



AGENDA

COMMUNITY DEVELOPMENT COMMITTEE

**September 27, 2022, 9:30 AM
IN THE COUNCIL CHAMBER**

Members

Councillor K. Penner, Chair
Councillor 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, 2022 July 28
5. CONSENT AGENDA
 - 5.1. DEFERRALS AND PROCEDURAL REQUESTS
 - 5.1.1. Deferral Request - Status Updates on the Building Accountability NOM and the Growth and Development Climate Framework, CD2022-1060

5.1.2. Deferral Request - North Central Calgary Strategy Model Project, CD2022-1013

5.1.3. Deferral Request – Livery Transport Services Plan from Q3 2022 to Q1 2023, CD2022-1052

5.1.4. Deferral Request - Richmond Green Project Update, CD2022-1069

6. POSTPONED REPORTS
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1. Coordinated Community Winter Response Outcomes, CD2022-1088

7.2. Single-Use Items Reduction Strategy Report, CD2022-0985

7.3. Industry Update on Electricity, Natural Gas, and Telecommunications, CD2022-1010

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

10.1.1. Status of Expenditures on Regulatory Proceedings, CD2022-1012
Held confidential pursuant to Sections 23 (Local public body confidences), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2026 September 27

10.2. URGENT BUSINESS

11. BRIEFINGS

11.1. Beltline Facility Assessment and Re-Purposing, CD2022-1076

11.2. Municipal and Event Landmark Special Policy Areas and Process, CD2022-1037

11.3. Calgary Safer Mobility Plan - Annual Report 2022, CD2022-1089

11.4. Golf Operations Update, CD2022-1067

11.5. Harvie Passage Task Force Update, CD2022-0938

11.6. Problem Properties and Short Term Rentals, CD2022-0996

12. ADJOURNMENT



MINUTES

COMMUNITY DEVELOPMENT COMMITTEE

**July 28, 2022, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT: Councillor K. Penner, Chair
Councillor R. Pootmans, Vice-Chair
Councillor R. Dhaliwal (Remote Participation)
Councillor C. Walcott (Partial Remote Participation)
Councillor T. Wong
Councillor J. Wyness (Partial Remote Participation)
Mayor J. Gondek
Councillor A. Chabot (Remote Participation)
Councillor J. Mian (Remote Participation)

ABSENT: Councillor G-C. Carra (Personal)

ALSO PRESENT: Acting General Manager S. Dongworth
General Manager K. Black
Legislative Coordinator M. A. Cario
Legislative Advisor S. Lancashire

1. **CALL TO ORDER**

Councillor Penner called the Meeting to order at 9:30 a.m.

ROLL CALL

Councillor Chabot, Councillor Dhaliwal, Councillor Mian, Councillor Walcott, Councillor Pootmans, Councillor Wyness, Councillor Wong, Mayor Gondek, and Councillor Penner.

Absent from Roll Call: Councillor Carra

2. **OPENING REMARKS**

Councillor Penner provided opening remarks and a traditional land acknowledgement.

3. **CONFIRMATION OF AGENDA**

Moved by Councillor Walcott

That the Agenda for today's meeting be amended by modifying the lunch recess to begin at 11:30 a.m. and to reconvene at 1:00 p.m.

MOTION CARRIED

Moved by Councillor Walcott

That the Agenda for the 2022 July 28 Regular Meeting of the Community Development Committee be confirmed, **as amended**.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Community Development Committee, 2022 June 22

Moved by Councillor Wong

That the Minutes of the 2022 June 22 Regular Meeting of the Community Development Committee be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Calgary Police Service 2021 Annual Report, CD2022-0907

A presentation entitled "Presentation by Chief Constable Mark Neufeld" was distributed with respect to Report CD2022-0907.

Councillor Dhalliwal (Remote Member) left the meeting at 9:52 a.m. and joined at 9:58 a.m.

Councillor Penner left the Chair at 10:40 a.m. and Councillor Pootmans assumed the Chair.

Councillor Penner resumed the Chair at 10:42 a.m.

Moved by Councillor Walcott

That with respect to Report CD2022-0907, the following be approved:

That the Community Development Committee recommend that Council receive this annual update from the Calgary Police Commission (CPC) on the Calgary Police Service (CPS) for the 2021 calendar year for the Corporate Record.

For: (9): Councillor Penner, Councillor Pootmans, Councillor Dhaliwal, Councillor Walcott, Councillor Wong, Councillor Wyness, Mayor Gondek, Councillor Chabot, and Councillor Mian

MOTION CARRIED

By General Consent, Item 7.2 was postponed to the Call of the Chair.

Committee then dealt with Item 7.3.

7.2 Increasing Accessibility to and Safety of Affordable Child Care in Calgary, CD2022-0910

This Item was dealt with following Item 7.3.

The following speakers addressed Committee with respect to Report CD2022-0910:

1. Danielle Bourdin, Embolden Private Dayhome Community
2. Shelby Stewart, MacKenzy's Legacy
3. Jennifer Woolfsmith, MacKenzy's Legacy
4. Kris Moen

Councillor Wyness (Remote Member) joined the meeting at 2:20 p.m.

Moved by Mayor Gondek

That with respect to Report CD2022-0910, the following be approved, **after amendment:**

That the Community Development Committee recommend that Council:

1. Give three readings to the proposed amendments to the Business Licence Bylaw 32M98 with a proposed effective date of 2023 January 1;
2. Direct Administration to consider the land use planning and development tools referenced in Notice of Motion PFC2021-1129 to enable child care development as part of the broader Land Use Bylaw 1P2007 renewal project; and
3. **Request the Mayor send a letter to the Government of Alberta asking for a status update on the points raised in Justice Hawke's fatality inquiry into the death of Mackenzy Woolfsmith, with a specific question on when the recommendations for unlicensed facilities will be enacted so the City of Calgary can ensure we are not duplicating effort.**

For: (8): Councillor Penner, Councillor Pootmans, Councillor Dhaliwal, Councillor Wong, Councillor Wyness, Mayor Gondek, Councillor Chabot, and Councillor Mian

MOTION CARRIED

Committee then dealt with Item 7.4.

7.3 Calgary Downtown Association – Change in Boundaries Request, CD2022-0792

This Item was dealt with following Item 7.1.

A Public Submission was distributed with respect to Report CD2022-0792.

Mark Garner, Calgary Downtown Association, addressed Committee with respect to Report CD2022-0792.

Moved by Councillor Pootmans

That Committee modify the lunch recess to return at 1:15 p.m.

MOTION CARRIED

Committee recessed at 11:26 a.m. and reconvened at 1:17 p.m. with Councillor Penner in the Chair.

ROLL CALL

Councillor Dhaliwal, Councillor Mian, Councillor Pootmans, Councillor Walcott, Councillor Wong, and Councillor Penner.

Absent from Roll Call: Councillor Carra, Mayor Gondek, Councillor Wyness, and Councillor Chabot (Remote Member) joined at 1:31 p.m.

Moved by Councillor Wong

That with respect to Report CD2022-0792, the following be approved:

That the Community Development Committee recommend that Council:

1. Give three readings to the proposed Bylaw to amend the Calgary Downtown Association Business Improvement Area Bylaw 38M2017 with respect to the identified boundaries; and
2. Provide an opportunity, before second reading, to current and would-be taxpayers in the area to make representations to Council concerning the change in boundaries.

For (7): Councillor Penner, Councillor Pootmans, Councillor Dhaliwal, Councillor Walcott, Councillor Wong, Councillor Chabot, and Councillor Mian

MOTION CARRIED

Committee then dealt with Item 7.2.

7.4 Mobility Trends in Calgary – Covid-19 Transportation System Monitoring (Verbal), CD2022-0797

This Item was dealt with following Item 7.2.

By General Consent, Committee suspended Section 6(1) of Procedure Bylaw 35M2017, Section 78(2)(b) of the Procedure Bylaw to forego the afternoon recess.

The following documents were distributed with respect to Verbal Report CD2022-0797:

- A presentation entitled "CD2022-0797 Mobility Trends in Calgary"; and
- A document entitled "Mobility Trends in Calgary Active Modes".

Councillor Walcott (Remote Member) joined the meeting at 2:55 p.m.

Moved by Councillor Wong

That with respect to Verbal Report CD2022-0797, the following be approved:

That the Community Development Committee recommend that Council receive the Attachment and Presentation for the Corporate Record.

For: (8): Councillor Penner, Councillor Pootmans, Councillor Dhaliwal, Councillor Walcott, Councillor Wong, Councillor Wyness, Councillor Chabot, and Councillor Mian

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

Moved by Councillor Wong

That pursuant to Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, Committee now move into Closed Meeting, in the Council Boardroom, to discuss confidential matters with respect to Item 10.1.1, Summary of Current Regulatory Proceedings, CD2022-0817

MOTION CARRIED

Committee reconvened in Public Meeting at 3:32 p.m. with Councillor Penner in the Chair.

ROLL CALL

Councillor Chabot, Councillor Dhaliwal, Mian, Councillor Walcott, Councillor Pootmans, Councillor Wyness, Councillor Wong, and Councillor Penner.

Absent from Roll Call: Councillor Carra, and Councillor Wyness.

Moved by Councillor Pootmans

That Committee rise and report.

MOTION CARRIED

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 Summary of Current Regulatory Proceedings, CD2022-0817

Administration in attendance during the Closed Meeting discussions with respect to Confidential Report CD2022-0817:

Clerks: M.A. Cario and C. Nelson. Law: M. Burlington and H. Chan
Advice: K. Black, K. Wyllie, O. Shyllon, C. Stewart, and B. Whyte.

Moved by Councillor Chabot

That with respect to Report CD2022-0817, the following be approved:

That the Community Development Committee recommends that Council:

1. Approve Recommendation 1 contained in Report CD2022-0817; and
2. Direct that the Report and Attachments be held confidential pursuant to Sections 23 (Local public body confidences), and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act* to be reviewed by 2024 May 13.

For: (6): Councillor Penner, Councillor Pootmans, Councillor Dhaliwal, Councillor Walcott, Councillor Wong, and Councillor Chabot

MOTION CARRIED

10.2 URGENT BUSINESS

None

11. BRIEFINGS

None

12. ADJOURNMENT

Moved by Councillor Wong

That this meeting adjourn at 3:34 p.m.

The following items have been forwarded on to the 2022 September 13 Combined Meeting of Council:

CONSENT

- Calgary Police Service 2021 Annual Report, CD2022-0907
- Mobility Trends in Calgary – Covid-19 Transportation System Monitoring (Verbal), CD2022-0797
- Summary of Current Regulatory Proceedings, CD2022-0817

ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- Calgary Downtown Association – Change in Boundaries Request, CD2022-0792
- Increasing Accessibility to and Safety of Affordable Child Care in Calgary, CD2022-0910

The next Regular Meeting of the Community Development Committee is scheduled to be held on 2022 September 27 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

MOTION CARRIED

CHAIR

CITY CLERK

DEFERRAL

Item # 5.1.1

**Planning & Development Deferral to
Community Development Committee
2022 September 27**

**ISC: UNRESTRICTED
CD2022-1060**

Deferral of the Status Updates on the Building Accountability Notice of Motion and the Growth and Development Climate Framework

RECOMMENDATION:

That the Community Development Committee defer the status updates from EC2021-1698 Building Accountability in the Declaration of a Climate Emergency and Call to Action, as well as PFC2021-0121 Growth and Development Climate Framework and Carbon Budget due Q3 2022, to return by end of Q1 2023.

Background

Calgary City Council declared a Climate Emergency on 2021 November 15. On 2021 December 14, Council directed Administration to build accountability to the Declaration into future climate action and reporting through a Notice of Motion (EC2021-1698). Further, at the 2021 March 16 Meeting of Priorities and Finance Committee, Administration introduced the Growth and Development Climate Framework (PFC2021-0121) as well as the concept of a Carbon Budget.

Both of these items are due to report back to Council in Q3 2022 on the progress of the actions. Administration is seeking a deferral to return to Council by the end of Q1 2023.

Deferral

With the Climate Emergency Declaration and the July 2022 approval of the newly aligned *Calgary Climate Strategy – Pathways to 2050*, Council and Administration recognize the need for enhanced accountability and transparency around climate action and reporting. During the 2022 July 05 Council Meeting, Administration committed, as the next step in delivering action on the Declaration and Climate Strategy, to develop a Climate Implementation Plan in alignment with the 2023-2026 Service Plans and Budgets.

This deferral of the progress reports on both the accountability and growth and development climate frameworks provides the information to Council in the following revised sequence: [a] strategy aligned to the new net zero by 2050 target (2022 June/July), [b] implementation plan and budget (2022 November), and [c] progress report on accountability and development climate frameworks (2023 Q1). Further benefits of this staged approach are a leveling of the volume of information provided at each stage, and improved Administration capacity to focus and work on deliverables at each stage.

As Administration has advanced the building accountability and growth and development climate framework work over the past year, some deliverables will be included as part of the implementation plan and budget stage.

To accommodate this sequencing of information, Administration is requesting deferral until 2023 Q1 of the progress report on the actions within the Accountability Notice of Motion (EC2021-1698) and Growth and Development Climate Framework (PFC2021-0121).

DEFERRAL

Item # 5.1.2

Select a department Deferral to
Community Development Committee
2017 September 27

ISC: UNRESTRICTED
CD2022-1013

Deferral request North Central Calgary Strategy Model Project

RECOMMENDATION:

That the Community Development Committee approve the deferral request for the North Central Calgary Strategy Model Project due Q4 2022, to return by Q2 2023.

Parks Foundation Calgary and Vivo For Healthier Generations submitted a Council Innovation Fund application in September 2021 (PFC2021-1349) that was approved for \$100,000 to fund a grassroots engagement initiative in north central Calgary led by the two organizations. A condition of the funding was to report back to council by Q4 2022, but the project requires more time to complete the initiatives undertaken. The project team anticipates completion of the project and ability to report to council by Q2 2023.

DEFERRAL

Item # 5.1.3

Community Services Deferral to
Community Development Committee
2022 September 27

ISC: UNRESTRICTED
CD2022-1052

Deferral Request – Vehicle-for-Hire Public Safety’s plan to support net-zero goals from Q3 2022 to Q1 2023

RECOMMENDATION:

That the Community Development Committee recommends that Council defer the plan to assess whether to add more city-wide taxi stands from Q3 2022 to end of Q1 2023.

On 2022 May 10 via a Motion Arising, Council directed Administration to report back with a plan for how Livery Transport Services (now called Vehicle-for-Hire Public Safety) will support The City of Calgary’s goal of reaching zero emissions by 2050. The Motion Arising included three items:

1. An assessment on reducing the daily number of vehicles that rely on ‘on the move’ circuits for fares no later than Q1 2023;
2. An understanding of the number of Transportation Network Companies (TNC) licenses versus taxi licenses to create a competitive balance and an equitable environment in the livery market; and,
3. A plan whether to add more city-wide taxi stands by Q3 2022.

Administration is requesting a deferral for the third item to the end of Q1 2023 to align with the timeline given for the first two items. Furthermore, a deferral request regarding progress reports for *Building Accountability into Climate Action and the Growth and Development Climate Framework* has also been proposed for return at the end of Q1 2023. Administration recognizes the need to ensure consistency with the recently-approved *Calgary Climate Strategy – Pathways to 2050*. The revised timeline will allow Administration additional time to develop a more fulsome plan for how to support The City of Calgary’s 2050 goal of reaching net-zero emissions.

DEFERRAL

Item # 5.1.4

Select a department Deferral to
Community Development Committee
2017 September 27

ISC: UNRESTRICTED
CD2022-1069

Deferral Request: Richmond Green Project Update Due Q3 2022, to return by Q1 2023

RECOMMENDATION:

In January 2021 (CPC2021-0799), Council directed Administration *'to work with the community and stakeholders to develop a revised plan and program for the expanded park at Richmond Green, returning with an update to the Standing Policy Committee on Community and Protective Services (or its successor committee) no later than Q3 2022'*. The engagement for this project with the aforementioned stakeholders has been performed but the results are not yet available, and these results will inform the report back to council. Administration requests a deferral to report back to Council no later than Q1 2023.

Coordinated Community Winter Response Outcomes

RECOMMENDATION:

That the Community Development Committee recommends that Council direct Administration to include joint funding for extreme weather response for Calgarians experiencing homelessness in provincial advocacy plans.

HIGHLIGHTS

- Last winter the community responded to Calgarians experiencing homelessness with unprecedented coordination. Outreach groups worked together to schedule their efforts and distribute essential items. Agencies collaborated to provide warm spaces and coordinate transportation and hours of operation.
- The Calgary Homeless Foundation is approved for multi-year funding through the Community Safety Investment Framework to coordinate year-round responses to extreme weather. Administration and the Calgary Homeless Foundation are actively pursuing collaborative funding with the Province and other funders.
- The development of year-round extreme weather responses will help advance the outcomes of *A Community of Connections: Calgary's Mental Health and Addiction Strategy*.
- *What does this mean for Calgarians?* Greater coordination between community organizations and orders of government and improved service access to help keep Calgarians experiencing homelessness healthier and safer during extreme weather events.
- *Why does this matter?* The 2022 investment created momentum to improve coordination among community organizations and partners, not just in winter but during other extreme weather events, improving access to services, increasing safety and resilience for individuals and the community.
- The Calgary Homeless Foundation's *Coordinated Community Winter Response Impact Report* (Attachment 2), outlines outcomes along with next steps.
- In 2021 December, Council directed "Administration to allocate up to \$750,000 to the Calgary Homeless Foundation to coordinate a community cold weather response for 2021/22 that enhances existing services and invests in removing barriers from the current system to support Calgarians experiencing homelessness and report back on outcomes of the investment to the Community Development Committee by the end of Q3 2022."
- 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

In December 2021, Council directed a one-time \$750,000 investment to coordinate removal of system barriers to support Calgarians experiencing homelessness during cold weather events, which was supplemented with a \$100,000 contribution from United Way of Calgary and Area and \$100,000 from the Calgary Homeless Foundation. The Government of Alberta contributed to the collective response through additional

Coordinated Community Winter Response Outcomes

emergency shelter beds, on-site health, employment and housing services and daytime resource centre space hours (warming spaces) at existing emergency shelters.

Administration convened community organizations and partners to discuss the most pressing needs for the upcoming winter. These discussions resulted in three project goals: provide basic winter essentials, increase available warm spaces and reduce barriers to emergency shelters. As work continued, an additional goal was added to improve capacity and coordination among outreach groups, shelters, and City services. The funds were coordinated and distributed by the Calgary Homeless Foundation. Attachment 2 outlines the outcomes of this work and next steps to build on learnings from winter 2022.

As a result of Council's 2022 investment, relationships generated through convening and coordinating community organizations and partners enabled new initiatives outside of cold weather response. Partners came together to coordinate services for Calgarians experiencing homelessness (e.g., medical care, referrals to social services, connections to outreach services) while responding to emerging needs. Three examples of addressing emerging need from 2022 include:

- Multiple City services, the Calgary Police Service and community partners worked together to address criminal activity and safety issues occurring in an encampment on Dermot Baldwin Way. People staying in the encampment were supported to access shelters, housing, and medical services. They were also assisted to collect or safely store their belongings before hazardous material, abandoned structures and items were removed.
- In alignment with Calgary Transit's *Safety for All* initiative, the Calgary Homeless Foundation coordinated enhanced outreach events at LRT stations with more planned.
- The City and partners coordinated a response to notify and support people living in encampments at risk of flooding during the June 2022 heavy rain event.

The 2022 Coordinated Community Winter Response demonstrated what can be achieved through coordination and collaboration between community organizations, partners and orders of government. Of specific note is the importance of early preparation, trigger points for specific extreme weather responses, and trust among agencies, groups and individuals.

The Calgary Homeless Foundation is approved for multi-year funding through the Community Safety Investment Framework. This funding will embed the extreme weather response in the Staying Safe pillar of *A Community of Connections: Calgary's Mental Health and Addiction Strategy*. Anchoring year-round planning with the broad strategy directly strengthens existing crisis supports and helps to transform Calgary's approach to persons in crisis.

Additional municipal strategic initiatives will inform planning for extreme weather response in the future. Most immediately, The City's recently established Housing and

Coordinated Community Winter Response Outcomes

Affordability Task Force will address gaps in the housing continuum and inform a refreshed Corporate Affordable Housing Strategy to be brought to Council in Q3 2023.

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

Ongoing dialogue with the Leadership Group and implementation teams of the Mental Health and Addictions Strategy will continue to inform this work. In addition, discussions were undertaken by the Calgary Homeless Foundation through their coordinating role within the homeless serving sector; this included ongoing engagement with Calgarians experiencing homelessness who accessed the services and supports provided through the Coordinated Community Winter Response.

IMPLICATIONS

Social

Work to improve extreme weather response for Calgarians experiencing homelessness prevents harmful health and safety risks. This work facilitates equitable social outcomes for Calgarians experiencing homelessness in alignment with the Social Wellbeing Policy and advances outcomes of *Calgary's Mental Health and Addiction Strategy*

Environmental

Climate change will disproportionately impact vulnerable populations, especially Calgarians experiencing homelessness. Calgary Emergency Management Agency's Disaster Risk Report 2022 states unhoused Calgarians are vulnerable to increasing risk of serious health issues during blizzard, winter storm, and extreme cold events: all three are rated as likely to occur. Ongoing involvement in cold or other forms of extreme weather events helps The City, its partners, and Calgarians experiencing homelessness to be more resilient to the impacts of climate change.

Economic

Removing barriers for Calgarians experiencing homelessness during extreme weather events can reduce costs to government services such as health care, emergency services and transit. This in turn allows for more effective use of public dollars. In addition, due to stigma and bias around homelessness, there can be economic consequences when Calgarians experiencing homelessness are outside of local business as their presence can deter some customers. Removing barriers for Calgarians experiencing homelessness during extreme weather events can have a positive impact on local economy.

**Community Services Report to
Community Development Committee
2022 September 27**

**ISC: UNRESTRICTED
CD2022-1088
Page 4 of 4**

Coordinated Community Winter Response Outcomes

Service and Financial Implications

No anticipated financial impact

0

RISK

Without a coordinated response Calgarians experiencing homelessness will continue to experience harm as a result of extreme weather. In addition to negative impacts for individuals, municipal and community services are frequently impacted by the increased needs of Calgarians experiencing homelessness during extreme weather events. Without a coordinated effort, this can increase service costs or result in improper or ineffective use of City services or facilities (for example, using C-Train stations to shelter from the cold that do not have proper heating, safety and security, or bathroom facilities). Continuing to work together, including advocacy to the Government of Alberta, helps mitigate the risk of an uncoordinated and ineffective response.

ATTACHMENTS

1. Previous Council Direction, Background
2. Calgary Homeless Foundation: Coordinated Community Winter Response Impact Report
3. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
n/a	n/a	n/a

Background and Previous Council Direction

Background

The Calgary Homeless Foundations' Administrative Count Findings from Spring 2021 indicate there were approximately 1,935 Calgarians experiencing homelessness at that time. As identified in the verbal presentations to Community Development Committee and Council in December 2021 and again in recent research conducted by Calgary Homeless Foundation, these individuals are likely to experience system barriers while accessing emergency shelters. During extreme weather events, these barriers can result in severe health impacts for those who do not access emergency shelter.

The most commonly identified barriers include perception of safety in shelters, limits of shelter hours of operation, and access to transportation to get to shelters.

Other issues identified include access to storage for personal belongings, pet care for companion animals, couples' accommodation, or being barred from access.

In addition, COVID-19 and the escalating drug poisoning crisis have dramatically impacted emergency shelter operations, particularly staff availability and capacity.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
12/5/2021	EC2021-1671	<p>Supporting Calgarians Experiencing Homelessness Through Cold Weather Events</p> <ol style="list-style-type: none"> 1. That Council direct Administration to allocate up to \$750,000 to the Calgary Homeless Foundation to coordinate a community cold weather response for 2021/22 that enhances existing services and invests in removing barriers from the current system to support Calgarians experiencing homelessness and report back on outcomes of the investment to the Community Development Committee by the end of Q3 2022. 2. Direct Administration to, prior to the setting of a four-year strategic 2023-2026 budget, convene partners including Calgary Homeless Foundation, The City of Calgary's corporate security, Community Standards and community policing teams, The Government of Alberta, other funders, and both non-profit and peer-to-peer street outreach providers to ensure a collaborative approach to homelessness and cold weather response that identifies and removes barriers from the current system, in alignment with the Calgary Mental Health and Addiction Community Strategy and Action Plan, and report back on these activities and investments to the Community Development Committee by the end of Q3 2022.
5/17/2022	EC2022-0638	<p>Notice of Motion RE: Housing and Affordability Task Force</p> <ol style="list-style-type: none"> 1. Return to Council during the 2023-2026 budget discussions with a workplan and budget request to support the work for a report to Council by 2023 Q3 considering: a) The development of a "Housing and Affordability Task Force," that would report to Council with advice and policy recommendations relating to increasing, measuring, and managing Housing Affordability and Affordable Housing along the entire housing continuum, including a survey/review of existing programs, policies, and solutions both locally and in other relevant jurisdictions; b) An exploration of models for the creation of a "Housing Security Commission" to work in collaboration with The City, supportive housing providers, non-market housing providers, Calgary Housing Company, attainable homeownership providers, emergency shelters, the provincial and federal governments, to increase equitable outcomes for Calgarians seeking safe, affordable, and supportive housing; and c) Address these considerations as a part of the refreshed Corporate Affordable Housing Strategy.



Coordinated Community Winter Response (CCWR)

IMPACT REPORT

September 14, 2022

Cold weather brings a community together.



Table of Contents

Introduction 3

Calgary Homeless Serving System of Care (CHSSC) 4

How we operationalized the Coordinated Community Winter Response5

Coordinated Community Winter Response Outcomes7

Results of increased collaboration 7

Proposed actions to build on our initial success 7

Appendix 1 – Financial Summary 10

Appendix 2 – Coordinated Community Winter Response Infographic Summary..... 11

Introduction

Calgary Homeless Foundation (CHF) stewards investments of public funds and coordinates systemic responses in alignment with its purpose of guiding the fight against homelessness. In response to an increasing population living unsheltered and a growing number of anticipated extreme weather events, City Council directed Administration to develop and deliver an urgent response. Utilizing strategic investments from The City of Calgary, the United Way of Calgary and Area (UW), and Service Canada's Reaching Home (RH) program, Calgary Homeless Foundation resourced and convened a Coordinated Community Winter Response initiative between December 2021 and March 2022.

City Council invested \$750K with an additional \$100K contribution from United Way toward three outcomes, led by Calgary Homeless Foundation: create more warming spaces through existing infrastructure, reduce barriers to accessing shelter, and distribute more basic winter weather essentials.

"We're in a unique position to manage the project because of the expertise and relationships needed to bring the community together," said Matt Nomura, vice president of strategic investments and community impact at Calgary Homeless Foundation.

We brought the right people together, including shelter agencies, community organizations, and grassroots outreach teams, that are highly skilled and with the passion needed to create a strategy for each of the outcomes.

"The level of collaboration and cooperation amongst funders, community service providers and peer outreach groups showed the power of working together for a common goal," said Sandra Clarkson, Drop-In Centre.

"It was great to learn about how different sectors think about this issue and consider solving it, as well as how the different sectors would leverage their resources and skills to work together to support each other through the process," said Kerrie Green, Emergency Management & Community Safety (CEMA).

"Sometimes we may feel ungrounded when mandates and jurisdictional lines are blurry, but ultimately people showed up to problem-solve collaboratively with a high level of respect and professionalism," said Brett Whittingham, Community Strategies. "People went well above and beyond regular duties—there appeared to be a genuine commitment to doing whatever it took to do better together."

The Coordinated Community Winter Response is a tangible example of the power of collaboration between multiple stakeholder groups who came together and worked toward a common goal.

This report outlines the context for the initiative, the activities undertaken, the impacts achieved, and an outline of a desired future state for coordinated outreach services in the City of Calgary.

Calgary Homeless Serving System of Care (CHSSC)

In Calgary, services and supports for people at risk of homelessness, who experience homelessness, or have a history of experiencing homelessness are provided via the Homeless Serving System of Care. The Homeless Serving System of Care is comprised of three direct service types: supportive housing, emergency shelters, and street outreach. For over a decade, service providers in these three domains have been working towards increased coordination capacity to provide effective system-wide services and be more responsive to emerging needs in the community. Supportive housing with recovery supports is a thoroughly integrated system, which utilizes access to shared data, collective learning, collaborative planning and coordinated operations to provide housing and appropriate recovery supports to over 2000 individuals and families exiting homelessness. Many, though not all, emergency shelters participate in the Homeless Serving System of Care by contributing data to Calgary's By-Name List¹, but their planning and operations remain bounded at the organizational level. Street outreach efforts in Calgary are at a relatively low level of coordination – data, planning, and operations are coordinated either informally in self-selecting collaboration groups or not at all. All three of these groupings also liaise with public systems² and civil society³ resources to link people to health and community supports.

The Homeless Serving System of Care community of housing, shelter and outreach providers have repeatedly highlighted a need for specialized cold weather response for those who experience the highest degree of isolation from supports and are sleeping outdoors. These calls-to-attention had not translated into calls-to-action in previous years.

In December 2021 City Council directed Administration to implement an emergency response to extreme weather. The City of Calgary allocated \$750,000 and engaged Calgary Homeless Foundation to co-design and manage the delivery of the project. The United Way contributed an additional \$100,000. Calgary Homeless Foundation also leveraged Reaching Home funds.

Three primary streams of activity were identified as immediate goals of the emergency response: (1) leverage street outreach efforts to provide access to basic winter weather essentials, (2) create more warm spaces through existing infrastructure and programs, and (3) support community efforts to reduce barriers to accessing shelters. In parallel, Calgary Homeless Foundation identified an underlying strategic opportunity to build additional coordination capacity for the sector, particularly for the multitude of outreach groups operating in the city.

How we operationalized the Coordinated Community Winter Response

¹ A real-time list is the list of all known people experiencing homelessness in Calgary in CHF's Coordinated Access and Assessment (CAA)

² Public system encompasses government ministries that offer services that relate to health, justice, and child welfare for example.

³ Civil society comprises **organizations that are not associated with government**

In order to deliver on these three goals in a short timeframe, Calgary Homeless Foundation resourced the project by recruiting a team of 2.0 FTE project leads for a four-month period and leveraged the supports of its internal teams as appropriate. Planned project activities included research and analysis, funding allocation, developmental evaluation, and capacity building. The work of the project is described below and organized by project goals.

Goal 1 - Provide access to basic winter weather essentials

Thirty-one (31) outreach groups, ranging from volunteer-based to organizationally supported organizations, were identified as potential partners in the project. With financial resources in place, the key challenge of ramping up basic needs distribution was due to the urgent nature of timelines combined with the diverse and not-well-understood needs and approaches of the 31 outreach teams. In order to create as responsive and flexible a platform as possible, Calgary Homeless Foundation created four pathways for outreach teams to access supplies to be distributed:

- ***Direct access via Calgary Homeless Foundation***
Any outreach group could request specific supplies from Calgary Homeless Foundation project leads. Project leads would purchase/secure requested supplies and provide them to the group directly.
- ***Direct access via the Calgary Drop-In Centre's Basic Needs Distribution Centre***
Calgary Homeless Foundation partnered with the Calgary Drop-In Centre to amplify resources and leverage their existing depot for direct access by any outreach group.
- ***Project funding***
Registered charity outreach groups could apply for project funding, including basic needs supplies and other program costs including staffing, for up to \$25,000 per project.
- ***Purchase reimbursement***
Any outreach group could, after securing approval, purchase basic needs supplies and submit receipts (up to \$5,000 per initiative) for reimbursement.

Goal 2 - Support community efforts to reduce barriers to accessing shelters

The initially hypothesized barriers to shelter access included shelter-initiated policies or bans, such as:

- Lack of access for those with pets
- Lack of access for couples
- Lack of access for those with bans

Calgary Homeless Foundation project leads undertook research activities, including shelter data, shelter staff and leadership interviews, outreach team engagement, and direct surveys of the

unhoused population. The results showed that these barriers were at play for a very small percentage of the population. More significant barriers were identified such as:

- Lack of transportation
- Lack of desire to access shelter due to perceived safety concerns

The first of these was addressed in partnership with Calgary Transit by dedicating specialized bus routes during extreme weather events.

The second represents an ongoing need for capacity-building at the resource level and relationship-building at the community level. These are longer-term goals which are part of the future state strategy presented in the final section of this report.

Goal 3 - Create more warm spaces through existing infrastructure and programs

Three organizations – The Mustard Seed, The Alex, and Woods Homes – were engaged to provide additional resources as part of the winter response. Each program added some combination of increased opening hours (earlier opening and later closing, and weekend hours) during specified cold weather conditions; however, neither the conditions nor the extended availability were standardized. In addition, Woods Homes warming centre program created transportation options during several of the events.

Goal 4 – Build capacity through coordination

Explicit attention was paid to capacity-building coordination activities, organized along four streams:

1. Engagement and trust-building among outreach groups, in a series of one-on-one conversations and multiple group settings
2. Engagement and practice coordination among warming centres, in a series of community of practice meetings
3. Field-building activities including co-created categorization of outreach groups, support for shared scheduling and data sharing among outreach groups
4. Cross-system integration with shelters, housing providers, and City of Calgary stakeholders.

Coordinated Community Winter Response Outcomes

By the Numbers

Between December 2021 and March 2022:

- 11,585 interactions provided by outreach teams
- 7,087 visits to warming centres
- 15 outreach teams accessed the Basic Needs Distribution Centre
- 85,695 basic needs items were distributed, including:
 - 12,745 water bottles/juice boxes
 - 10,712 snacks
 - 6,234 pairs of socks
 - 4,144 handwarmers

A summary of outcomes including how funding was allocated can be found in **Appendix 1 and 2**.

Results of increased collaboration

Increased collaborative capacity across a variety of players was noticeable in multiple instances. When an issue emerged – unrelated to extreme weather but during the winter response months – of a needed clean-up of the large encampment at Dermot Baldwin Way, the winter response team acted as a liaison between City of Calgary, Transit, Calgary Police Service, and community service (shelter and outreach) teams. As a result of the collaboration, the collective response was highly effective with all campers supported to move-off the space with dignity and without any incidents.

Calgary Transit’s “Safety For All” plan was another important element that led to increased collaborative capacity. Non-profit and volunteer-based outreach groups collaborated with Calgary Transit to support people sleeping at transit stations to move them to emergency shelters effectively.

The Homeless Serving System of Care’s supportive housing work also benefited from a more coordinated approach to outreach. The “Rough Sleeper Triage” process, which prioritizes unsheltered individuals for placement in available supportive housing spaces, was able to engage additional information and contact capacity via outreach teams; resulting in significantly increased referral effectiveness compared to the previous year.

Proposed actions to build on our initial success

Calgary Homeless Foundation sees the need to continue building upon the successes and learnings of the initial project. Continued efforts in the summer months have revealed the potential positive impact of this work year-round. Through a coordinated city-wide response to data collection, outreach, and service provision, we will ensure availability and accessibility of services, supports, and safe spaces for vulnerable Calgarians year-round. Based on the four goals of the Coordinated Community Winter Response, the following section highlights the key objectives that will contribute to a year-round response.

Goal 1 - Provide access to basic winter weather essentials

Objective: *A coordinated approach to the deployment of basic needs and services for vulnerable populations in Calgary.*

Coordination across Calgary's Homeless Serving System of Care to deliver winter essentials was critical to the projects' success. Continuing these collaborative efforts will ensure sufficient resources are available and deployed efficiently to provide vulnerable Calgarians with access to essentials year-round.

Key indicators include:

- Services provided are barrier-free and person-centred
- Services provided are responsive, and effectiveness is enhanced
- Financial stewardship and oversight
- Engagement with four levels of government
- Empowerment and integration into the community

Goal 2 - Support community efforts to reduce barriers to accessing shelters

Objective: *A transparent and shared understanding of the encampment and living unsheltered situation in Calgary.*

Complimenting previous research activities under the mandate of the Coordinated Community Winter Response, this understanding will inform future direction and community efforts to address encampments and support unsheltered individuals. This includes providing greater direction on actions to reduce barriers to shelter access.

Key indicators:

- Mapping person-centred journey
- Stages of change approach
- Demographics
- Daily quantitative and qualitative insights
- Enhanced data collection and shared understanding.

Goal 3 - Create more warm spaces through existing infrastructure and programs

Objective: *Ensure availability and access to warm spaces during extreme cold weather conditions.*

The creation of more warm spaces will continue to be prioritized as we prepare for extreme cold weather conditions during the winter months. This will be achieved through the continuation of engagement and coordination with sector partners and include identifying physical spaces that

could be used as warming centres, extending availability amongst existing warming centres, and providing transportation to shelter during extreme weather conditions.

Key indicators:

- New warming spaces help meet demand for services
- Improved accessibility and increased use of existing warm spaces
- Individuals in need are provided transport to warming centres
- Decrease in weather related injuries, illnesses, and deaths amongst unhoused individuals

Goal 4 - Build capacity through coordination

Objective: *A co-created system-wide response to outreach services is achieved.*

The initial project demonstrated the benefits of coordinated outreach efforts. Working towards a co-created system-wide response will continue to support the four streams of coordination activities associated with this goal. These include engagement and trust-building among outreach groups; engagement and practice coordination among warming centres; and cross-system integration with shelters, housing providers, and the city of Calgary.

Key indicators:

- City-wide standards and guidelines
- Support services agreements for the provision of services
- Evaluation and learning of services
- People with lived experience informing and participating in the response

Appendix 1 – Financial Summary

Agency	Project	Amount
Mustard Seed Foundation	102 Support Centre Expansion	44,451
Woods Homes	Inglewood Hub Winter Response	66,825
Calgary Drop In Centre	Basic Needs Supply Hub	68,346
Calgary Alpha House Society	Downtown DOAP Winter Response	147,990
Alexandra Community Health Centre	Warming Centre	34,820
Mustard Seed Foundation	Outreach Team Winter Response	22,322
Calgary Drop In Centre	Basic Needs Hub Extension #1	71,238
Calgary Drop In Centre	Basic Needs Hub Extension #2	79,290
Calgary Homeless Foundation	Emergency Basic Needs Cap	13,087
Calgary Homeless Foundation	Outreach Coordinator Contract Payment	21,719
<i>Calgary Homeless Foundation</i>	<i>Allocated to future project and basic needs funding in 2022</i>	<i>279,912</i>
		\$850,000

Appendix 2 – Coordinated Community Winter Response Infographic Summary

Need #1: Provide access to basic winter weather essentials

10 Most Requested Items:

1. **10,712** Snacks
2. **7,610** Latex Gloves
3. **6,545** Juice Boxes
4. **6,234** Pairs of Socks
5. **6,200** Bottled Waters
6. **4,144** Hand Warmers
7. **3,956** Underwear
8. **3,690** Masks
9. **3,130** Toques
10. **2,961** Band-Aids

More than **85,000** items distributed in 12 weeks by 12 outreach teams.
Numbers reflect total items requested by Outreach Teams.



January 12 - March 31, 2022
Outreach Basic Needs Distribution
Centre Opened at the DI

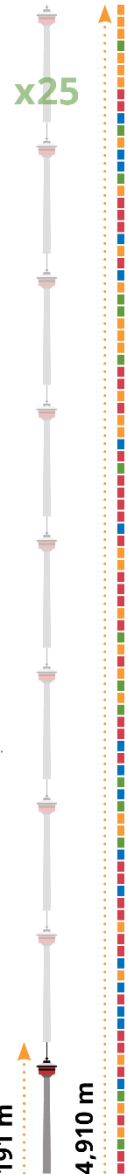
Provided immediate support to Outreach Teams distributing essential goods to help people cope. Since opening, close to \$400K has been spent purchasing items.

10,712 is a lot of snacks! Even if they were small snacks, like Timbits, their combined weight would be

267 kg (589 lbs)!

6,200 bottles is 31,000 litres

About as much water as you would need to fill **275** bathtubs.



Need #2: Support community efforts to reduce barriers to accessing shelters



Expanded hours of operation increased services, including **increasing capacity** and **expanding outreach capacity** to find and refer individuals to appropriate community resources.

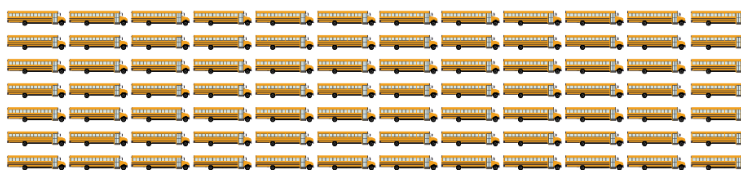
DOAP Team (transports) assisted vulnerable Calgarians across the city, providing resources and amenities to support their wellbeing. **The team transported 3,965 people.**



Calgary Transit ran **111** Transit Shuttle Transports, with a total of **510** interactions.

Moving 3,965 adults

at the same time would require **84 school buses.**

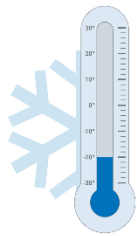


2,148 blankets

were distributed. Stacked end-to-end, they would reach **25.7 times higher than the Calgary Tower!**

Need #3: Create more warm spaces through existing infrastructure and programs

5 warming centres were added.

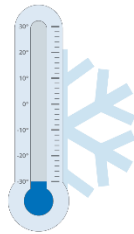


18 nights below -20°C

At -20°C with a bit of wind, **frostbite is possible within 30 minutes.**

2 nights below -30°C

At -30°C and colder, exposed **skin can freeze in under 10 minutes.**

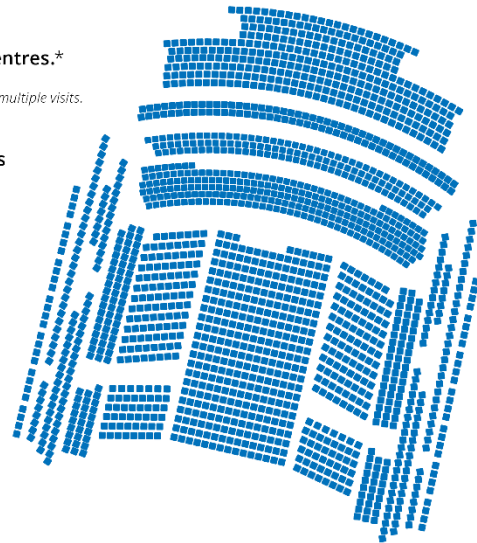


7,087 total visits

between the five warming centres.*

*Not a unique number—individuals made multiple visits.

7,087 is more than four times the seating capacity of the Jack Singer Concert Hall!



Four Additional Outcomes



1. The first **Community of Learning** session was held on Jan. 27, 2022, between the warming centres to discuss learnings, understand emerging needs and trends, opportunities for improvement or adjust the response accordingly. Collaborative conversations are ongoing.
2. An in-depth understanding of **supply requirements for outreach teams** utilizing the distribution centre.
3. Ongoing coordination with outreach groups, including the development of **coordinated data tracking** to understand the emerging needs and ongoing successes.
4. Responding to **new partnership opportunities** outside of the traditional homeless-serving system of care (i.e., faith communities and donation centres).



Calgary Homeless Foundation
Suite 1500 615 Macleod Trail SE
Calgary, Alberta T2G 4T8
403-237-6456
info@calgaryhomeless.com
www.calgaryhomeless.com



@calgaryhomeless



Coordinated Community Winter Response

2022 September 27

Recommendation

That the Community Development Committee recommends that Council direct Administration to include joint funding for extreme weather response for Calgarians experiencing homelessness in provincial advocacy plans.

Staying Safe All Year-Round

STAYING SAFE Security at all times, especially in a crisis

- 8 Strengthen existing crisis supports.
- 9 Transform how to respond to people and families in crisis and prevent future crises.



CALGARY'S
MENTAL HEALTH+
ADDICTION STRATEGY

A community of connections

Highlights in 2022

- New and more supports and services for Calgarians experiencing homelessness
- More coordination among outreach groups
- More collaboration with City services

Coordinated Community Winter Response (CCWR)

IMPACT REPORT

July 4, 2022

Cold weather brings a community together.



Coordinated Winter Response Results

More than 85,000
items distributed



Over 7,000 visits
between the five
warming centres

Over 100 shuttle
transports to shelters
during January cold
snap



Outreach groups
coordinated:

- Emerging needs
- Scheduling
- Locations
- Data tracking

Next Steps



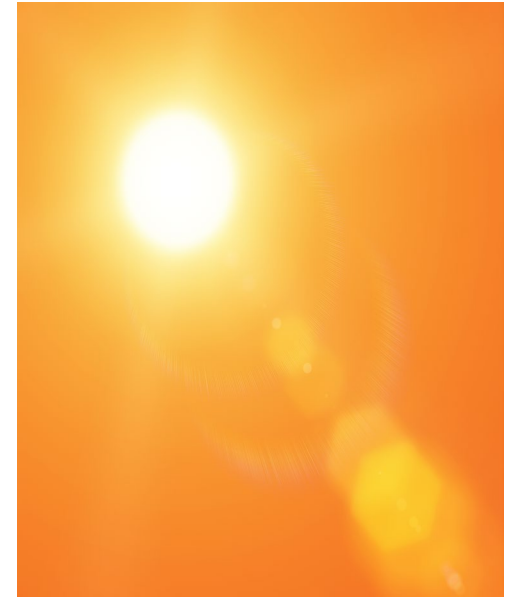
Planning for the
winter season
underway



Continue convening
City services and
partners



Advocate for
provincial funding



Recommendation

That the Community Development Committee recommends that Council direct Administration to include joint funding for extreme weather response for Calgarians experiencing homelessness in provincial advocacy plans.



Photo Credit: CityNews Calgary

Single-Use Items Reduction Strategy

RECOMMENDATIONS:

That the Community Development Committee recommends that Council:

1. Approve the Single-Use Items Reduction Strategy as set out in Attachment 2 of the 2022 September 27 Operational Services report CD2022-0985;
2. Direct Administration to publicly advertise the proposed Bylaw; and
3. Direct Administration to bring the proposed Bylaw to Council for Public Hearing and three readings no later than Q1 2023.

HIGHLIGHTS

- Single-use items are designed to be used only once before being thrown away. They are often unnecessary and frequently provided for convenience (e.g. shopping bags, utensils, straws, napkins). Single-use items result in negative environmental impacts at all stages of their life cycle. The City of Calgary has developed a single-use items reduction strategy to prevent and reduce waste from single-use items regardless of material. It enables Calgarians to waste less and conserve more resources with a focus on shifting how we think about these items, eliminating the use of unnecessary items, and replacing needed items with reusable options where possible. While the Government of Canada will prohibit six categories of single-use plastics, without a focus on reduction, widespread substitution of single-use plastic items with those made from other materials will likely occur. We have used input from Calgarians to develop, shape and refine our approach. As a result, the proposed strategy builds on what residents and businesses are already doing. It is a made for Calgary solution that meets Calgarians where they are at. Reducing consumption of single-use items has environmental benefits and directly supports the 2021 Environment Strategy as well as the waste reduction Program Pathway outlined in the 2022 Calgary Climate Strategy.
- **What does this mean to Calgarians?** Calgarians can have a positive impact by refusing unnecessary single-use items, choosing reusable ones when possible, and properly disposing of the single-use items that they do use. When making purchases, Calgarians can refuse a shopping bag when it's not needed, bring a reusable shopping bag, or pay a fee for a bag. The fees charged will be retained by businesses and will help to offset costs of alternative materials. Foodware accessory items such as napkins, stir sticks, and condiment packets will still be available but only provided upon request.
- **Why does this matter?** The extraction of raw materials for single-use items uses valuable natural resources, and their production, packaging and distribution uses energy and results in greenhouse gas emissions. When littered or leaked into the natural environment, single-use items threaten the health of our wildlife, ecosystems, and water bodies. Reducing our reliance on single-use items mitigates these impacts and takes a proactive approach to climate change mitigation by reducing the amount of waste that is created in the first place. The proposed strategy encourages waste reduction practices and supports businesses by creating a level playing field and reducing their costs.
- Administration is recommending a proposed Bylaw to reduce waste from single-use shopping bags and foodware accessories. The City of Calgary Charter authorizes bylaws relating to the well-being of the environment, including waste reduction and diversion. As a complement to the bylaw, The City will encourage voluntary reduction measures for single-use cups and takeout containers.

Single-Use Items Reduction Strategy

- The City will conduct engagement, develop support tools for businesses and citizens, undertake education and awareness campaigns, and work to mitigate unintended consequences for equity-seeking groups.
- Strategic Alignment to Council's Citizen Priorities: A healthy and green city
- Previous Council Direction is included as Attachment 1.

DISCUSSION

In 2019, Council directed Administration to develop a single-use items reduction strategy and implementation plan and explore reduction in single-use items for City hosted events where practical to do so (see Attachment 2: Appendix D for details).



In developing the strategy, Administration engaged businesses and residents, aligned with federal regulations for single-use plastics, conducted a jurisdictional scan of current and proposed approaches being developed in Alberta and nationally, consulted with other Canadian municipalities, and evaluated regulatory options using a framework that considered social, economic, and environmental considerations. Input from The City of Calgary's Advisory Committee for Accessibility, Social Wellbeing Advisory Committee, Business Advisory Committee, Business Improvement Areas, and Bylaw and Law departments helped to shape the recommended strategy.

Context

Approximately 3.5 million plastic grocery bags, 6.4 million plastic utensils, 2.4 million takeout containers and 2.4 million disposable cups are thrown away in the residential and commercial garbage streams in Calgary every week¹, with millions more discarded in public garbage bins or as litter. While the Government of Canada has published regulations that will prohibit the manufacture, import and sale of six categories of single-use plastics by the end of 2023, simply substituting single-use plastic items with those made from other materials (e.g. paper, wood, bio-plastics) will not solve the problem of how much waste is created. In fact, some substitutes may have higher environmental impacts or cause problems for City waste diversion programs.

The focus of the single-use items reduction strategy is on reducing waste from single-use items regardless of material – not simply replacing single-use plastic items with single-use items made from other materials (even if they are recyclable or compostable). Eliminating the use of unnecessary single-use items and replacing needed single-use items with reusable options is the fundamental goal.

The table below summarizes Administration's proposed bylaws.

Single-use Item	Bylaws
 Shopping Bags	Mandatory minimum fee on paper shopping bags and new reusable shopping bags
 Foodware accessories (utensils, straws, stir sticks, pre-packaged condiments and napkins)	Customer request required for single-use accessories made from any material

¹ 2019 Multi-Sector Waste Composition Study

Single-Use Items Reduction Strategy

Further details on the proposed approach are provided in Attachment 2 – Single-Use Items Reduction Strategy along with key success measures; a jurisdictional scan; an overview of engagement; a risk assessment; and information related to single-use items reduction at City-hosted events.

The proposed Bylaw is provided as Attachment 3.

Next steps

If the strategy is approved by CDC and Council in 2022, we anticipate Bylaw [insert #] will be approved by Q1 2023 and come into force in Q1 2024. During the transition period before the bylaw comes into force, Administration will conduct additional engagement with businesses, develop support tools and resources to help both businesses and citizens, develop a communication plan, and launch education and outreach initiatives. Engagement and supports will continue as long as needed.

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:

- Conducted preliminary engagement in 2018 with more than 3,400 Calgarians using the online engagement portal.
- Met with local businesses to better understand practices they had adopted to manage waste from single-use items and key challenges they face in reducing single-use items.
- Conducted an online survey with a representative sample of 1,031 adult Calgarians in 2021/2022 to gauge knowledge, behaviours, and attitudes regarding waste reduction, including specific questions on single-use items.
- In 2022, conducted engagement with several stakeholder groups including retail, restaurants, post-secondary institutions, food delivery companies, industry associations, Waste & Recycling Service's Industrial Commercial and Institutional (ICI) Working group, City Committees and other Canadian municipalities.

These inputs were used to shape and refine strategy development and provided an understanding of the types of education and support that would be beneficial for both businesses and residents. While support was strong and no significant barriers were raised, the importance of raising awareness, continued engagement, support tools, and clear and consistent messaging were highlighted.

An overview of completed and planned engagement is provided in Attachment 2: Appendix B.

Single-Use Items Reduction Strategy

IMPLICATIONS

Social

There could be unintended consequences of minimum mandatory fees on shopping bags and/or a 'by request' approach for foodware accessories. Input from The City's Advisory Committee on Accessibility and Social Wellbeing Advisory Committee provided guidance for the strategy, and Administration will continue to consider ways to mitigate impacts of the bylaw on equity-seeking groups.

Reducing waste from single-use items makes Calgary a more attractive place to live and increases Calgary's reputation as an environmentally friendly city.

Environmental

The single-use items reduction strategy helps mitigate life cycle environmental impacts of single-use items. Producing and distributing single-use items consumes natural resources, uses energy, and leads to greenhouse gas emissions. When littered or leaked into the natural environment, single-use items threaten the health of our wildlife, ecosystems, and water bodies. Further, when organic single-use items (such as paper or wood) break down in landfills, they produce methane, a potent greenhouse gas.

Economic

The strategy benefits businesses by minimizing or reducing their costs. Businesses would retain revenues from the mandatory minimum fee on single-use and new reusable shopping bags, offsetting costs they might incur for purchasing non-plastic alternatives. A 'by request' policy for foodware accessories may also reduce costs for businesses because they will need to purchase and dispose of fewer of these items.

The strategy may contribute to opportunities for innovation and new businesses (e.g. deposit return systems for reusable takeout containers, cups, or reusable totes/containers for grocery delivery).

Service and Financial Implications

Existing operating funding - base

Up to \$200,000

Operating costs are related to awareness campaigns and support programs for businesses and citizens, as well as additional engagement if needed. This has been planned and can be managed within Waste & Recycling Services' current operating budget, drawing on existing staff and consulting budgets.

RISK

Social, reputational, compliance and environmental risks with minor impact have been identified. See Attachment 2: Appendix C for risks associated with the recommendations

**Operational Services Report to
Community Development Committee
2022 September 27**

**ISC: UNRESTRICTED
CD2022-0985
Page 5 of 5**

Single-Use Items Reduction Strategy

ATTACHMENTS

1. Previous Council Direction, Background
2. Single-Use Items Reduction Strategy
3. Proposed Wording for a Bylaw to regulate Single-Use Items in the City of Calgary
4. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Julie Radke, Director	Waste & Recycling Services	Approve
Doug Morgan, GM	Operational Services	Approve
Carolyn Bowen, Director	Climate and Environment	Inform
Maggie Burlington, Shawn Swinn	Law	Consult
Damian Cole	Bylaw	Consult

Previous Council Direction

Date	Report Number	Direction/Description
2018 May 28	UCS2018-0153	Waste and Recycling Services Outlook for 2018 to 2025. Council directed Administration to undertake a scoping report for investigating options and unintended consequences for significantly reducing waste, “avoidable” plastic waste, and single-use items, engaging citizens and waste generators, and the costs of doing this work, and report back to the SPC on Utilities and Corporate Services no later than Q2 2019.
2019 May 27	UCS2019-0370	Scoping Report on Reducing Waste from Single-Use Items. Council directed Administration to develop a single-use items reduction strategy and implementation plan, and return to the SPC on Utilities and Corporate Services with a strategy no later than Q3 2020. Council further adopted a motion arising and directed Administration to explore a reduction in single-use items for City hosted events where practical to do so. The report was deferred to Q3 2022.

Single-Use Items Reduction Strategy



Table of Contents

Background and Goals	3
Key Considerations.....	5
Scope and Approach	7
Legal Authority	11
Implementation.....	11
Success Measures	12
Appendix A: Jurisdictional Scan	13
Appendix B: Summary of Stakeholder Engagement.....	15
Appendix C: Risk Assessment.....	17
Appendix D: Single-Use Items Reduction at City Hosted Events	18

Background and Goals

A single-use item (SUI) is designed to be used only once before being thrown away. They are made from a range of materials including conventional plastics, compostable or biodegradable plastics, fibre (such as wood or paper) and aluminum. Some of these items serve valuable functions, such as storage and transportation of food, but many are unnecessary and frequently provided for convenience (e.g. single-use shopping bags, utensils, straws and napkins).

The City of Calgary has developed a single-use items reduction strategy in order to reduce the life cycle environmental impacts of single-use items (from raw material acquisition through manufacture, distribution, product use and disposal). Calgarians can have a positive impact by refusing unnecessary single-use items, choosing reusables when possible, and properly disposing the single-use items they use.

We have used input from Calgarians to develop, shape and refine our approach. As a result, the proposed strategy builds on what residents and businesses are already doing. It is a made for Calgary solution that meets Calgarians where they are at.

Waste & Recycling Services is committed to enabling Calgarians to waste less and conserve more resources. This strategy is an important tool to help Calgarians move towards zero waste through a focus on preventing and reducing waste, and encouraging reuse.

The Government of Canada has published Regulations¹ that will prohibit the manufacture, import and sale of six categories of single-use plastics. Without a focus on reduction, however, single-use plastics are likely to be replaced with single-use items made from other materials. The Federal government has analyzed the likelihood of substitution with alternate materials for each single-use plastic item subject to regulations. If waste reduction is not addressed, the estimates for substitution range from 85 percent to 100 percent (except for plastic straws as there are exemptions)². Single-use items that are not challenging to recycle or for which there are no viable alternatives do not meet the criteria for federal action. While some single-use items can be recycled or composted, they are frequently disposed of as waste or as litter, and often there are reusable options.

The focus of the single-use items reduction strategy is on reducing waste from single-use items independent of composition – not simply replacing single-use plastic items with single-use items made from other materials (even if they are recyclable or compostable). Eliminating the use of unnecessary single-use items and replacing needed single-use items with reusable options is the fundamental goal.

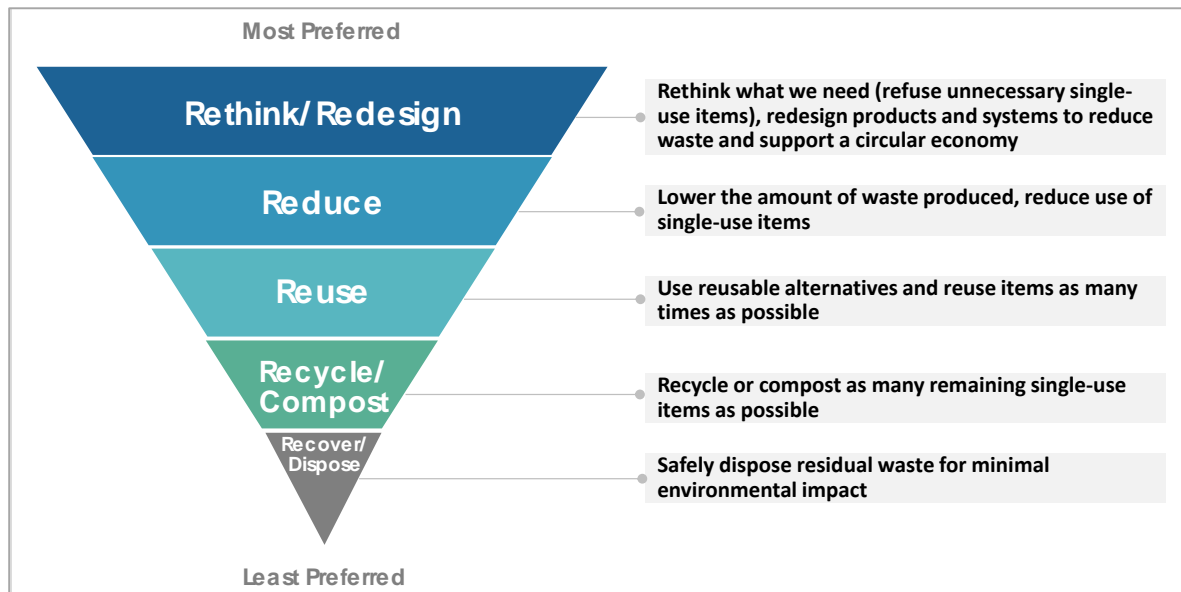
The proposed strategy directly supports the 2021 Environment Strategy, and it also supports the waste reduction Program Pathway outlined in the proposed 2022 Calgary Climate Strategy. This pathway takes a proactive approach to climate change mitigation by reducing the amount of waste that is created in the first place.

¹ [Single-use Plastics Prohibition Regulations \(justice.gc.ca\)](https://www.justice.gc.ca/eng/1530/1530.html)

² Canada Gazette, Part 1, Volume 155, Number 52:

The prioritization of rethinking our need for single-use items, preventing and reducing waste, and reuse over substitution is reflected in The City's zero waste hierarchy.

Figure 1: The City of Calgary Zero Waste Hierarchy (applied to single-use items)



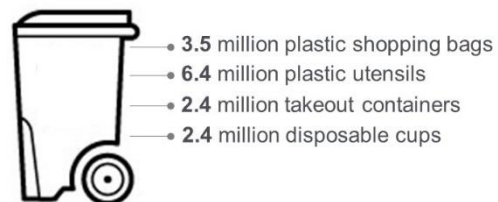
Calgarians have told us they care about waste reduction and think The City should play a role in reducing waste. Most Calgarians agree they want to live in a city that is a leader on the environment and sustainability (73%), and agree it is important for The City to take an active role in enabling waste reduction (81%). The majority (75%) also agree single-use items are harmful to the environment. Further, nine-in-ten Calgarians (91%) think The City should play a role in reducing waste from single-use items, with providing education and outreach, and developing regulations for businesses the top two roles³.

Approximately 3.5 million plastic shopping bags, 6.4 million plastic utensils, 2.4 million takeout containers and 2.4 million disposable cups are thrown away in the residential and commercial garbage streams every week⁴.

Millions more are discarded in public garbage bins or as litter.

Life cycle environmental impacts of single-use items (from raw material acquisition through manufacture, distribution, product use and disposal) include greenhouse gas emissions, air pollutant emissions, water use, habitat damage, and water pollution.

Single-use items disposed of as garbage each week in Calgary...



³ 2021/2022 Waste Reduction Survey

⁴ 2019 City of Calgary Multi-Sector Waste Composition Study and 2020 Metro Vancouver Waste Composition Study

The extraction of raw materials for single-use items uses valuable natural resources, and the production, packaging, transportation and disposal of these items uses energy and water, and results in greenhouse gas emissions.

When discarded as litter or leaked into the natural environment, single-use items threaten the health of our wildlife, ecosystems and water bodies.

In some cases, high levels of substitution with resource-intensive alternatives to single-use plastics could result in higher environmental impacts. For example, paper bags have higher greenhouse gas emissions than plastic bags due to material extraction, energy used in production process and additional fuel used to transport heavier bags. Further, paper bags that end up in landfills release methane – one of the most potent greenhouse gases – as they break down.

Promoting reusable products, reducing the use of single-use products, and ensuring the lowest impact end-of-life scenario (e.g. recycling or composting over litter or landfill) will lower the environmental footprint of single-use plastic products and their alternatives.

Preventing and reducing waste from single-use items also has economic and social benefits.

- It reduces costs to businesses to purchase and dispose of these items and creates opportunities for innovation and new businesses (e.g. deposit return systems for reusable takeout containers, cups, or reusable totes/containers for grocery delivery). It may reduce costs to The City for litter clean up and collecting waste from public spaces.
- It makes Calgary a more attractive place to live and increases Calgary's reputation as an environmentally friendly city.

Key Considerations

In developing a strategy and evaluating options, Administration considered numerous criteria and five key considerations emerged.

Mitigate costs to Calgary businesses and create a level playing field. Due to the COVID-19 pandemic as well as the economic downturn prior to the pandemic, many Calgary businesses are struggling and are concerned about the increased costs of non-plastic alternatives. Mitigating any sudden shocks and costs is critical. Businesses emphasized the importance of fairness and a level playing field; that is, all businesses should do and/or be required to follow the same rules. These two considerations have influenced Calgary's approach.

Support businesses and citizens through the transition. The City is committed to supporting businesses and citizens through the transition to the new federal and municipal requirements. We will focus on increasing awareness and providing education and support to both businesses and citizens.

For businesses this may include best practice guides (e.g. suggested alternatives), toolkits, printable signage, till toppers, social media kits and public education materials (e.g. fact cards, customer Q&As). Broad education and outreach aimed at all Calgarians will focus on explaining why preventing and reducing waste from single-use items is important, how the requirements will affect them, and ways they can reduce their reliance on single-use items.

Minimize negative impacts on equity-seeking groups. The single-use items reduction strategy was informed by equity analysis (adapted from Gender Based Analysis Plus (GBA+) created by the Government of Alberta) and considered a number of identity factors including disability, socioeconomic status, gender identity, and age. The City's Advisory Committee on Accessibility and Social Wellbeing Advisory Committee provided guidance and input into the strategy.

Minimize the impact of single-use items on City operations. Some alternatives for the single-use items being banned by the Federal government could contaminate green and blue cart materials. For example, food serviceware (cups, containers, bowls and plates) made from compostable or biodegradable plastics cannot be broken down at the City of Calgary's Composting Facility, and if incorrectly disposed of, wood cutlery and stir sticks could contaminate blue cart materials.

Therefore, it will be important to communicate with businesses and their customers about The City's preferred alternatives and what we are able to process at our compost and recycling facilities, as well as educate Calgarians about the proper disposal of these alternative materials.

Align with timing of the federal single-use plastic bans and harmonize regulations across jurisdictions. The Government of Canada published Regulations⁵ that will prohibit the manufacture, import and sale of single-use plastic checkout bags, cutlery, stir sticks, food serviceware made from foam and other problematic plastics, and straws (with exemptions to ensure accessibility). The prohibitions on manufacture and import for sale in Canada will come into force by the end of 2022, and prohibitions on sale will come into force at the end of 2023. To support businesses and citizens in the transition, it is important that Calgary's strategy coincides with federal regulations.

Harmonized regulations are important for facilitating change, and particularly important for businesses with locations across jurisdictions as it can be onerous and expensive to comply with different rules in different cities. The City of Calgary's single-use items strategy and bylaws will be harmonized with those in other Alberta and western Canadian municipalities where it is beneficial to do so. Please see Appendix A: Jurisdictional Scan for further details.

⁵ [Single-use Plastics Prohibition Regulations \(justice.gc.ca\)](https://www.justice.gc.ca)





Scope and Approach

The City considered approaches to reducing waste from the following single-use items:

- Shopping bags
- Foodware accessories (e.g. straws, utensils, stir sticks, splash sticks, cocktail sticks, toothpicks, pre-packaged condiments and napkins)
- Food serviceware (e.g. takeout containers, bowls, plates)
- Cups (hot and cold beverage)

The proposed approach builds on what residents and businesses are already doing; it is a made for Calgary solution that meets Calgarians where they are at. Please see Appendix B: Summary of Stakeholder Engagement for details.

The table below provides a summary of The City's proposed approach which includes bylaws and voluntary measures.

Single-use Item	Bylaws
 Shopping Bags	Mandatory minimum fee on paper shopping bags and new reusable shopping bags
 Foodware accessories (utensils, straws, stir sticks, pre-packaged condiments and napkins)	Customer request required for single-use accessories made from any material
Single-use Item	Voluntary Measures
 Food serviceware	Voluntary reduction for single-use food serviceware made from any material
 Cups	Voluntary reduction for single-use cups made from any material

Shopping Bags

Government of Canada Regulations will prohibit the manufacture, import and sale of single-use plastic shopping bags.

Administration is not recommending an additional municipal ban on single-use plastic shopping bags, however, in order to incentivize waste reduction, promote reuse and minimize substitution, we recommend implementing a minimum mandatory fee on paper shopping bags and new reusable shopping bags.

In addition to reducing waste, a fee would provide other benefits:

- It would create a level playing field for all businesses in Calgary as all businesses will be required to charge a minimum fee. This is especially important for small businesses that might be hesitant to impose a fee when similar business don't.
- A fee would also offset additional costs to businesses as they would keep the revenue from the fees.
- It would be consistent with bylaws in other Canadian jurisdictions and make it easier for businesses with multiple locations. Municipalities in Alberta and Canada have already implemented fees and others are moving forward with fees in the coming year.

Close to nine-in-ten (87%) Calgarians say they 'take their own shopping bags to the grocery store' always (57%) or most of the time (30%)⁶, suggesting the burden on many citizens would be minimal.

Administration recognizes that a fee could have unintended consequences on equity-seeking groups. In order to minimize the risk:

- Registered charities will not be required to charge fees for bags.
- Stores will be encouraged to accept donations of bags and set up bag-share programs.
- The City will explore ways to make free reusable bags available to low-income Calgarians.

The bylaw will come into effect in Q1 2024 (tentative) and apply to business license and event permit holders.

Business license holders will be required to:

- Charge a minimum fee of \$0.15 for paper shopping bags and \$1 for new reusable shopping bags when the bylaw comes into force;
- Increase minimum fees to \$0.25 per paper shopping bag and \$2 per new reusable shopping bag one year after the bylaw comes into force; and,
- Ensure paper shopping bags contain at least 40% recycled content.

Business license holders will keep the fees from paper shopping bags and new reusable shopping bags.

⁶ 2021/2022 Waste Reduction Survey

The following exemptions may apply:

- Bag share, or take a bag, leave a bag programs
- Shopping bags for prescription drugs
- Small paper bags that have a surface area of 400 square centimeters or less
- Bags that are not shopping bags. These include:
 - bags that are used to contain loose bulk food items such as fruit, vegetables, nuts, grains, or candy, or loose small hardware items such as nails and bolts;
 - bags used to protect bakery goods that are not pre-packaged prior to the point of sale;
 - bags used to contain or wrap frozen foods, meat, poultry or fish (alive or dead);
 - bags used to wrap flowers or potted plants;
 - bags used to protect newspapers or other printed material intended to be left at a customer's residence or place of business; and,
 - bags used to protect clothes after professional laundering or dry cleaning.

Foodware accessories

Government of Canada Regulations will prohibit the manufacture, import and sale of single-use plastic straws, stir sticks and utensils.

In order to incentivize waste reduction, promote reuse and minimize substitution, Administration recommends implementing a 'by request' requirement for the provision of straws, stir sticks, utensils, splash sticks, cocktail sticks and toothpicks (regardless of material) as well as other foodware accessories such as pre-packaged condiments and napkins. Foodware accessories could be provided only in response to a customer request or via a self-serve station.

These items are often provided when unnecessary or unwanted by the customer, are commonly littered, and alternatives to plastic could contaminate blue and green cart materials. It is simpler and facilitates behavioural change if the same rules apply at all retailers, and for all accessory items.

Further, a by request policy should reduce costs to businesses as they will need to purchase and dispose fewer of these items.

Roughly two-thirds (67%) of Calgarians say they 'refuse single-use items such as straws, cutlery and napkins' always (27%) or most of the time (40%)⁷ indicating behavioural change is already underway.

The bylaw will come into effect in Q1 2024 (tentative) and apply to business license and event permit holders.

The bylaw will permit foodware accessories to be provided only in response to a customer request, or via a self-serve station.

⁷ 2021/2022 Waste Reduction Survey

- The request for accessories may be customer-initiated or in response to a prompt from a server or other employee.
- Only the specific accessories requested may be provided.
- The requirements apply to dine-in, drive-through, takeout and delivery orders, including those ordered through a third-party ordering and/or delivery service.

Food serviceware

Government of Canada Regulations will prohibit the manufacture, import and sale of food serviceware (e.g. takeout containers, bowls and plates) made from foam and other problematic plastics. Administration is not recommending an additional municipal ban on takeout containers made from other materials as there are no viable alternatives.

We do, however, recommend voluntary measures and education for takeout containers made from all materials that are not banned (including plastic, compostable plastic, aluminum and fiber). The City will work with businesses to encourage the adoption of reusable takeout containers; for example, participation in a reusable container sharing program.

It will also be important to educate businesses and citizens about preferred alternatives and the correct disposal and diversion of takeout containers made from various materials. This is particularly important for compostable plastic containers as they are not accepted in the Green Cart program and cannot be processed at the Calgary Composting Facility. We will encourage businesses to use locally recyclable or compostable takeout containers,

Cups

Government of Canada Regulations will prohibit the manufacture, import and sale of foam cups. They are not taking any other action on single-use drink cups.

While some other jurisdictions in Canada have either implemented or are expected to implement a fee on single-use cups, Administration is not recommending a fee at this time for the following reasons:

- Fees would be retained by businesses, and there is no mechanism for the City to require that fees be used to support costs to switch to reusable cups for dine-in service or take part in reusable cup-share programs; and,
- Customers, including equity-seeking groups, may be burdened by fees or not have access to appropriate reusable cups.

A cup fee differs from a shopping bag fee, where fees could be more directly used to offset the costs to businesses for more expensive paper bags, once the Federal government bans plastic bags.

Vancouver has already implemented a cup fee and requires businesses to report on the number of single-use cups distributed annually or participate in a reusable cup-share program. The City will monitor both positive effects and unintended consequences of cup fees and revisit our approach in the coming years.

That said, approximately 1.1 million disposable cups are thrown away in the residential garbage (black cart) stream every week, another 1.3 million⁸ are thrown in the garbage at businesses weekly, and they account for a significant amount of waste collected in public spaces. This is despite the fact that paper and plastic single-use drink cups (other than foam) are accepted in the Blue Cart program for recycling.

In order to reduce waste, promote reuse and increase diversion of these items, Administration recommends education and voluntary measures for single-use drink cups. On a voluntary basis, businesses will be encouraged to use reusable cups for dine-in orders, develop reusable cup share programs, and accept customer provided cups when safe to do so. Calgarians will be encouraged to choose reusable options or bring their own cup.

We will also educate businesses and citizens about correct disposal and diversion of these materials; perhaps, most importantly, remind Calgarians that disposable cups (other than foam) and cup sleeves are recyclable through the Blue Cart program.

Legal Authority

City Council has the authority to pass a bylaw to regulate single-use items under the City of Calgary Charter and the *Municipal Government Act*. Specifically, the City of Calgary Charter Regulation ("the Charter") authorizes City bylaws relating to the well-being of the environment, including bylaws providing for the creation, implementation and management of programs respecting greenhouse gas emission reduction, environmental conservation and stewardship, the protection of biodiversity and habitat, and waste reduction and diversion. As a Charter bylaw, the proposed bylaw regulating single-use items must undergo a public hearing before it can be given second and third reading by City Council.

Implementation

In order to support businesses and citizens through the transition to the new federal and municipal requirements, a sufficient transition period will be required. Therefore, Administration is proposing the bylaw comes into force in Q1 2024.

Administration has heard from businesses that widespread awareness, consistent messaging, printable signage, and information on alternatives to the banned items will be critical for successful implementation.

Upon approval of this strategy, Administration will develop necessary support tools and a communication plan to help Calgary businesses transition to the new single-use items requirements, and educate both businesses and citizens on waste reduction, preferred alternatives and diversion options. Please see Appendix B: Summary of Stakeholder Engagement for additional information on planned engagement.

⁸ 2019 Multi-Sector Waste Composition Study

Administration will also consider ways to celebrate businesses who eliminate or significantly reduce their use of single-use items.

When the bylaw is in force, enforcement of bylaw provisions in cases of non-compliance will take an education first approach. Businesses will be provided information and support, and the opportunity to become compliant, prior to the application of any penalties.

Success Measures

Reduction in waste generated from single-use items will be monitored using the following two measures:

- **Multi-sector waste composition studies:** Waste composition studies are conducted every five years in the single-family, multi-family and industrial, commercial and institutional (ICI) sectors. The last study was conducted in 2019 and will be used as baseline measures for paper coffee cups and fountain pop cups, plastic drink cups, utensils, and other single-use items. In 2019, a sample from the annual Pathways and River Cleanup was also analyzed and will be used as a baseline for litter from single-use items.
- **Survey research:** In December 2021, an online survey was conducted with a representative sample of more than 1,000 adult Calgarians. Topics included knowledge and behaviours related to single-use items, and barriers to reducing single-use items. Baseline measures will be tracked in the future.

Additional measures could include:

- **Waste in public spaces waste composition study:** A waste in public spaces composition study was conducted in 2017. Waste in public garbage bins on roadways, in parks, and at bus stops and LRT platforms was characterized and estimates of the weight and volume of garbage, recyclable materials and compostable materials was generated.
- **Voluntary reporting:** The City could develop a system for voluntary reporting and encourage business license holders to report the number of single-use items used on an annual basis.

The City will monitor the results of the bylaw and voluntary measures over time, consider new solutions to mitigate unintended consequences, assess if additional measures are appropriate, and revisit The City strategy if needed.

Appendix A: Jurisdictional Scan

Administration engaged with jurisdictions within Alberta (including Edmonton and the Southern Municipal Waste Managers Advisory Committee) as well as major Canadian municipalities.

The following tables summarize current and planned single-use items requirements.

Alberta

Jurisdiction	Single-use Item and Approach			
	Shopping bags	Food serviceware	Foodware accessories	Disposable cups
Calgary (proposed)	<ul style="list-style-type: none"> • Mandatory minimum fee for paper and reusable 		<ul style="list-style-type: none"> • By request for all material types 	
Edmonton, AB (July 2023, tentative)	<ul style="list-style-type: none"> • Ban on plastic • Mandatory minimum fee for paper and reusable 	<ul style="list-style-type: none"> • Ban on foam 	<ul style="list-style-type: none"> • By request for all material types 	<ul style="list-style-type: none"> • Require reusable cups for dine-in • Require restaurants to accept reusable customer cups
Banff (proposed)	<ul style="list-style-type: none"> • Ban on plastic • Mandatory minimum fee for paper and reusable 	<ul style="list-style-type: none"> • Require reusables for dine-in • Mandatory minimum fee for disposables 	<ul style="list-style-type: none"> • By request for all material types 	<ul style="list-style-type: none"> • Require reusables for dine-in • Mandatory minimum fee for disposables
Devon, AB (2020)	<ul style="list-style-type: none"> • Ban on plastic 			
Jasper, AB (2019)	<ul style="list-style-type: none"> • Ban on plastic 			
Spruce Grove, AB (Jan. 1, 2022)	<ul style="list-style-type: none"> • Ban on plastic • Voluntary minimum fee on paper and reusable 	<ul style="list-style-type: none"> • Ban on foam 	<ul style="list-style-type: none"> • Ban on plastic straws 	
Wetaskiwin, AB (2019)	<ul style="list-style-type: none"> • Ban on plastic • Mandatory minimum fee on paper 			
Wood Buffalo, AB (2012)	<ul style="list-style-type: none"> • Ban on plastic 			

The City of Airdrie, City of Chestermere, Rocky View County and Foothills County are not planning any actions beyond the Government of Canada Regulations at this time.

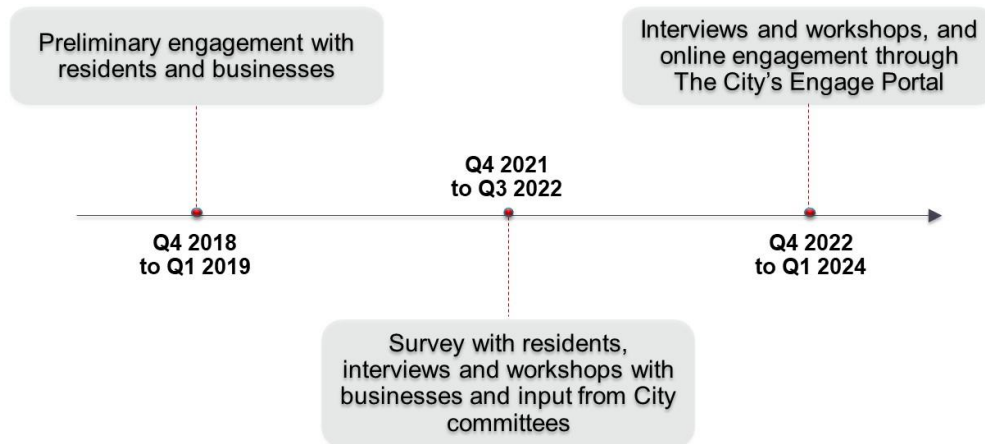
Other Canadian Jurisdictions

Jurisdiction	Single-use Item and Approach			
	Shopping bags	Food serviceware	Foodware accessories	Disposable cups
Victoria (new requirements approved, drafting bylaw)	<ul style="list-style-type: none"> Ban on plastic (2021) Mandatory minimum fee for paper and reusable (2021) 	<ul style="list-style-type: none"> Mandatory minimum fee on single-use containers Require reusables for dine-in 	<ul style="list-style-type: none"> By request for all material types 	<ul style="list-style-type: none"> Mandatory minimum fee on disposable cups Require reusables for dine-in
Vancouver, BC	<ul style="list-style-type: none"> Ban on plastic Mandatory minimum fee for paper and reusable (Jan. 1, 2022) 	<ul style="list-style-type: none"> Ban on foam (2020) 	<ul style="list-style-type: none"> Ban on plastic straws and utensils (2020) 	<ul style="list-style-type: none"> Mandatory minimum fee (Jan. 1, 2022) Require restaurants to accept reusable customer cups (July 1, 2022)
Regina, SK (Feb. 1, 2022)	<ul style="list-style-type: none"> Ban on plastic 			
Toronto, ON (under consideration)	<ul style="list-style-type: none"> Mandatory minimum fee on paper and reusable 		<ul style="list-style-type: none"> By request for all material types 	<ul style="list-style-type: none"> Mandatory minimum fee
Montreal, PQ (March-August 2023)	<ul style="list-style-type: none"> Ban on plastic 	<ul style="list-style-type: none"> Ban on foam 	<ul style="list-style-type: none"> Ban on plastic stir sticks, straws and utensils for on-site consumption By request for all material types for takeout and delivery 	<ul style="list-style-type: none"> Ban plastic cups and glasses for on-site consumption
Saint John, NB (2021)	<ul style="list-style-type: none"> Ban on plastic 			
Nova Scotia (2020)	<ul style="list-style-type: none"> Ban on plastic 			
Prince Edward Island (2019)	<ul style="list-style-type: none"> Ban on plastic Mandatory minimum fee for paper and reusable 			
Newfoundland and Labrador (2020)	<ul style="list-style-type: none"> Ban on plastic 			

Appendix B: Summary of Stakeholder Engagement

Waste & Recycling Services (WRS) has used input from stakeholders to develop, shape and refine our approach. As a result, the proposed strategy builds on what residents and businesses are already doing. It is a made for Calgary solution that meets Calgarians where they are at.

An overview of completed and planned engagement is shown in the diagram below.



Q4 2018 to Q1 2019

WRS conducted preliminary engagement with more than 3,400 Calgarians using the online Engage Portal to gain insight into Calgarians' perceptions of single-use items and to inform the types of single-use items to consider. WRS also met with several local businesses to better understand practices they have adopted to manage waste from single-use items, motivations for adopting these practices, and key challenges they face in reducing single-use items. Findings were provided in [Attachment 3](#) of the Scoping Report on Reducing Waste from Single-Use Items (UCS2019-0370).

Q4 2021 to Q3 2022

WRS conducted an online survey with residents, interviews and workshops with businesses, and sought input from a number of City committees. This included:

- An online survey with a representative sample 1,031 residents of Calgary aged 18 or older. Objectives included gaining a better understanding of knowledge, attitudes and practices regarding use of single-use items, motivations and barriers to reducing use of single-use items, and perceptions of The City's role in reducing use of single-use items.

What we heard: Many Calgarians are already engaged in practices to reduce their use of single-use items (e.g. reusable shopping bags and cups, refusing unneeded single-use items); barriers to reduction include restaurants automatically including single-use items and a lack of alternatives; motivations for reduction are environmental and cost savings by using reusable items; and, key roles for The City in reducing use of single-use items are providing education and information and developing regulations for businesses.

- Attended meetings of the Advisory Committee on Accessibility (ACA) and the Social Well-Being Advisory Committee.

What we heard: While there were no concerns about the proposed by request bylaw for foodware accessories, the risk that a fee could have unintended consequences on equity-seeking groups was identified. Administration is taking steps to minimize the risk and will be conducting further engagement with representatives from equity-seeking groups once the strategy is approved. This input was also a factor in the decision not to propose a fee on single-use cups.

- Interviews and meetings with representatives from a range of businesses:
 - Retail
 - Restaurants
 - Post-secondary institutions with retail and food services
 - Food delivery companies
 - Industry Associations (i.e. Restaurants Canada and the Retail Council of Canada)
 - City of Calgary Business Improvement Areas (BIAs)
 - City of Calgary Business Advisory Committee
 - A workshop with WRS' Industrial, Commercial and Institutional (ICI) working group

What we heard: Many businesses are already implementing single-use items reduction measures (e.g., switching away from plastic bags, charging fees for bags, proactively asking customers if they need single-use items). Feedback shows that businesses are in support of the bylaws proposed by The City. They agree it will build on the measures already being taken by the business community, creates a level playing field, and better enable smaller businesses to participate by offsetting or reducing costs they will incur once the federal regulations are in place. There was no opposition to the measures though some local businesses expressed concerns regarding customer reactions and emphasized the importance of widespread awareness campaigns and supports explaining the bylaws (e.g. posters and FAQs) prior to the bylaws coming into force. Larger businesses with locations in jurisdictions that have already implemented similar requirements indicated that they experienced minimal customer complaints and only for a brief period.

Q4 2022 to Q1 2024

Once the strategy is approved, WRS will work with The City's Engage! team and Business Improvement Areas (BIAs) to better understand how The City can support businesses and customers through the transition to the new requirements as well as address any concerns they have about the proposed bylaw. We will work together with businesses, residents and community groups to co-create supports and educational materials which effectively communicate the information to all stakeholders.

A key consideration of this phase of engagement is to ensure more fully representative stakeholder input that includes smaller local businesses and charitable organizations. Specific barriers to participation and mitigations will be outlined in the Engage strategy. Tactics will include broad online engagement through The City's Engage Portal, registered workshops and targeted outreach.

Support and outreach will continue beyond the date the bylaw comes into force.

Appendix C: Risk Assessment

Risk Category	Description	Likelihood	Impact	Mitigation
Social Impact	<ul style="list-style-type: none"> Unintended consequences of minimum mandatory fees on shopping bags and/or a by request approach for foodware accessories for equity-seeking groups. 	Possible	Minor	<ul style="list-style-type: none"> Equity analysis and input from The City's Advisory Committee on Accessibility and Social Wellbeing Advisory Committee provided guidance and input into the strategy. The City will monitor for unintended consequences and address potential issues as they arise.
Reputational	<ul style="list-style-type: none"> Some Calgarians may not support minimum mandatory fees on shopping bags and/or a by request approach for foodware accessories. The City's reputation among some external stakeholders may be damaged. 	Possible	Minor	<ul style="list-style-type: none"> Education and outreach with clear and consistent messaging. Supports for retailers to communicate with customers (such as printable posters, fact cards and customer Q&As),
Compliance	<ul style="list-style-type: none"> The City is relying on federal regulations that would prohibit the manufacture, import and sale of plastic shopping bags and foam foodservice ware, and will not have enforcement authority. Businesses may not comply with federal regulations. Businesses may not comply with City bylaws, and there could be a reputational risk if The City enforces fines. 	Possible	Minor	<ul style="list-style-type: none"> Monitor the implementation, timing and enforcement of federal regulations. Emphasize an education first approach for the bylaw with businesses provided with information, support and the opportunity to become compliant prior to the application of any penalties.
Environmental	<ul style="list-style-type: none"> The proposed measures are not strong enough to achieve the desired results. 	Possible	Minor	<ul style="list-style-type: none"> Monitor the impacts of the bylaw and voluntary measures over time, assess if additional measures are appropriate, and revisit the City strategy if needed.

Appendix D: Single-Use Items Reduction at City Hosted Events

The City of Calgary has several initiatives to reduce waste from single-use items at City hosted events. These include:

1. **A *Guideline for Greening City of Calgary Events*** was developed as part of the Green Office program. Administration is updating this document to include a focus on reducing waste from single-use items and will promote it on myCity as part of the Corporate Waste program.
2. A ***Zero-waste toolkit for festivals and events*** is available on Calgary.ca ([Book and plan your event \(calgary.ca\)](#)). It includes a [Tip Sheet](#) for ideas about how to reduce waste at events; a [Timeline Checklist](#) to keep track of all the different activities associated with planning a zero-waste event; a [Food Vendor Memo Template](#) to encourage food vendors to comply with waste reduction initiatives; a [Volunteer Recruitment Template](#) to find volunteers that can assist with waste diversion activities on event day; and, a [Waste & Recycling Pocket Guide](#) to help volunteers guide event attendees about what waste goes where.
3. There are single-use reduction initiatives in place for City-run events. For example, the Canada Day vendor handbook specifies that plastic cutlery, and other non-recyclable plastics such as straws and foam are not permitted.

As in-person engagement, City-run events, events on City property, and in-person meetings at City buildings resume, Administration will continue to explore further opportunities to reduce waste from single-use items.

**Proposed Wording for a Bylaw
to regulate Single-Use Items in The City of Calgary**

PART 1 – GENERAL PROVISIONS

Short Title

1. This *Bylaw* may be referred to as the “Single-Use Items Bylaw”.

Definitions and Interpretation

2. (1) In this Bylaw, the term:
- (a) “*business*” means business licence holders, including those *businesses* defined in Part II of the Business Licence Bylaw 32M98;
 - (b) “*Bylaw*” means this Bylaw as it may be amended from time to time and includes all Schedules attached to this Bylaw;
 - (c) “*charitable organization*” means a *business* with a valid and subsisting registration with the Province of Alberta as a charitable organization pursuant to the *Charitable Fundraising Act* RSA 2000, c. C-9, or with the Canada Revenue Agency as a charity;
 - (d) “*charitable service*” means the provision of food, prepared food, clothing, or personal items for free or at low cost by a *charitable organization*;
 - (e) “*customer*” means any person who purchases or receives food, drinks, or items from a *business* or other vendor and includes a person who orders these foods or items through an *ordering platform*;
 - (f) “*foodware accessories*” includes, but is not limited to, items used for or related to the consumption of food or drink that are intended to be used only once, including:
 - i. spoons;
 - ii. forks;
 - iii. knives;
 - iv. chopsticks;
 - v. utensils;
 - vi. straws;

- vii. stir sticks;
 - viii. splash sticks;
 - ix. cocktail sticks;
 - x. toothpicks;
 - xi. pre-packaged condiments; and
 - xii. napkins;
- (g) “*Officer*” means an officer appointed under the Bylaw Enforcement Officers Appointment Bylaw 60M96, or an officer appointed under the *Peace Officer Act*, S.A. 2006, c. P-3.5 or under the *Police Act*, R.S.A. 2000, c. P-17;
 - (h) “*ordering platform*” means any platform that allows *customers* to order food or items for pickup or delivery from a *business*, and includes orders made by phone, on the *business* website, or on a third-party website, any of which may also include delivery by a third-party;
 - (i) “*paper shopping bag*” means a shopping bag made out of paper but does not include a *small paper bag*;
 - (j) “*person*” means an individual human being or a corporation and includes a partnership, an association or a group of persons acting in concert unless the context explicitly or by necessary implication otherwise requires;
 - (k) “*reusable shopping bag*” means a shopping bag made of any type of material, excluding film plastic and paper, and is designed and manufactured to be durable enough for multiple uses, and is capable of being washed or disinfected;
 - (l) “*shopping bag*” means a bag used for the purpose of transporting items sold or otherwise provided to a *customer* by a *business*, including but not limited to take-out and delivery of food and items ordered by *ordering platform*;
 - (m) “*small paper bag*” means any bag made of paper and is less than 400 square centimeters when flat.
- (2) Nothing in this Bylaw relieves a person from complying with any Federal or Provincial law or regulation, other bylaw or any requirement of any lawful permit, order or licence.
 - (3) Any headings or subheadings in this Bylaw are included for guidance purposes and convenience only and shall not form part of this Bylaw.
 - (4) Every provision of this Bylaw is independent of all other provisions and if any provision of this Bylaw is declared invalid for any reason by a Court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.

- (5) All Schedules attached to this Bylaw shall form part of this Bylaw.
- (6) Any reference in this Bylaw to a Part or Section, unless otherwise specified, is a reference to a Part or Section in this Bylaw.
- (7) Specific references to laws in this Bylaw are meant to refer to the current laws applicable within the Province of Alberta as at the time this Bylaw was enacted and as they are amended from time to time, including successor legislation.

Paper and Reusable Shopping Bags

- 3.
 - (1) A *business* must not provide or permit to be provided a new *shopping bag* to a *customer* unless the *shopping bag* is:
 - (a) *paper shopping bag* containing at least 40% recycled content as indicated in print on the bag; or
 - (b) *a reusable shopping bag*.
 - (2) A *business* must not provide or permit to be provided a new *shopping bag* to a *customer* unless the *customer* requests the *paper shopping bag* or *reusable shopping bag* in one of the following ways:
 - (a) the *customer* initiates the request;
 - (b) the *business* asks the *customer* if they need a *shopping bag*;
 - (c) the *customer* takes a *shopping bag* themselves; or
 - (d) the *customer* answers a prompt on an *ordering platform*.
 - (3) A *business* must not provide or permit to be provided a new *shopping bag* to a *customer* unless the *customer* is charged a fee not less than:
 - (a) \$0.15 per *paper shopping bag* before 2024 January 16;
 - (b) \$0.25 per *paper shopping bag* on 2025 January 16;
 - (c) \$1.00 per *reusable shopping bag* before 2024 January 16; or
 - (d) \$2.00 per *reusable shopping bag* on 2025 January 16.
 - (4) For greater certainty, a *shopping bag* that is previously used, and is being reused by the *customer*, is not considered a new *shopping bag* under this section.
- 4.
 - (1) A *business* that provides a new *shopping bag* to a *customer* must prominently display information about the minimum fees charged in a location visible to a *customer* at the time and place of purchase.

- (2) A *business* that provides a new *shopping bag* and charges a fee under subsection 3(3) must indicate that fee as a separate line item on any receipt given to the *customer*.

Exemptions

5. Sections 3 and 4 do not apply to the following *shopping bags*:
- (a) *small paper bags*;
 - (b) *shopping bags* used to protect items from becoming dirty or unusable due to exposure, such as newspapers intended to be left at a customer's residence, or clothes after professional laundering or dry cleaning;
 - (c) *shopping bags* used to package loose bulk items such as hardware or fasteners;
 - (d) *shopping bags* used to package loose bulk items such as fruit, vegetables, nuts, dry goods or candy;
 - (e) *shopping bags* used to contain or wrap frozen foods, meat, poultry or fish, whether pre-packaged or not;
 - (f) *shopping bags* used to wrap flowers or potted plants;
 - (g) *shopping bags* used to transport live fish;
 - (h) *shopping bags* used to protect bakery goods that are not pre-packaged;
 - (i) *shopping bags* used to transport prescription drugs received from a pharmacy;
 - (j) *shopping bags* used in the course of providing or receiving a *charitable service*; or
 - (k) *shopping bags* that have already been used by a *customer* and returned to a *business* for the purpose of being re-used by other *customers*.
6. A *business* must not deny the reasonable use by a *customer* of the *customer's* own *reusable shopping bag*.
7. In the absence of markings on a *paper shopping bag* designating that the bag is made of a minimum of 40% recycled content, an *officer* may request any information or documentation to be produced that shows that a *paper shopping bag* meets the recycled content threshold.

Single-Use Foodware Accessories

8. (1) A *business* must not provide or permit to be provided *any foodware accessory* to a *customer* unless the *customer* requests *foodware accessories* in one of the following ways:

- (a) the *customer* initiates the request;
 - (b) the *business* asks the *customer* if they need *foodware accessories*;
 - (c) the *customer* takes *foodware accessories* themselves; or
 - (d) the *customer* answers a prompt on an *ordering platform*.
- (2) Subsection (1) does not apply to *charitable organizations* in the course of providing or receiving a *charitable service*.

PART 2 – ENFORCEMENT

Offences

9. Any *person* who contravenes any provision of this *Bylaw* by doing any act or thing which the *person* is prohibited from doing, or by failing to do any act or thing the *person* is required to do, is guilty of an offence, and any offence created pursuant to this *Bylaw* shall be considered to be a strict liability offence.

Enforcement

10. (1) Where an *officer* believes that a *person* has contravened any provision of this *Bylaw*, the *officer* may commence proceedings against the *person* by issuing a violation ticket in accordance with the Provincial Offences Procedure Act, R.S.A. 2000, c. P-34.
- (2) This section shall not prevent an *officer* from issuing a violation ticket requiring a court appearance of the defendant pursuant to the Provincial Offences Procedure Act or from laying an information instead of issuing a violation ticket.
11. (1) Any *person* who is convicted of an offence pursuant to this *Bylaw* is liable on summary conviction to the specified penalty payable in respect of a contravention of a provision of this *Bylaw* as shown in Schedule “A” of this *Bylaw* in respect of that provision.
12. Despite section 11:
- (1) if a *person* is convicted of the same provision of this *Bylaw* twice within one TWENTY FOUR (24) MONTH period, the specified penalty payable in respect of the second violation is double the amount shown in Schedule “A” of this *Bylaw* in respect of that provision, and
- (2) if a *person* is convicted of the same provision of this *Bylaw* three or more times within one TWENTY FOUR (24) MONTH period, the specified penalty that may be imposed in respect of the third or subsequent violation is triple the amount shown in Schedule “A” of this *Bylaw* in respect of that provision.

13. This Bylaw comes into force on 16 January 2024.

Text for discussion only

SCHEDULE “A”

OFFENCE PENALTIES

Section	Offence	Specified Penalty
3(1)	Providing a <i>shopping bag</i> to a <i>customer</i> that is not a <i>paper shopping bag</i> or a new <i>reusable shopping bag</i> .	\$ 250.00
3(2)	Providing a <i>shopping bag</i> to a <i>customer</i> when the <i>customer</i> has not requested one	\$ 250.00
3(3)	Providing a shopping bag to a customer without charging a fee	\$ 250.00
4(1)	Failure to prominently display information about fees charged in a location visible to a <i>customer</i>	\$ 250.00
4(2)	Failure to indicate a fee as a separate line item on a receipt	\$ 250.00
7	Failure to produce information or documentation on request of an <i>officer</i>	\$ 250.00
8(1)	Providing any <i>foodware accessory</i> to a <i>customer</i> when the <i>customer</i> has not requested one.	\$ 250.00



Single-Use Items Reduction Strategy

September 27, 2022

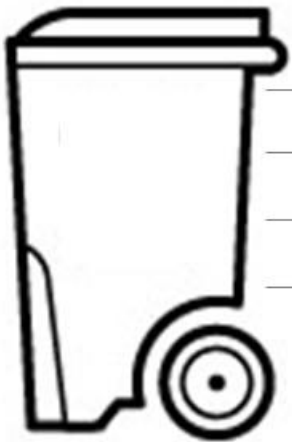
Recommendations

That the Community Development Committee recommends that Council:

1. Approve the Single-Use Items Reduction Strategy as set out in Attachment 2 of the 2022 September 27 Operational Services report CD2022-0985;
2. Directs Administration to publicly advertise the proposed Bylaw; and,
3. Directs Administration to bring the proposed Bylaw to Council for Public Hearing and three readings no later than Q1 2023.

Why does The City of Calgary need a single-use items reduction strategy?

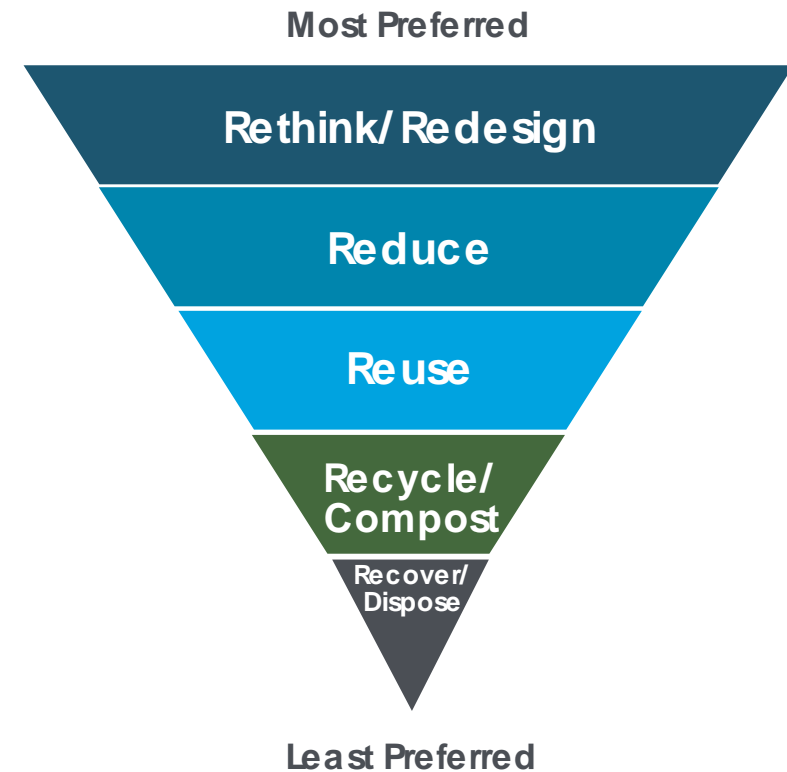
Single-use items disposed of as garbage each **week** in Calgary...



- 3.5 million plastic shopping bags
- 6.4 million plastic utensils
- 2.4 million takeout containers
- 2.4 million disposable cups



To enable Calgarians to waste less and conserve more resources





What We Have Heard



Government
of Canada

*Single-use Plastics
Prohibition Regulations*

What We are Proposing

Single-use Item	Bylaws
 Shopping Bags	Mandatory minimum fee on paper shopping bags and new reusable shopping bags (fee retained by businesses)
 Foodware accessories (utensils, straws, stir sticks, pre-packaged condiments and napkins)	Customer request required for single-use accessories made from any material

Next Steps



Public Hearing and
Bylaw Approval



Bylaw comes into force

2022 to 2024

By Q1 2023

Q1 2024 (tentative)



Engagement,
education and
outreach

Recommendations

That the Community Development Committee recommends that Council:

1. Approve the Single-Use Items Reduction Strategy as set out in Attachment 2 of the 2022 September 27 Operational Services report CD2022-0985;
2. Directs Administration to publicly advertise the proposed Bylaw; and,
3. Directs Administration to bring the proposed Bylaw to Council for Public Hearing and three readings no later than Q1 2023.

Industry Update on Electricity, Natural Gas and Telecommunications

RECOMMENDATIONS:

That the Community Development Committee recommends that Council:

1. Direct Administration to provide future Industry Updates using Briefing Reports starting in 2022 Q4; and,
2. Receive the Report, presentation, and attachment for the Corporate Record.

HIGHLIGHTS

- This report provides a review of policy issues in Alberta's regulated utilities and general utility industry developments that could impact The City's interests. It informs committee members about those 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 and franchise fee revenue, and what Calgarians pay for utility services.
- **Why does this matter?** Changes in energy prices and policies may affect The City's budget and operations.
- Natural gas and electricity markets are analyzed to understand the directional change in energy prices and the potential financial implications for The City and Calgary community.
- Key issues:
 - **Alberta natural gas producers face significant discounts reducing their profits.**
 - **New federal electricity regulations to support greenhouse gas emissions reduction would increase electricity prices significantly.**
 - **Rogers Communications outage disables telecommunication services in large parts of Canada.**
- Strategic Alignment to Council's Citizen Priorities: A well-run city

DISCUSSION

This update highlights Alberta's historical and current regulated rates for electricity and natural gas. It also offers an overview of the recent drivers of change in energy markets. The update also summarizes a recent service reliability incident that arose for telecommunication services.

For 2022 September, a summary of the significant developments as at 2022 August 29 is as follows (additional detail is available in Attachment 1):

- **Alberta natural gas producers face significant discounts reducing their profits.** This section addresses the differential between natural gas prices in Alberta and the rest of the world, especially the United States. The main driver of the price differential is the lack of market access for Alberta natural gas producers. This deep discount also impacts the Government of Alberta as royalties are based on the sale price of the commodity in Alberta. Conservative estimates put the lost industry revenue because of these wide discounts at more than \$1 billion per month for 2022 July and 2022 August.
- **New federal electricity regulations to support greenhouse gas emissions reduction would increase electricity prices significantly.** On 2022 July 26, the federal government released a proposed framework for its Clean Electricity Regulations (CERs). The CERs call for a linear decline in greenhouse gas emission intensity to zero by 2035. This legislation is the main driver of an unprecedented increase in more recent electricity

Industry Update on Electricity, Natural Gas and Telecommunications

price forecasts for 2025 and beyond. There was a significant change in electricity price predictions from the 2022 Q2 forecast to the more recently received 2022 Q3 forecast. The new electricity price forecast has prices declining from current highs until 2024 before climbing to prices never seen before in Alberta.

- **Rogers Communications outage disables telecommunication services in large parts of Canada.** On 2022 July 8 at 02:45 AM Mountain Time (the first Friday of the Calgary Stampede), the Rogers telecommunications system went down nationwide. This outage caused significant disruptions in Interac financial transactions and internet connectivity. This outage lasted until mid-day on 2022 July 9. As a result, Rogers Communications has pledged to provide customers rebates, costing up to \$70 million.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

☒ Public Communication or Engagement was not required

IMPLICATIONS

Social

Electricity and natural gas are not discretionary items for Calgarians and businesses. As a result, higher costs affect lower-income individuals and households disproportionately. These groups spend a greater share of their income on these essential goods. High utility bills also negatively impact the cost of doing business in Calgary, and these higher costs flow through to Calgarians. Higher prices for natural gas producers result in higher royalty revenues for the Alberta Government. However, these additional resources do not necessarily get directed to services to support these disadvantaged groups.

Environmental

The federal Clean Electricity Regulations (CERs) target renewable power generation. It is part of the move to eliminate greenhouse gas emissions through power generation with the goal of cleaner air in the local vicinity. However, proposed efforts through renewable power generation would still have environmental impacts that do not eliminate greenhouse gas emissions. That's because the CERs focus on direct emissions. They do not explicitly address environmental impacts from lifecycle or upstream emissions. For example, wind turbines require a significant amount of oil to operate and solar panel construction requires a considerable quantity of rare elements. Ultimately, there are environmental trade-offs associated with all sources of electricity generation when one considers direct, lifecycle and upstream emissions.

Economic

The new CERs target net-zero electricity by 2035. Commissioning new power generation units after 2025 will need to consider CER obligations. Recent sharp increases in electricity costs have contributed to significant local inflation. It has represented an impediment to economic growth in Alberta. Future price declines would be short-lived through 2023 and 2024. The federal CERs would likely increase electricity costs significantly starting in 2025. An early estimate of the cost implications for Alberta, provided by EDC associates, indicates that the cost of electricity generation in Alberta would increase by \$45 billion between 2022 and 2036.

Industry Update on Electricity, Natural Gas and Telecommunications

Service and Financial Implications

Increase in rates or fees

The City is a large consumer of electricity and natural gas. As a result, cost increases negatively impact City finances. From 2022 January 1 to 2022 June 30, electricity costs for The Corporation were \$5.7 million higher than over the same period in 2021. This represents a fifteen percent year-over-year increase in total electricity costs. Natural gas cost increases were even more significant at 39 per cent.

RISK

Total City 2022 energy costs have increased by \$8.7 million as of 2022 June 30, compared with the same period in 2021. This represents a nineteen percent year-over-year increase. If the trend holds for the last half of 2022, The City's energy costs may be close to \$20 million higher in 2022 when compared with 2021. The financial impact is significant for 2022 and likely more significant starting in 2025.

ATTACHMENTS

1. Industry Update on Electricity, Natural Gas and Telecommunications
2. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male	CPFS	Approve

ENERGY PRICES AND MARKETS

Natural Gas

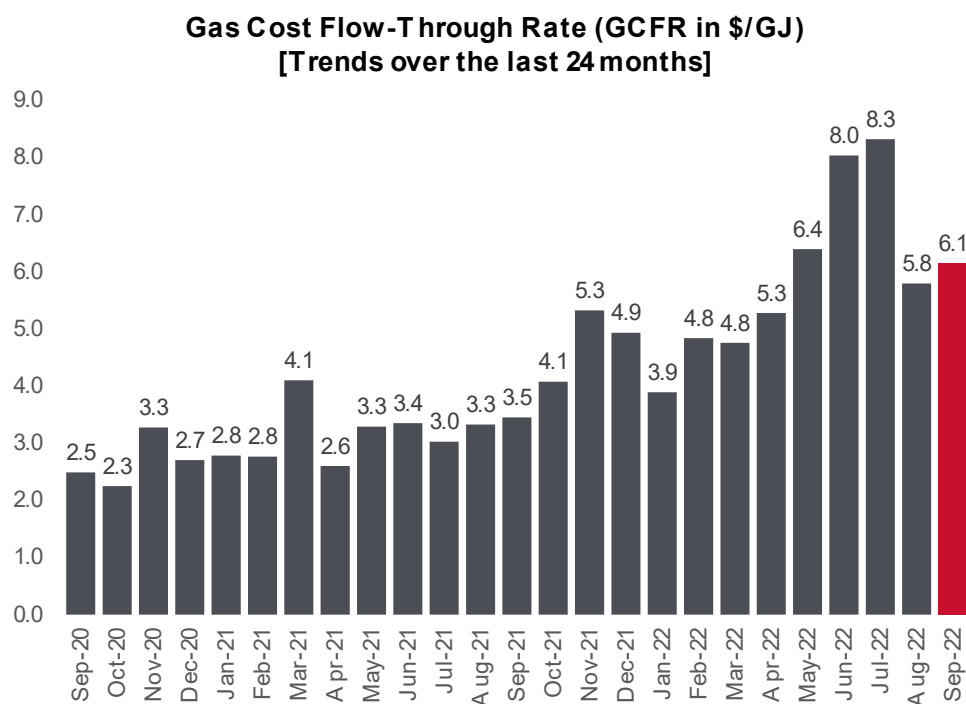
In Alberta, our regulated rate for natural gas is called the Gas Cost Flow-Through Rate. It fluctuates each month due to several factors. Notable ones include supply and demand and weather changes.

The 2022 September Gas Cost Flow-Through Rate was \$6.15 per gigajoule. Prices remain high this month (Figure 1). As a result, it puts upward pressure on energy costs for The City of Calgary and the Calgary community.

Natural gas prices in Alberta have climbed as geopolitical issues in Europe have helped fuel commodity inflation across the globe. Closer to home, below-average inventories and high liquefied natural gas export demand have also placed upward pressure on natural gas prices.

The market remains volatile. However, the generally accepted natural gas industry price forecast has prices trending down as the space heating season begins.

Figure 1: 24-Month Price Trend for the Monthly Gas Cost Flow-Through Rate(or GCFR)



Electricity

A safety net ensures a baseline price for businesses and residents to fall back on in the case of high retail electricity rates or other unanticipated problems. Any business or residence that uses less than 250,000 kilowatt-hours per year can choose to pay the regulated rate.¹ This regulated

¹ The average home in Alberta uses about 7,200 kWh per year. See <https://gas.atco.com/en-ca/products-services-rates/rates-billing-energy-savings-tips/energy-101.html>

electricity rate is the Regulated Rate Option. The Alberta Utilities Commission determines the Regulated Rate Option rate, which is highly influenced by the spot price for electricity and its volatility. The ENMAX regulated rate option price for 2022 September was 15.70 cents per kilowatt-hour (Figure 2).

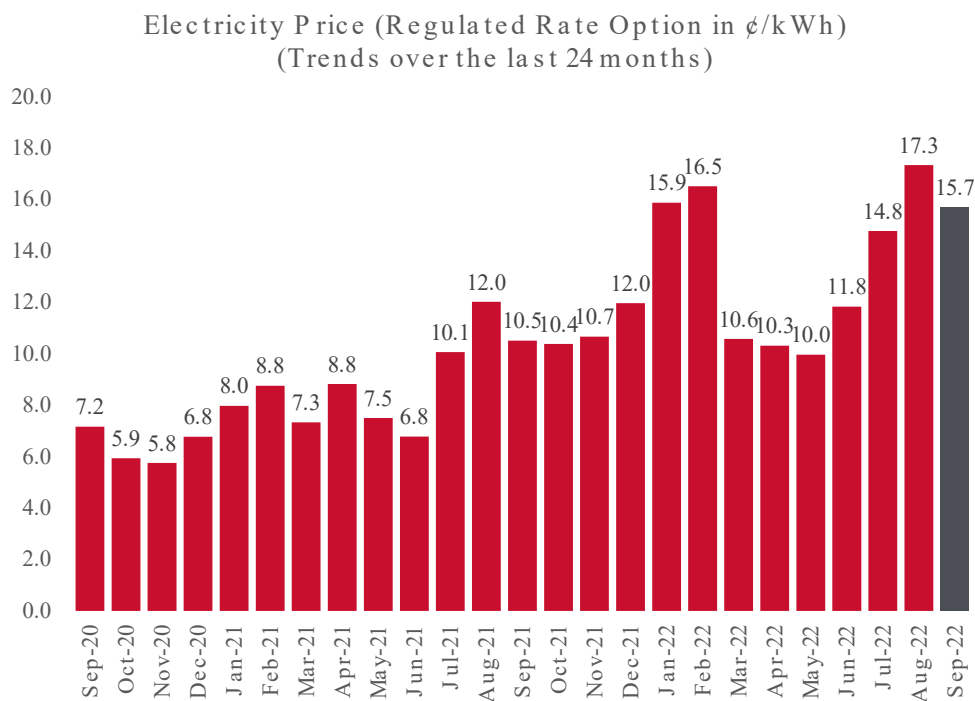
The 2022 August rate was the highest since the provincial government restructured the regulated rate option in 2006. This exceptionally high regulated rate option price reflected, in part, abnormal strength and volatility in Alberta wholesale electricity prices from 2021 December to 2022 September.

The higher electricity prices in Alberta from 2021 December to 2022 September were driven by:

- Increased demand;
- Additional baseload generator outages;
- Unseasonable cold weather in Alberta in 2021 December;
- A more aggressive price for carbon;
- Higher generator offer prices; and
- Firmer natural gas prices.

The monthly average wholesale price in 2022 August was 23 cents per kilowatt-hour. The difference between what customers pay from the wholesale price is due to the specific monthly approvals from the Alberta Utilities Commission. Each retailer submits detailed Regulated Rate Option monthly price applications, which are reviewed for their correlation to the wholesale market. The generally accepted power industry price forecast has prices remaining high for the rest of the year, averaging 14.62 cents per kilowatt-hour.

Figure 2: 24-Month Price Trend for the Regulated Rate Option (or RRO)



UTILITIES AND INDUSTRY DEVELOPMENTS

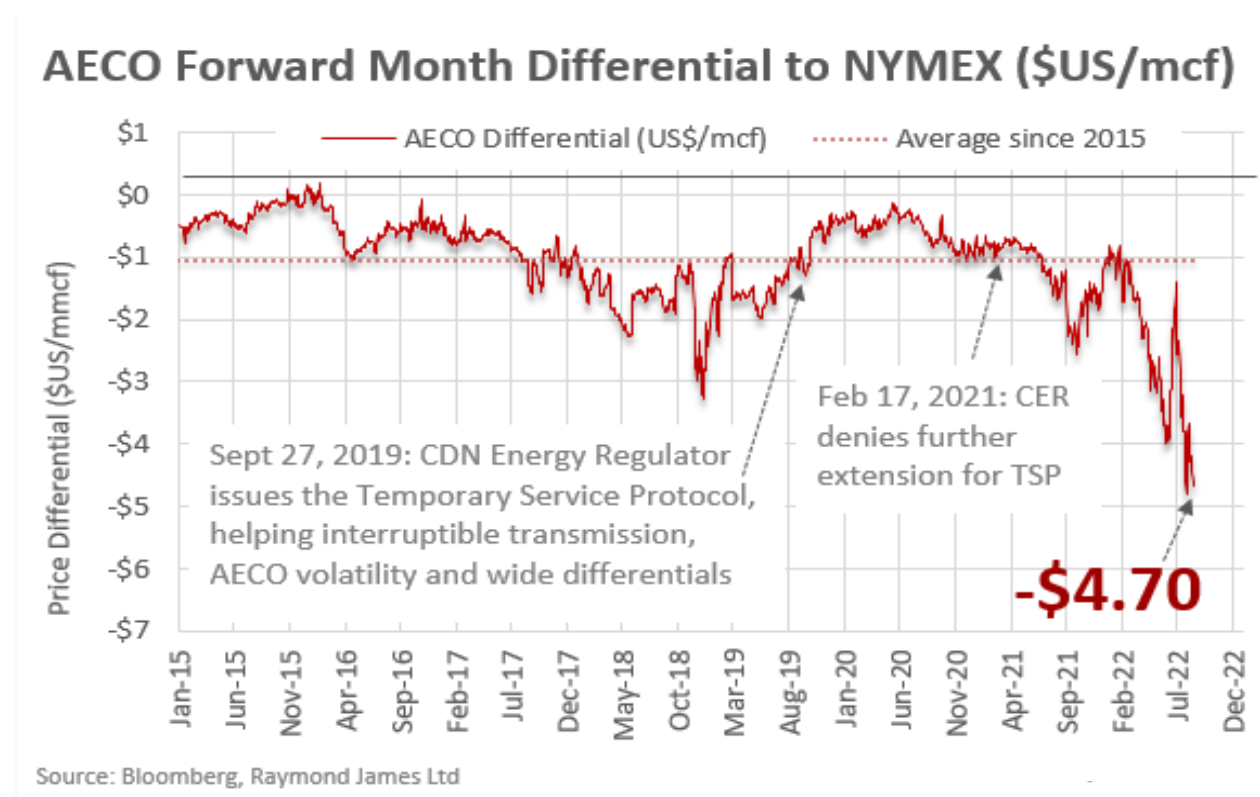
Natural Gas – Alberta natural gas producers face significant discounts reducing their profits

Global natural gas prices have increased by a great deal this year. The economic rebound as government restrictions eased and the situation in Ukraine, have both played a role in the worldwide price increase. The energy crisis in Europe and the surging demand for liquefied natural gas (LNG) have also helped propel markets higher.

Natural gas prices in Europe have been near record levels for most of 2022 August. Natural gas prices in the United States are up 150 per cent this year compared to prices at the same time last year. In Western Canada, gas prices were also high earlier this year, with the Alberta spot price (AECO-C) above \$8 per gigajoule in early May.

However, the discount between spot prices in Alberta and the United States have widened in recent weeks, from US\$1.50 per gigajoule in early 2022 July to nearly US\$5 in 2022 August. The price differential is typically between 75 cents and \$1 per gigajoule to account for transportation costs to ship Alberta gas to the U.S. Gulf Coast. Figure 3 below shows the major price discount producers currently receive for selling natural gas in Alberta.

Figure 3: AECO Forward Month Differential to NYMEX (\$US/mcf)



Natural gas production in Western Canada has been climbing this year, averaging about 17.4 billion cubic feet per day in August. This equals a one billion cubic feet per day increase from one year earlier. The surge in supply is putting pressure on the existing pipeline network. The result

is more supply than the market can handle, so prices are falling. Some gas producers have become frustrated with Alberta natural gas pricing volatility in recent years and have increased their transportation options by shipping gas to other markets.

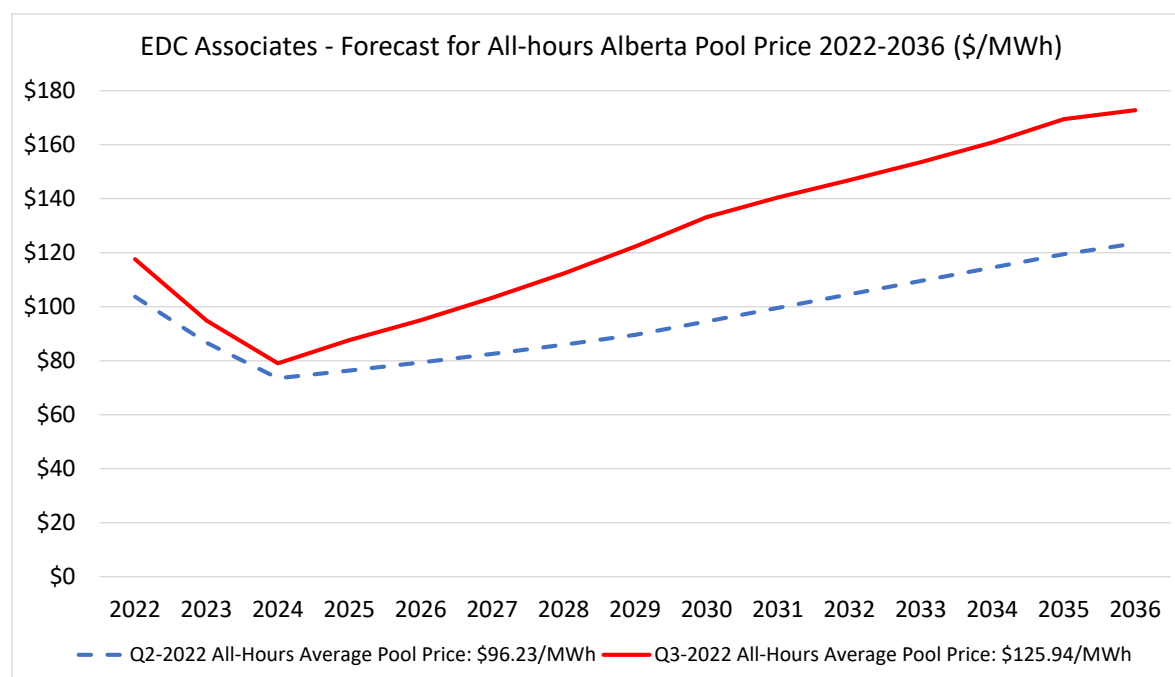
This deep discount also impacts the Government of Alberta as royalties are based on the sale price of the commodity in Alberta. Conservative estimates put the lost industry revenue because of these wide discounts at more than \$1 billion per month for 2022 July and 2022 August. Any solution to this dilemma would need to include all parties (the Alberta government, regulators, pipeline firms and gas producers) finding a way to increase market access in the near term.

Electricity – New federal electricity regulations to support greenhouse gas emissions reduction would increase electricity prices significantly

On 2022 July 26, the federal government released its proposed framework for its Clean Electricity Regulations (CERs). The CERs call for a linear decline in greenhouse gas emission intensity to zero by 2035. Coal and natural gas generation that does not conform to the CERs (through some form of technological abatement retrofit) could be forced by the federal government to retire as early as January 2035. This could result in many stranded capital assets. Alberta ratepayers may be responsible for paying the remaining un-depreciated costs of these stranded power generation assets.

The forward market has taken this new regulation into account. As a result, EDC Associated has significantly increased its 2022 Q3 electricity price forecast relative to its 2022 Q2 forecast, especially for 2025 and beyond. Power prices are forecast to go substantially higher to support new fuels such as hydrogen and the capital costs needed to implement carbon capture and storage. Figure 4 below highlights the difference between the 2022 Q2 and 2022 Q3 power price forecasts.

Figure 4: Alberta's electricity price forecast before and after the federal Clean Electricity Regulations (CERs)



*Source – EDC associates Q3-2022 Forecast Update, page 25

The expected increase in cost to the Alberta electric industry consumer from this substantial change in policy and regulations is estimated at \$45 billion between 2022 and 2036 or an average increase of \$30/MWh from last quarter. The Supreme Court has ruled that the federal government has over-arching control of Canadian carbon policy, making changes unlikely. As a result, once CERs come into force, power prices will likely remain very high for Alberta ratepayers.

Telecommunications – Rogers Communications outage disables telecommunication services in large parts of Canada.

On 2022 July 8 at 02:45 AM Mountain Time, the Rogers Communications telecommunications system went down, triggering several adverse events nationwide:

- Around 25 per cent of Canada lost internet connectivity.
- Interac (debit) was taken offline by the outage. Most prominently, it prevented all businesses nationwide (regardless of their internet service provider) from being able to accept debit card transactions. Many stores temporarily closed.
- The outage inhibited the ability to use 9-1-1 services from mobile phones on the Rogers network.
- The outage affected some Canadian government services, such as Service Canada, Canada Revenue Agency, and passport offices.
- The Canadian Federation of Independent Business (CFIB) reported that small businesses lost anywhere from a few hundred to several thousand dollars.
- There were more outages in the City of Toronto because it relied solely on the Rogers network. One-quarter of all traffic signals relied on their cellular network for signal timing changes. Public parking payments and public bike services were also unavailable. Rogers Communication was also the sole provider of cable TV for the city.

This outage lasted until mid-day on 2022 July 9 for most customers. Rogers Communications has pledged to provide customers rebates, costing up to \$70 million.

The outage was due to a maintenance upgrade that caused routers to malfunction. Rogers Communications stated that the deletion of a routing filter on its distribution routers caused all possible routes to the internet to pass through the routers, exceeding the capacity of the routers on its core network. The deletion occurred during the sixth phase of a seven-phase update to its core network. Rogers Communications' internal systems were also compromised. For example, internal access to systems, such as the company's access to its core network nodes, was disabled. This hindered the ability of the company's employees to mobilize a team and identify the issue. Some employees could connect on alternate telecom networks due to a practice established through reciprocal agreements made in 2015.

The fallout from this outage is still unfolding. It could impact the proposed Rogers Communications takeover of Shaw Communications, which the Competition Bureau has taken to the courts.



CD2022-1010

Industry Update on Electricity, Natural Gas, and Telecommunications

2022 September 27

Recommendations

That with respect to Report CD2022-1010, the following be approved:

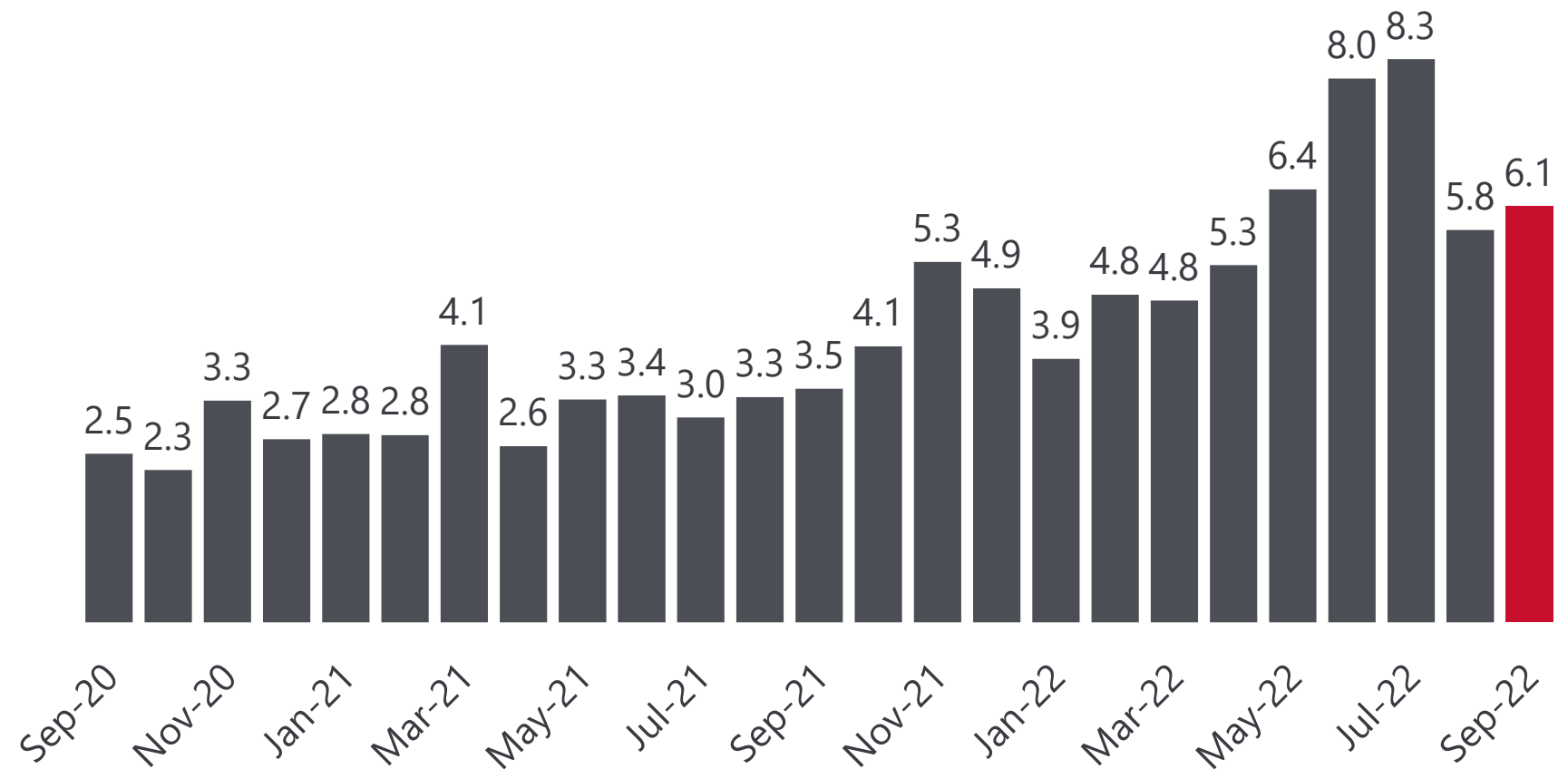
1. Direct Administration to provide future Industry Updates using Briefing Reports starting in 2022 Q4, and;
2. Receive this report CD2022-1010 for the corporate record and discussion.

Energy Prices and Markets – Natural Gas



Gas Cost Flow-Through Rate (GCFR in \$/GJ)

[Trends over the last 24 months]

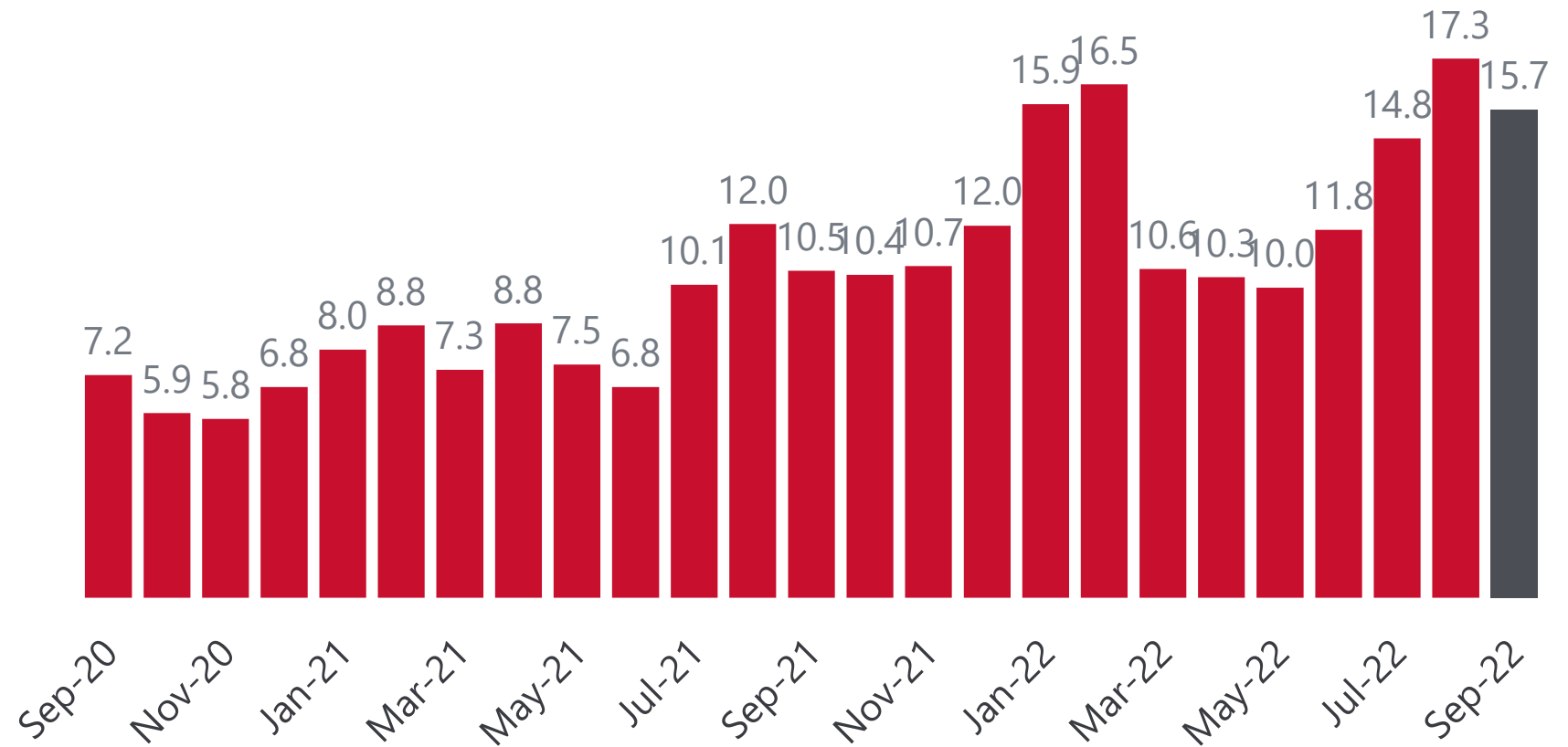


Energy Prices and Markets – Electricity



Electricity Price (Regulated Rate Option in ¢/kWh)

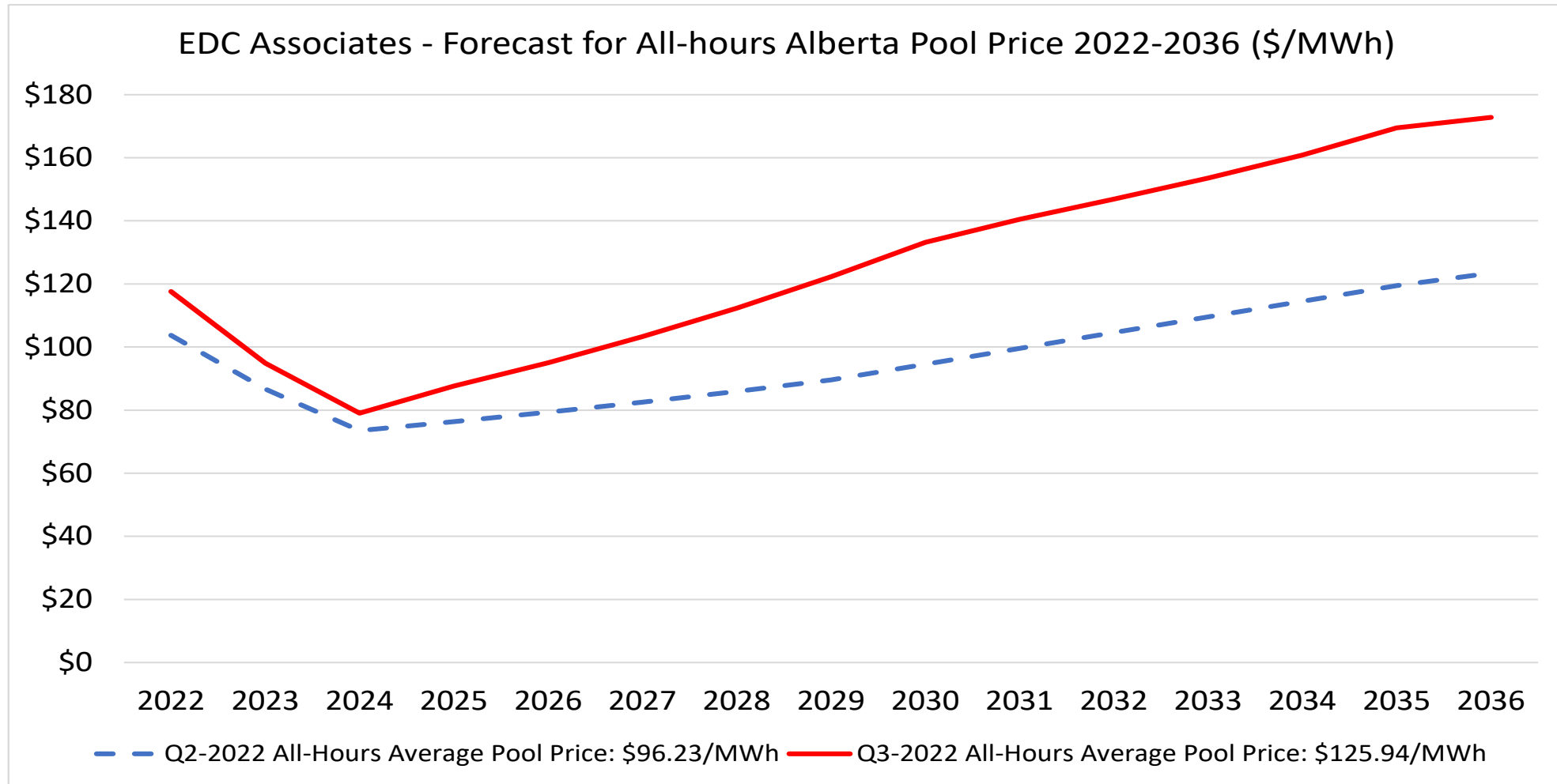
[Trends over the last 24 months]



Industry Developments – Alberta natural prices

- Global natural gas prices have increased by a great deal in 2022
- Discount between spot prices in Alberta and the United States have widened in recent weeks

Industry Developments – Federal regulation causes electricity forecast price increase



Industry Developments – Rogers Communications outage



- Began on 2022 July 8 at 02:45 AM Mountain Time
 - Around 25 per cent of Canada lost internet connectivity, along with 9-1-1 services from mobile phones on the Rogers network
 - City of Toronto hard hit as it relied solely on the Rogers network
- Ended mid-day on 2022 July 9 for most customers
 - Rogers has pledged customer rebates totaling ~\$70 million
 - The outage was due to a maintenance upgrade that caused routers to malfunction
 - Fallout from outage expected to influence the proposed Rogers Communications takeover of Shaw Communications, which is still ongoing

Recommendations

That with respect to Report CD2022-1010, the following be approved:

1. Direct Administration to provide future Industry Updates using Briefing Reports starting in 2022 Q4, and;
2. Receive this report CD2022-1010 for the corporate record and discussion.

BRIEFING

Page 1 of 2

Item # 11.1

Community Services Briefing to

Community Development Committee
2022 September 27

ISC: UNRESTRICTED
CD2022-1076

Beltline Facility Re-purposing Feasibility Study

PURPOSE OF BRIEFING

This briefing responds to Council's direction in CPS2021-0748 to report back on the results of a feasibility study to convert the Beltline Aquatic & Fitness Centre (Beltline facility) to deliver integrated social recreational programming. Please see Attachment 1 for Background and Previous Council Direction.

SUPPORTING INFORMATION

Feasibility Study Outcome

Results of the feasibility study found that delivering integrated social and recreational programming from the Beltline facility is not viable. As such, the building will be closed to the public in mid-October 2022. The expedited timeline for closure is due to current unavailability of programming staff.

Administration is reviewing social recreational programs currently offered at the Beltline facility to determine which are priorities for the community and can be transitioned to alternate locations. For example, the Calgary AfterSchool program will be relocated to area schools.

Following closure, the facility and lands will remain in The City's building inventory under Facility Management's (FM) stewardship while work to determine the future best value use is completed. This work will be conducted:

- per the Corporate Facility Planning & Delivery Policy (CP2018-04),
- through the integrated portfolio planning and management process, and
- in collaboration with Real Estate & Development Services, the Downtown Strategy, and other service lines as appropriate.

FM's process will explore options for the site, including but not limited to re-purposing, demolition, sale, lease, and/or re-development in collaboration with the private sector. Please see Attachment 2 for an overview of the Beltline facility.

Summary of Feasibility Study Learnings and Decision Rationale

The feasibility study explored:

- delivering integrated social recreational programs from the facility in its current state,
- collaborating with a consultant (GAME) to explore innovative and non-traditional re-purposing (please see Attachment 3 for the GAME feasibility report summary), and
- previous work completed as part of the Beltline & Inglewood Pools Program to determine corporate and third-party interest in operating the facility.

Findings from the feasibility study are summarized below:

- Current State Delivery
 - The facility is not fit-for-purpose for long-term delivery of integrated social recreational programs. Significant upgrades are required for accessibility, to re-purpose the pool basin, and update mechanical and electrical systems

BRIEFING

Page 2 of 2

Item # 11.1

- The City's investment in expansion of the MNP Community and Sport Centre (MNP Centre) fulfills the community's needs for aquatic amenities and provides a welcoming, family-friendly recreation facility within walking distance of the Beltline community.
- Innovative and Non-Traditional Re-Purposing
 - GAME concludes it is possible to convert the facility for integrated social and recreational programs but a capital investment between \$15 and \$35M and long-term annual programming funding between \$750K and \$1M would be required. In addition to the high capital costs, there is no programming cost advantage to proceeding with GAME as a partner.
 - The difficulty of subdivision, high cost of demolition, historic designation of the attached YWCA (occupied by CommunityWise Resource Centre) and restrictive land use lowers the overall attractiveness of the site to the private sector.
- Corporate and Third-Party Interest
 - There is no identified corporate service need for the facility in its current state, nor any service need for the land parcel.
 - A competitive Request for Information circulated to the market in 2020 to gauge third-party interest in operating the facility in its current state yielded no responses.

Risks and Mitigation

Facility closure. Community members may object to closure of the facility, the short timeline for the closure as a result of staffing challenges, and the resulting loss of a community service amenity. The City's investment in the MNP Centre will provide local access to aquatic and other recreation programs. Administration will seek out and communicate the availability of alternate locations for social recreational programs in the community. Community members will continue to be engaged to explore the future best value use of the facility and lands.

Continued facility operation. The longer it takes to decide the future of the facility and lands, the more operating costs will be incurred without community benefit. Options will be explored and delivered as quickly as possible.

ATTACHMENTS

1. Background and Previous Council Direction
2. Beltline Facility Overview
3. GAME Feasibility Report Summary

Background and Previous Council Direction

Background

In 2019, per Council's direction to identify permanent budget reductions of \$60M, Administration recommended the closure of the Beltline and Inglewood facilities. This resulted in the removal of base funding for these facilities and secured interim funding until 2022. The recommendation for closure was based on extensive capital requirements at both sites, high tax support and low utilization, and service catchment area overlaps with other City-owned recreation facilities. Council's direction in response is summarized below.

Previous Council Direction

DATE	REPORT #	DIRECTION / DESCRIPTION
05/31/2021	CPS2021-0748	<p>Council directed Administration to:</p> <ol style="list-style-type: none"> 1. Address the need in the city centre for specialized leisure aquatic amenities by investing in the modernization and upgrade of Repsol Sport Centre (Repsol Centre). Approve the capital budget of \$45 Million for Repsol Centre funded from the current and future balance of the Community Investment Reserve (2022 – 2026). 2. a) Approve one-time funding of \$400,000 in 2022 from Budget Savings Account for the Beltline Aquatic & Fitness Centre (Beltline facility) to allow community use while work to re-purpose the facility is underway. b) Report back through the Priorities and Finance Committee in Q2, 2022 with the results of a feasibility study (including capital and operating needs) for converting the facility to deliver integrated social recreational programming. 3. a) Approve one-time funding of \$400,000 in 2022 from Budget Savings Account for the Inglewood Aquatic Centre (Inglewood facility) to allow the community to demonstrate use in alignment with CPS2020-0236 targets (tax support per visit), keeping the facility open in the short term if targets are met, and closing the facility if targets are not met. b) Close the facility when Repsol specialized leisure aquatic amenities are ready for use. 4. Return directly to council in June 2021 with a revised recreation capital investment strategy that:

		<p>a) Addresses immediate community need by building and renewing facilities filling known gaps in amenities citywide by allocating funds from sources including the Community Recreation Levy and the Community Investment Reserve;</p> <p>b) Considers shovel worthiness and shovel readiness, along with the potential for leveraging funds from partners; and</p> <p>c) Includes future community and stakeholder engagement throughout the design and planning phases of the identified projects.</p>
02/03/2020	PFC2020-0028	Council directed Administration to implement Scenario 1 at Beltline and Inglewood facilities listed in Attachment 1 of PFC2020-0028. That decision kept rates at the two facilities in line with what was implemented as part of the new 2020 admission and pass model.
11/29/2019	PFC2019-1330	Council approved C2019-1052, 2020 User Fee & Rate Changes, Attachment 9C which reflected increases to single admissions. Council directed Administration to report to the Priorities and Finance Committee on 2020 January 21 with the addition of new user fee categories intended to increase prices at Beltline and Inglewood.
11/29/2019	C2019-1052	<p>Council approved PFC2019-1330 as amended, including specifying price increases as shown in point 2 below:</p> <ol style="list-style-type: none"> 1. Maintain funding for up to 2 years (\$400,000/site, per year) for the Beltline Aquatic and Fitness Centre and Inglewood Aquatic Centre from 2019 Corporate Program Savings to maintain service at both sites starting Jan. 1, 2020. 2. Implement a combination of the A1, A2, A3, and B1 concepts contained in PFC2019-1330 in order to: <ol style="list-style-type: none"> a. Redesign program mix/allocation to focus types of programming to capitalize on each location's strengths; b. Increase marketing and promotions in order to increase user base by increasing awareness among non-users, using market segmentation to reach out to under-represented populations. c. Modestly increased prices compared to other City direct-delivery facilities, remaining competitive with other recreation facilities in the area.

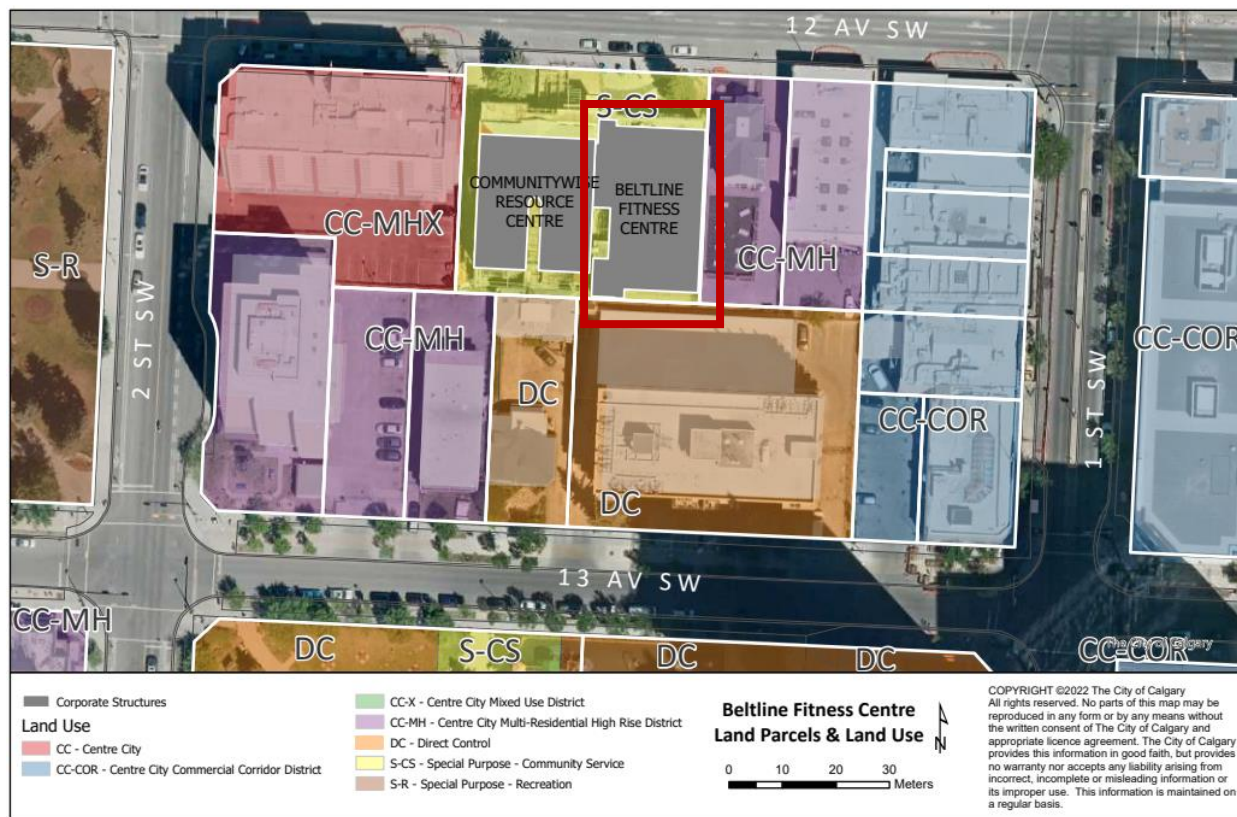
		<p>d. Reduce hours to better align with times that are more financially viable, operating two facilities in tandem so one will always be open.</p> <p>3. Update phase one and complete phase two of the Facility Development and Enhancement Study to include emerging communities and provide recommendations based on city-wide recreation infrastructure needs.</p> <p>4. Prepare a Request for Proposal for a shift to a partner operated model for either or both pools.</p> <p>5. Identify long-term, sustainable service alternatives and targeted investments to maximize community and social benefits in the area of the two flatwater pools.</p> <p>6. To engage affected community stakeholders in the above work and report back to Council through the Standing Policy Committee on Community and Protective Services with an update on the progress of the work no later than Q4 2020.</p> <p>7. To develop appropriate targets for long-term operating and capital support for each of these facilities reporting back to Council through Standing Policy Committee on Community and Protective Services no later than Q1 2020.</p>
9/11/2019	CPS2019-1055	Council approved CPS2019-1055, directing Administration to continue to explore business and service continuity options for two flatwater pool facilities and report back to Council no later than 2019 November 30.
07/23/2019	C2019-0901	Council approved C2019-0901 removing \$60 million from the operating budget for the current tax year. Council also approved Motions Arising related to that report including: Pending discussions on business continuity opportunities and area Councillors, allocate up to \$800,000 from 2019 Corporate Program Savings to allow for interim servicing of the community recreational assets referred to in Line 75 – Recreation Opportunities for the 2019 year, and report to Council on 2019 September 30.
06/10/2019	C2019-0782	Council approved C2019-0782, directing Administration to identify permanent budget reductions of \$60 million for the 2019 tax year. Council identified thirteen guiding principles for Administration to consider in identifying proposed

reductions, which included possible reductions to and/or elimination of programs, services and staffing positions.

Bylaws, Regulations, Council Policies

The future best value use of the land and facility will be determined by Facility Management in alignment with the Corporate Facility Planning & Delivery Policy (CP2018-04).

Beltline Facility Overview



Background

The Beltline Aquatic & Fitness Centre (Beltline facility) was purpose-built in 1954. It is 17,588 square feet and includes a gymnasium, weight room, fitness studio, and four-lane, 18-metre pool (smaller than a standard 8 lane 25-metre pool). The building is attached to the historic YWCA, currently operated by the CommunityWise Resource Centre and the two buildings share servicing. The facility is stewarded by the Facility Management business unit.

As directed by Alberta Health Services and orders declared under the Municipal State of Local Emergency to help limit the spread of COVID-19, all recreation facilities closed on March 15, 2020. The Beltline facility re-opened without the pool amenity in October 2021 to provide integrated social recreational programs as part of Administration's re-purposing feasibility study.

Corporate and external uses of the facility

In 2020, an internal circulation across all City of Calgary business units was completed to determine service needs for the site and facility. No responses were received.

A Request for Information (RFI) was issued on The City's open procurement system and made available for third-party response for almost six weeks. The RFI was publicized via City communication channels and courtesy emails describing its purpose and timelines, and with

submission instructions, were sent to nearly 30 social and recreational organizations, neighbouring community associations and Business Improvement Areas. The RFI generated no responses.

Existing condition

The building:

- is not accessible and cannot be made accessible without significant investment and renovation,
- is limited for re-development by its age, footprint and site size
- will require significant building code upgrades if renovation or re-purposing occurs,
- does not contribute to or activate the street or urban realm, and
- does not have parking.

Due to the pool basin, there is limited floor area available for adaptive re-use without significant investment and the building's adjacencies, size, and orientation limit future uses.

Land value and the opportunity for demolition and sale

A third-party valuation was completed in 2021. Due to the purpose-built nature of the facility, the extent of deferred maintenance, and required modifications necessary to adapt the facility for a future use, the valuation focused solely on land value. Valuation indicated a land value of \$2.36M and assumed a clean and vacant lot.

Demolition, due in part to the shared servicing with the adjacent Historic YWCA, is estimated to exceed \$3M (Class 5 estimate per a 2020 consultant report), leaving The City at a loss should a choice be made to dispose of the property.

The longer a decision about the future of the facility takes the more costs will be incurred without community benefit. The collaborative process between Facility Management and Real Estate & Development Services will determine the best value future use of the facility and lands.

Game Feasibility Report Summary

Background

Administration procured GAME, a non-governmental organization with a decade of international experience transforming buildings into indoor street sports facilities, to determine if and under what conditions a GAME House model of integrated social and recreational programming could be provided out of the Beltline Aquatic and Fitness Centre.

GAME sub-contracted EFFEKT Architecture, Stantec Inc., and Hanscomb Quantity Surveyors to complete their assignment.

Findings and costs

GAME delivered a report stating the Beltline facility could be converted into a GAME House. GAME's preliminary construction cost estimate and Administration's project cost estimates (including appropriate contingencies) total \$35M – \$40M.

GAME proposed a partner-operated model and revenue generating facility that would require an annual minimum programming contribution of \$500 thousand and an annual operating contribution of \$350 thousand from The City of Calgary. The facility would be complemented by in-community programs requiring an additional annual operating contribution of \$650 thousand from The City of Calgary.

About GAME and GAME Houses

GAME is based in Denmark and has operations in eight countries across Europe, Africa, and the Middle East. GAME is guided by an International Advisory Board that includes Canadian and American members. GAME's mission is to create lasting social change through youth-led street sports and culture.

GAME has a decade of experience transforming buildings into indoor street sports facilities. They currently operate four GAME Houses across Denmark and have plans to develop an additional House in Denmark as well as Houses in Lebanon, Germany, and Norway.

BRIEFING

Page 1 of 2

Item # 11.2

Community Services Briefing to

Community Development Committee
2022 September 27

ISC: UNRESTRICTED
CD2022-1037

Municipal and Event Landmark Special Policy Areas and Process

PURPOSE OF BRIEFING

This briefing provides a progress update on the work undertaken by Administration to reduce the impacts of festivals and events, such as noise, parking, garbage and urination, to nearby communities, as directed by Council on 2022 May 17 through EC2022-0662 Developing Municipal Event and Landmark Special Policy Areas. Administration focused specifically on:

1. Community engagement,
2. Recommendations to address community concerns and,
3. A scalable event response plan.

Previous Council Direction is included in Attachment 1.

Based on the feedback from impacted communities and event organizers, Administration identified key community concerns and developed actions to address them, which include improving signage, identifying taxi and rideshare zone improvements, standardizing an event notification toolkit, and a microgrant to improve waste collection. These actions, in addition to a greater focus on internal and external communications, will provide Administration with the tools to improve the existing event response plan. These improvements will be ongoing through the implementation of the Eventful City strategy, and Administration will provide updates as key milestones are achieved.

SUPPORTING INFORMATION

Engagement

Balancing the benefits of festivals and events with the impacts they can have on residents and communities is important. To better understand this balance, Administration undertook an analysis of 311 inquiries (Attachment 2) captured between 2017-2019 (pre-pandemic). Of the nearly 100,000 inquiries captured during the three-year period, almost 1,300 were specifically related to festivals and events. The four key related concerns included noise, parking, garbage and urination.

Administration then undertook a series of online and in-person facilitated engagement sessions in July and August 2022. Questions were presented to define the current scope of issues and concerns from residents, event participants and event organizers. The four historical concerns mentioned above were validated through these sessions, while the facilitated engagement offered an additional opportunity for in-depth conversations around challenges and opportunities. Details of the engagement can be found in Attachment 3.

While these four key concerns represent the primary issues experienced in communities near festivals and events, an analysis of the engagement results and historical research identified a

BRIEFING

Page 2 of 2

Item # 11.2

need to improve communications with local residents and businesses about events in their community. The mitigation strategies planned and piloted by Administration (Attachment 4) can be further developed to fit the needs of each community and will play a significant role in easing concerns in a proactive manner.

Impact Mitigation

To address the four key concerns identified above, Administration piloted four strategies. They included humour-based community signage to encourage good neighbour behaviours; future taxi and ride share zone improvements designed to manage the flow of people to and from major events; a standardized event notification tool kit (containing important information for the community that would be communicated through various tactics to residents within a minimum one block radius of a major event); and an Eventful City environmental microgrant to improve waste collection at events, to keep waste from ending up in the community.

Due to the resourcing and timelines associated with developing special policy areas, Administration's focus has been on tactically mitigating impacts identified through community engagement. These tactics will be monitored and can be considered as part of future policy development and community planning work, which is directly linked to the Eventful City Strategy.

Event Response Plan

Administration has taken initial steps to improve upon an existing event response plan to identify gaps where improvements can be made. While actions were developed and piloted, more work is needed to evaluate their effectiveness in addressing the issues identified. Once the evaluation has been completed, the impact mitigation pilots will influence on-going improvements for a scalable event response plan.

ATTACHMENTS

1. Previous Council Direction
2. Historical 311 Data Analysis
3. Event Community Impacts – Report Back: What We Heard Summer 2022
4. Impact Mitigation Pilots

Previous Council Direction

Municipal and Event Landmark Special Policy Areas and Process

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2022 May 17	EC2022-0662	<p>That Council:</p> <ol style="list-style-type: none"> Using the communities surrounding and adjacent to Crescent Heights, Scotsman's Hill, Prince's Island Park, Millennium Park, Red Mile, Prairie Winds and Elliston Park as pilots, directs Administration to: <ol style="list-style-type: none"> Engage with the broader community and event organizers to understand the scope of the issues and concerns in the area; Develop recommendations on how best to address event and landmark impacts to these select communities, with an optimized approach to address these issues and the operational and capital costs required to implement the recommendations; and, Develop a scalable event response plan to enable Administration to replicate and implement these measures across Calgary in affected communities, to minimize the impacts events have on surrounding communities; Approve one-time funding of up to \$200,000 for multi-community engagement, event operations enhancements (such as increased communication practices), temporary event infrastructure supports and required staffing from the Economic Development and Policy Coordination (EDPC) budget, and to report back through the Community Development Committee with an implementation plan no later than September 2022; and Direct Administration to incorporate a request for resources with a funding strategy through the Eventful City Strategy, to support the implementation and continued work, and report back to Council through the 2023-2026 Service Plans and Budgets process in November 2022.

Historical 311 Data Analysis

Overview

Administration set search parameters within the 311 system to identify event related inquiries received during dates associated with selected annual festivals and events from 2017-2019 (pre-pandemic), to support the engagement and get a better understanding of the scope of issues and concerns. This included single and multi-day festivals, concerts, walk/runs and parades where attendance exceeded 10,000 people. Nearly 100,000 311 inquiries were collected and analyzed during this timeframe, with just over 1 per cent directly related to the festivals and events.

Info gathered

Citizen inquiries.

- More inquiries in 2017 likely due to increased activity from significant milestones including Canada's 150th anniversary.

Category	#	Description/Examples of inquiries
General	247	Asking for general event info <ul style="list-style-type: none"> - What events are happening today - Upcoming events - Long weekend activities - Festival info
Date/Time	153	Asking for start/end times, opening dates, etc. <ul style="list-style-type: none"> - What time does parade start - How long is the event? - Schedule info - When is the festival
Closures	150	Asking about road/pathway closures either before event date or during event. <ul style="list-style-type: none"> - Where is the parade closure? - How to get around the event - Closure/detour inquiry <p>Note: some ask for the closure/detour information earlier. Some arrive and see that the roads are closed, then ask about what's going on.</p>
Fireworks	82	Asking about firework times, updates, etc. <ul style="list-style-type: none"> - Fireworks status - Fireworks info - Where to watch fireworks - What time are the fireworks
Tickets	23	Two subcategories: tickets and contact. <ul style="list-style-type: none"> - contact info - Is today free - where to purchase tickets
Parking	18	Asking about parking areas, fares, etc. <ul style="list-style-type: none"> - Where to find handicapped parking

Category	#	Description/Examples of inquiries
		<ul style="list-style-type: none"> - Cost of parking - Is there parking for fireworks? - stat holiday parking rates
Transit	10	Asking about transit routes/fares <ul style="list-style-type: none"> - Train times - Transit pricing to specific stations

Noise

Citizens with noise complaints.

- Specific to activity in and around street festivals, there is an increase of complaints from communities.

Category	#	Description/Example
Music	93	Complaints about the music specifically, usually tied to music festivals. <ul style="list-style-type: none"> - Music from festival is too loud - Very loud bass levels from event - Music from event travelling really far
Late	54	Complaints that specifically state the noise has gone too far into the night. <ul style="list-style-type: none"> - Music playing until 3am - Festival is going too late
Not Event Related	46	Noise that may not be from events directly. (Ex. Many pubs/clubs/houses get noisier during summer season.) <ul style="list-style-type: none"> - Pub has very loud music - Outdoor speakers past midnight - Loud music in park
General	30	Having general noise complaints with music, people, etc. <ul style="list-style-type: none"> - Sound complaint for festival - Festival has gotten too loud - Noise is really loud
Early	6	Complaints that specifically state the noise has started too early in the day. <ul style="list-style-type: none"> - Festival has loud music very early - Testing their equipment at 8am

Closures (/Parking)

Citizen concerns around road/pathway closures and parking.

- Complaints mainly about missing or improper detour signs, or people parking where they shouldn't be.

Category	#	Description/Example
Upset/Concerned	29	People upset or concerned about detours or road/pathway closures. <ul style="list-style-type: none"> - No detour signage - Detour directs user to a closed pathway

Category	#	Description/Example
		<ul style="list-style-type: none"> - Blocking off downtown core for an event is ridiculous - Traffic jam because of event road closures - Needs temporary speed signs in this area because traffic is detoured from Centre St. - No access to the golf course to watch fireworks, why is it closed? - Prince's Island is still closed after event is finished
Parking Issues	9	Upset or concerned about parking and vehicles. <ul style="list-style-type: none"> - Has concerns with festival parking - Parking on private property - Vehicles parked in no parking zone - Parking in loading zone - Cars blocking the road
Not Notified	7	People upset about not being notified of road/pathway closures. <ul style="list-style-type: none"> - Park is closed, not informed - Why is the road closed? - Caller needs to know the reason for closure

Garbage

Citizen garbage complaints.

- There may be a correlation between garbage bins being full and garbage being strewn but they have been divided into two categorized (full vs. strewn) in case there is a different reason.

Category	#	Description/Example
Full	53	Saying that garbage bins are overflowing and need to be emptied. <ul style="list-style-type: none"> - Garbage bins are full and overflowing - Large mess from overflowing bin
Strewn	27	Saying that garbage is all over the place. <ul style="list-style-type: none"> - Garbage all over field - People left a mess in the area
Other	6	Different complaints about garbage, mostly about people leaving other debris. <ul style="list-style-type: none"> - Lots of debris scattered - Frequent issues with people hitting the garbage can - Garbage thrown behind fence
Horse Poop	4	Leftover horse poop Horse dropping <ul style="list-style-type: none"> - Horse feces in bike lane

Loiter/People

Citizens concerned about loitering/activity.

- Activity and complaints happen year-round but there is an increase around event times. Besides comments around public urination, the drugs/alcohol, camping and general comments below can't be definitively linked to any events even though there's about a 50% increase in 311 inquiries during July/August (main event season).

Category	#	Description/Example
Urine	7	People urinating where they shouldn't be. <ul style="list-style-type: none"> - Observed urinating in public - Urinating on Scotsman's hill and back alleys
Drugs/Alcohol	38	Concerns/complaints about people drinking or taking drugs in public. <ul style="list-style-type: none"> - Using/consuming liquor in public - Drinking in public/unauthorised place - Smoking cannabis
Camping	87	About people camping/setting up living spaces in parks and public spaces. <ul style="list-style-type: none"> - Person found camping in City park - Homeless camp set up in park - Group of people have campsite set up
General	6	General loitering problems. <ul style="list-style-type: none"> - People in back alley frequently loitering - Loitering under pedestrian bridge

Signs/Barricades

Citizen concerns about signs and barricades.

- People call to have signs and barricades picked up after events.

Category	#	Description/Example
Pick Up	26	People requesting signs and barricades to be picked up after event. <ul style="list-style-type: none"> - Road block signs still here after event - Temporary bike rack for festival not picked up - Request for pick-up of no parking signs/barricades left over from parade
Missing/Wrong Place	8	People requesting signs/barricades be in place or be moved to the right place. <ul style="list-style-type: none"> - Barricades and sandbags requested - Concerned that the no parking temporary signs haven't arrive yet - Supposed to be temporary signs that say "resident parking only" - Pylons on the wrong side of the road
Moved/Damaged	4	Barricades needing to be replaced/moved back. <ul style="list-style-type: none"> - Barricades were damaged earlier - Barricades, sandbags, pylons blocking pedestrian traffic in this general area - Barricade has been moved
Reason	2	People wondering why signs have been placed. <ul style="list-style-type: none"> - Why are there no parking signs posted on their street? - Why the no parking signs are there as it is ruining their business

Event Community Impacts Engagement Executive Summary Summer 2022

Project overview

The City of Calgary, as directed by the 2022 May 17 Notice of Motion: Developing Municipal Event and Landmark Special Policy Areas, wants to better understand what issues or concerns communities are dealing with related to major outdoor events so we can provide the support they need. We want to hear from residents who live in and around communities where major outdoor events take place, where unintended gatherings or unplanned travel congestion can result, and from all Calgarians who attend these events.

Along with hearing from impacted communities and event attendees, we also wanted to connect with event organizers to understand how they interpret the issues and concerns and talk about what can be done to ensure successful events in all Calgary communities.

Using what we learn, The City will develop strategies and tactics to provide needed supports and services to mitigate community impacts.

Engagement overview

For the project, an online engagement opportunity was offered from 18 July to 8 August 2022 on engage.calgary.ca/eventimpacts. We connected with 580 participants online, receiving 547 contributions during engagement. Additionally, the project hosted four in-person/virtual engagement sessions with event organizers and affected community associations.

At a high-level perspective, the feedback collected produced the following most common themes:

Noise concerns - Respondents feel that increased noise in the community is the biggest issue caused by major outdoor events.

Garbage concerns - Respondents had concerns with the amount of litter / garbage left behind in the community after events.

Traffic congestion and traffic control concerns - Respondents shared their concerns about traffic congestion and traffic control in the community during/after an event.

Parking concerns - Respondents shared concerns about parking when attending a major outdoor event.

Public nuisance / intoxication - Respondents mentioned they had concerns with public nuisance behavior and the intoxication of event attendees.

It is recommended to read the what we heard report in its entirety to get a full understanding of all the feedback received for the project.

Next steps

The results of what we heard from citizens and event organizers during engagement will be shared with City Council as an attachment to the 2022 September 27 briefing at the Community Development Committee.

Report Back: What We Heard Summer 2022

Project overview

The City of Calgary, as directed by the 2022 May Notice of Motion: Developing Municipal Event and Landmark Special Policy Areas, wants to better understand what issues or concerns communities are dealing with related to major outdoor events so we can provide the support they need. We want to hear from residents who live in and around communities where major outdoor events take place, where unintended gatherings or unplanned travel congestion can result, and from all Calgarians who attend these events.

Along with hearing from impacted communities and event attendees, we also wanted to connect with event organizers to understand how they interpret the issues and concerns and talk about what can be done to ensure successful events in all Calgary communities.

Using what we learn, The City will develop strategies and tactics to provide needed supports and services to mitigate community impacts. This report will be part of a presentation to City Council in September 2022 including what we've heard from citizens and event organizers.

Selected communities and scope:

Crescent Heights as well as the communities surrounding and near Scotsman's Hill, Prince's Island Park, Millennium Park, Prairie Winds Park, Elliston Park, and the Red Mile (Beltline neighbourhood at 17th Avenue S.W.) have been initially selected because they annually host or are near major outdoor events. The residents of the communities surrounding Scotsman's Hill, the Red Mile, and City parks we've mentioned, are encouraged to provide their feedback as well as everyone who may attend major outdoor events.

What did we do and who did we talk to?

Online public engagement took place for three weeks (July 18 to August 8, 2022) on engage.calgary.ca/eventimpacts. We were looking to hear from residents who may be impacted by these events, event attendees, as well as event organizers. The project was communicated through social media, email, and bold signs, and we connected with 580 participants online, receiving 547 contributions during engagement.

A communications plan was developed to inform citizens of the project and direct people to our web site to provide their feedback. We advertised our online engagement using:

- 14 bold signs placed throughout affected communities and at high-traffic intersections for three weeks
- Paid social media advertisements and campaigns on Facebook, Instagram, Twitter, and Next Door
- Email to affected Community Associations
- Email to event organizers

The following is approximately how many individuals we reached through all channels during engagement:

- Facebook (impressions) = 39,062
- Next Door (impressions) = 611
- Instagram (impressions) = 64,071
- Twitter (impressions) = 22,096

Targeted engagement sessions:

We hosted four in-person/virtual engagement sessions on:

- July 28, 2022 (Event Organizers)
- August 2, 2022 (Event Organizers)
- August 9, 2022 (Community Associations)
- August 10, 2022 (Event Organizers)

These sessions were targeted towards affected community associations and event organizers. The intent of these sessions was to understand community association and event organizer perspectives as they related to the impacts of major outdoor events in Calgary. In total there were nine people in attendance at these sessions.

Strategic consideration was given when planning the session dates and times. As such, we reached out to community associations and event organizers prior to planning the session(s) to work with their schedules to ensure that we were able to connect with as many organizations as possible.

What we asked

To streamline the responses in our online engagement (July 18 – August 8, 2022) and understand the different perspectives of our target audiences, we split our engagement questionnaire into three categories: residents, attendees, and event organizers.

Residents

1. What community do you live in?

2. How close do you live to a major outdoor event site?

- Within a block
- Within the broader community

3. Have you received communications from The City of Calgary about events in your community? If so, how have you received them?

- Postcard or mailed notice
- Sign or poster in the community
- Direct mail
- Subscription email/newsletter
- Social media
- I haven't received any communications from The City about events



- Something not listed here

4. List major outdoor events that you know about that happen in or near your community that may create issues in the community for you or your neighbors?

5. Do people travel through your community to attend an event? If yes, are there any issues or concerns as a result? If you have multiple concerns, put one in each of the fields below.

6. What support can The City provide to address these issues? If you have multiple ideas, please put one in each field below.

Attendees

1. What are some events your have attended in a Calgary community, other than your own?

2. What do you do to be a good guest or neighbor if you are travelling through a community or are in a community for a public event?

3. What are the issues or concerns you notice when travelling through a community for an event?

4. What can people do to be a good guest/neighbor when attending events in a Calgary community?

5. What could event organizers do to address issues and concerns of residents? If you have multiple ideas, please put one in each field below.

6. What could The City do to address issues and concerns of residents? If you have multiple ideas, please put one in each field below.

Event Organizers

1. What event or organization are you responding on behalf of?

2. Please list any nearby communities your even might impact?

3. What considerations or actions does your organization take to minimize the impact of people traveling through nearby communities to attend your event? What actions do you take to minimize issues related to travel congestion? If you take multiple actions, please put one in each field.

4. What could The City do to help address major outdoor event impacts on nearby communities? If you have multiple ideas, please put one in each field below.

Targeted engagement sessions:

The following questions were asked at our in-person/virtual targeted engagement sessions hosted on July 28, 2022, August 2, 9 and 10, 2022:

Event Organizer Questions:

- What considerations or actions does your organization take to minimize the impact of people traveling through nearby communities to attend your event? What actions do you take to minimize issues related to travel congestion? What success have you seen? What remains a challenge?
- What could The City do to help address major outdoor event impacts on nearby communities?
- What improvements to our current support programs for major outdoor event planning could be made to benefit your organization?

Community Association Questions:

- Describe the impacts that major events have on your community?
- What are the things that the Community and The City has done recently to try to minimize or reduce those impacts?
- What has worked?
- What else could we try?

What we heard

Below are graphs that have been generated from the data related to the engagement question format. The results are meant to demonstrate trends for further consideration.

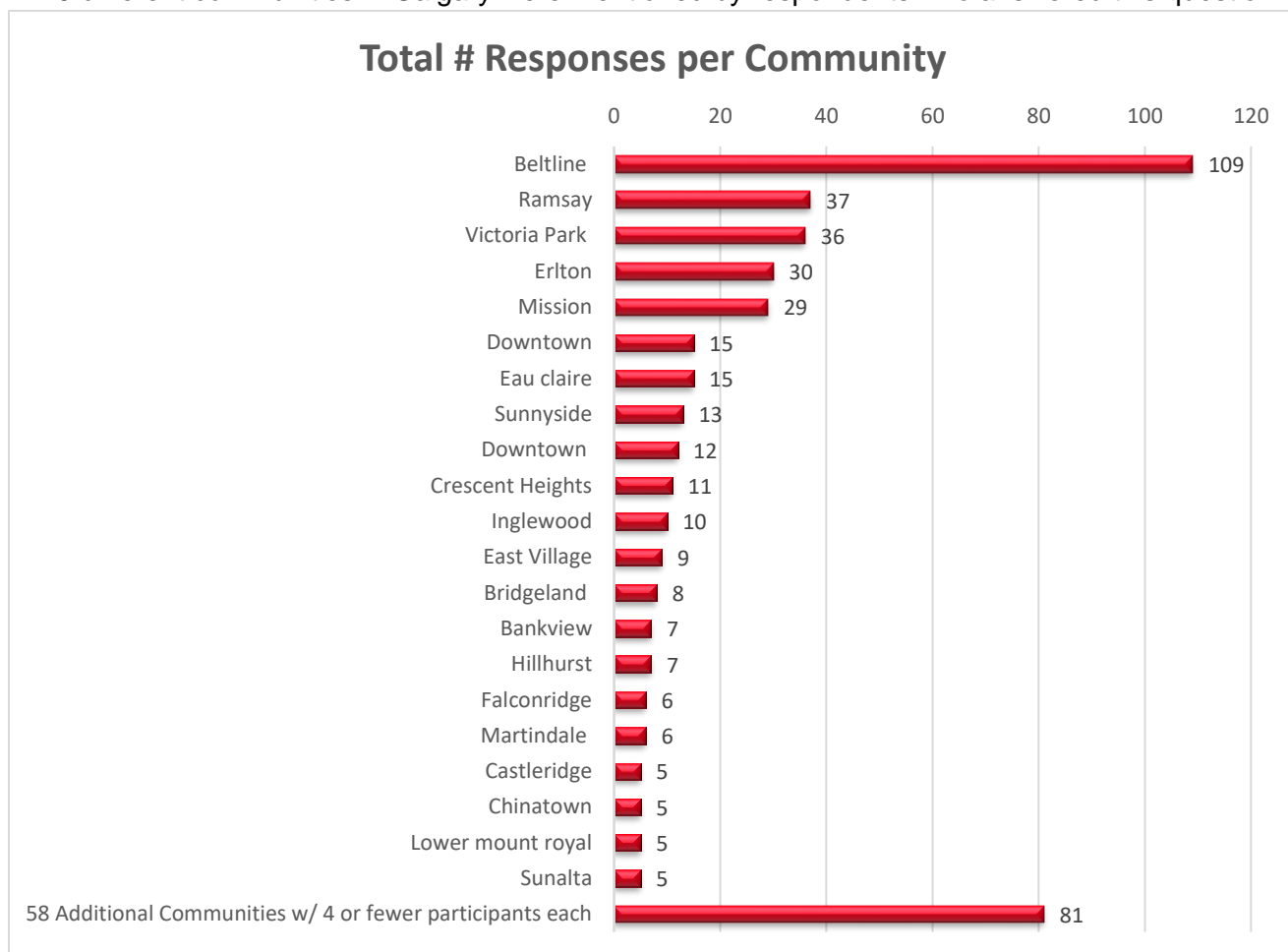
We have summarized the main themes that were most prevalent in the comments received for each open-ended question that we asked. Each theme includes summary examples of verbatim comments. The comments shown are the exact words input by participants. To ensure we captured all responses accurately, the verbatim comments have not been altered. For the sample comments shown below, in some cases, only the portion of a comment that spoke to a particular theme was utilized. A comprehensive list of all verbatim comments in their entirety is included in the "Verbatim comments" section at the end of this report.

Summary of online input

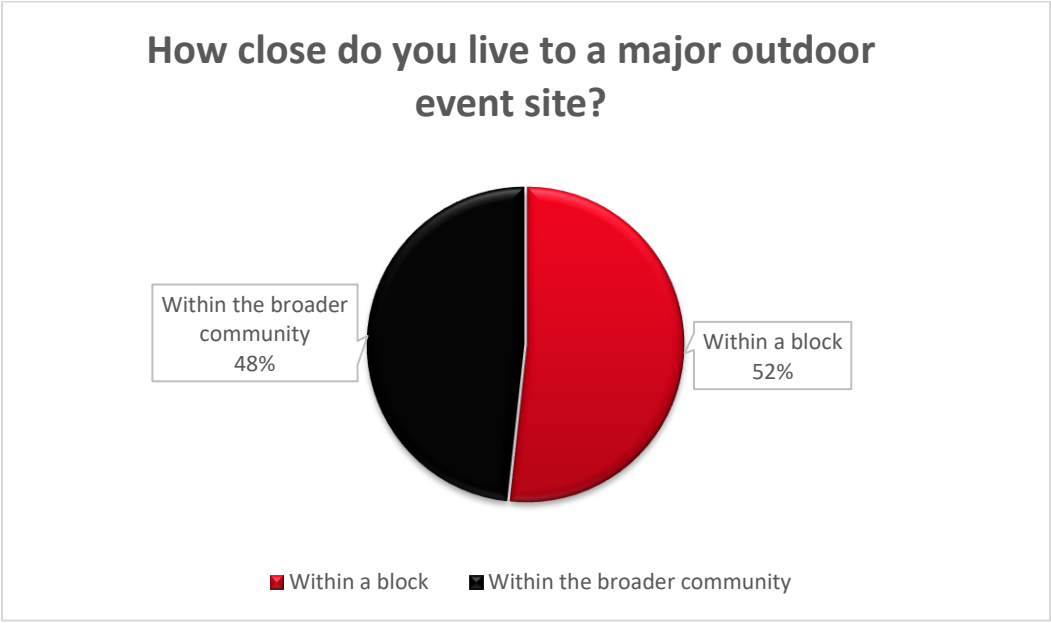
Residents

1. What community do you live in?

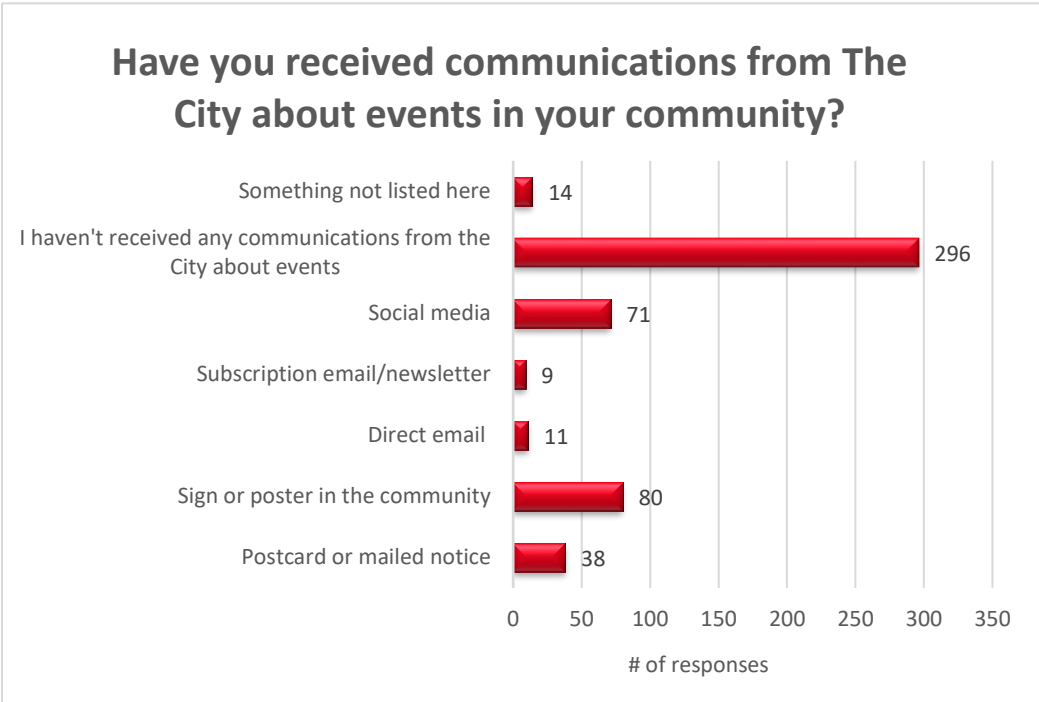
- 79 different communities in Calgary were mentioned by respondents who answered this question.



2. How close do you live to a major outdoor event site?



3. Have you received communications from The City of Calgary about events in your community? If so, how have you received them?



4. List major outdoor events that you know about that happen in or near your community that may create issues in the community for you or your neighbors?

- There were 43 unique outdoor events mentioned by respondents. The top ten major outdoor events mentioned that may create issues in the community were:

1	Calgary Stampede
2	Badlands Music Festival
3	Lilac Fest
4	Calgary Flames hockey games
5	Folk Fest
6	Canada Day fireworks / Canada Day celebrations
7	Prince's Island Park / Eau Claire events
8	Shaw Millennium Park events
9	Protests
10	Red Mile events

5. Do people travel through your community to attend an event? If yes, are there any issues or concerns as a result?

Theme:	Explanation and sample verbatim comments:
Noise	<p>Respondents feel that increased noise in the community is the biggest issue caused by major outdoor events.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Noise - music from events, patrons attending events and increased emergency services". - "Yes. Loud partying at night". - "Noise - I have to get up very, very early for work. By the time that the bars get out and things finally quiet down, my alarm is going off for work".
Parking concerns	<p>Respondents had concerns with not being able to find parking (for those who live in the community) but also with event attendees not respecting the existing rules for where parking is permitted.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Lack of parking for residents within 1 km of park". - "People park on my street even though there are signs that say not to do so". - "There are no parking restrictions for visitors of this. The neighborhood, including the alleys are FULL & then swarmed with drunk people after".

Theme:	Explanation and sample verbatim comments:
Litter / garbage	<p>Respondents had concerns with the amount of litter / garbage left behind in the community after events.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Trash, litter, and broken glass left in the neighbourhood". - "The HUGE mess and tons of garbage that people leave behind while travelling to and from stampede. The neighbour hood is markedly dirtier after". - "Streets get very dirty with trash, cans, etc."
Traffic congestion	<p>Respondents cited concerns with the amount of traffic congestion in their community during/after an event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Cars flooding into the area to watch fireworks from the top of the hill, blocking roads for emergency services". - "Increased traffic due to thousands of people in attendance and no good exit strategy". - "Excessive vehicle traffic causing highly restricted vehicle access to enter/exit the roadways in and out of the Inglewood area".
Public nuisance / intoxication	<p>Respondents mentioned they had concerns with public nuisance behaviour and the intoxication of event attendees.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Drunk people walking through the streets". - "Street harassment, sexual harassment, physical violence". - "Increase in mischief and noise".
Traffic rerouting / road closure concerns	<p>Respondents had concerns with traffic rerouting and road closures.</p> <p><i>Traffic rerouting concerns</i></p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Confusion over route and timing of closures". - "detours to accommodate road closure (i.e., for Lilac Fest, 4 ST SW between Elbow Drive and 17 AV SW is closed), moving traffic to side streets". - "Inefficient traffic rerouting. Frustrated motorists were driving recklessly in front of homes and disregarding one way/no entry signs on 32 ave/22 st."

Theme:	Explanation and sample verbatim comments:
	<p><i>Road closure concerns</i></p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "They block off our roadway so we can not even drive to access our parkade". - "Major roads in and out of area completely blocked off". - "17th avenue closure, during the festival we are locked in! For those who work nights, we can't come home until the street is open".
Speeding / reckless driving	<p>Respondents are concerned with cars that speed and drive recklessly in their neighborhood when there are major outdoor events happening.</p> <p><i>Speeding vehicles</i></p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Not following speed limit". - "Drivers leaving the venue are driving erratic and high speeds going east on 12th Ave SW." - "Speeding through the side streets". <p><i>Reckless driving</i></p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Once the light turns green, racing begins well above the speed limit as they roar down the street - 17th Ave SW". - "People do not follow traffic signs in this area of the neighbourhood. Constantly running stop signs and creating really dangerous situations". - "...street style Fast & Furious cars that make 17 Ave SW a speedway at night".

6. What support can The City provide to address these issues?

Theme:	Explanation and sample verbatim comments:
Noise mitigation / enforce noise bylaw	<p>A large portion of respondents feel that implementing noise mitigation techniques and enforcing the noise bylaw may help keep noise from major outdoor events at a more acceptable level.</p> <p>Sample comments:</p>

Theme:	Explanation and sample verbatim comments:
	<ul style="list-style-type: none"> - "Enforcement of noise bylaws/complete stoppage at 12:00 not "50 % reductions" because even 50% is too loud". - "...Maybe direct the stage/speakers away from the community." - "Require noise monitors in the area to record and ensure compliance."
More bylaw / police presence	<p>Respondents feel there needs to be more police and/or bylaw presence in the community during major outdoor events.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "There could be better uniform presence at intersections near Stampede during busy times to manage pedestrians and cars dropping people off everywhere." - "Put more police in the neighbors at these times. Station them at entrances to major entrance of residential areas." - "Bylaw officers or peace officers frequenting the area at night, to monitor rowdy people and get them to move along or arrest or fine them."
Increase parking / traffic enforcement	<p>Respondents feel that there should be an increase to parking/traffic enforcement during major outdoor events.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "More monitoring of driving and parking violations." - "enforce a zero tolerance to speeding along 17 ave sw with camera tickets." - "Make all barriers temporary and manned 9am-11pm in order to allow residents easier coming/going."
Earlier end time / curfews for events	<p>Respondents feel that major outdoor events need to end earlier/have a curfew.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Shut down beer/party tents at midnight or earlier." - "There should be some regulation of how late and loud sound can be contradicted during these events." - "Have the noise curfew be 12 am and not have an inconsiderate extension for stampede."
Alternate location for the event	<p>Respondents feel that major outdoor events should be moved to an alternate location where they are less disruptive to local residents.</p> <p>Sample comments:</p>

Theme:	Explanation and sample verbatim comments:
	<ul style="list-style-type: none"> - "Move the tent to a location away from dense residential living." - "No concerts near residential buildings." - "Minimum radius from residential and music festival or move venue."
More signage / information / awareness about the event	<p>Respondents feel that there could be better signage, information, and awareness of major outdoor events taking place in their community.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "advance notice to residents" - "Signage should be posted around communities that are affected with exact dates of the event including set up and take down." - "Extra signage especially during fireworks/ night events. Not just spiller road but also on 10th street."
More garbage & recycling bins / better clean-up post event	<p>Respondents feel that there could be more garbage/recycling bins placed near major outdoor event sites. Additionally, there is a desire to have better clean-up post event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "More garbage cans, more frequent trash removal." - "More prompt response from Calgary Parks on cleaning litter after events." - "Dedicated crews for community clean-up in real time, not "the next day."

Attendees

1. What are some events your have attended in a Calgary community, other than your own?

- There were 31 unique outdoor events mentioned by respondents. The top eight major outdoor events attended by people were:

1	Calgary Stampede (grounds, fireworks, parade)
2	Canada Day Fireworks / Canada Day Celebrations
3	Folk Fest
4	Lilac Festival
5	Global Fest
6	Calgary Flames Games
7	Fireworks
8	Night Markets

2. What do you do to be a good guest or neighbor if you are travelling through a community or are in a community for a public event?

Theme:	Explanation and sample verbatim comments:
Don't litter / pack out your garbage	<p>Respondents indicated that the best way to be a good guest when attending an event is to not litter and to make sure to take your garbage/things with you when you leave.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "I make sure all the garbage I have goes to the proper bins." - "I keep all trash with me if no garbage's are readily available." - I ensure that what I bring in I bring out with me (trash, etc.)
Use transit / taxi / ride share / bike or walk to the event	<p>Respondents felt that it helps to use transit, taxis, ride shares, bike/walk to an event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "if i am in walking distance, i will walk. If it's too far away I consider taking public transit if it's accessible." - "Not take the car, and instead bike, take transit, or walk to the event." - "Take transit to decrease traffic and parking issues." - "I use transit or uber."
Respect parking restrictions	<p>Respondents feel it is important to respect parking restrictions in the community.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Parking in designated areas that do not affect the people who live there." - "I park legally where signage does not prohibit it....". - "observe parking restrictions."
Respectful behaviour /respect private property	<p>Respondents indicated that it is helpful to use respectful behaviour and to respect private property when attending an event in the community.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "I walk as quietly past these homes after stampede/event, respectfully, leave no garbage and once I get to my car I make no noise/loud music leaving." - "Respect private property, and public spaces."

Theme:	Explanation and sample verbatim comments:
	- "Be respectful of residents especially when parking or travelling through a neighbourhood at night."
Keep noise down	<p>Respondents felt that it helps to keep noise down when travelling through a community to attend an event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Keep noise level down and be respectful of residents." - "I am as quiet as i need to be. not excessively loud." - "Be quiet and courteous."

3. What are the issues or concerns you notice when travelling through a community for an event?

Theme:	Explanation and sample verbatim comments:
Parking concerns	<p>Respondents shared concerns about parking when attending a major outdoor event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Blatant disregard for parking areas..." - "not enough parking..." - "No parking and some private agent making money for parking."
Garbage / litter	<p>Respondents shared concerns with the amount of garbage / litter left behind after an event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "...not enough trash bins for events." - "...Litter. Often there is a major footprint left on the community. Lack of options for trash compost." - "Extra litter."
Traffic congestion	<p>Respondents shared their concerns about traffic congestion in the community during/after an event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Congestion, especially after the event is done." - "...too many vehicles; lack of proper traffic directing." - "Traffic. Specifically, the lack of qualified staff who are knowledgeable and competent at controlling traffic at intersections."

Theme:	Explanation and sample verbatim comments:
Noise concerns	<p>Respondents shared their concerns about elevated noise levels in the community during/after an event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "...high noise levels..." - "High traffic noise, danger to pedestrians. Noise away from the event." - "not everyone is quiet and considerate of the people who live in the community."
Transit access / wait time for transit / transit safety concerns	<p>Respondents shared their concerns about transit access, transit wait times, and transit safety concerns.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "The wait for the trains, congestion on the trains, trains too full, trains don't run late enough." - "public transit stations have become disgusting and scary." - "no public transport accessible"
Drug use / intoxication	<p>Respondents shared their concerns about the drug use and intoxication of people at outdoor events.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "there can be an increase in drunk/high people and further police presence on foot would be appreciated." - "People Being over served at stampede all the time. AGLC should be more involved." - "...Drunk people urinating and vomiting in sidewalks and on buildings."

4. What can people do to be a good guest/neighbor when attending events in a Calgary community?

Theme:	Explanation and sample verbatim comments:
Respectful behaviour	<p>Respondents indicated that it would be helpful to use respectful behaviour when attending an event in a Calgary community.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Treat the community with the same respect you'd expect for your own." - "Generally, show respect to the residents of the community and peoples homes."

Theme:	Explanation and sample verbatim comments:
	- "Be aware that their actions affect the community - and that little things added with others doing it can create a big effect."
Don't litter	<p>Respondents indicated that not littering is helpful when attending an event in Calgary community.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Don't leave garbage behind." - "Leave no trace." - "Pack in, pack out garbage. Local garbage bins quickly overfill. Not a big deal to keep your wrappers in your pack..."
Keep noise down	<p>Respondents suggested that keeping their noise down when attending an event in a community is important.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Respect quiet hours." - "...No late-night screaming/noise." - "don't create a noise nuisance in a residential area."
Use transit / ride share / walk or bike to the event	<p>Respondents felt that it would help to use transit, taxis, ride shares, bike/walk to an event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Use public transit or shared rides to ease the parking situation." - "...Travel via transit active modes..." - "Respect the parking by taking transit or walk/bike to the community."

5. What could event organizers do to address issues and concerns of residents?

Theme:	Explanation and sample verbatim comments:
Improved garbage collection / clean-up protocols	<p>Respondents feel that there should be additional garbage/recycling bins provided near event sites, as well as an improved clean-up process during and post event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "more garbage bins - make sure they are cleared when full." - "Have a clear plan for clean up, including small things that can be done during an event (e.g, emptying garbage cans regularly, set up and break down if tents efficiently, etc.)."

Theme:	Explanation and sample verbatim comments:
	<ul style="list-style-type: none"> - "All food trucks and food stalls should have their own garbage collection on premise so that the public cans bins and others aren't the only ones dealing with the mess."
Provide shuttles / additional transportation options to events	<p>Respondents indicated that providing shuttles and additional transportation options to get to an event would be helpful.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Event organizers could work with the city to ensure public transit is able to support the event." - "Calgary Transit can either add more cars during peak hours to accommodate more people to and from events, these trains can also run more frequently." - "Event organizers could provide more bike infrastructure and incentive to use public transit. Could Stampede pair up with Calgary transit to offer discounted fares? Limit parking lot."
Better communication / signage	<p>Respondents feel that there could be better communication to the community about the event, and improved signage at the actual event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Advance warning of length of event in area." - "More resources that provide information on the event taking place via social media/mail/websites." - "signage for road closures should be well before the detour itself."
Improved traffic control	<p>Respondents feel that there needs to be improved traffic control on event days.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Develop better traffic and pedestrian movement plans. Work on this through better site planning and utilization." - "effective and efficient traffic control - entry points or encouraging other modes of transportation or giving a map to public with available parking spots." - "Better traffic management in general. Have officers at street lights to allow cars and pedestrians to leave large events more efficiently. The congestion forces people 2 drive through residential area."
Sufficient parking	<p>Respondents feel that there needs to be sufficient parking provided for events.</p> <p>Sample comments:</p>

Theme:	Explanation and sample verbatim comments:
	<ul style="list-style-type: none"> - "Arrange for assigned parking areas where available." - "If parking at the site is problematic, arrange for shuttles to a separate lot elsewhere (e.g., GlobalFest shuttles to Marlborough Mall)." - "Ensure parking does not inconvenience local residents."
Ensure access to public washrooms	<p>Respondents feel that event organizers need to ensure that there is adequate access to public washrooms.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Providing clean washrooms for public use." - "Ensure there are enough washrooms and that folks don't face time or cost barriers to access them - while somehow ensuring safety." - "Add more washroom areas in more locations."

6. What could The City do to address issues and concerns of residents?

Theme:	Explanation and sample verbatim comments:
Variety of transportation options available	<p>Respondents felt it was important for event attendees to have a variety transportation options available to them to get to and from an event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "If parking restrictions are implemented, work with organizers to arrange for temporary parking areas or city-supported shuttle services." - "Offer shuttles, but more frequently than global fest, waiting in the rain with kids is miserable." - "Run trains later and more frequently."
Sufficient parking	<p>Respondents feel that there needs to be sufficient parking provided for events.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Don't restrict parking, provide it." - "Reduce parking rates at city parking facilities with reasonable proximity to the events." - "Better allocated parking areas."
Bylaw / police presence and enforcement	<p>Respondents indicated their preference for more bylaw and police presence / enforcement near event sites.</p> <p>Sample comments:</p>

Theme:	Explanation and sample verbatim comments:
	<ul style="list-style-type: none"> - "Have bylaw officers on-site to enforce laws/bylaws around littering, public disturbances etc. if needed." - "have more foot/cycle police in the outskirts of the area an hour before an event ends and up to an hour after an event ends." - "More patrol to prevent issues rather than always responding afterward."
Traffic control and mitigation	<p>Respondents feel that there needs to be improved traffic control and mitigation on event days.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Work with event planners to provide better transportation plans and implementation." - "Offer training to organizers on how to direct the flow of traffic; or provide trained personnel to do this job at no cost or limited cost to the organizer." - "Traffic direction at problem intersections/pedestrian crossings, create one way flow on some streets to move traffic efficiently."
Improved garbage collection / ensure cleanliness	<p>Respondents feel that there should be additional garbage/recycling bins provided near event sites, as well as ensuring cleanliness during and post event.</p> <p>Sample comments:</p> <ul style="list-style-type: none"> - "Put more temporary garbage bins." - "Place more garbage and recycling bins surrounding stampede park (during stampede)." - "speedy clean up following the event."

Targeted engagement sessions:

Summary of community association input

At the community association in-person engagement session on Aug. 9, 2022, we asked specific engagement questions that were designed to help the project team understand more about the impacts that outdoor events have on affected communities so that we can provide the supports needed.

Below is a summary from this conversation. Due to the personal and, in some cases, confidential information disclosed by participants at the session, all personal identifying and confidential information has been removed.

1. Describe the impacts that major events have on your community?

Traffic:

- Lots of people come up to the hill to view fireworks
- No traffic control, can turn into a free for all
- Residents not being able to get out of their home
- Safety incidents, emergency vehicles not being able to access

Noise:

- Buses, limos, strobe lights
- Disrespect of being in a neighbourhood

Public not cleaning up after themselves:

- Garbage
- Urination
- Just leaving things behind in general

2. What are the things that the Community and The City has done recently to try to minimize or reduce those impacts?

- City has looked into making a special policy for Scotsman's Hill but it's been shelved for some time
- City has an events management traffic plan
- Dialogue with The City, coordinate getting parking plans, etc.
- Ward 9 does call with Roads, CPS, etc.

3. What has worked?

- Ongoing dialogue with The City, coordinate getting parking plans, etc.
- The events management traffic plan
- Ward 9 call with Roads, CPS, etc.

4. What else could we try?

Policies:

- Creating a special policy for major outdoor events
- A master plan for the community
- Having clear roles and responsibilities defined in writing

Roles / Communication:

- Shared mission/vision/purpose
 - Establish purpose and remind everyone why we're doing this
- Clarity of roles

- Making sure everyone in the City and community association know what to do
- Better communication
 - Don't overpromise and under-deliver
 - Educate the community instead of just saying no or not doing it,
 - Communication should be bumped up so everyone is on the same page and understands

Permanent Traffic Calming:

- Speed bumps for vehicles/motorcycles that race
- Angle parking that could narrow roads
- Possible one-way streets
- More three-way stops that force people to stop
- Or any other innovative solutions!

Summary of event organizer input

At the event organizer in-person/virtual engagement sessions on July 28, August 2 and 10, 2022, we asked specific engagement questions that were designed to help the project team understand more about the perspectives of event organizers regarding the issues and concerns created by major outdoor events in communities. We also wanted to understand what is currently being done to mitigate these issues and concerns and what can be done in the future to ensure successful events in Calgary communities.

Below is a summary of these conversations. Due to the personal and, in some cases, confidential information disclosed by participants at the session, all personal identifying and confidential information has been removed.

1. What considerations or actions does your organization take to minimize the impact of people traveling through nearby communities to attend your event? What actions do you take to minimize issues related to travel congestion? What success have you seen? What remains a challenge?

Minimizing impacts of people travelling through the community:

- Work with the Calgary Police Service
- Inform community of road closures using social media, community letters, etc.
- Warning people this is road is closed x to y, take this alternative route
- Safety for patrons across highways, using traffic control, etc.
- Traffic control to guide people out of the community

Notifying the community:

- Span of four by five, 20 blocks are notified of the event
- Some just given notification
- Some get two free tickets per household
- Direct communication (clears up rumours, works well)

- Through BRZ, Community Associations, Condo Associations, etc. then they communicate to residents
- In-person (meetings, lunch) and virtual
- Emails in-between meetings
- Ongoing communication
- Communicate on an as needed basis

Successes/what's been working:

- Ongoing communication with City departments
 - Figuring out solutions
 - Being open and honest about resources
- Parking patrol
 - Checking alleyways, etc.
- Been sending people up the hill to clean garbage
- Free shuttle buses

Challenges:

Sound mitigation, control decibel levels:

- On a cloudy dark day, the sound will be 10 times louder
- Worked with sound engineers
- FM systems have been better with directing sound to audience
- Work very closely with City bylaws

Parking concerns:

- Community saying there's nowhere to park
- "I can't park in front of my house"
- Community parking program? Do we restrict parking?
- Calgary Parking Authority indicates the streets aren't reserved for residents

Power issues:

- Generators have fumes, noisy, go against environmental policies
- Large artist with large sound system, there are peaks for audio levels
- Wind and other power can't handle the peaks
- Try to utilize environmental-friendly generators
- Haven't been able to solve the peak problem
- Increase shore power available, could decrease 60% of generators

Pathway closures:

- Map only showed road closures
- Challenges with skateboard park, the way the fencing went up and people walking through site, we could've done a better job with redirecting the people

- One person complains and there's a lot of weight for that one person
- #1 complaint: pathway closures
 - Dogwalkers, cyclists, immediately vocal
 - Advising that to the public as soon as possible
 - Maybe signs up two weeks prior, not two days
 - Road app but not cyclist app
 - Detour pathways may be confusing

People not being notified:

- Getting to certain residents, because some are difficult to deal with
 - Given pamphlets and signs
 - Maybe they choose to ignore it?
 - Maybe they are just stubborn?
- Notification of bike lane and pathway closures
- Signs getting moved/ignored
 - Then cars get towed and people say they weren't aware

Reach out to community associations:

- Some are not as active
- Some shut down for summer
 - Most are volunteer work
 - How committed are they?
 - Summer vacation?
- What's the time needed to communicate to them so that they have enough time to give to the community?
- Maybe people follow the communication association more than The City

2. What could The City do to help address major outdoor event impacts on nearby communities?

City messaging:

- General website with more information
- Timely communications
- Make sure there aren't any surprises
- Social media presence/awareness

Signage:

- On pathways
- On roads
- Onsite signage
- What's coming, what's happening
- Pre-made sign inventory
- Visual aspect of signage
- Stockpile signs

Garbage cans/port-o-potties:

- On park/site
- Around site

3. What improvements to our current support programs for major outdoor event planning could be made to benefit your organization?

- As a for-profit event, we feel not as supported as non-profits
- Provide a higher subsidy, and be flexible on use of City resources
- More grants for small scale events
- More help from Calgary Police Service with traffic/crowd control
- Being swift and helpful with requests is important for us
- Would like to feel more engaged and consulted on infrastructure designs
- More short power, help the City's green initiative and organizer costs
- New infrastructure for bars, etc.
- Plumbing, electrical available for use from City parks

Next Steps

The results of what we heard from citizens and event organizers during engagement will be shared with City Council as an attachment to the briefing on 2022 September 27 at the Community Development Committee.

Verbatim comments

Please refer to the [Appendix](#) for a comprehensive list of all verbatim comments input by participants on engage.calgary.ca/eventimpacts. The comments have not been edited in any way, including content, spelling, grammar, etc. The only exception to this includes the presence of profanity or personally identifying information, which has been redacted and indicated in brackets.

Impact Mitigation Pilots

Four initial mitigation tactics were developed to address some of the concerns identified through engagement and internal reviews. As Administration continues to further investigate event impact mitigation measures, the below tactics will need to be evaluated to determine how effective they've been and validate their inclusion in the event response plan.

Community Signage

Description:

Humor based signage was developed and placed in communities surrounding major events in an effort to encourage event attendees and surrounding participants to consider and encourage good neighbour behaviors. It is believed that when utilizing a humor-based approach, messages are captured and retained more easily. Through installation of signage adjacent to areas of concern, the signage provides a fun way to connect with individuals, who may already be in a state of revelry, to think twice before acting in an inappropriate manner and serve as a reminder to the community that events are coming/occurring.



Specific Actions:

Community signage, representing the four key concerns identified through our engagement (noise, parking, garbage and public urination), were developed. A total of 12 signs were printed and strategically deployed on sandwich boards around Elliston Park and Fort Calgary in advance of Globalfest (August 18 – 27, 2022) and Country Thunder (August 19 – 21, 2022). The awareness and effectiveness will be explored both internally and externally with our community partners.

Taxi and Rideshare Zones

Description:

To support the movement of people to and from the major event sites, Administration looked at the value of establishing semi-permanent taxi and ride share zones adjacent to major event sites and the supports required to ensure they are effectively used. The flow of pedestrians is an important element to mitigating impacts in communities particularly at the end of an event when the audience leaves all at once. By establishing consistent messaging in conjunction with established locations for taxis and rideshares, habits begin to form for event patrons to know where to regularly look for these transportation methods and will encourage them to begin utilizing other sources of transportation with greater ease and comfort.

To support more friendly environmental practices, efforts can be made to reduce the number of vehicles on the roads by providing helpful information regarding what options are available. This can include a collaborated approach that identifies the nearest transit access, cycling and pedestrian corridors as well as the drop off and pick up locations for taxis and rideshare vehicles that are already occupying city streets.

In establishing the taxi/rideshare locations, several considerations were made:

- Access/egress points are for the venue to determine pedestrian flow
- Roadway systems to manage the flow of traffic in conjunction with an increase in pedestrian movement
- Temporary infrastructure, such as eye-catching signage and wayfinding methods, is needed to guide patrons, who may not be familiar with the area
- Construction impacts that may require relocation from time to time

Specific Actions:

In consultation with Mobility, Calgary Parking Authority and Public Vehicle Standards, a review of historical heat map data from 26 major events in 2019 was conducted to determine whether a taxi or rideshare stand was warranted and to identify the optimal location to serve the most event patrons. A review of current downtown taxi and rideshare locations is upcoming to determine the effectiveness of the existing locations and explore the need for changes.

Event Notification Tool Kit

Description:

The event notification tool kit is for event organizers and can be expanded to include the methods and tactics needed on a scalable basis, based on size and scope of event, location and other contributing factors that may prove necessary to daylight or mitigate (e.g. hours of operation, potential attendance, road closures, event organizer contact details for concerns or issues, etc) and would be mailed out to residents within a one block radius of an event or road closure.

Specific Actions:

A review of best practices, both internally and from event organizers that have shown to be effective at communicating with communities, was conducted to assist in the creation of a scalable template that would provide nearby residents with important event related information. The tool kit has been developed and will be implemented in 2023.

Eventful City Environmental Microgrant**Description:**

The reduction of service availability and increasing costs resulted in an emerging trend of poor waste management at festival and event sites in 2022. As one of the top issues identified by communities surrounding major events, Administration is piloting an initiative to support event organizers and improve waste collection at events to keep waste from ending up in the community and waterways. Following this one-year pilot, the effectiveness of this initiative at keeping garbage out of the community will need to be assessed and if required, additional community supports may be explored.

Specific Actions:

A one-time micro grant totalling \$75,000 has been developed to support waste management for events, allowing a subsidy of up to \$4,500 per eligible applicant. Funding will only be provided for invoiced expenses incurred by non-profit festivals and events specific to waste management. Applicants are required to submit a post-event report and the data collected will further inform the effectiveness of the initiative.

BRIEFING

Page 1 of 3

Item # 11.3

Operational Services Briefing to

Community Development Committee
2022 September 27

ISC: UNRESTRICTED
CD2022-1089

Safer Mobility Plan Annual Briefing 2022

PURPOSE OF BRIEFING

This briefing provides an annual overview of activities in support of safer mobility and Vision Zero in Calgary. Every year approximately 450 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.

2021 collision statistics are presented reflecting safer mobility investments made in 2020 and prior. Progress towards the major injury and fatality collision targets of the *Safer Mobility Plan 2019-2023* are discussed along with 2022 accomplishments and actions for 2023. We are trending on target and continue to take actions and partner with internal and external groups to improve mobility safety in Calgary.

Background and Previous Council Direction is included as Attachment 1. Administration will provide an update by the end of Q3 2023.

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 2021, there were 14 fatal collisions (24 in 2020), 2,094 injury collisions (1,697 in 2020) and 24,483 property damage only collisions (19,822 in 2020) on Calgary roads. The societal cost of these collisions was estimated to be \$956 million in 2021.

Key points:

- Mobility safety continues to be a top concern for Calgarians
- The City continues to review collisions and implement measures to reduce risk
- We are trending to meet our established collision reduction targets
- In 2023, we plan to strengthen collaboration and continue application of proven measures

BRIEFING

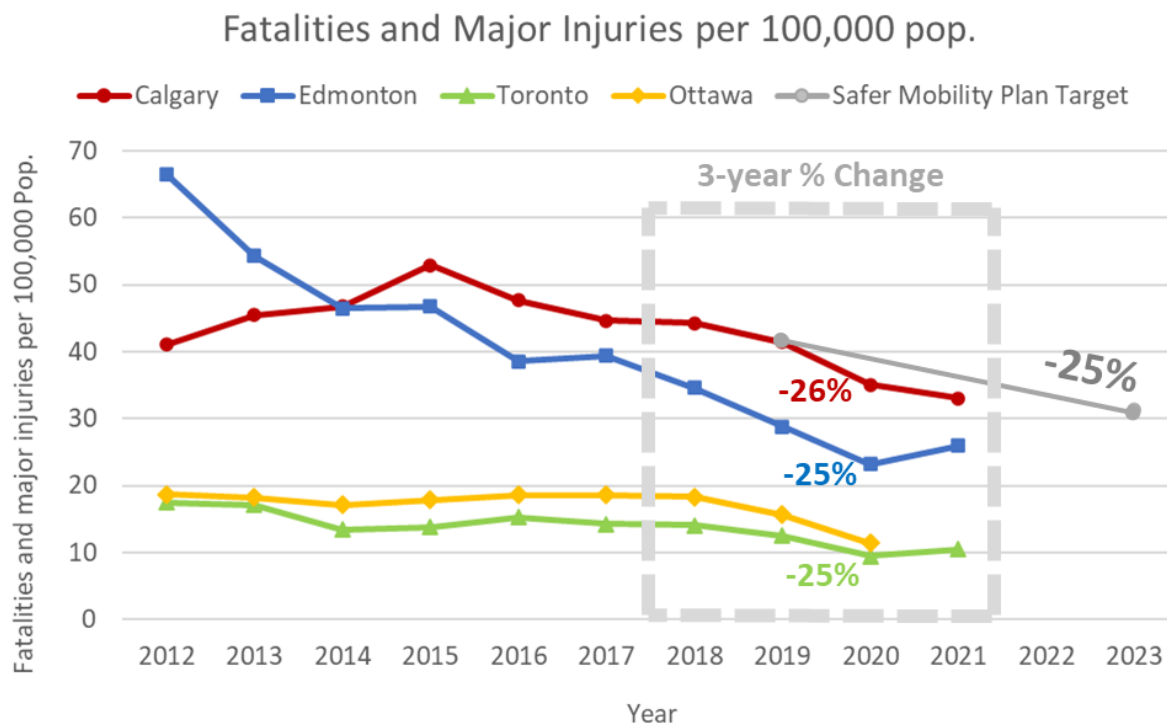
Page 2 of 3

Item # 11.3

Pedestrians were involved in 8 fatal collisions (4 in 2020), and 85 major injury collisions (84 in 2020), while cyclists were involved in 29 major injury collisions (38 in 2020), with no cyclist collisions (2 in 2020).

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.

Summary of Collision Statistics for Various Canadian Cities 2012-2021



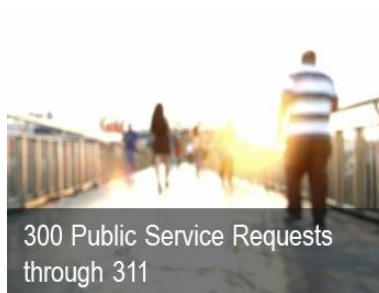
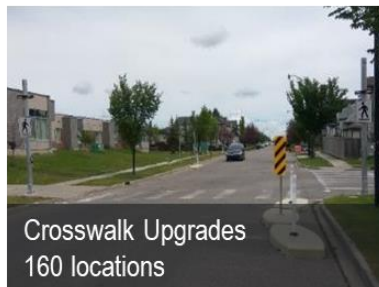
*2021 data not available for Ottawa

In 2022, we were able to make progress on several important projects that modify the road environment to reduce collisions. Projects with highest collision reduction potential particularly among more severe collisions were prioritized, including pedestrian safety improvements and roadway geometry improvements. These actions are described in detail in Attachment 2, and below are some highlights:

BRIEFING

Page 3 of 3

Item # 11.3



With more work to do, our focus in 2023 will be on implementing the Safer Collector Framework (pending funding), Neighbourhood Streets Policy, and proven safety improvements with focus on schools and pedestrian crosswalks. We will continue to collaborate with our partners to identify new strategies to more effectively improve traffic safety outcomes for the future years.

Collaboration with Calgary Police Service is a critical part of improving traffic safety and we continue to work together to improve safety in communities and beyond. Other key traffic safety partners include external stakeholders such as Alberta Transportation, the AMA, Safer Calgary, and citizens. We work closely with the Safe Student Travel Advisory Group led by the Calgary Board of Education and participants of the Active and Safe Routes to School program.

ATTACHMENT(S)

1. Attach 1 – Background and Previous Council Direction – CD2022-1089
2. Attach 2 – Safer Mobility Plan Annual Report 2022 – CD2022-1089

Background and Previous Council Direction

Background

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 450 collisions resulting in life altering injuries and deaths continue to occur every year, but this number has seen a downward trend since 2015. 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.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
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.”
12/8/2021	CD2021-1615	Safer Mobility Plan Annual Briefing 2021 Community Development Committee received the Safer Mobility Plan Annual Briefing 2021 for information and administration was to provide and update by the end of Q2 2022.

Bylaws, Regulations, Council Policies

Improving the safety of all users of Calgary's mobility network and reducing major injuries and fatalities is our ethical responsibility as operators of the transportation system and it aligns with the goals and objectives of guiding documents.

2020 Sustainability Direction and Calgary Transportation Plan

Safer Mobility Plan and annual updates are focused on mobility, encouraging active modes, and improving public safety.

Pedestrian Strategy and Neighbourhood Streets Policy

Safer Mobility Plan and annual updates are directly aligned with the objectives related to improving the safety and comfort of pedestrians, cyclists and wheeled users of our transportation network.



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

Calgary Safer Mobility Plan – Annual Briefing 2022

Introduction

The Decade of Action for Road Safety 2021-2030 has recently 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.

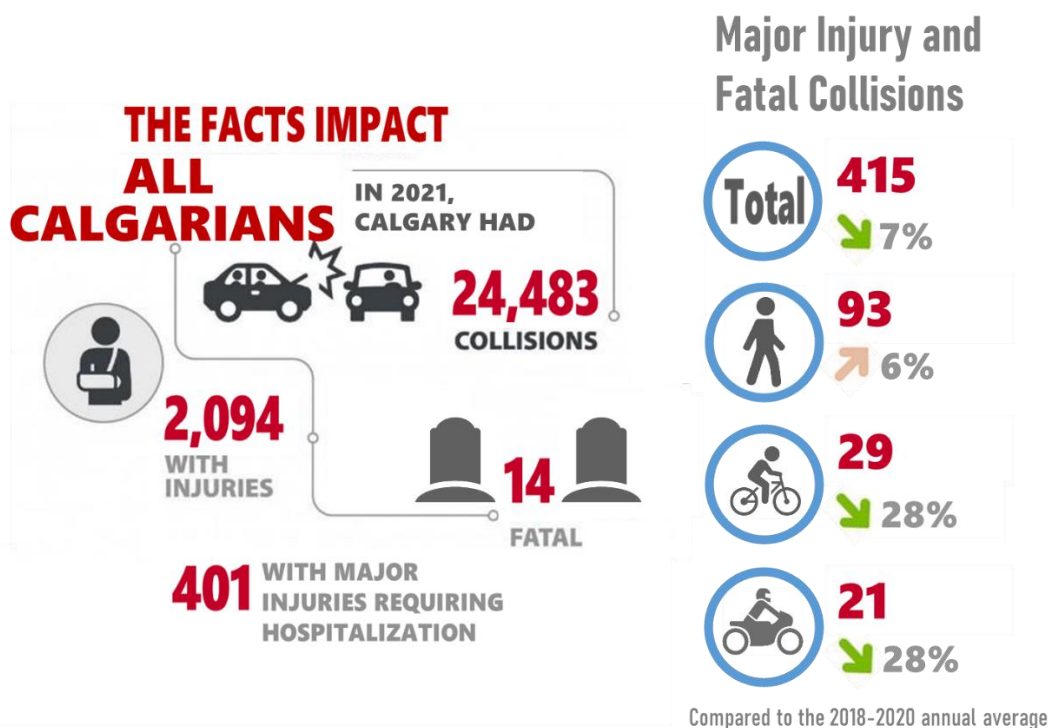
In Calgary we are working towards the same goal. Our 2019-2023 Safer Mobility Plan (SMP) outlines the long-term **vision of mobility free of major injuries and fatalities** with the short-term target of **25% reduction by 2023**. Reaching this target is dependent on many factors that influence the outcome and we are continuing to work towards reducing harm on our roadways through data driven and evidence-based approaches, and increasing collaboration across disciplines and community-based programs. We are seeing improved safety outcomes for Calgarians with 138 fewer incidents per year 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.

Collision Statistics

Calgary Safer Mobility Plan Indicator Statistics 2021

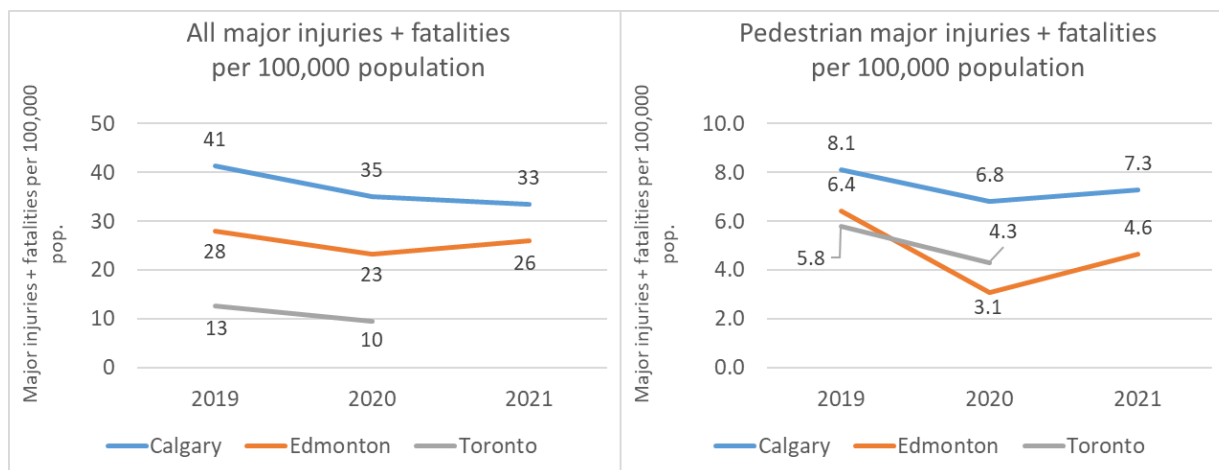
	2020	2021	% Change (Year over Year)	2018-2020 Average	2021	% Change (3-year Average)
Fatal Collisions	24	14	-42	20	14	-30
Major Injury Collisions	424	401	-5	471	401	-15
Pedestrian Involved Fatality+Major Injury Collisions	88	93	6	105	93	-11
Bicyclist Involved Fatality+Major Injury Collisions	40	29	-28	34	29	-15
Motorcyclist Involved Fatality+Major Injury Collisions	29	21	-28	27	21	-22

In 2021, there were 14 fatal collisions (24 in 2020), 2,094 injury collisions (1,697 in 2020) and 24,483 property damage only collisions (19,822 in 2020) on Calgary roads. The 2021 societal cost of these collisions was estimated to be \$956 million. Pedestrians were involved in 8 fatal collisions (4 in 2020), and 85 major injury collisions (84 in 2020), while cyclists were involved in 29 major injury collisions (38 in 2020), with no fatal cyclist collisions (2 in 2020).



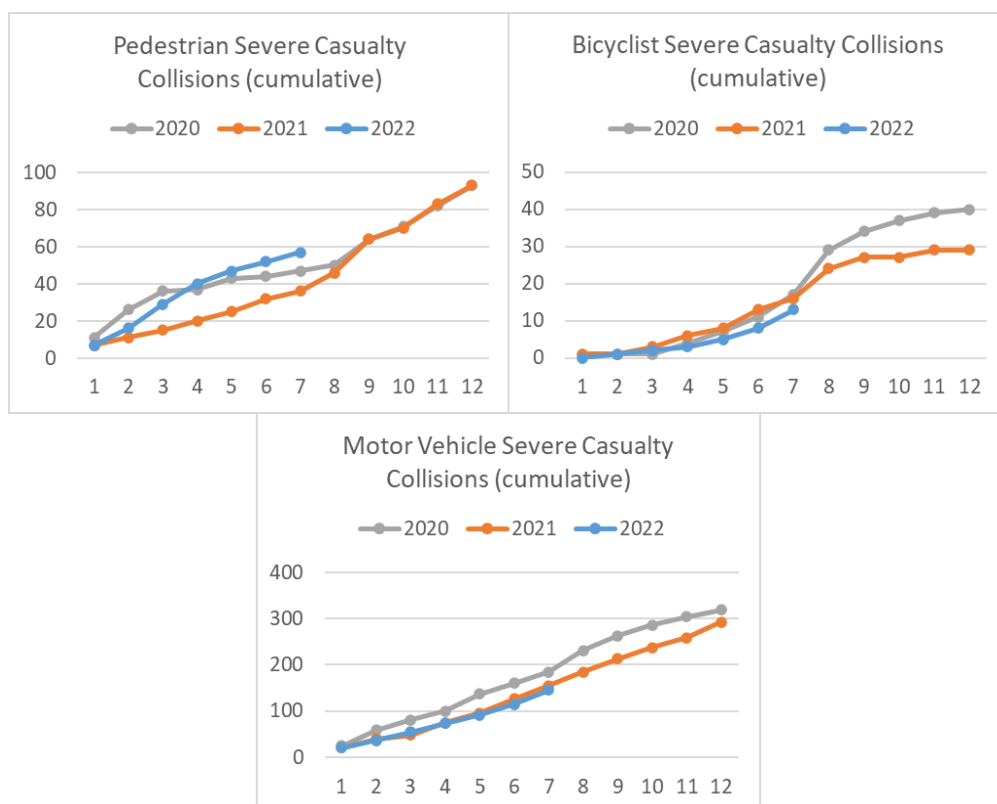
For comparison purposes, selected cities are shown in the table below, using the most recently available comparable data. While Calgary is continuing to improve its performance year over year, further action is needed to close the gap to other major Canadian cities.

Summary of Traffic Injuries and Fatalities for Various Canadian Cities



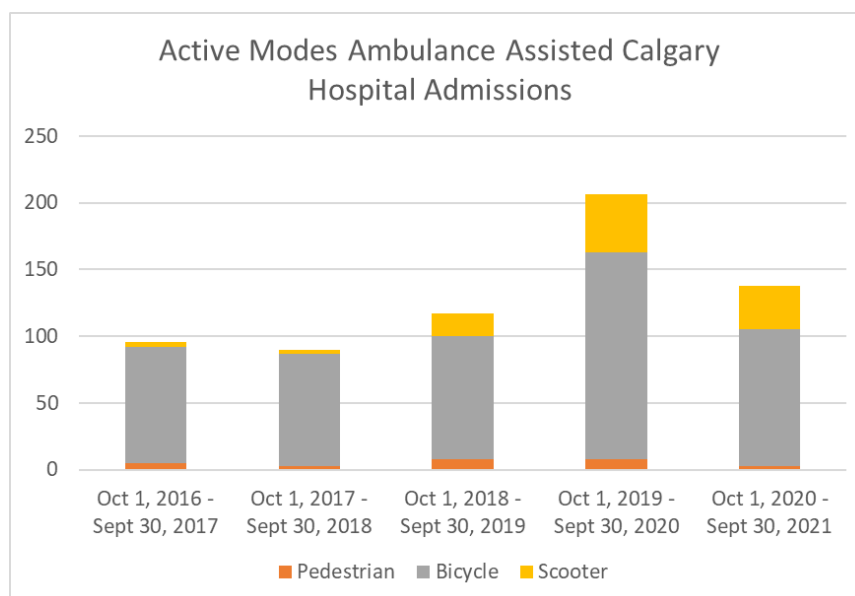
Based on preliminary data for the current year (2022), casualty collisions are generally trending similarly to 2021 for motor vehicle and bicyclist categories, however, the pedestrian category is trending above previous years. This may be related to decreased travel demand during the pandemic that is now increasing.

Cumulative Casualty Collisions (Fatal and Major Injury), Jan 2020 to Jul 2022



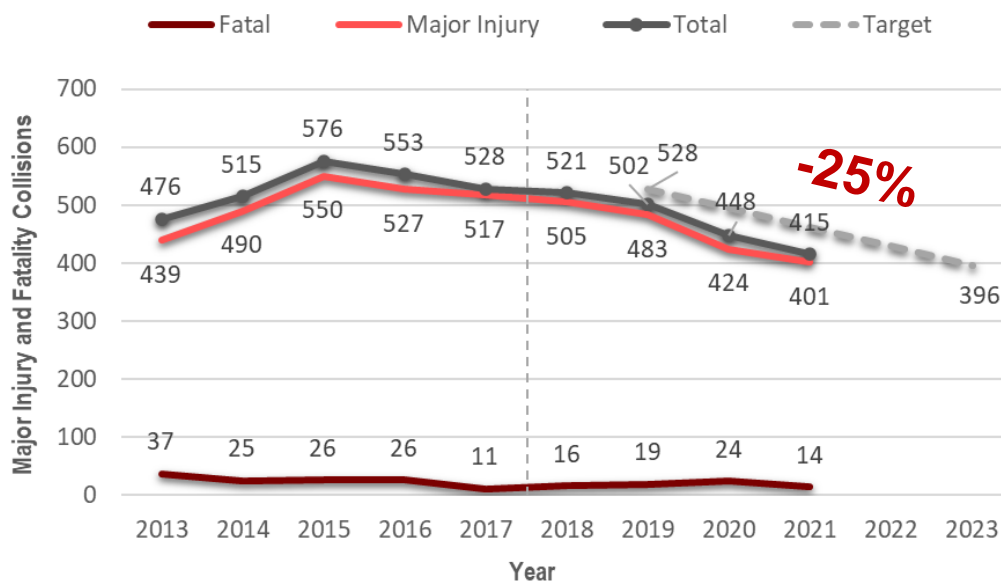
As police reported collisions only include incidents involving motor vehicles, it provides little insight into collisions between two active modes or single bicycle/scooter incidents. Another indicator of safety is Alberta Health Services (AHS) data for pedestrians, bicycle and scooter incidents that resulted in ambulance assisted hospital admissions shown below. The hospital admission data shows that until the start of the pandemic the annual admissions were approximately 100 per year, made up of mostly bicycle incidents. In 2022 the incidents doubled before decreasing in 2021. With the increased use of scooters, related injuries have also increased in the last two years.

Summary of Alberta Health Services Hospital Admissions (Oct 2016-Sept 2021)



Focus Area Targets

Target #1: Major Injury and Fatality Collision Target



Target: 25% reduction in major injury and fatality collisions

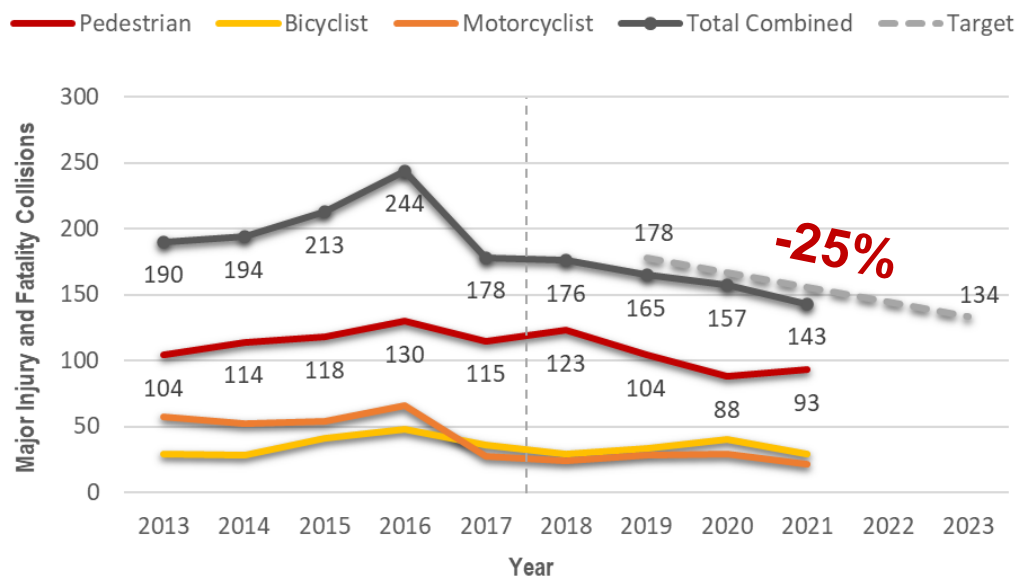
Baseline: 528 major injury and fatality collisions (2017)

Progress summary: In 2021, we had 10 fewer 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 7.4% compared to the previous year and by 28% since the peak in 2015. This briefing presents 2021 collision statistics and progress towards the targets for actions taken prior to 2021.

Key Actions:

- Undertake a fatal collision review (10 years of data) to investigate causal factors from a safe system perspective (in progress)
- 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 8.9% in 2021 compared to 2020. This is mainly driven by a decrease in bicyclist and motorcyclist collisions, with slight increases among pedestrian collisions.

Key Actions:

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



2022 Accomplishments and Planned Actions for 2023

2022 was a busy year with significant achievements by many groups throughout the organization. Highlighted below is a selection of actions that have been undertaken in 2022. Some of these have been completed while others are ongoing.

- **Downtown Pedestrian Zone Speed Reductions.** Speeds have been reduced 40 km/h along several downtown pedestrian zones to aid with seasonal patio implementation, but data has shown that the new posted speed is more closely aligned with the speeds most drivers are already traveling, making it safer for everyone especially the large numbers of people walking and cycling.
- **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.



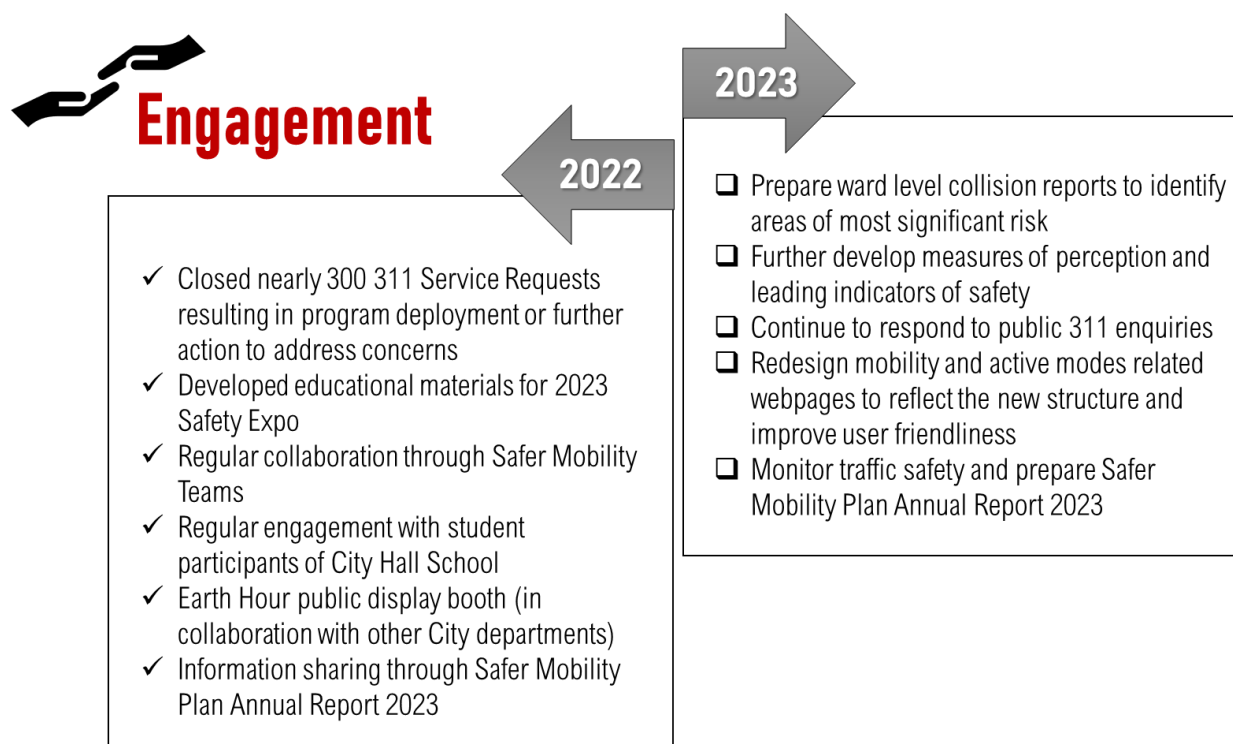
- **Traffic Tuesday.** Every Tuesday humorous or topical traffic safety messages are posted on Electronic Message Boards or Dynamic Message Signs throughout the city. These humorous and light-hearted messages aim to inspire a positive mindset while moving around the city and engage meaningful discussions on social media platforms.

- **Safer mobility and equity.** We are having important conversations to ensure that our journey towards Vision Zero is rooted in equity. The implementation of many accessibility improvements such as missing sidewalk segments and wheelchair ramps, accessible pedestrian signals, and navigational tools will improve the experience for everyone including people with mobility challenges and vision loss.
- **Ward Mobility Safety Summary.** The development of a summary for each Ward outlining the most severe collision trends and hot spots 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 staged city-wide retrofit of collector roads will be systematic, data-driven approach to address longstanding issues and community concerns.
- **Alignment of Service Metrics with SMP Targets.** We have taken steps to update the Streets and Sidewalks and Pathways service outcomes/service metrics with the SMP targets that are focused on the most severe collision reduction, as no Calgarian should be hurt or seriously injured on our network and this is everyone's responsibility.

The 2022 achievements and planned actions for 2023 are identified for each area of focus. With more work to do, our focus in 2023 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:

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

2022

Studies to support evidence-based approach:

- ✓ Macleod Trail South In-Service Road Safety Review
- ✓ Follow-up video-based conflict analysis at top severe injury locations to evaluate changes implemented (in progress)
- ✓ Collision Reviews, Safety Assessments, and checks

Pedestrian crosswalk improvements:

- ✓ 30 new traffic signals
- ✓ 15 Rectangular Rapid Flashing Beacons (RRFBs)
- ✓ 5 overhead flashers
- ✓ 71 marked/signed crosswalks and 14 Advanced Yield Lines
- ✓ 250 temporary curbs
- ✓ Street lighting improvements

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

- ✓ 16 Avenue & Shaganappi Trail NW
- ✓ 16 Avenue & Bowness Road NW
- ✓ 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

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

- ✓ 16 Avenue west of Home Road NW
- ✓ John Laurie Blvd NW

Signal phasing/timing improvements:

- ✓ Protected Only left turns
- ✓ Leading Pedestrian Intervals and Split Phases

- ✓ Ongoing traffic safety support and coordination of programs.

2023

- ☐ 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 with potential projects at:
 - Deerfoot Trail & Memorial Drive NE
 - Macleod Trail and Lake Fraser Gate
 - 14 Street NW pedestrian safety improvements
- ☐ Traffic signal improvements with focus on vulnerable road users.
- ☐ Continued implementation of the Active and Safe Routes to School Program
- ☐ Safer Collector Framework
- ☐ Develop In-Road Pedestrian Signs Program

Education

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



Education

2022

- ✓ Developed Mobility Education Framework to guide delivery of education initiatives
- ✓ Public education campaigns including Spring Safety and Back to School
- ✓ Created 5A Network Training for city staff (eLearning module)
- ✓ Residential Speed Limit Reduction – incorporated educational components into Calgary.ca/trafficsafety webpage
- ✓ Residential Sandwich Board program
- ✓ 185 SLOWS speed trailer deployments
- ✓ Ongoing support for “Report Impaired Driving” signage.

2023

- ☐ Increase safer mobility outreach in schools through resources for parents and teachers and strengthening partnerships with school communities
- ☐ Update the Traffic Safety Tips booklet and make it more user friendly
- ☐ Developing strategies and tactics for increasing staff awareness of new and relevant content (e.g. eLearning material on new policies or design guidelines, fact sheets for pilot results, etc.)
- ☐ Identifying and categorizing strategic, emerging, and ongoing educational needs.

Enforcement

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



Enforcement

2022

- ✓ Calgary Police Service deployment of high-visibility targeted enforcement
- ✓ Participation in CPS Collision Reconstruction review meetings and sharing of collision data analysis
- ✓ Reintroduced Community Speed Watch program to support volunteers in increasing speed awareness in communities
- ✓ Safer Mobility Operations Team meetings to facilitate collaboration and coordination in the delivery of community improvements and initiatives
- ✓ Coordination of speed trailer deployment with speed enforcement

2023

- ☐ Emergency response coordination improvements between CPS and Traffic Management Centre (TMC) and information sharing
- ☐ Continued collaboration through Safer Mobility Operations Team and other forums to facilitate coordinated community response.

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

2022

- ✓ Trial of blank out signs on cycletracks (in progress)
- ✓ Pilot Centreline Hardening at signalized intersections (in progress)
- ✓ Pilot of Accessible Pedestrian Signals (APS) at Overhead Flashers
- ✓ Application of Video Analytics for proactive evaluation of pedestrian related safety countermeasures.
- ✓ Inclusion of Alberta Health Services ambulance/admissions data in SMP update
- ✓ Collision reduction evaluations to understand the impacts of countermeasures

2023

- ❑ Pilot of temporary tactile walking surface indicators (TWSIs) at 'smart right channelized right turns
- ❑ Regular meetings of the Safer Mobility Research Team
- ❑ Continue to evaluate speed impacts and collision reduction of mitigation measures and elements of the roadway environment to better understand their impact on safety (e.g. impact of curb lane Seasonal Patios on speed in high pedestrian activity zones)
- ❑ 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, etc.)

BRIEFING

Page 1 of 2

Item # 11.4

**Operational Services Briefing to
Community Development Committee
2017 September 27**

**ISC: UNRESTRICTED
CD2022-1067**

Golf Operations Update

PURPOSE OF BRIEFING

This briefing is in response to *PFC2021-0045 Update on Moving to an External Operator for City Golf Courses* that Council approved Q1 2021, with direction to “refer this item to Administration to consider after the implementation of the Golf Course Sustainability Framework, returning to Council through the Priorities and Finance Committee with a recommendation on whether to continue with the contracting out of all or some golf course operations no later than Q4 2022”.

RESULTS

After careful consideration and analysis of contracting out all or some of Golf Course Operations (Golf), the movement of Golf to external contractors was deemed untenable for a number of reasons, including that a contractor would be bound to current collective agreements via the Alberta Labour Relations Code, the large legal and consulting fees that would be required to determine a viable contract model, and the risk to the equitable access this service offers in providing a low entry barrier to this activity for many groups.

Since 2012 there has been robust debate on the direction of Golf, ultimately leading to direction to create the Council-approved Golf Course Operations Sustainability Framework (the Framework) in 2017 which has now been successfully implemented.

In addition to implementing the Framework, Golf has also hired industry expertise into The City bringing decades of private operating experience to this service. This has resulted in Golf successfully reducing expenses and increasing revenues to the point that this service does not require millrate support. For 2022 Golf has already added \$1 million to the Golf Course Levy Reserve (the Reserve) which is used when required to offset Golf funding needs that annual revenues do not cover, and are anticipating further surplus to be added to the Reserve following the remainder of the season.

NEXT STEPS

The successful implementation of the Framework and recent success does not mean Golf are done seeking operating efficiencies and service level improvements. Through the Corporate Realignment, Golf was relocated from Recreation to Parks & Open Spaces. With the fresh eyes of Parks & Open Spaces, coupled with Golf’s new leadership and industry expertise, Golf will develop a long-term strategic plan as part of Parks & Open Spaces 2023-2026 Business Plan implementation. This work will build upon the Framework, leverage the current positive momentum this service has experienced, focus on a sustainable model that does not require millrate support going forward and continue to ensure there remains equitable access to the game of golf in Calgary. With City green fees half the price of many privately-run courses this remains

BRIEFING

Page 2 of 2

Item # 11.4

the only accessible point to the game of golf for some Calgarians, providing access for those who may otherwise not have the resources to enjoy this recreational activity.

Given recent success and the building up of a new team supporting this service, there is much to be excited about as work on a sustainable long-term plan continues through the 2023-2026 business cycle.

BRIEFING

Page 1 of 2

Item # 11.5

**Operational Services Briefing to
Community Development Committee
2022 September 27**

**ISC: UNRESTRICTED
CD2022-0938**

Harvie Passage Facilities Enhancement Plan - Project Status Update

PURPOSE OF BRIEFING

Background

City Council passed a notice of motion, PFC2021-1344, 2021 September 13, for the formation of the Harvie Passage Task Force (the Task Force). The Task force includes internal and external stakeholders and all appropriate levels of government to prepare a plan, the Harvie Passage Facilities Enhancement Plan (HPFEP), that will consider safety, access, and environmental impacts, and outline short, medium and long-term actions that will improve the experience for all visitors of Harvie Passage, Pearce Estate Park and the adjacent Bow River Pathway. The Terms of Reference for the Task Force were approved by Council in December 2021 (CD2021-1523) and Administration was directed to provide a status update in Q3 2022.

Task Force meetings have been occurring monthly since early March 2022. Task Force coordination was conducted with HPFEP engagement and planning now well underway. Due to municipal, provincial and federal jurisdictions and existing lease agreements on the site, coupled with the interests of multiple user groups and stakeholders, further time is required to finalize the HPFEP and for Administration to bring the plan forward before the end of Q2 2023.

The Harvie Passage Facilities Enhancement Plan (HPFEP) is envisioned as a strategic document describing the short, medium and long-term capital improvements and operational land management recommendations for Harvie Passage and Pearce Estate Park. Unique in its diverse programming, Pearce Estate Park contains the Sam Livingston Fish Hatchery, Bow Habitat Station, a 15-hectare reconstructed wetland and outdoor spaces for leisure and nature education. The park is complemented by Harvie Passage which provides safe Bow River passage for fish, local habitat, and recreational river users. Since its reconstruction, Harvie Passage has become a preeminent Canadian Whitewater course. The HPFEP will seek ways to support the increase in demand for park and river uses, while considering environmental impacts and public safety concerns. The project's decision-making process combines policy and programming information, input from the Harvie Passage Task Force and public engagement from the Bend in the Bow project, as well as technical assessments such as parking and traffic studies. This process aims to achieve outcomes that align with best practices, are fiscally responsible, and consider existing natural assets, infrastructure, legislation and recreational activities in the area.

The project is currently in the concept development phase, preparing scenarios that aim to resolve site challenges and accommodate possible amenity additions such as a proposed multi-organization building/boat house. Various ideas for facility improvements are categorized into three key themes:

1. Improving park circulation for safe multi-modal use;
2. Enhancing existing and/or providing new park amenities; and
3. Assessing the water's edge and Divide Island for improved recreational use.

BRIEFING

Page 2 of 2

Item # 11.5

Harvie Passage Task Force Meeting Summary

Meeting #	Date	Summary
1	2022 March 2	Project team introduction, review of draft project plan milestones and deliverables, and discuss components of the facility enhancement plan.
2	2022 March 31	Project update and discuss inclusions of additional community representatives.
3	2022 April 18	Group site visit, walk through tour of Pearce Estate Park and Harvie Passage.
4	2022 May 25	Introduce community and City Engage representatives, summary of what we heard and discussion of key observations.
5	2022 June 28 2022 July 28 (Optional follow up workshop)	Group workshop opportunities and constraints, topics include park access and circulation, park programming, water's edge and island.
6	2022 August 30	Project update summary of what we heard from workshop, summary of improvements, building massing and discuss final report's draft table of contents.

Additional Task Force team meetings will be scheduled for the remaining months of 2022 for an anticipated delivery of the Facility Enhancement Plan by the end of Q2 2023.

SUPPORTING INFORMATION

The Harvie Passage Facility Enhancement Plan (HPFEP) *Opportunities and Constraints Workshop: What We Heard Summary* (Attachment 1) outlines the wide range of viewpoints from User Groups, The City, and The Province. Discussion topics include park and facility enhancements under the three themes described above.

A draft Table of Contents for the forthcoming *Harvie Passage Facility Enhancement Plan (HPFEP)* is included as Attachment 2.

ATTACHMENT(S)

1. HPFEP Opportunities and Constraints Workshop What We Heard Report
2. Draft Table of Contents (Facility Enhancement Plan)

Calgary



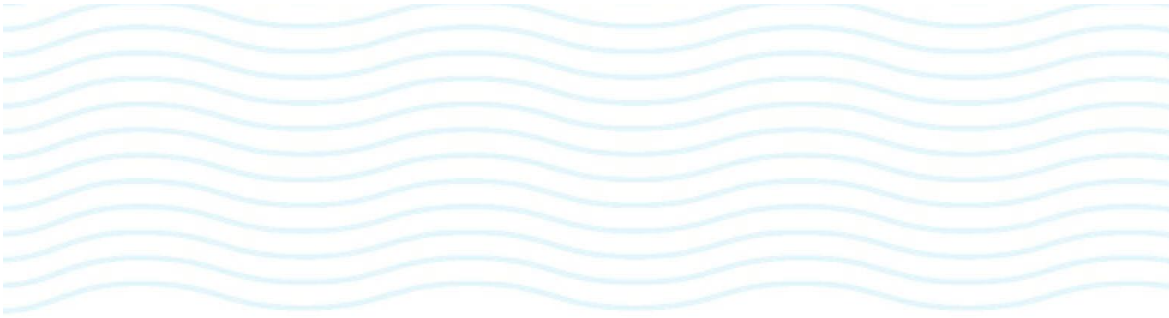
BEND IN THE BOW

Harvie Passage Facility Enhancement Plan

OPPORTUNITIES & CONSTRAINTS
WORKSHOP SUMMARY

AUGUST 2022





Contents

WORKSHOP SUMMARY	4
MEETING DETAILS	4
WORKSHOP TOOLS	5
KEY TAKEAWAYS	5
PARK CIRCULATION	6
ON-SITE PARKING	6
OFF-SITE PARKING	6
PATHWAY IMPROVEMENTS	7
PARK PROGRAMMING	8
BOAT HOUSE AND CONTROLLED ACCESS PATH	8
BOAT HOUSE PROGRAMMING	9
NEW ROADS	10
PARK AMENITIES	10
CHANGEROOMS AND WASHROOM UPGRADES	10
WATER'S EDGE AND ISLAND	11
ACCESS TO THE DIVIDE ISLAND	11
ISLAND ACCESS BRIDGE	12
WAVE MODIFICATIONS	13

Workshop Summary

The Opportunities and Constraints Workshop was aimed to gather feedback from the Harvie Passage Task Force Group. The questions asked during this engagement focused on 15 topics. The topics for discussion were grouped into relevant themes – this is also reflected in the organizing framework of this document. Each topic was at a different stage in their process – some topics outlined proposed changes for feedback, others presented an issue for discussion, while others were presented for informational purposes only.

MEETING DETAILS

When: 1:00pm -2:00pm - June 28th, 2022
11:00pm -12:00pm - July 28th, 2022

Where: Virtual Teams Meeting

Public: A. Robertson-More, Catriona Le May Doan, Chris Stanley, Peter Crowe-Swords, Devon LeClair, ICA Calgary Environment, Mike Holroyd, Mark Taylor, Jessica Thorburn, Alex Ramadan, Amber Lapshinoff.

Consultant Team: O2 Planning & Design, the landscape architecture team

City of Calgary: Carolyn Bowen, Iain Bushell, Christy Caswell, Sandra Davis, Robert Dickinson, Steve Dongworth, Jennifer Duggan, Frank Frigo, Carolyn Ganes, Amy Gawley, Shawn Howery, Heather Johnson, Mary Jane Kenny, Andrew King, Pamela McHugh, Ron Neff, Noni Wright, Narayan Pokhrel, Kyle Ripley, Hayley Saunders, Catherine Stotschek, Susan Wall, Claire McLean, Anna Blaxley.

Province: David Ardell, Rick Friedl, Clayton Weiss, Mustafa Hashimi.



HARVIE PASSAGE FEP | WORKSHOP SUMMARY



WORKSHOP TOOLS

MURAL Board

The MURAL board was open from June 28th-August 2nd, accessed through the link provided to all Task Force members. Participants could choose to answer the topics/questions they were most interested in and did not need to provide a response to each one. There were over 250 responses.

KEY TAKEAWAYS

The following section is a summary of key findings from the Opportunities and Constraints Workshop meeting with the Harvie Passage Task Force Members. These key messages emerge from the feedback and were the items deemed important by most participants.

ENGAGEMENT TOPICS:

Park Circulation:

On-site Parking
Off-site Parking
Pathway Improvements

Park Programming:

Boat House and Controlled Access Path
Boat House Programming
New Roads
Park Amenities
Changerooms and Washroom Upgrades

Water's Edge and Island:

Access to the Divide Island
Island Access Bridge
Wave Modifications

250+
COMMENTS
RECEIVED

PARK CIRCULATION

ON-SITE PARKING



The majority of participants support the idea increased parking spaces through formalizing parking spaces. The conceptual layout accommodates 116 more vehicles and exceeds demand observed during warm weather Spring weekends. Some brought up the need for accommodating oversized vehicles for trucks, trailers, for river users and during events.

What timing and space requirements do you require?

USER GROUP

- » River Staff (day parking)
- » River Users (typically 2-4 hours), high evening use and weekends

CITY/PROVINCE

- » 30 designated stalls for Bow Habitat Station (Tuesday-Saturday)

IDEAS:

- » Improve traffic flow and access out of adjacent developments
- » Consider the effectiveness of the roundabout intersection
- » Consider traffic flow for oversized vehicles (eg. trucks and trailers), including angled parking and sufficient space for turnaround
- » Dedicated parking for river staff and users (10-20 stalls) by the potential Boat House to promote ease of access for river users by car, bike, and transit
- » Consider gravel staging areas close to pathways and river areas for events

CONSIDERATIONS:

- » Check with any conflict between lease areas
- » Any disturbance to existing vegetation would be vetted Urban Conservation
- » Parking and general access to the park may be impeded by Province's Deerfoot Trail improvements
- » Address the overflow parking within the community during peak seasons

💡 TENSIONS + NEXT STEPS:

Environmental impacts of additional vehicle traffic within the park is a concern. Further exploration on adding parking stalls within the park (eg. by the Boat House) should be vetted by Urban Conservation.

OFF-SITE PARKING

Do you agree/disagree with the recommended off-site parking opportunities?

- » General support for increased parking stalls provided all land owner representatives are in agreement

There was general support for the potential off-site parking included formalizing the on-street parking along the south side of 17 Ave SE (east of the railway crossing), and potential expansion to the pump track lot south of 17 Ave if required.

CONSIDERATIONS:

- » It was noted by the City that there would not be access to the dog park lot due to the land being used for the Deerfoot Trail project. An alternate location for off-site parking should be explored.
- » Consideration for how the Green Line LRT and its proximate location to Pearce Estate Park at Ramsay/Inglewood could potentially alleviate increasing traffic and parking needs.
- » Consideration for a shuttle bus service to Pearce Estate Park to alleviate parking needs.

HARVIE PASSAGE FEP | WORKSHOP SUMMARY

PARK CIRCULATION

PATHWAY IMPROVEMENTS

23

COMMENTS

There was general consensus on mitigating conflict between vehicles, cyclists, pedestrians, and users carrying watercrafts. However, varying opinions on the required improvements ranged from minor interventions (maintaining pathway as is with slow down sections) to splitting the pathways to separate pedestrian and cyclist paths.

Which pathway improvement scenario do you prefer?

USER GROUP

- » Maintain as is with slow down areas
- » Modal Split (pedestrian vs. cyclist)

CITY

- » Separate pathways preferred

PROVINCE

- » Scenario A - Modal split with signage preferred
- » Separating cyclist from pedestrians and users carrying watercrafts

IDEAS:

- » Maintain existing shared-use path: Provide slow down zones at key safety conflict areas at cross-traffic intersection areas
- » Scenario A - Widened Regional Pathway with modal split
- » Scenario B - Widened Regional Pathway with grass pavers (no comments)
- » Scenario C - Split Cyclist and Pedestrian Paths

CONSIDERATIONS:

- » Confirm alignment of the regional pathway and widths west of Pearce Estate Park around Inglewood Grove.
- » Increased pathway areas may not resolve pathway issues as dismounting is hard to enforce.

🔧 NEXT STEPS:

The project team will explore 2 approaches: 1) a minimal intervention where the path stays as is with painted pathway markings 2) assessing areas where a mix of widened path and modal split would be suitable.

CONTROLLED ACCESS PATH TO HARVIE PASSAGE

Is granular vs. asphalt preferred for the access path?

The proposed controlled access path would be to accommodate easier access to Harvie Passage. The path would provide a more direct connection for pedestrians carrying watercraft as well as controlled access for approved vehicles during mornings and evenings. There was no preference for asphalt versus granular surface treatment, but mitigating disturbance to existing vegetation was a key factor. Different path alignments are discussed later on.

HARVIE PASSAGE WATER'S EDGE

Should the Harvie Passage gravel path be pedestrian priority?

Whether the gravel path at Harvie Passage should be pedestrian priority was not deemed as a priority. Signage at key cross-traffic intersections could indicate "slow down" zones during peak times. During off-peak seasons, cyclists are observed to go slow in this area.

PARK PROGRAMMING

**BOAT HOUSE +
CONTROLLED ACCESS
PATH SCENARIOS**

44
COMMENTS

The discussion covered a wide range of viewpoints on the four suggested locations for the Boat House, and did not result in definitive direction. There were a mix of opinions if there should even be a Boat House. Support for the Boat House stems from leveraging the use of Harvie Passage for better river use education, aquatic safety, and promotion of economic opportunities. At the same time, others feel it is unfair to build an amenity for a limited user group, while taking away more natural green space.

SCENARIO A. SOUTH ACCESS PATH



- » Most preferred by User Groups as it is in the most ideal and intuitive location for river use programming
- » City/Province

**SCENARIO B. SOUTH ACCESS PATH
(BOAT HOUSE ON MUNICIPAL RESERVE)**



- » Preferred by User Groups and City (recreation) due to proximity to Harvie Passage
- » Identify what would be required under Public Lands Act for encroachment into the Municipal Reserve

SCENARIO C. CENTRAL ACCESS PATH



- » Location of boathouse too disruptive and vehicular path impedes adjacent park programming

SCENARIO D. REPLACED EXISTING WASHROOM



- » Most preferred to preserve the park's natural setting and distance from the floodway
- » Least preferred by River User Groups due to distance to Harvie Passage

HARVIE PASSAGE FEP | WORKSHOP SUMMARY

PARK PROGRAMMING

Which design scenario do you prefer?

USER GROUP

- » Scenario A - most preferred
- » Scenario B - preferred
- » Scenario C - location of access path not preferred
- » Scenario D - strong advises against proposed location due to difficulty programming for river uses

CITY/PROVINCE

- » Scenario D - most preferred to minimize disturbance to existing vegetation
- » Scenario A&B - most preferred from recreation and event programming standpoint
- » Scenario A & C - least preferred from environmental standpoint

CONSIDERATIONS:

- » Consider the value of keeping existing natural conditions
- » Consider ease of use and maintenance from events and river programming perspective
- » Understanding the servicing costs for utilities and new access path to a new building (sewer, electrical, etc.)
- » More spread out amenities is easier to program than one consolidated building to achieve diversity of programming
- » Minimizing disturbance to wildlife habitat and existing trees
- » Relocation of playground would require accessibility considerations (eg. sited close to pathways)
- » Refer to the original intent of Harvie Passage

TENSIONS + NEXT STEPS:

There are completely diverging opinions about whether a proposed Boat House/multi-use building is appropriate within the park. Some user groups feel that the building would be an inclusive amenity with washrooms, concession, storage, and meeting spaces. There are also varied opinions on the location, as some feel that proximity to the river is crucial to adequately program for river uses, while some feel that the Boat House would not necessarily need to be sited by the river. The project team will refine these four scenarios to get a more accurate understanding in terms of cost and construction feasibility.

BOAT HOUSE PROGRAMMING + NEW AMENITIES

In what way(s) do you see a multi-use/boat house facility being of direct benefit to various user groups?

IDEAS:

- » **User Groups:** Meeting space, storage, commercial space, parking stalls, community hub, public washrooms and concessions (food/rentals), education/meeting spaces, change rooms with hot showers (April-October), offices
- » **City:** Parks office/crew depot, food service/rentals, performance stage, Indigenous Community Programming, Education and Cultural events, revenue generating events, nominal leases and seasonal storage, models like river cafe, commercial businesses that support river activities, recreational programming, vendor options
- » **Province:** Outdoor classroom, nature education, preservation of as much natural environment as possible

CONSIDERATIONS:

- » Accessibility considerations, and ensuring the Boat House would be inclusive and serve the wider public, not to specific users
- » Ensure the Boat House building would minimize impacts to natural areas and create healthy riparian buffer zones and wetland protection
- » Manage expectations on which amenity enhancements would be implementable and within cost expectations



PARK PROGRAMMING

NEW ROADS / PATHS



Many people expressed the need to minimize disturbance to the natural environment as much as possible, particularly due to rise in tree removal for river projects. At the same time, the proposed road along the south fence would create the least user conflict and separate vehicular use from pedestrians.

Would you be comfortable with the removal of trees for the access path if an enhanced replanting strategy is provided?

IDEAS:

- » **User Group:** Yes, the new road is least disruptive to other park users (along the southern fence line)
- » **City:** Minimize removal if at all possible given the struggle to grow trees and achieve tree canopy goals
- » **Province:** Protection of existing natural assets is crucial; replanting elsewhere could help offset impacts

CONSIDERATIONS:

- » Coordinate with already proposed path re-alignments



TENSIONS + NEXT STEPS:

Impact to existing tree canopy and vegetation is the primary limiting factor to the proposed new path. The project team will further assess the amount of trees impacted for the desired path alignment by user groups to gain better understanding of the ecological impact and cost implications.

CHANGEROOM AND WASHROOM UPGRADES

This topic was presented for information only, however, participants could provide comments if desired. Recognizing that the existing washroom is at the end of life cycle, the most desired option is the most cost effective. The combined change room was deemed as ineffective for river use and programming. Preferred locations for change rooms remain at the parking lot and proximate to the river (potentially within the proposed Boat House).



NEXT STEPS:

Project team to explore the most cost effective approach for washroom upgrades.

WATER'S EDGE + ISLAND

ACCESS TO ISLAND

42

COMMENTS

Access to the Divide Island is a complex topic with numerous viewpoints to consider. While there were many differing opinions shared, the majority of participants expressed a desire to avoid pedestrian access for safety and environmental concerns or limit access in some way – whether through fencing or messaging on signage.

Are you comfortable with the idea of access to the Harvie Passage island for greater public access or would you prefer to see access limited to specific user groups (ie. whitewater rescue training)?

USER GROUP

- » Yes - with designated pathways and areas for public use and appropriate advisory signage
- » No - the island was established for wildlife and flood mitigation work

CITY

- » Yes - with carefully planning for flood resiliency, safety control, and provincial and other authority approvals
- » No - the Divide Island was heavily invested for the rehabilitation of habitat and vegetation; CPS enforcement and lack of access for Fire Department/EMS will be problematic

PROVINCE

- » No - existing safety plan in place which defines the Divide Island as a high risk factor for public safety.
- » No - extensive investment into restoring vegetation/sensitive river ecosystem to risk impact from public access



IDEAS:

- » Opportunity to have pathways and designated areas for public access
- » Potential for recreational uses (eg. disc golf, concerts, spectator seating) and helps to spread out public uses (for picnicking, gathering, etc.)
- » Safety features (eg. collapsible fencing, signage) would be required to protect restoration areas and block access to the high water channel
- » Access to island improves access for emergency services

CONSIDERATIONS:

- » Overall public safety plan needed for Harvie Passage
- » Fencing and bridge infrastructure will catch debris, posing a flood hazard
- » Calgary Fire Department boat: 2.5m dry, and 2.2m in the water
- » Province is liable for public safety and any risks associated with island use (eg. damage to bridge from flooding/ bridge impacts to water hydraulics)
- » The Divide Island designed for habitat compensation/environmental restoration, human disturbance would create detrimental impacts to the extensive investment made into re-vegetation

TENSIONS + NEXT STEPS:

The project team will have further discussions with the Province on the present Public Safety Plan for Harvie Passage, and define what safety parameters is allowable for access or if public access to the island is not permissible.

WATER'S EDGE + ISLAND

ISLAND ACCESS BRIDGE

12

COMMENTS

Similar to the Access to Island discussion, there is diverging opinions on the bridge structure. Public safety came up within several different topic discussions. The most frequently suggested next step is to define the safety parameters permissible by the Province before exploring the bridge option further.

Do you agree/disagree with the proposed bridge structure to the island? Why?

USER GROUP

- » Agree - can be designed to accommodate flood events
- » Disagree - will lead to undesirable activity
- » Disagree - will be a debris collection point during large floods

CITY

- » Agree - potential for programming
- » Agree - opportunity for viewing
- » Disagree - many challenges including control of access

PROVINCE

- » Disagree - human impact to be avoided to protect sensitive vegetation
- » Disagree - Divide Island identified as high risk for public safety
- » Disagree - in-water structures has a robust public safety plan

IDEAS:

- » Bridge precedents: Left: bridge that swings off base in the event of flood (Cascade, Idaho) Right: raised wooden bridge (Teesside, England)



- » Revisit Harvie Passage's Public safety Plan and examine safety parameters for potential new structures

CONSIDERATIONS:

- » Confirm alignment of the regional pathway and widths west of Pearce Estate Park around Inglewood Grove
- » Increased pathway areas may not resolve pathway issues as dismounting is hard to enforce
- » Reference Canadian Dam Association's Public Safety Risks Assessment Around Dams Guidelines

🔦 NEXT STEPS:

Similar to the Island Access discussion, the project team will meet with the Province to define the safety parameters before exploring further bridge options.

WATER'S EDGE + ISLAND

WAVE MODIFICATIONS

21
COMMENTS

The proposed wave modification at Drop 6 could provide an adjustable wave to accommodate a broad variety of river users. This addition would not impact fish passage, can be lowered to replicate existing conditions as required, and allow for the safe passage of all watercraft types.

Do you see the wave modification at Harvie Passage being of benefit? If not, what are some concerns around the proposed wave modification?



Image from Overview of Harvie Passage low water channel adjustable wave concept, Alberta River Surfing Association and Alberta Whitewater Association, March 7 2022

USER GROUP

- » Yes - benefits all river user groups, improves tourism/economic impact
- » No - overcrowding, maintenance liability, and inclusivity

CITY

- » No - creates conflict between users with increased capacity
- » TBD - pending cost benefit analysis

PROVINCE

- » TBD - more detail required

IDEAS:

- » Co-management between the City/Province/CRUA to manage the wave

CONSIDERATIONS:

- » Responsibility for management, maintenance, repairs, and accountability for injuries. This is outside of Government of Alberta's scope for Harvie Passage
- » Ensure no conflicts between river users
- » Wave modification must guarantee unobstructed access along the full length of the white water channel
- » Avoid impact on fish passage

✦ NEXT STEPS:

The project team will follow up with CRUA to assess in more detail.

EVENT PAD

26
COMMENTS

Do you agree/disagree with the improvements in this area for temporary events? (eg. re-grading to mitigate ponding, log seating, planting enhancements)

IDEAS:

- » Food truck parking, short-term parking for access ramp, lights on post for evening use, boat launch staging area, hands-on activities for school groups, power for speakers, flood-proof bathrooms, regular bench seating
- » Portable racks for boards/kayaks within a nearby storage location
- » Flat areas facilitating warm up and cool down would be useful
- » A pole to attach a camera for overall site safety and security

CONSIDERATIONS:

- » Light pollution causing disturbance for wildlife/fish habitat
- » A maintenance plan required (eg. Bookings for the event pad)
- » Negative impacts to the natural environment with increased use

✦ NEXT STEPS:

- » Determine environmental regulations and allowances for food trucks
- » Ensure access for egress for CFD, EMT, Bylaw, etc.



Harvie Passage Facility Enhancement Plan Table of Contents - DRAFT

1. Introduction

- 1.1. Executive Summary
- 1.2. Purpose of the project
- 1.3. Key Observations
- 1.4. Summary of Facility Needs and Recommendations
- 1.5. Project Goals and Objectives
- 1.6. Decision-Making Process
 - 1.6.1. Engagement Process
 - 1.6.2. Park Ownership and Lease Agreement
 - 1.6.3. Influencing Factors (land ownership, cost, regulations, engagement input, safety, feasibility assessment, economic development, environmental impact)
- 1.7. Relevant Plans, Policies, and Studies
 - 1.7.1. River Access Strategy
 - 1.7.2. Bend in the Bow Redevelopment Plan

2. Site Assessment

- 2.1. Park Uses
 - 2.1.1. Existing Park Amenities
- 2.2. Circulation
 - 2.2.1. Vehicular Access and Parking
 - 2.2.2. Pedestrian and Cyclist Circulation
 - 2.2.3. River Access & Safety
- 2.3. Water's Edge and Divide Island
- 2.4. Natural and Physical Conditions
 - 2.4.1. Hydrotechnical and Hydrogeologic Assessment
 - 2.4.2. Geotechnical Assessment
 - 2.4.3. Environmental Baseline Assessment
 - 2.4.4. Utilities

3. Facility Enhancement Recommendations

- 3.1. Vehicular Access and Parking Improvements
- 3.2. Pedestrian and Cyclist Circulation Improvements
- 3.3. Proposed Features and Upgrades
 - 3.3.1. Boat House and Controlled Access Path Scenarios
 - 3.3.2. New Changeroom
 - 3.3.3. Washroom Upgrades
 - 3.3.4. Wave Modification
- 3.4. Park Amenities Enhancements
- 3.5. Park Signage

4. Implementation

Summary (Project Phasing Goals)

4.1. Short-term Improvements

4.1.1. Class 5 Cost Estimate & Priorities

4.1.2. Regulatory and Planning Approvals

4.2. Long-term Improvements

4.2.1. Class 5 Cost Estimate & Priorities

4.2.2. Regulatory and Planning Approvals

Appendix A – Traffic Accommodation Study

BRIEFING

Page 1 of 2

Item # 11.6

Community Services Briefing to

Community Development Committee
2022 September 27

ISC: UNRESTRICTED
CD2022-0996

Problem Properties and Short Term Rentals

PURPOSE OF BRIEFING

On 2021 July 26 Council approved Notice of Motion PFC2021-1113 directing Administration to investigate ways to address problem properties and report back in stages with a final report no later than Q2 2023. Subsequently, on 2022 July 26 Administration was directed through a Motion Arising to:

Confirm that Short Term Rentals and other residence-based businesses, regardless of their structures' physical state of repair, are included within the scope of work initiated in response to Notice of Motion - Problem Properties, PFC2021-1113, approved by Council on July 26, 2021 no later than Q3 2022

SUPPORTING INFORMATION

This briefing confirms that Short Term Rentals and other residence-based businesses, regardless of their structures' physical state of repair, are included within the scope of work currently underway to respond to Notice of Motion PFC2021-1113. Per Council direction, this project involves reviewing bylaw amendments, taxation strategies, recommended advocacy approaches, and operational changes intended to more effectively address concerns related to problem properties. Administration is working with a 27 member team (external service providers and internal City departments) to address problem properties, which for the purpose of the project are defined as:

Any residential or commercial land or building whether vacant, occupied, or managed that may include one or more of the following: (a) in a state of neglect or disrepair, (b) reoccurring or compounding violations relating to safety codes, fire risks, bylaw violations, or provincial health standards, (c) excessive storage of materials associated with hoarding, (d) construction that contravenes best practices or is perpetually unfinished, or (e) a residential site being used for non-residential purposes that has a detrimental impact on public health, social, safety, and community issues.

Short Term Rentals and other residence-based businesses are captured under the current scope of work for this project. Depending on the nature of the concern, Administration currently addresses concerns related to Short Term Rentals and home-based businesses through multiple bylaws including the Land Use Bylaw, Business Licence Bylaw and Community Standards Bylaw among others.

Administration is working to respond to the Notice of Motion in stages. The first stage involved an initial report with bylaw amendments presented to the 2022 June 07 meeting of Council. Administration intends on returning in Q2 2023 with a final report that includes further bylaw amendments, recommended advocacy approaches, and operational changes intended to more effectively address concerns related to problem properties, including those with residence-based businesses and short term rentals. Administration will return sooner if there are aspects to the project which can be addressed earlier.

BRIEFING

Page 2 of 2

Item # 11.6

ATTACHMENT

1. Background and Previous Council Direction

Background and Previous Council Direction

Background

At the 2021 July 26 Combined Meeting of Council, Council approved Notice of Motion PFC2021-1113 to address concerns associated with problem properties.

Administration brought forward an initial report with preliminary bylaw amendments to the 2022 June 7 Combined Meeting of Council and committed to returning no later than Q2 of 2023 to further address Notice of Motion PFC2021-1113.

At the 2022 July 26 Combined Meeting of Council, Council approved a Motion Arising with respect to EC2022-0829 which directed Administration to:

Confirm that Short Term Rentals and other residence-based businesses, regardless of their structures' physical state of repair, are included within the scope of work initiated in response to Notice of Motion - Problem Properties, PFC2021-1113, approved by Council on July 26, 2021 no later than Q3 2022

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2021 July 26	PFC2021-1113	Notice of Motion, Problem Properties Council approved the Notice of Motion and directed Administration to report back no later than 2023 Q2, returning sooner in stages if aspects can be addressed earlier.
2022 June 07	CD2022-0469	Problem Properties: Vehicle Enforcement Administration brought forward an initial report intended to address some aspects of vehicle enforcement relating to problem properties.
2022 July 26	EC2022-0829	Motion Arising with respect to Notice of Motion EC2022-0829 Council approved the Motion Arising directing Administration to confirm that Short Term Rentals and home-based businesses will be considered as part of the project on problem properties no later than 2022 Q3.