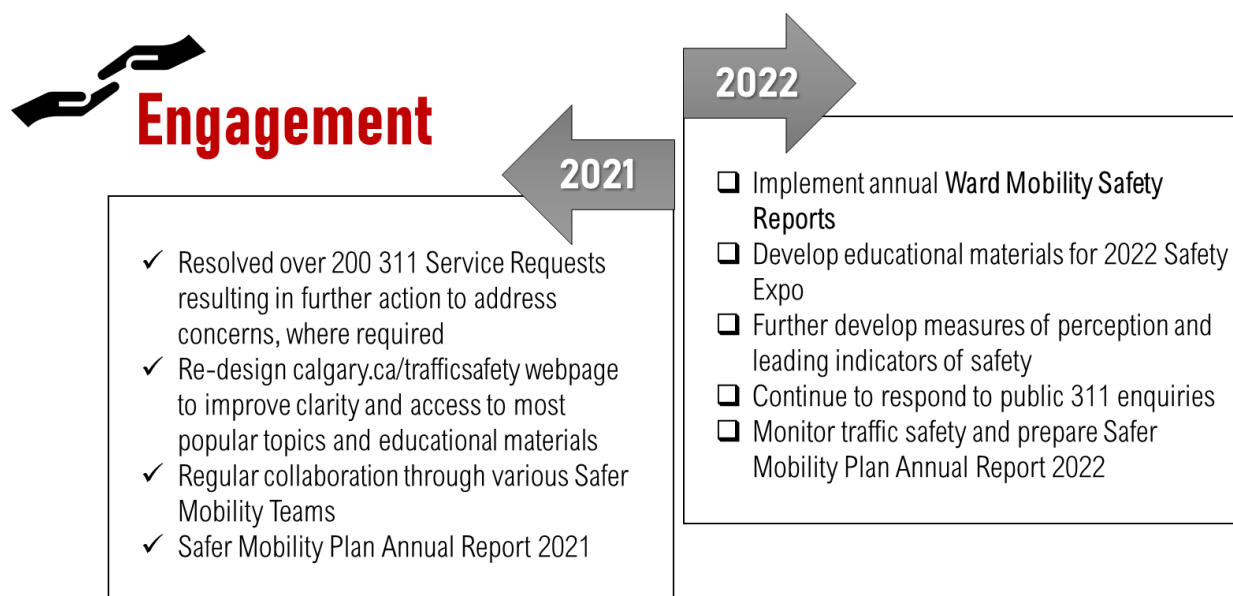
Below subsections highlight a selection of actions that have been undertaken in 2021. Some of these have been completed while others are ongoing. The planned actions for 2022 are also identified for each area of focus. With more work to do, our focus in 2022 will be on implementing proven safety countermeasures, collaborating with our partners, and identifying new programs to create systemic change and gain momentum towards Vision Zero. Some new initiatives and upcoming actions include:

- **Ward Mobility Safety Reports.** We will produce a report for each Ward to facilitate discussion on priorities towards Vision Zero and collaborate on implementation of targeted improvements.

- **Safe Collector Framework.** Collector roadways often see frequent interaction between vehicle and pedestrian traffic accessing schools, transit, and other community amenities. A city-wide retrofit of collector roads was identified during the review of safer neighbourhood speeds and recent 40 km/h speed limit change. An implementation strategy would likely involve a long-term staged approach and the details/proposal will be presented to Council by the end of Q2 2022.
- **Vision Zero Focus Network/Map.** We will develop a network map outlining areas of focus for Vision Zero action aligning with locations where there is a high risk of severe collisions. This will help to inform decisions on priorities and improvement options.
- **Collaborations and Partnerships.** We are also partnering with York University to identify barriers to built environment change based on locally collected data and help us improve our programs so our journey towards Vision Zero is rooted in equity.

Engagement

The management of the SMP is primarily done through the collaborative teams of the SMP. One of the main actions is to report on the progress of the plan annually and to re-assess the SMP at the end of the 2019-2023 period, once data is available.



Engineering

In 2021 we were able to make progress on a number of important projects that alter the road environment to reduce collisions. Projects with highest collision reduction potential particularly among more severe collisions were prioritized, including roadway geometry improvements, high entry angle right turns (smart rights), and pedestrian safety improvements. Below are some highlights.



Engineering

2021

Studies to support evidence-based approach:

- ✓ 10 Safety Reviews based on video-based conflict analysis at top severe injury locations
- ✓ Collision Reviews, Safety Assessments, and checks
- ✓ Lighting review at 20 locations with night-time pedestrian collision trends

Pedestrian crosswalk improvements:

- ✓ 23 new traffic signals
- ✓ 9 Rectangular Rapid Flashing Beacons (RRFBs)
- ✓ 4 overhead and side-mounted flashers
- ✓ 25 marked/signed crosswalks
- ✓ 247 temporary curbs

Targeted, cost effective geometric safety improvements (Safety Improvements Capital Program) for example:

- ✓ McKnight Blvd & 68 Street NE
- ✓ Glenmore Tr & 5 Street SW (north intersection)
- ✓ 17 Avenue & 69 Street SW
- ✓ 34 Avenue & 69 Street SW
- ✓ Blackfoot Tr & 58 Avenue SE
- ✓ 40 AV & Market Mall Access NW

Implementation of roadside improvements including median barriers and bridge pier protection:

- ✓ 16 Avenue west of Home Road NW
- ✓ John Laurie Blvd NW
- ✓ Barlow Trail & 16 Avenue NE

Signal phasing and timing improvements:

- ✓ Signal phasing changes targeting right angle collisions (Glenmore Trail & 5 Street SW, Glenmore Trail & Elbow Drive SW, etc.)
- ✓ Leading Pedestrian Intervals

- ✓ Ongoing traffic safety support and coordination of programs.

2022

- ☐ City-wide prioritization of locations for countermeasures including Advanced Warning Flashers and high friction surface treatment.
- ☐ Identify high severity injury corridors and improvement options.
- ☐ Continued implementation of geometric improvements:
 - 16 Avenue & Shaganappi Trail NW
 - 16 Avenue & Bowness Road NW
 - Deerfoot Trail & Memorial Drive NE
 - Metis Trail & 80 Avenue NE
 - Memorial Drive & 36 Street NE
 - Barlow Trail & 39 Avenue NE
 - Blackfoot Trail & Heritage Drive SE
 - Heritage Meadows Way & 11 Street SE
- ☐ Traffic signal improvements with focus on vulnerable road users.
- ☐ Implementation of improvements identified through safety reviews at top severe injury locations using video analytics through the Aviva MicroTraffic Grant Program.

Education

Public education and communication are needed to raise awareness of road safety issues and promote safe behaviours, with the goal of reducing frequency and severity of collisions.



Education

2021

- ✓ Residential Speed Limit Reduction incorporating educational components into Calgary.ca/trafficsafety webpage
- ✓ Residential Sandwich Board program
- ✓ 185 SLOWS speed trailer deployments
- ✓ Various awareness campaigns and social media messaging
- ✓ Ongoing support for “Report Impaired Driving” signage.

2022

- ❑ Identify and create an educational campaign about blind spots/common errors that road users make and strategies to change the related habits
- ❑ Development of traffic safety factsheets, to disseminate traffic safety research and initiatives (including Vision Zero) to the public and Safer Mobility Teams.
- ❑ Develop technical bulletins on best performing design components for distribution to design teams

Enforcement

We continue to work closely with Calgary Police Service as a key partner to achieve our traffic safety targets.



Enforcement

2021

- ✓ Calgary Police Service deployment of high-visibility targeted enforcement
- ✓ Participation in CPS Collision Reconstruction review meetings and sharing of collision data analysis
- ✓ Safer Mobility Operations Team meetings to facilitate collaboration and coordination in the delivery of community improvements and initiatives
- ✓ Begun to coordinate the deployment of speed trailers with speed enforcement

2022

- ❑ Emergency response coordination improvements between CPS and Traffic Management Centre (TMC) and information sharing
- ❑ Continued Safer Mobility Operations Team meetings to facilitate coordinated community response.
- ❑ meetings to facilitate knowledge sharing, collaboration, and coordination of activities
- ❑ Reintroduce Community Speed Watch initiative to support community volunteers and engage with the community

Evaluation and Innovation

Evaluation and innovation are key components of traffic safety and enable evidence-based assessment of the effectiveness of strategies and help in finding new solutions to longstanding problems.



Evaluation & Innovation

2021

- ✓ Trial of Pedestrian Crosswalk signs with fluorescent yellow-green retro-reflective border (in progress)
- ✓ Trial of blank out signs on cycletracks (in progress)
- ✓ Pilot Centreline Hardening at signalized intersections (in progress)
- ✓ Application of Video Analytics for proactive evaluation of pedestrian related safety countermeasures.
- ✓ Exploring opportunities to collaborate with internal groups and external partners to broaden safety data and understanding of incidents and near misses for all modes of travel that are not reported to police, e.g. Calgary Transit near miss data, Fleet near miss data, Alberta Health Services Ambulance and Emergency Room Data etc.)
- ✓ Collision reduction evaluations to understand the impacts of countermeasures

2022

- ☐ Regular meetings of the Safer Mobility Research Team
- ☐ Safety review of downtown cyclist involved collisions to implement targeted improvements and identify lessons learned
- ☐ Continue to evaluate collision reduction of mitigation measures and elements of the roadway environment to better understand their impact on safety

Appendix A

Joint Mobility Safety Forum (JMSF) Supplementary Information



Joint Mobility Safety Forum (JMSF)

June 21, 2021

Background

In the recent years, strides have been made to improve Calgary's traffic safety record by raising the profile and public awareness of traffic safety, working closely with our partners, and identifying innovative and cost-effective improvements. Over 500 collisions resulting in life altering injuries and deaths continue to occur every year, but this number has seen a downward trend since 2015.

In alignment with the 5 Es of transportation safety (Engagement, Engineering, Education, Enforcement, Evaluation) and the implementation of the Safe Systems Approach, Calgary Police Service (CPS) and City of Calgary Transportation are key partners, both committed to improving safety for all Calgarians and reducing harm on our roadways. Collaboration has been an important element of safety activities several initiatives outlined below including:

- *Safer Mobility Operations Team (SMOT)*: Bi-monthly meeting where City staff and CPS along with other stakeholders discuss emerging issues and work together to address community safety concerns.
- *Recon Meetings*: Quarterly meeting with the reconstruction team to review recent incidents and identify potential solutions where engineering related countermeasures are appropriate. The team often provides assistance with information sharing for purpose of communications.
- *Ward Safety Meetings*: Community outreach and engagement events organized in partnership with area Councillors in 2018. City staff and CPS officers delivered a joint presentation which was followed by an opportunity for citizens to speak to staff and bring forward specific concerns.
- *Emergency Response Coordination*: CPS and the Traffic Management Centre work together in coordinating emergency response and incident clearance activities.
- *Community Speed Watch*: a popular program where CPS officers and Traffic Safety group staff join community volunteers at a location of concern. Volunteers can use the laser speed gun to measure the speed of oncoming vehicles and communicate a message to the driver using a paddle ('Thank you' or 'Please Slow Down').

Nevertheless, there are many ways where the partnership between Transportation and CPS can be strengthened and expanded to aid in achieving maximum impact campaigns and initiatives to achieve our traffic safety targets and bring us closer towards the vision of a transportation network free of fatalities and major injuries.

Objectives

In line with the **Vision Zero** goal of a transportation network free of fatalities and major injuries, the mission of the Joint Mobility Safety Forum is to take strides towards this goal through collaboration and strengthened working relationship between CPS and City of Calgary Transportation, and other partners, aimed at creating a safer city for all Calgarians. The underlying theme will be working together will gain results (#StrengthInNumbers).

The new group is to serve as a platform for dialogue about safer mobility and explore opportunities for increased collaboration and coordination in the areas of strategic planning, communication, data sharing, education and engagement.

Strategic Focus Areas and Opportunities

In line with Council Priority #3: A City that Moves, the [2016 Residential Traffic Safety Strategy](#) committed to reduce injury and fatality collisions through education and targeted enforcement.

Based on the CPS 2020 [Crime and Safety – Traffic Safety Plan](#), CPS is evaluating and expanding the photo radar sites, engaging and educating with the public through Community Association meetings and school visits. In response to the changes in impaired driving laws, increased training of members in Standardized Field Sobriety Testing and Drug Recognition Experts was undertaken.

According to the current version of the [Safer Mobility Plan](#) 2019-2023, 5 year collision reduction targets were set at 25% for major injury and fatality collisions and 25% for vulnerable road user major injury and fatality collisions. Vulnerable road users include pedestrians, bicyclists, and motorcyclists. To make progress towards the targets, main areas of focus have been framed through the five E's of Engagement, Engineering, Enforcement, Education, Evaluation, and Innovation.

The most recent Safer Mobility Plan [Annual Report 2020](#), outlines several short term actions noted below with additional opportunities to identified through . The strategic opportunities for the JMSF lie on the crossroads of Enforcement, Engagement and Education, but potential for increased collaboration would touch on all areas.

Enforcement:

- a. Support for CPS deployment of high-visibility targeted enforcement, including "Report Impaired Driving" signage placement, and further dialogue on how Transportation can better support these activities, for example: (a.) deployment of traffic speed data collection devices to assist CPS in targeted speed enforcement, beyond what is currently available; (b.) sharing results of collision analysis, network screening results, high injury network review findings, etc.

Engagement:

- a. Outreach to communities through another round of Ward Community Safety Meetings or other means. Additional opportunities exist in terms of evaluation of the process and results of the previous set of meetings as well as outcomes (collision risk, citizen perception of safety, and others).
- b. Knowledge sharing and improved customer service streamlining CPS Traffic Service Request and 311 Service Request response.
- c. Identify opportunities for increased collaboration in public communication and perception of safety.

Education:

- a. Content to educate the public on blind spots – common errors that road users make and strategies to improve the related habits. Themes of speed and collision risk, vulnerable road user safety, and perception of distraction can be further investigated.
- b. Coordinate SLOWs speed trailer deployment with enforcement activities. Attachment 2 includes the June rotation schedule and future versions will be forwarded as they become available.
- c. Identify potential opportunities to combine enforcement programs with public education (i.e.: pamphlets for distribution to violators, online quiz, etc.)

Stakeholder consultation can be undertaken to identify additional opportunities and jurisdictional review can investigate noteworthy strategies employed by other cities for coordinated action



2020 Traffic Collision Summary

Transportation Data and Forecasting

Key Messages

In 2020, the COVID-19 pandemic and resulting public health restrictions changed how Calgarians used the transportation system. These changes not only impacted how much people travelled about the city, but also the number of collisions on Calgary roads. Some key findings from 2020 are as follows:

- Overall, collisions and collision rates have decreased across the city. This is likely due to a reduction in travel due to public health restrictions during the pandemic.
- Pedestrian, cyclist, and motorcycling collision rates also decreased.
- Casualty collisions (involving injury or death) have also decreased during the pandemic.

Quick Statistics

Statistic	2019	2020	% Change
Total City-wide Collisions	44,950	29,112	-35%
Total Road Network Collisions	37,789	21,543	-43%
City-wide per capita (1,000 pop.)	35	21	-40%
City-wide Collisions per 1,000 Registered Vehicles	44	29	-34%
Fatal Collisions	19	24	26%
Injury Collisions	2,377	1,697	-29%
Property Damage Only Collisions	35,393	19,822	-44%
Motor Vehicle Collisions per capita (1,000 pop.)	29	16	-45%
City Population	1,285,711	1,361,852	6%
Motor Vehicle Collisions per 1,000 Registered Vehicles	37	21	-43%
Registered Vehicles in Calgary	1,021,618	1,015,104	-1%
Intersection Collisions	22,144	13,604	-39%
Non-Intersection Collisions	10,639	6,508	-39%
Pedestrian Collisions	413	283	-31%
Pedestrian Fatal Collisions	3	4	33%
Pedestrian Injury Collisions	323	229	-29%
Pedestrian Collision Rate per capita (100,000 pop.)	32	21	-34%
Bicyclist Collisions	211	162	-23%
Bicyclist Fatal Collision	1	2	100%
Bicyclist Injury Collisions	133	105	-21%
Bicyclist Collision Rate per capita (100,000 pop.)	16	12	-25%
Motorcyclist Collisions	87	83	-5%
Motorcyclist Fatal Collisions	2	5	150%
Motorcyclist Injury Collisions	47	45	-4%
Motorcyclist Collision Rate per capita (100,000 pop.)	7	6	-14%

Background

The COVID-19 pandemic has affected every aspect of our lives, including traffic collisions occurring within Calgary. In response to the public health emergency, many city services were reduced, including traffic count studies. These studies collected traffic volumes that were used to determine collision rates per vehicle. In 2020, this information was not available, so per vehicle collision statistics have been excluded from this work.

Detailed Analysis

The total number of collisions in Calgary decreased by 35% in 2020 compared to 2019 (Figure 1). Casualty collisions (injury or fatal collisions) also showed decreases, except for motorcyclist casualty collisions which remained the same (Figure 2). This is likely due to the changes in travel habits due to public health restrictions.

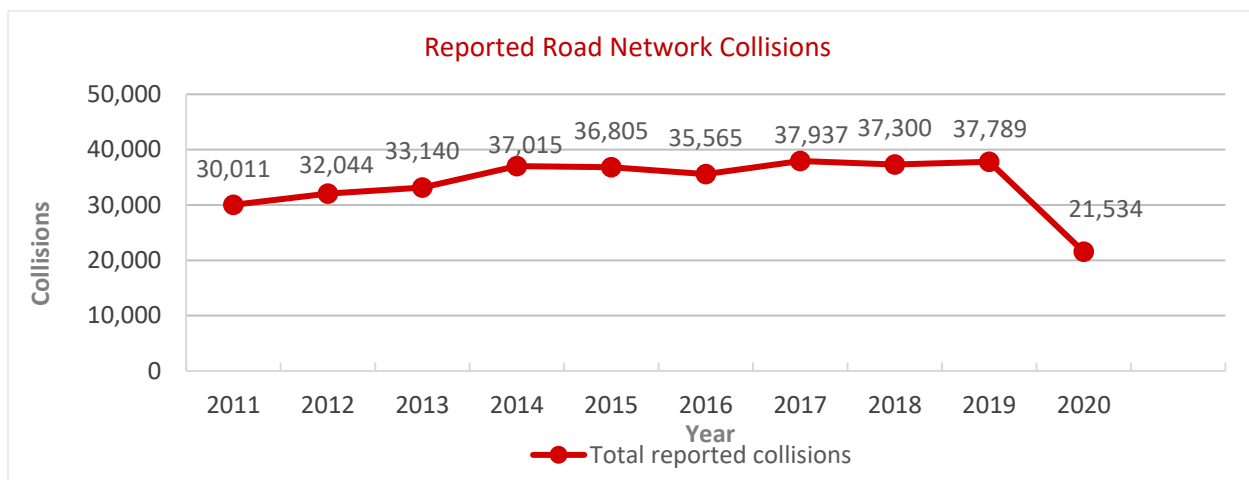


Figure 1 Reported Road Network Collisions

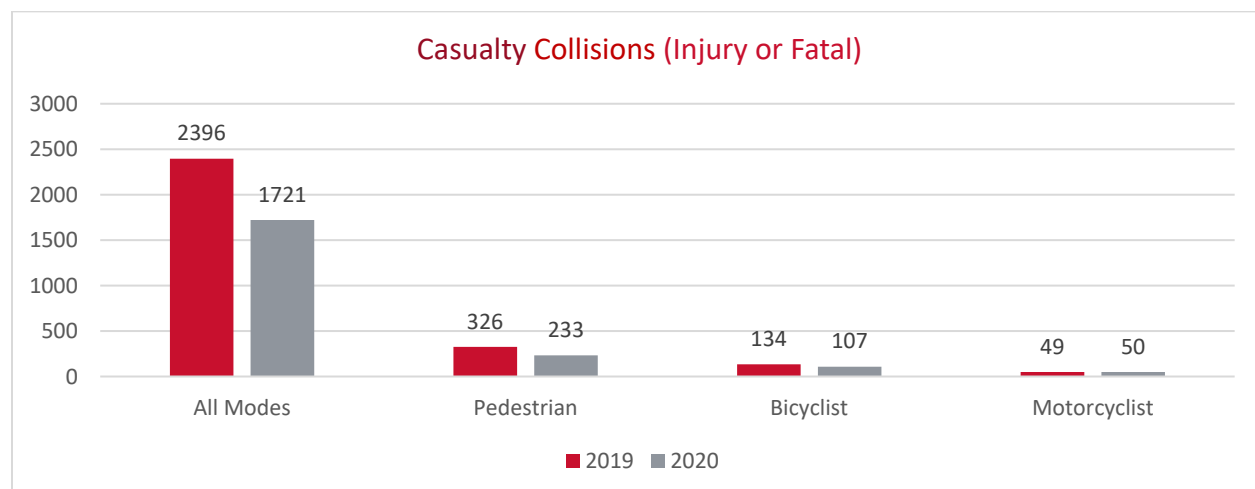


Figure 2 Casualty Collisions

The per capita and registered vehicle collision rates have also decreased when compared with 2019. Per capita severe casualty rates, which include fatal and major injury collisions, decreased in 2020, though not to the same degree as overall collision rates (Figure 3).

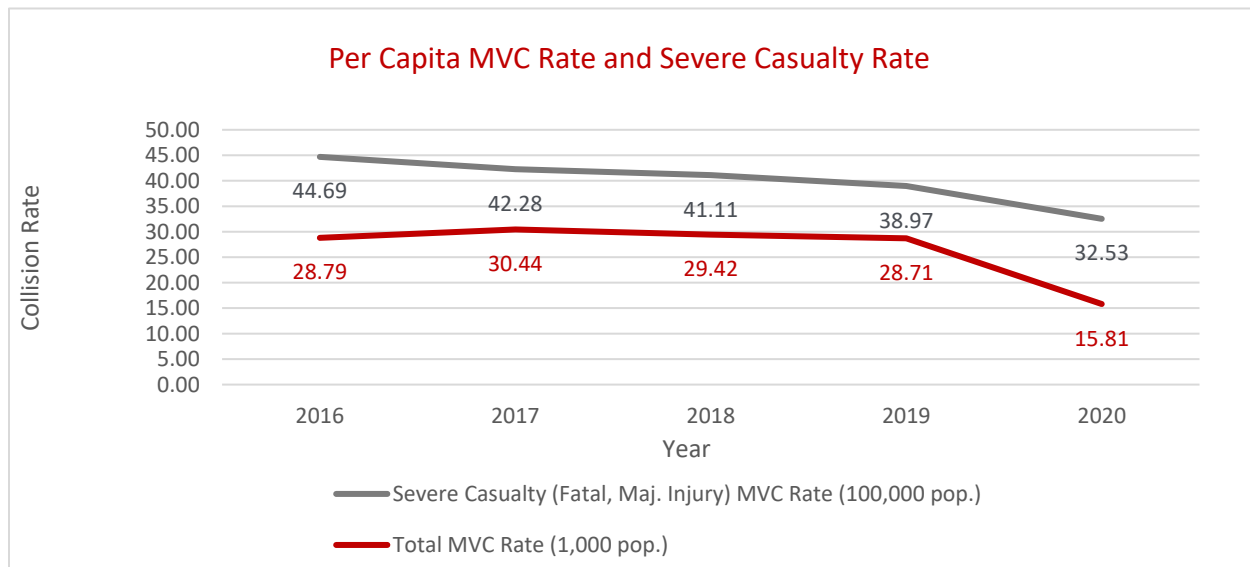


Figure 3 Per Capital Collision Rates

Pedestrian collisions decreased by 31% in 2020 from 413 last year to 283. Bicyclist collisions decreased by 23% from 211 to 162, and total motorcyclist collisions decreased by 5% from 87 to 83 over the same time period (Figure 4).

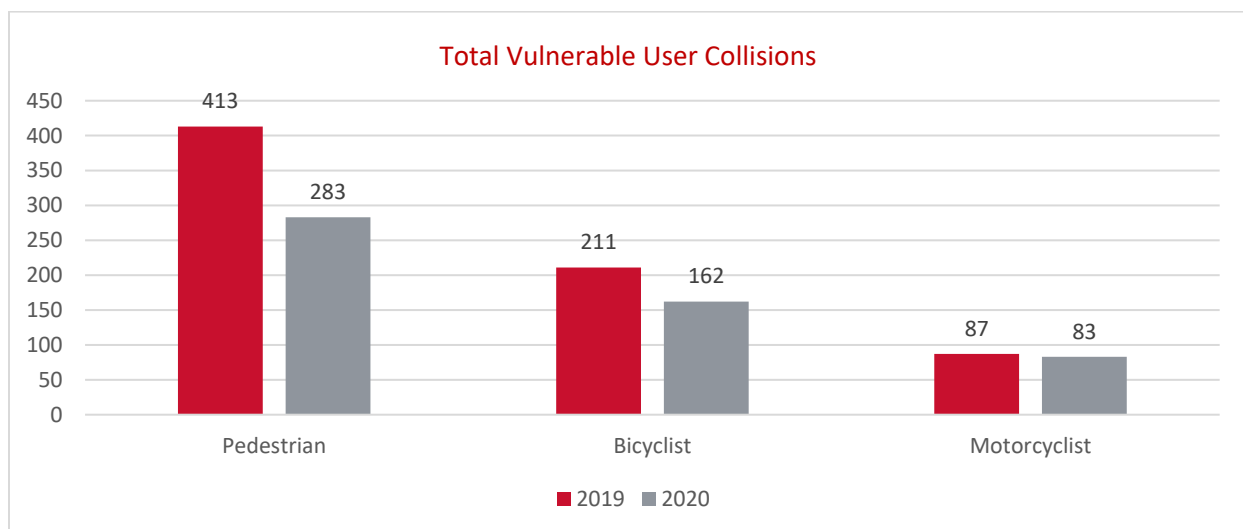


Figure 4 Total Vulnerable User MVC

Deerfoot TR E at Memorial DR E has the highest number of reported collisions in Calgary with 155. Ten of the top 20 collision frequency locations in Calgary have occurred on Deerfoot TR (Table 5). A map of these locations can be found in Appendix A.

Rank	Intersection	Collisions
1	DEERFOOT TR E & MEMORIAL DR E	155
2	DEERFOOT TR NE & 16 AV NE	153
3	DEERFOOT TR SE & GLENMORE TR SE	117
4	DEERFOOT TR SE & 17 AV SE	87
5	CROWCHILD TR SW & GLENMORE TR SW	80
6	DEERFOOT TR NE & 64 AV NE	73
7	36 ST NE & 16 AV NE	67
8	DEERFOOT TR SE & ANDERSON RD/BOW BOTTOM TR SW	63
9	DEERFOOT TR SE & PEIGAN/BARLOW TR SE	58
10	DEERFOOT TR NE & MCKNIGHT BV NE	56
11	19 ST NE & 16 AV NE	55
12	DEERFOOT TR NE & STONEY TR NE	50
13	BLACKFOOT TR SE & GLENMORE TR SE	47
14	12 ST NE & MCKNIGHT BV NE	45
15	SARCEE TR SW & BOW TR SW	45
16	52 ST NE & MCKNIGHT BV NE	41
17	MÉTIS TR NE & COUNTRY HILLS BV NE	40
18	MACLEOD TR SW & GLENMORE TR SW	40
19	DEERFOOT TR SE & 11 ST SE	39
20	36 ST NE & 32 AV NE	35

Figure 5 Top 20 Collision Frequency Locations

Rear End, Struck Object and Side Swipe collisions accounted for nearly three quarters of all reported collisions in Calgary in 2020 (Figure 6).

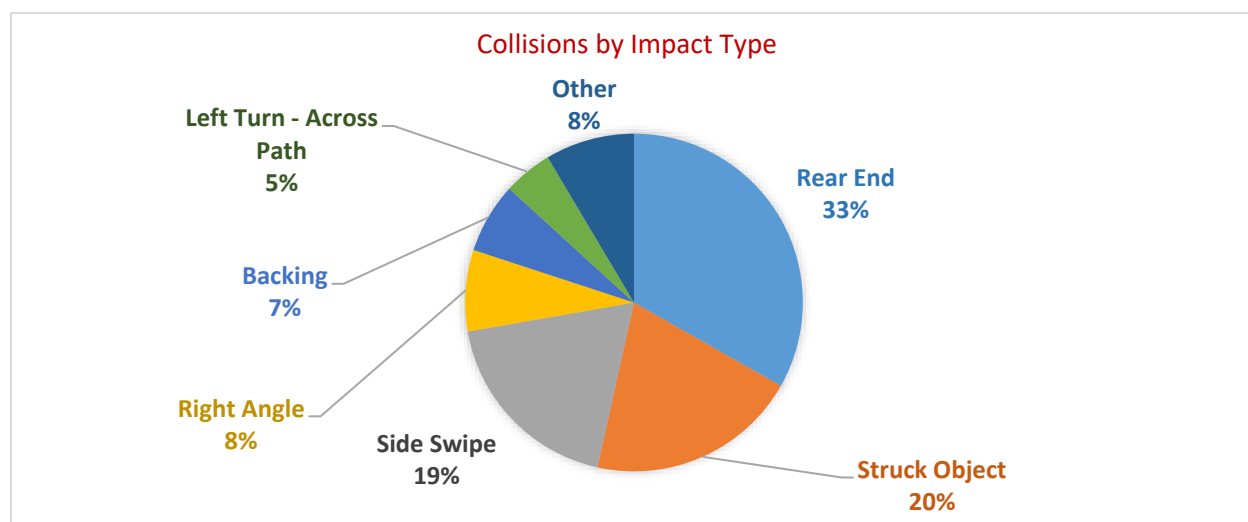
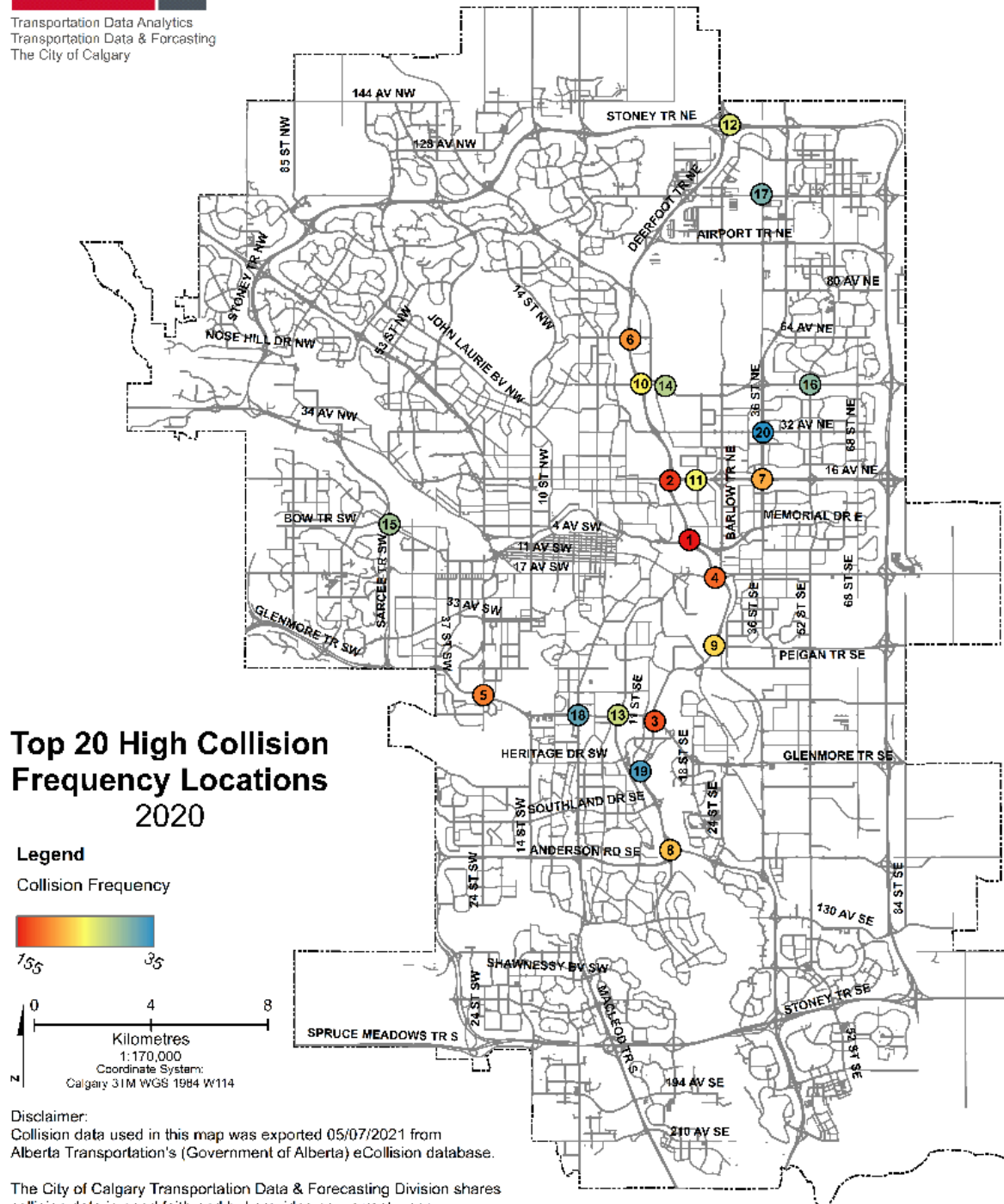


Figure 6 Collisions by Impact Type

Appendix A – High Collision Locations



Transportation Data Analytics
Transportation Data & Forecasting
The City of Calgary



Disclaimer

Data used in the 2020 Annual Traffic Collision Summary was exported on May 7th, 2021 from The City of Calgary's eCollisions Traffic Collision database. This database is supplied with collision records from the Calgary Police Service (CPS) via Alberta Transportation's eCollisions Traffic Collision Database. Data represented in this summary are accurate up to May 7, 2021. Collision reports are not included in eCollisions until active CPS investigations and records processing are complete.

The 2020 Annual Traffic Collision Summary consists of summary statistics associated with motor vehicle collisions within the city limits of Calgary. These summary statistics are used to perform road safety reviews, determine road safety audit locations, and monitor countermeasure and infrastructure performance. Collision data for non-engineering purposes may be acquired by contacting the Calgary Police Service.

Transportation Planning releases this annual summary in good faith; however, the City of Calgary provides no warranty, nor accepts any liability arising from any incorrect, incomplete, or misleading information or the improper use of this report.

References

Alberta Transportation (2021). *Alberta Vehicle Statistics: Number of Motorized Vehicles Registered in Alberta as of March 31*. Retrieved from: <https://open.alberta.ca/publications/number-of-motorized-vehicles-registered-in-alberta-as-of-march-31-years>

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Community Services Briefing to
Community Development Committee
2021 December 08

ISC: UNRESTRICTED
CD2021-1666

Calgary Recreation Revised Capital Investment Strategy – Progress Update

PURPOSE OF BRIEFING

As directed by Council, this briefing provides a progress update on phasing and construction timelines for six projects included in the *Revised Calgary Recreation Capital Investment Strategy* (C2021-0911). On 2021 June 21, Council approved a capital budget increase of \$154M towards these projects.

SUPPORTING INFORMATION

Background

Access to recreation infrastructure is a cornerstone of vibrant, complete communities and healthy individuals. It contributes to physical literacy and skill development for all ages and abilities, promotes active living and social connections.

The capital investment strategy developed by Administration and approved by Council includes six priority projects to address:

- City-wide service gaps for practice and play space in new and established areas of Calgary,
- Aging recreation infrastructure and associated service inefficiencies, and
- Equitable distribution of in-demand amenities.

The projects include: one athletic park each in Saddle Ridge and Rocky Ridge; one regional fieldhouse each in Skyview Ranch and Belmont; an air inflated structure (dome) at the Calgary Soccer Centre and a twin arena at Glenmore Athletic Park.

The \$154M investment will increase access to recreation opportunities for underserved areas in Calgary, allowing more Calgarians to be more active, more often.

Projects Update

Since Council approval, Administration has been actively resourcing and executing on early stages of project development. A multi-disciplinary team of project managers and specialists in planning, sport development, operations, finance, engagement, and communication has been assembled and planning for the projects is underway.

Engagement planning for each project is proceeding in alignment with project timelines. Depending on the unique attributes of each facility and its location, engagement approaches will draw participation as needed from the public, sport organizations, user groups, area Councillors, partner organizations, and local community associations.

Sequencing of individual projects and targeted opening dates will occur up to 2027. Detailed opening schedules will be managed with the recreation community to allow adjustments to booking practices and capacity absorption. Updates on each project are:

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Calgary Soccer Centre Air Inflated Structure (Dome)

A project was underway at the Calgary Soccer Centre to convert the remaining natural turf outdoor field into an artificial turf field. The Dome will cover this field. Site investigation, planning, conceptual and detailed design, and contract documentation are expected to be completed by end of 2021 December. Construction is expected to start in Q2 2022 and be completed for the winter 2022 season.

Rocky Ridge Athletic Park

Located on a 23-acre parcel in northwest Calgary adjacent the Shane Homes YMCA, the Rocky Ridge Athletic Park project includes construction of two outdoor fields and supporting amenities (e.g. dressing rooms, spectator seating, etc.). This is the first phase of a larger athletic complex that will eventually include a regional fieldhouse. The project aligns with Council direction “Update on New Recreation Facilities in the Southeast and Northwest” (PFC2012-0248).

Land use planning activities were completed in 2021 September and conceptual design activities are expected to be completed by end of 2021 December. Detailed design and contract documentation activities will immediately follow and are expected to allow construction to start in Q3 2022 and be completed by Q4 2023, in time for the 2024 season.

Glenmore Twin-ice Arena

The new twin-ice arena at Glenmore Athletic Park will replace the aging, single sheet Stu Peppard Arena that was identified for replacement as part of the Foothills and Glenmore Athletic Park Master Plans approved by Council in 2010 (CPS2010-47).

Preliminary investigations have been completed with conceptual designs expected to be completed by Q4 2021 following consultations with project stakeholders. Detailed design, contract documentation and construction are planned to allow an opening during the 2025 season.

Belmont & Skyview Regional Fieldhouses

The new regional fieldhouses are the first phases of integrated optimized recreation facilities located in the southwest community of Belmont and northeast community of Skyview Ranch. The fieldhouses will include a multi-sport rectangular field space able to accommodate various playing surfaces and supporting amenities.

As part of on-going planning activities, stakeholder engagement will help refine the proposed amenity mix and create a master plan for the sites to accommodate comprehensive recreation facilities in the future. Community and stakeholder engagement will begin in 2022, with the Belmont Fieldhouse anticipated to be completed by 2025 and the Skyview Fieldhouse by 2026.

Saddle Ridge Athletic Park

The Saddle Ridge Athletic Park will be located on Municipal Reserve (MR) land in the northeast. The parcel was identified through the outline planning process for Saddle Ridge Industrial Park. The athletic park will include four multi-purpose artificial turf fields and supporting amenities. Scheduling of the project is dependent on timing of the subdivision application by the landowner and land acquisition. The athletic park is anticipated to open in 2027 based on current land development progress.

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Anticipated timelines for each facility are listed in the table below. Updates on individual projects will be communicated to respective ward Councillors. Information will also be kept current on calgary.ca.

Anticipated Project Schedules

