AGENDA

REGULAR MEETING OF COUNCIL

January 24, 2023, 9:30 AM
IN THE COUNCIL CHAMBER

SPECIAL NOTES:

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

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

Council Members may be participating remotely.

1. CALL TO ORDER

2. OPENING REMARKS

3. RECOGNITIONS

    3.1 International Holocaust Remembrance Day

4. QUESTION PERIOD

5. CONFIRMATION OF AGENDA

6. CONFIRMATION OF MINUTES

    6.1 Minutes of the Strategic Meeting of Council, 2022 December 13

    6.2 Minutes of the Combined Meeting of Council, 2022 December 20

7. CONSENT AGENDA

    7.1 DEFERRALS AND PROCEDURAL REQUESTS

        7.1.1 Deferral Request – Benefit Driven Procurement Report-back due Q4 2022, to return in Q2 2023, EC2022-1356

7.2 Update on Métis Nation of Alberta Region 3 (MNAR3) Policy Implementation Guide (The Guide), EC2022-1274

7.3 Indigenous Gathering Place 2022 Q4 Update, EC2022-1337

7.4 City Manager's Quarterly Report Q3-Q4 2022, EC2022-1229

7.5 Economic Development Update, EC2022-1211

7.6 Council Innovation Fund Virtual Reality Fire and Life Safety Education Pilot (Verbal), EC2022-1284

7.7 Service Improvement in 2023-2026, EC2022-1304

7.8 Harmony Wastewater Infrastructure Sub-Regional Servicing Strategy, IGA2022-1363

7.9 Calgary Parking Policies Commercial Areas Update Report Due Q4 2022 to Q2 2023, IP2023-0022

8. POSTPONED REPORTS
(including related/supplemental reports)

None

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 OFFICER OF COUNCIL REPORTS
None

9.2 ADMINISTRATION REPORTS

9.2.1 2023 Business Improvement Area Budgets and Enabling Bylaws Report, C2023-0009
Proposed Bylaws 3M2023 and 4M2023

9.2.2 Administrative Penalties System Program Update, C2023-0101

9.2.3 Anti-Racism Program Update, C2023-0091

9.2.4 Procedure Bylaw Amendments – Council Committee Agenda Setting, C2023-0008
Proposed Bylaw 2M2023

9.2.5 Vehicle-for-Hire Update Presentation (Verbal), C2023-0089

9.2.6 2022 Group One Local Improvement Projects – Amended, C2023-0098
Proposed Bylaw 2R2022

9.3 COMMITTEE REPORTS

9.3.1 Notice of Motion - Establishment of a Remuneration and Expense Policy for Council - Established Boards, Commissions, and Committees, EC2022-1371
Councillor Penner

9.3.2 Notice of Motion - Unattached Catalytic Converters, EC2022-1373
Councillor Demong, Councillor Walcott, Councillor Chabot, Councillor Spencer, Councillor Mian, Councillor Pootmans, and Councillor Dhaliwal

10. ITEMS DIRECTLY TO COUNCIL

10.1 BYLAW TABULATIONS

10.1.1 Bylaw Tabulation 48M2022, C2023-0085
Bylaw 48M2022

Second and Third Readings Only

10.2 MISCELLANEOUS BUSINESS
None

11. URGENT BUSINESS

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA
None

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 Alberta Utilities Commission Regulatory Proceeding, C2023-0070
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*.

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES
None

14. BRIEFINGS
None

15. ADJOURNMENT

MINUTES

STRATEGIC MEETING OF COUNCIL

December 13, 2022, 10:30 AM
IN THE COUNCIL CHAMBER

UNCONFIRMED

PRESENT: Councillor G-C. Carra (Partial Remote Participation)
Councillor C. Walcott
Councillor E. Spencer
Councillor K. Penner
Councillor T. Wong
Councillor J. Wyness
Councillor J. Mian
Councillor S. Sharp
Councillor R. Pootmans
Councillor P. Demong
Councillor D. McLean
Councillor R. Dhaliwal
Councillor A. Chabot
Councillor S. Chu
Mayor J. Gondek

ALSO PRESENT: City Manager D. Duckworth
City Solicitor and General Counsel J. Floen
General Manager C. Arthurs
General Manager K. Black
General Manager S. Dalgleish
Chief Financial Officer C. Male
General Manager D. Morgan
General Manager M. Thompson
City Clerk K. Martin
Legislative Advisor S. Lancashire

1. CALL TO ORDER

Mayor Gondek called today's meeting to order at 10:31 a.m.

ROLL CALL

Councillor Carra, Councillor Chu, Councillor Demong, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, and Mayor Gondek

Absent from Roll Call: Councillor Wyness and Councillor Chabot

2. OPENING REMARKS

Councillor McLean provided opening remarks and a traditional land acknowledgement.

Councillor Pootmans introduced a group of Grade 6 students from Westgate School (Ward 6), along with their teacher, Sheena Abboud-McKenzie.

3. QUESTION PERIOD

None

4. CONFIRMATION OF AGENDA

By General Consent, Council modified the lunch recess from seventy-five minutes to forty-five minutes at 12:30 p.m. to 1:15 p.m.

Moved by Councillor Pootmans
Seconded by Councillor Wong

That the Agenda for the 2022 December 13 Strategic Meeting of Council be confirmed**.**

MOTION CARRIED

5. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

6. CONFIDENTIAL ITEMS

Moved by Councillor Penner
Seconded by Councillor Wong

That pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act,* Council now move into Closed Meeting, at 10:35 a.m. in the Calgary Power Reception Hall, to discuss confidential matters with respect to Item 6.1.1. Strategic Look Back 2022 (Verbal), C2022-1364.

And further, that Jennifer Zieglgansberger, External Facilitator, be authorized to attend the Closed Meeting.

MOTION CARRIED

Council recessed at 12:31 p.m. and reconvened in Closed Meeting at 1:16 p.m. with Mayor Gondek in the Chair.

Council recessed at 2:44 p.m. and reconvened in Closed Meeting at 3:03 p.m. with Mayor Gondek in the Chair.

Council reconvened in public meeting at 4:42 p.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, Councillor Carra, Councillor Chabot, Councillor Chu, Councillor Demong, Councillor Dhaliwal, Councillor Mian, and Mayor Gondek

Absent from Roll Call: Councillor McLean

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Moved by Councillor Wong
Seconded by Councillor Walcott

That Council rise and report.

MOTION CARRIED

6.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

6.1.1 Strategic Look Back 2022 (Verbal), C2022-1364

People in attendance during the Closed Meeting discussions with respect to Confidential Verbal Report C2022-1364:

Clerks: K. Martin and C. Nelson. City Manager: D. Duckworth. Law: J. Floen. Advice: H. Domzal, N. Pili, R. Hopkins, D. Morgan, K. Black, C. Male, S. Dalgleish, M. Thompson, and C. Arthurs. External: J. Zieglgansberger

The following documents were distributed with respect to Confidential Verbal Report C2022-1364:

- A confidential document;
- A confidential presentation; and
- A confidential document entitled "Summary of Closed Meeting Discussions".

Moved by Councillor Mian
Seconded by Councillor Spencer

That with respect to Confidential Verbal Report C2022-1364, the following be adopted:

That Council:

1. Direct Administration to add a standing Agenda Item entitled "Budget Process Refinement" to the Executive Committee, beginning in 2023, in accordance with section B.6(a) of the Procedure Bylaw 35M2017;
2. Direct that the Closed Meeting discussions, presentation, and distributions remain confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act,* to be reviewed no later than 2023 December 31*;*
3. Direct that document titled "Summary of Closed Meeting Discussions" be received for the Corporate Record as a confidential distribution and kept confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed no later than 2023 December 31; and
4. Direct that notwithstanding recommendations 2 and 3, the confidential distribution document titled "Summary of Closed

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Meeting Discussions" be forwarded to the 2023 January 31 Meeting of the Executive Committee, as a confidential attachment to Agenda Item entitled "Budget Process Refinement", and be released to the Executive Leadership Team, to be further shared with Administration only where required to support next steps in the development of Service Plans and Budgets (2023-2026).

For: (13): Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

Against: (1): Councillor Carra

MOTION CARRIED

Moved by Councillor Demong
Seconded by Councillor Penner

That with respect to Confidential Verbal Report C2022-1364, the following Motion Arising be adopted:

That Council direct Administration to return to the 2023 January 24 Regular Meeting of Council with a Bylaw amending section 39 of *Procedure Bylaw 35M2017* to add Council Committee Chairs to the Agenda Setting process.

For: (14): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

7. BRIEFINGS

None

8. ADJOURNMENT

Moved by Councillor Sharp
Seconded by Councillor Pootmans

That this Council adjourn at 4:54 p.m.

MOTION CARRIED

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MAYOR

CITY CLERK

UNCONFIRMED

MINUTES

COMBINED MEETING OF COUNCIL

December 20, 2022, 9:30 AM
IN THE COUNCIL CHAMBER

UNCONFIRMED

PRESENT: Councillor G-C. Carra
Councillor C. Walcott
Councillor E. Spencer (Remote Participation)
Councillor K. Penner
Councillor T. Wong
Councillor J. Wyness (Partial Remote Participation)
Councillor J. Mian (Remote Participation)
Councillor S. Sharp (Partial Remote Participation)
Councillor R. Pootmans
Councillor P. Demong
Councillor D. McLean
Councillor R. Dhaliwal (Partial Remote Participation)
Councillor A. Chabot (Partial Remote Participation)
Councillor S. Chu (Remote Participation)
Mayor J. Gondek

ALSO PRESENT: City Manager D. Duckworth
City Solicitor and General Counsel J. Floen
General Manager C. Arthurs
General Manager K. Black
General Manager S. Dalgleish
Chief Financial Officer C. Male
General Manager D. Morgan
General Manager M. Thompson
City Clerk K. Martin
Legislative Coordinator M. A. Cario
Legislative Advisor S. Lancashire
Legislative Advisor J. Palaschuk

1. CALL TO ORDER

Mayor Gondek called today's meeting to order at 9:34 a.m.

ROLL CALL

Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, Councillor Carra, Councillor Chabot, Councillor Chu, Councillor Demong, Councillor Demong,

Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Sharp, and Mayor Gondek.

2. OPENING REMARKS

Mayor Gondek provided opening remarks and a traditional land acknowledgement.

Mayor Gondek recognized 2022 December 21 as the Longest Night of the Year.

3. RECOGNITIONS

None

4. QUESTION PERIOD

1. Councillor Dhaliwal

Topic: How can vehicle for hire drivers be engaged to improve timeliness of service in the wake of organizational realignment.

2. Councillor Wong

Topic: Timelines for the reintroduction of Fluoride into the water system.

3. Councillor Spencer

Topic: Local Access Fee increases and contracts with Enmax.

5. CONFIRMATION OF AGENDA

Moved by Councillor Chabot
Seconded by Councillor Spencer

That the Agenda for today's meeting be amended by adding Item 14.3.1 City of Calgary - Rocky View County Annexation Negotiation Committee 2022 Nov. Update (Verbal), IGA2022-1317 as Confidential Urgent Business.

MOTION CARRIED

Moved by Councillor Pootmans
Seconded by Councillor Chabot

That the Agenda for the 2022 December 20 Combined Meeting of Council be confirmed, **as amended.**

MOTION CARRIED

6. CONFIRMATION OF MINUTES

A clerical correction was made to the Minutes of the Combined Meeting of Council, 2022 December 6, on page 9 of 30, under Item 8.1.6, first paragraph, by deleting the word "distributed" prior to the words "entitled "LOC2022-0140/CPC2022-1064" and replacing with the word "presentation".

Moved by Councillor Chabot
Seconded by Councillor Carra

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That the following sets of Minutes be confirmed in an omnibus motion:

6.1 Minutes of the Regular Meeting of Council, 2022 November 8

6.2 Minutes of the Combined Meeting of Council, 2022 December 6

MOTION CARRIED

7. CONSENT AGENDA

Moved by Councillor Penner
Seconded by Councillor Dhaliwal

That the Consent Agenda be adopted as follows:

7.1 DEFERRALS AND PROCEDURAL REQUESTS

7.1.1 Procedural Request - Schedule a 2023 January 30, 9:30 a.m. Foothills Athletic Park Redevelopment Assessment Committee Meeting, C2022-1377

7.1.2 Deferral Request - Administrative Penalties System, C2022-1299

7.1.3 Procedural Request - Schedule a 2023 February 1, 9:30 a.m. Strategic Meeting of Council, C2022-1382

7.2 Government of Alberta Update (Verbal), IGA2022-1204

7.3 Variable Set-Out for Black Carts: Recommendation on Proposed Pilot, CD2022-1171

7.5 Summary of Current Regulatory Proceedings, CD2022-1118

7.7 Green Line Phase 1 – Land Acquisition Update, IP2022-1350

7.8 Parks Foundation Investment Policy and Memorandum of Agreement, EC2022-1303

MOTION CARRIED

Council then dealt with Item 8.1.1.

7.4 Whistling Cessation at 210 Ave SW, CD2022-0243

This Item was dealt with following Item 9.1.1.

Moved by Councillor Chabot
Seconded by Councillor McLean

That with respect to Report CD2022-0243, the following be adopted:

That Council:

1. Approve the cessation of train whistling at the rail crossing location known as Mile 106.12 of the CPR Aldersyde subdivision at 210 Ave SW (Attachment 1); and

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2. Direct Administration to provide notification of the above Council direction to Canadian Pacific Railway, the headquarters of Transport Canada Rail Safety Directorate, and other relevant collaborators as required.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

7.6 RouteAhead 10-Year Update, IP2022-1354

A presentation entitled "The Primary Transit Network" was distributed with respect to Report IP2022-1354.

By General Consent, Council modified the lunch recess to begin following Councillor Spencer's questions to Administration.

Council recessed at 12:01 p.m. and resumed at 1:19 p.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Carra, Councillor Chabot, Councillor Chu, Councillor Demong, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, and Mayor Gondek

Councillor Demong rose on a Point of Order.

The Chair ruled on the Point of Order.

Moved by Councillor Mian
Seconded by Councillor Penner

That with respect to Report IP2022-1354, the following be adopted:

That Council:

1. Approve the Proposed Key Changes to the RouteAhead plan in Attachment 2 and direct Administration to return to Committee with a final draft of the updated RouteAhead plan for approval no later than Q2 2023.

For: (10): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Mian, Councillor Pootmans, Councillor McLean, Councillor Dhaliwal, and Mayor Gondek

Against: (5): Councillor Wyness, Councillor Sharp, Councillor Demong, Councillor Chabot, and Councillor Chu

MOTION CARRIED

Moved by Councillor Mian
Seconded by Councillor Penner

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That with respect to Report IP2022-1354, the following be adopted:

That Council:

2. Approve the Updated Transit Capital Project Prioritization List in Attachment 3 and direct Administration to include the list in the final draft of the updated RouteAhead plan.

3. Receive the RouteAhead 10-Year Update Public Engagement What We Heard Report (Attachment 4) for information.

For: (13): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, and Mayor Gondek

Against: (2): Councillor Wong, and Councillor Chu

MOTION CARRIED

7.9 Bus Electrification Strategy, EC2022-1338

Moved by Councillor Walcott
Seconded by Councillor Chabot

That with respect to Report EC2022-1338, the following be adopted:

That Council:

1. Approve the Bus Electrification Project as represented in the Calgary Transit Fleet Transition Plan, specifically the Bus Electrification Strategy (Attachment 4);

2. Direct Administration to negotiate and execute any definitive agreements required to implement the Project as represented in the strategy, and with terms acceptable to the General Manager Operational Services and Chief Financial Officer;

3. Approve the purpose, terms and conditions, and restrictions for the Canada Infrastructure Bank Zero Emission Bus Lifecycle Reserve as outlined in the Reserve Template - Request to Create a New Reserve (Attachment 6);

4. Upon execution by the Government of Canada of a contribution agreement for the Zero Emission Transit Fund with terms acceptable to the General Manager Operational Services and Chief Financial Officer, direct Administration to appropriate $80 million in previously approved capital funding as part of the 2023-2026 Service Plans and Budgets and $20 million from the Centralized Climate Fund to support the Bus Electrification Strategy; and

5. Direct that Attachment 5 of Report EC2022-1338 remain confidential pursuant to Sections 24 (Advice from officials) and 25 (Disclosure harmful to economic and other interests of a public body) of the *Freedom of*

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Information and Protection of Privacy Act, to be reviewed by 2023 December 15.

For: (12): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Pootmans, Councillor Demong, Councillor Dhaliwal, Councillor Chabot, and Mayor Gondek

Against: (2): Councillor McLean, and Councillor Chu

MOTION CARRIED

Council then dealt with Item 11.3.1.

8. PLANNING MATTERS FOR PUBLIC HEARING

8.1 CALGARY PLANNING COMMISSION REPORTS

8.1.1 Land Use Amendment in West Hillhurst (Ward 7) at 2140 – 5 Avenue NW, LOC2022-0133, CPC2022-1157

This Item was dealt with following the Consent Agenda.

A clerical correction was noted in Attachment 5, under the heading "Member", by deleting the name "Tiedmann" and replacing with "Tiedemann".

A presentation entitled "LOC2022-0133/CPC2022-1157 Land Use Amendment" was distributed with respect to Report CPC2022-1157.

The Public Hearing was called and Hasan Syed, Savoy Designs, addressed Council with respect to Bylaw 181D2022.

Moved by Councillor Wong
Seconded by Councillor Walcott

That with respect to Report CPC2022-1157, the following be adopted:

That Council give three readings to Proposed Bylaw 181D2022 for the redesignation of 0.06 hectares ± (0.14 acres ±) located at 2140 – 5 Avenue NW (Plan 8942GB, Block 14, Lot 22) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

That Bylaw 181D2022 be introduced and read a first time.

MOTION CARRIED

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That Bylaw 181D2022 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 181D2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 181D2022 be read a third time.

MOTION CARRIED

8.1.2 Outline Plan and Land Use Amendment in Springbank Hill (Ward 6) at 17 Elveden Drive SW, LOC2022-0024, CPC2022-1132

The following documents were distributed with respect to Report CPC2022-1132:

- A presentation entitled "LOC2022-0024/CPC2022-1132 Land Use Amendment";
- A presentation entitled "Elveden Development - Green Cedar Homes - 17 Elveden Dr SW Land Use Redesignation"; and
- A presentation entitled "Item 8.1.2 - Springbank Hill Presentation Slides Rick Grol"

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 185D2022:

1. Kristi Beunder, Township Planning and Design Inc.
2. Rick Grol
3. Zhiguo Li

Moved by Councillor Pootmans
Seconded by Councillor Penner

That with respect to Report CPC2022-1132, the following be adopted:

That Council give three readings to Proposed Bylaw 185D2022 for the redesignation of 0.79 hectares ± (1.95 acres ±) located at 17 Elveden Drive SW (Plan 2370IB, Block 1, Lot 7) from Direct Control (DC) District to Residential – One Dwelling (R-1) District.

For: (13): Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

Against: (2): Councillor Carra, and Councillor Wong

UNCONFIRMED

MOTION CARRIED

That Bylaw 185D2022 be introduced and read a first time.

MOTION CARRIED

That Bylaw 185D2022 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 185D2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 185D2022 be read a third time.

MOTION CARRIED

8.1.3 Land Use Amendment in Beltline (Ward 8) at 473 – 12 Avenue SE, LOC2022-0126, CPC2022-1155

A clerical correction was noted in Attachment 4, under the heading "Member", by deleting the name "Tiedmann" and replacing with "Tiedemann".

A presentation entitled "LOC2022-0126/CPC2022-1155 Land Use Amendment" was distributed with respect to Report CPC2022-1155.

The Public Hearing was called and Amber Osadan-Ullman, Calgary Municipal Land Corporation, addressed Council with respect to Bylaw 184D2022.

Moved by Councillor Walcott
Seconded by Councillor Penner

That with respect to Report CPC2022-1155, the following be adopted:

That Council give three readings to Proposed Bylaw 184D2022 for the redesignation of 0.47 hectares ± (1.15 acres ±) located at 473 – 12 Avenue SE (Plan 0810020, Block 3, Lot 2) from Direct Control (DC) District to Centre City Mixed Use District (CC-X).

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

That Bylaw 184D2022 be introduced and read a first time.

UNCONFIRMED

MOTION CARRIED

That Bylaw 184D2022 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 184D2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 184D2022 be read a third time.

MOTION CARRIED

8.1.4 Land Use Amendment in Seton (Ward 12) at 19655 Seton Way SE, LOC2022-0103, CPC2022-1092

A presentation entitled "LOC2022-0103/CPC2022-1092 Land Use Amendment" was distributed with respect to Report CPC2022-1092.

The Public Hearing was called and Caterina McNiven, Systemic Architecture Inc., addressed Council with respect to Bylaw 183D2022.

Moved by Councillor Spencer
Seconded by Councillor Demong

That with respect to Report CPC2022-1092, the following be adopted:

That Council give three readings to Proposed Bylaw 183D2022 for the redesignation of 5.00 hectares ± (12.36 acres ±) located at 19655 Seton Way SE (Plan 1113353, Block 4, Lot 3) from Direct Control District (DC) District to Commercial – Regional 3 f1.0h20 (C-R3f1.0h20) District.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

That Bylaw 183D2022 be introduced and read a first time.

MOTION CARRIED

That Bylaw 183D2022 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 183D2022 a third time.

UNCONFIRMED

MOTION CARRIED UNANIMOUSLY

That Bylaw 183D2022 be read a third time.

MOTION CARRIED

8.1.5 Land Use Amendment in Stoney 2 (Ward 5) at 2505 Country Hills Boulevard NE, LOC2022-0128, CPC2022-1163

A clerical correction was noted in Attachment 4, under the heading "Member", by deleting the name "Tiedmann" and replacing with "Tiedemann".

A presentation entitled "LOC2022-0128/CPC2022-1163 Land Use Amendment" was distributed with respect to Report CPC2022-1163.

The Public Hearing was called and Grant Mihalcheon, B&A Planning Group, addressed Council with respect to Bylaw 182D2022.

Moved by Councillor Dhaliwal
Seconded by Councillor Wong

That with respect to Report CPC2022-1163, the following be adopted:

That Council give three readings to Proposed Bylaw 182D2022 for the redesignation of 4.30 hectares ± (10.63 acres ±) located at 2505 Country Hills Boulevard NE (Plan 0713041, Block 1, Lot 1) from Commercial – Corridor 2 (C-COR2 f1.0h15) District and Commercial – Corridor 3 (C-COR3 f1.0h15) District to Industrial – Commercial (I-C) District.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

That Bylaw 182D2022 be introduced and read a first time.

MOTION CARRIED

That Bylaw 182D2022 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 182D2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 182D2022 be read a third time.

UNCONFIRMED

MOTION CARRIED

8.1.6 Policy Amendment in Homestead (Ward 5) at 7697 - 84 Street NE, LOC2022-0164, CPC2022-1166

A clerical correction was noted in Attachment 6, under the heading "Member", by deleting the name "Tiedmann" and replacing with "Tiedemann".

A presentation entitled "LOC2022-0164/CPC2022-1166 Policy Amendment" was distributed with respect to Report CPC2022-1166.

The Public Hearing was called and the following speakers addressed Council with respect to Bylaw 68P2022:

1. Arup Datta, Arup Datta Architect Ltd.
2. Ryan Eidick

Moved by Councillor Dhaliwal
Seconded by Councillor Wong

That the Recommendations contained in Report CPC2022-1166 be amended by deleting Recommendation 2 in its entirely and replacing the word "; and" with a "." in Recommendation 1.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

Moved by Councillor Dhaliwal
Seconded by Councillor Wong

That with respect to Report CPC2022-1166, the following be adopted, **as amended**:

That Council:

1. Give three readings to Proposed Bylaw 68P2022 for the amendment to the East Stoney Area Structure Plan (Attachment 2).

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

UNCONFIRMED

That Bylaw 68P2022 be introduced and read a first time.

MOTION CARRIED

That Bylaw 68P2022 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 68P2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 68P2022 be read a third time.

MOTION CARRIED

8.2 OTHER REPORTS AND POSTPONEMENTS FOR PUBLIC HEARING

None

9. PLANNING MATTERS NOT REQUIRING PUBLIC HEARING

9.1 CALGARY PLANNING COMMISSION REPORTS

9.1.1 Secondary Street Names in Bowness (Ward 1), SN2022-0005, CPC2022-1169

A presentation entitled "SN2022-0005/CPC2022-1169" was distributed with respect to Report CPC2022-1169.

Moved by Councillor Sharp
Seconded by Councillor Wong

That with respect to Report CPC2022-1169, the following be adopted:

That Council:

1. Adopt, by resolution, the proposed secondary street name of River Drive on Bow Crescent NW.
2. Adopt, by resolution, the proposed secondary street name of Victoria Avenue on Bowwood Drive NW.
3. Adopt, by resolution, the proposed secondary street name of Main Street on Bowness Road NW.
4. Adopt, by resolution, the proposed secondary street name of Golf Club Road on 83 Street NW.
5. Adopt, by resolution, the proposed secondary street name of Park Avenue on 48 Avenue NW.
6. Adopt, by resolution, the proposed secondary street name of Hillside Avenue on 33 Avenue NW.

UNCONFIRMED

7. Adopt, by resolution, the proposed secondary street name of Chinook Avenue on 34 Avenue NW.

8. Adopt, by resolution, the proposed secondary street name of Mackintosh Avenue on 37 Avenue NW.

9. Adopt, by resolution, the proposed secondary street name of Alexander Avenue on 36 Avenue NW.

10. Adopt, by resolution, the proposed secondary street name of Resthaven Road on 70 Street NW.

11. Adopt, by resolution, the proposed secondary street name of Ash Road on 72 Street NW.

12. Adopt, by resolution, the proposed secondary street name of Beech Road on 73 Street NW.

13. Adopt, by resolution, the proposed secondary street name of Oak Street on 75 Street NW.

14. Adopt, by resolution, the proposed secondary street name of Larch Avenue on 41 Avenue NW.

15. Adopt, by resolution, the proposed secondary street name of Elm Street on 77 Street NW.

16. Adopt, by resolution, the proposed secondary street name of Johnstone Road on Bowview Road NW.

17. Adopt, by resolution, the proposed secondary street name of Roger Crescent on Beaupre Crescent NW.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

Council then dealt with Item 7.4.

9.2 OTHER REPORTS AND POSTPONEMENTS NOT REQUIRING PUBLIC HEARING

None

9.3 BYLAW TABULATIONS

None

10. POSTPONED REPORTS

None

11. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

UNCONFIRMED

11.1 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

7.4 Whistling Cessation at 210 Ave SW, CD2022-0243

7.6 RouteAhead 10-Year Update, IP2022-1354

7.9 Bus Electrification Strategy, EC2022-1338

11.2 OFFICER OF COUNCIL REPORTS

None

11.3 ADMINISTRATION REPORTS

11.3.1 Housekeeping Changes to Council Policies, C2022-1290

This Item was dealt with following Item 7.9.

Councillor Sharp (Remote Member) left the meeting at 2:16 p.m.

Moved by Councillor Demong
Seconded by Councillor Penner

That with respect to Report C2022-1290, the following be adopted:

That Council rescind:

1. The *Civic Census Policy* CC005;
2. The *Calgary Sister Cities (Selection and Evaluation Processes) Policy* CC004; and
3. The *Approval of City of Calgary Senior Management Compensation and Pension Policy* CC031.

For: (14): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

11.3.2 Procedure Bylaw Amendments – Closed Meetings, C2022-1367

Moved by Councillor Chabot
Seconded by Councillor Penner

That with respect to Report C2022-1367, the following be adopted:

That Council give three readings to proposed Bylaw 57M2022 in Attachment 1 to amend Procedure Bylaw 35M2017 and remove the standing authorization for Council Members' staff to attend Closed Meetings of Council and Council Committees.

UNCONFIRMED

For: (14): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

That Bylaw 57M2022 be introduced and read a first time.

MOTION CARRIED

That Bylaw 57M2022 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 57M2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 57M2022 be read a third time.

MOTION CARRIED

11.3.3 Subdivision and Development Appeal Board and Licence and Community Standards Appeal Board Bylaw Amendments, C2022-1230

Moved by Councillor Penner
Seconded by Councillor McLean

That with respect to Report C2022-1230, the following be adopted:

That Council:

1. Give three readings to the proposed amending Bylaw 55M2022 in Attachment 1, that amends sections of the Subdivision and Development Appeal Board Bylaw 25P95; and

2. Give three readings to the proposed amending Bylaw 56M2022 in Attachment 2, that amends sections of the Licence and Community Standards Appeal Board Bylaw 50M2011.

For: (13): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chu, and Mayor Gondek

Against: (1): Councillor Chabot

MOTION CARRIED

That Bylaw 55M2022 be introduced and read a first time.

UNCONFIRMED

Against: Councillor Chabot

MOTION CARRIED

This Item was postponed to the Call of the Chair.

Council then dealt with Item 11.3.4.

This amendment was dealt with following Item 11.4.2.

Moved by Councillor Chabot
Seconded by Councillor Wyness

That with respect to proposed Bylaw 55M2022:

1. Subsection 5(a) be deleted and replaced with the following:

"(a) subsection 4(1) is deleted and replaced with the following:

"4. (1) The following persons may not be appointed as members of the Board:

(a) an employee of the City,

(b) a person who carries out subdivision or development powers, duties and functions on behalf of the City, or

(c) a member of the Calgary Planning Commission."

2. Insert the following as section 6.1:

"6.1 The following is added after subsection 5.1(4) as subsection 5.1(5):

(5) If more than one councillor has been appointed to the Board, no more than one councillor may sit on a panel of the Board."

For: (2): Councillor Chabot, and Councillor Chu

Against: (13): Councillor Carra, Councillor Walcott, Councillor Spencer, **Councillor Penner**, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, and Mayor Gondek

MOTION DEFEATED

By General Consent, pursuant to Section 121 of Procedure Bylaw 35M2017, Council granted Councillor Penner's request to change her vote from "For" to "Against".

That Bylaw 55M2022 be read a second time.

Against: Councillor Chabot

MOTION CARRIED

UNCONFIRMED

That authorization now be given to read Bylaw 55M2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 55M2022 be read a third time.

Against: Councillor Chabot

MOTION CARRIED

That Bylaw 56M2022 be introduced and read a first time.

MOTION CARRIED

That Bylaw 56M2022 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 56M2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 56M2022 be read a third time.

MOTION CARRIED

Council then dealt with Item 11.4.3.

11.3.4 Supplemental Amendments to the 2023-2026 Service Plans and Budgets - C2022-1353

This Item was dealt with following first reading of Proposed Bylaw 55M2022 at Item 11.3.3.

Councillor Sharp (Remote Member) joined the meeting at 2:44 p.m.

Moved by Councillor Walcott
Seconded by Councillor Penner

That with respect to Report C2022-1353, the following be adopted:

That Council approve:

1. The service and year allocations of one-time operating and capital budgets identified in Council's amendments to the 2023-2026 Service Plans and Budgets, as detailed in Attachment 2; and

UNCONFIRMED

For: (11): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor Dhaliwal, and Mayor Gondek

Against: (4): Councillor Wyness, Councillor McLean, Councillor Chabot, and Councillor Chu

MOTION CARRIED

Moved by Councillor Walcott
Seconded by Councillor Penner

That with respect to Report C2022-1353, the following be adopted:

That Council approve:

2. The contribution of Police Services' Anti-Racism and Call Response Funds 2022 favourable variance of up to $4 million to the Calgary Police Service Court Fine Revenue Operating Reserve to be used to fund the Police Services 2023 Anti-Racism and Call Response Funds expenditures.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

11.4 COMMITTEE REPORTS

11.4.1 Multiple Municipal Historic Resource Designations – December 2022, IP2022-1255

Moved by Councillor Wong
Seconded by Councillor Walcott

That with respect to Report IP2022-1255, the following be adopted:

That Council give three readings to each of the following proposed bylaws, to designate as a Municipal Historic Resource:

a. the Athlone Building (Proposed Bylaw 43M2022 Attachment 2);

b. the Barron Building (Proposed Bylaw 42M2022 Attachment 3);

c. the Gray Residence (Proposed Bylaw 41M2022 Attachment 4);

d. the McAdam Residence (Proposed Bylaw 47M2022 Attachment 5); and

e. the Reliance (Armour) Block (Proposed Bylaw 22M2022 Attachment 6).

UNCONFIRMED

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

That Bylaw 43M2022 be introduced and read a first time.

MOTION CARRIED

That Bylaw 43M2022 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 43M2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 43M2022 be read a third time.

MOTION CARRIED

That Bylaw 42M2022 be introduced and read a first time.

MOTION CARRIED

That Bylaw 42M2022 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 42M2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 42M2022 be read a third time.

MOTION CARRIED

That Bylaw 41M2022 be introduced and read a first time.

MOTION CARRIED

That Bylaw 41M2022 be read a second time.

MOTION CARRIED

UNCONFIRMED

That authorization now be given to read Bylaw 41M2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 41M2022 be read a third time.

MOTION CARRIED

That Bylaw 47M2022 be introduced and read a first time.

MOTION CARRIED

That Bylaw 47M2022 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 47M2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 47M2022 be read a third time.

MOTION CARRIED

That Bylaw 22M2022 be introduced and read a first time.

MOTION CARRIED

That Bylaw 22M2022 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 22M2022 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 22M2022 be read a third time.

MOTION CARRIED

11.4.2 Notice of Motion - Developing a New Civic Partnership Program, EC2022-1378

Moved by Councillor Walcott
Seconded by Councillor Sharp

That with respect to Notice of Motion EC2022-1378, the following be adopted:

UNCONFIRMED

NOW THEREFORE BE IT RESOLVED THAT COUNCIL:

1. Direct Administration to establish a Civic Partner Operating Grant Program that aligns with current and future Council directions and return to Council no later than Q3 2023 for approval of the program's terms of reference and funding framework;

2. Direct Administration to use the approved terms of reference and framework to adjust the allocation of grant funding to Civic Partners from 2024 to 2026 following a review of the 2023-2026 Service Plans and Budget requests against the new framework;

3. Direct Administration to annually report back to Council on the program via existing Accountability Reports and Civic Partner annual reports; and

4. Approve One-Time Funding of $360K from the Fiscal Stability Reserve for two temporary FTE's for Partnerships and Corporate Planning and Performance to complete this work in advance of the 2023 Budget Adjustments.

For: (14): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

Against: (1): Councillor McLean

MOTION CARRIED

Council recessed at 3:12 p.m. and reconvened at 3:45 p.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, Councillor Carra, Councillor Chabot, Councillor Chu, Councillor Demong, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, and Mayor Gondek.

Absent from Roll Call: Councillor Pootmans.

Council then returned to Item 11.3.3.

11.4.3 Notice of Motion - Reducing Election Sign Complaints by Improving the Temporary Sign Bylaw, EC2022-1372

This Item was dealt with following Item 11.3.3.

Moved by Councillor Penner
Seconded by Councillor Sharp

That with respect to Notice of Motion EC2022-1372, the following be adopted:

NOW THEREFORE BE IT RESOLVED:

UNCONFIRMED

That Administration return to Executive Committee no later than 2023 Q1 with proposed amendments to Bylaw 29M97 to support a reduction in the number of temporary signs:

1. Including the distance between signs, roadways where signs may be prohibited, or other mitigating factors;
2. With particular consideration for rules related to election signage; and
3. That any proposed changes to Bylaw 29M97 align with provincial regulations relating to election signage.

For: (11): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor Dhaliwal, and Mayor Gondek

Against: (4): Councillor Wyness, Councillor McLean, Councillor Chabot, and Councillor Chu

MOTION CARRIED

Moved by Councillor Penner
Seconded by Councillor Sharp

That with respect to Notice of Motion EC2022-1372, the following be adopted:

AND FURTHER BE IT RESOLVED that Administration consider temporary signs as part of the Single-Use Items Reduction Strategy.

For: (11): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Dhaliwal, and Mayor Gondek

Against: (4): Councillor Demong, Councillor McLean, Councillor Chabot, and Councillor Chu

MOTION CARRIED

12. ITEMS DIRECTLY TO COUNCIL

12.1 BYLAW TABULATIONS

12.1.1 Bylaw Tabulation 6B2022, C2022-1379

Moved by Councillor Chabot
Seconded by Councillor Demong

That with respect to Report C2022-1379, the following be adopted:

That Council give second and third readings to Proposed Bylaw 6B2022.

UNCONFIRMED

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

That Bylaw 6B2022 be read a second time.

MOTION CARRIED

That Bylaw 6B2022 be read a third time.

MOTION CARRIED

12.2 MISCELLANEOUS BUSINESS

None

13. URGENT BUSINESS

None

14. CONFIDENTIAL ITEMS

Moved by Councillor Wong
Seconded by Councillor McLean

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party) and 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 4:49 p.m., in the Council Boardroom, to discuss confidential matters with respect to Item 14.3.1 City of Calgary - Rocky View County Annexation Negotiation Committee 2022 Nov. Update (Verbal), IGA2022-1317.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

Council reconvened in public meeting at 6:03 p.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Demong, Councillor Dhaliwal, Councillor McLean, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Carra, Councillor Chabot, and Mayor Gondek.

Absent from Roll Call: Councillor Mian, Councillor Wyness, and Councillor Chu

UNCONFIRMED

Moved by Councillor Penner
Seconded by Councillor Sharp

That Council rise without reporting.

MOTION CARRIED

By General Consent, pursuant to Section 6(1) of Procedure Bylaw 35M2017, Council suspended Section 78(1)(c) of the Procedure Bylaw to forego the evening recess.

Moved by Councillor Demong
Seconded by Councillor Penner

That pursuant to Sections 16 (Disclosure harmful to business interests of a third party) and 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 6:05 p.m., in the Council Boardroom, to discuss confidential matters with respect to Item 14.3.1 City of Calgary - Rocky View County Annexation Negotiation Committee 2022 Nov. Update (Verbal), IGA2022-1317.

MOTION CARRIED

Council reconvened in public meeting at 6:20 p.m. with Mayor Gondek in the Chair.

ROLL CALL

Councillor Carra, Councillor Chabot, Councillor Chu, Councillor Demong, Councillor Dhaliwal, Councillor McLean, Councillor Mian, Councillor Penner, Councillor Pootmans, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Wong, Councillor Wyness, and Mayor Gondek.

Moved by Councillor Demong
Seconded by Councillor Sharp

That Council rise and report.

MOTION CARRIED

14.1 CONSENT AGENDA ITEMS SELECTED FOR DEBATE

None

14.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

14.3 URGENT BUSINESS

14.3.1 City of Calgary - Rocky View County Annexation Negotiation Committee 2022 Nov. Update (Verbal), IGA2022-1317

A confidential presentation entitled "City of Calgary - Rocky View County Annexation Negotiation Committee 2022 Nov. Update" was distributed with respect to Confidential Verbal Report IGA2022-1317.

UNCONFIRMED

Administration in attendance during the Closed Meeting discussions with respect to Report IGA2022-1317:

Clerks: K. Martin and C. Nelson. City Manager: D. Duckworth. Law: J. Floen and D. Mercer. Advice: C. Arthurs, S. Dalgleish, C. Male, D. Morgan, M. Thompson, K. Holtz, S. Kassa, M. Singh, and J. White.

Moved by Councillor Chabot
Seconded by Councillor Spencer

That with respect to Confidential Verbal Report IGA2022-1317, the following be adopted:

That Council:

1. Adopt Recommendation 2 contained in the Confidential presentation;
2. Direct that the presentation and Closed Meeting discussions remain confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party) and 21 (Disclosure harmful to intergovernmental relations) of the *Freedom of Information and Protection of Privacy Act*, to be reviewed by 2032 December 20;
3. Request that the Calgary Annexation Negotiation Committee members inform the Rocky View County Annexation Negotiation Committee members, along with the mediators, in confidence, of the 2022 December 20 Closed Meeting discussions; and
4. Release Recommendation 2, contained in the Confidential presentation, following the 2023 January 16 City of Calgary - Rocky View County Annexation Negotiation Committee Meeting.

For: (15): Councillor Carra, Councillor Walcott, Councillor Spencer, Councillor Penner, Councillor Wong, Councillor Wyness, Councillor Mian, Councillor Sharp, Councillor Pootmans, Councillor Demong, Councillor McLean, Councillor Dhaliwal, Councillor Chabot, Councillor Chu, and Mayor Gondek

MOTION CARRIED

15. ADMINISTRATIVE INQUIRIES

None

16. BRIEFINGS

None

17. ADJOURNMENT

Moved by Councillor Sharp
Seconded by Councillor Penner

That this Council adjourn at 6:23 p.m.

UNCONFIRMED

MOTION CARRIED

MAYOR

CITY CLERK

UNCONFIRMED

DEFERRAL

Item # 7.1.1

Corporate Planning and Financial Services Deferral to Executive Committee
2022 December 14

ISC: UNRESTRICTED
EC2022-1356

Deferral Request – Benefit Driven Procurement Report-back due Q4 2022, to return in Q2 2023

RECOMMENDATION:

That the Executive Committee recommends that Council defers Administration's Report-back on Benefit Driven Procurement due Q4 2022, to return in Q2 2023.

RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2022 DECEMBER 14:

That Council defer Administration's Report-back on Benefit Driven Procurement due Q4 2022, to return in Q2 2023.

Benefit Driven Procurement is The City of Calgary using its buying power to make positive impacts on the local economy and community outcomes through the purchase of goods, services, and construction.

On 2021 September 13, Council approved moving the Benefit Driven Procurement pilot to operations by approving the *Benefit Driven Procurement Strategy.* Further, Council directed Administration to report back on progress by Q4 2022 to the successor committee of the Priority and Finance Committee.

Over the past year, Administration has:

- developed baseline data set,
- implemented change management and industry awareness sessions, and
- introduced a new management structure.

Work outstanding for Administration includes:

- implement a permanent operational structure,
    - resourcing approved as part of the 2023-2026 service plans and budgets process, and
- collect initial outcomes information to measure program impacts.

An anticipated return to Council through the Executive Committee in Q2 2023 provides Administration time to report on completed work rather than planned or in-progress activities.

Update on Métis Nation of Alberta Region 3 (MNAR3) Policy Implementation Guide (The Guide)

RECOMMENDATION:

That the Executive Committee recommend Council direct Administration to pause the work of the Métis Nation of Alberta Region 3 Policy Implementation Guide (The Guide) and seek to re-engage in this work no later than Q4 2023, or upon notice from the new Calgary Métis leadership.

RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2022 DECEMBER 14:

That Council direct Administration to pause the work of the Métis Nation of Alberta Region 3 Policy Implementation Guide (The Guide) and seek to re-engage in this work no later than Q4 2023, or upon notice from the new Calgary Métis leadership.

HIGHLIGHTS

- The City of Calgary Indigenous Relations Office, in consultation with The Métis Nation of Alberta Region 3 (MNAR3) is requesting a pause of development of the MNAR3 Policy Implementation Guide (The Guide) until Q4 2023.
- What does this mean to Calgarians? This means that the provincial Métis Nation of Alberta (MNA) and its Calgary leadership will be given sufficient time to complete the organizational realignment and ensure the correct organizational structure is prepared to re-engage with The City in the co-creation of The Guide.
- Why does this matter? This deferral will allow for the provincial Métis Nation of Alberta to establish its new legal entity, including governance offices and staffing in Calgary.
- This deferral will not affect other projects with MNAR3 currently being undertaken and addressing current issues as requested by MNAR3.
- The deferral will not affect other ongoing and future projects with The City and MNAR3. The MNAR3 has developed the MNAR3 Consultation and Engagement Guide which includes protocols for The City to follow when engaging with MNAR3 (Attachment 2).
- Previous Council direction (Attachment 1) directed Administration to conduct work to establish a policy implementation guide.

DISCUSSION

At the 2017 December 17 Regular Meeting of Council, The City of Calgary Indigenous Policy was approved with the following direction to Administration to address the lack of inclusion of the Métis Nation in the Policy, as well as misinformation on the history of the Métis people in Calgary. Additionally, The Guide was meant to clarify and add specific cultural and organizational requirements of MNAR3 to the existing 2017 Indigenous Policy. The Guide also identified mutually beneficial projects MNAR3 wished The City to respond to, as well as articulating a desire from the MNAR3 to be an active and long-term contributor to Reconciliation with The City of Calgary through official consultation and voluntary engagement.

Technical Information Relevant to the Request:

Since its emergence as a distinct Indigenous people in the historic North-West in the late 1700s, the Métis Nation's inherent right to self-determination and self-government has been fought for

and cherished. In what is now known as Alberta, the Métis people have built the MNA—the government of the Métis Nation within Alberta—for almost a century.

Currently, the MNA operates under the Alberta's *Societies Act.* In June 2019, the MNA and the Government of Canada signed a Métis Government Recognition and Self-Government Agreement (MGRSA), which formally recognizes that the Métis Nation within Alberta holds the inherent right to self-government recognized by section 35 of the *Constitution Act, 1982*. The MGRSA also sets out a process for the recognition of an MNA Constitution—based on the Métis Nation's inherent right to self-government—in federal legislation.

From 2022 August 4 to the 7, the Métis Nation of Alberta (MNA) held its 94th Annual General Assembly in Calgary, Alberta, where delegates voted overwhelmingly in favor of moving forward with a province-wide ratification vote on the draft Constitution for the Métis Nation within Alberta. On December 1, 96.9 per cent of eligible Métis citizens voted in favor of ratifying the Otipemisiwak Métis Government Constitution. By Q4 2023, the Métis Nation of Alberta and Regional Office (Region 3) will transfer into a new legal entity and will be re-zoned to align closely with the Calgary boundaries. As the MNAR3 will no longer exist after August 2023, The City will have to negotiate The Guide with new territorial and district leadership.

Work to date:

This re-engagement considered work that had been started in 2018 and was put on hold both at the request of the MNAR3 and due to resourcing challenges at The City. The City of Calgary, Indigenous Relations Office (IRO) began re-engaging in March 2022 with MNAR3 to co-create the Métis Nation of Alberta Region 3 Policy Implementation Guide to guide future work with the City of Calgary.

EXTERNAL ENGAGEMENT AND COMMUNICATION

☐	Public Engagement was undertaken	☐	Public/Interested parties were informed
☒	Public Communication or Engagement was not required	☒	Dialogue with interested parties was undertaken

The MNAR3 is the sole external interested party, as defined by The City of Calgary; impacted by this work, and dialogue was undertaken to come to this recommendation.

After the Assembly, President Gervais of the MNAR3, in conversation with the IRO, identified that it would be best to defer the work of The Guide until Q4 2023 to ensure the correct political alignment and response to the motion. As the MNA Constitution is vetted through the Federal Government processes throughout 2023, the MNAR3 wishes to ensure that the Calgary Region will still be formally consulted, and voluntarily engaged on relevant City of Calgary work after the realignment. The MNAR3 also wants to ensure the current projects being undertaken continue without deferral.

IMPLICATIONS

Social

Update on Métis Nation of Alberta Region 3 (MNAR3) Policy Implementation Guide (The Guide)

If we complete this work without the input of the MNAR3, The City risks damage to the positive relationships that have been developed throughout 2022.

Environmental

There are no environmental impacts identified in delaying the completion of this work given it was at the request of MNAR3.

Economic

There are no direct economic impacts identified. When the work is complete there will be opportunities for economic reconciliation that will be brought forward through the regular budgeting process.

Service and Financial Implications

There are no service and financial implications as staff time for this project will be reassigned to other IRO lead projects.

Other: Completion of The Guide

The co-creation of The Guide is mandated by Council.

RISK

Risks as identified by the deferral are as follows. Should the deferral not be passed:

1. The service implication is that The Guide will not reflect the new Métis Nation of Alberta organizational structure after 2023.
2. The MNAR3, currently tasked with the Nation's own organizational realignment, staff, and leadership will have limited time to focus on the multiple steps involved in the co-creation and vetting process.
3. The premise of relationship building and co-creation of mutually beneficial policies, programs, teams, and activities with Nation leadership will be compromised.
4. The Guide will be inaccurate and will need to be re-created with new leadership.

ATTACHMENTS

1. Previous Council Direction
2. Métis Nation Region 3 Consultation and Engagement Guide
3. Presentation

Update on Métis Nation of Alberta Region 3 (MNAR3) Policy Implementation Guide (The Guide)

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Chris Arthurs, General Manager	People, Innovation, and Collaboration	Approve
Katie Black, General Manager	Community Services	Inform
David Duckworth, City Manager	City Manager's Office	Inform
Jill Floen	Law, Legislative Services and Security	Inform

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2017 December 18	CPS2017-1124	**Indigenous Policy and Framework Engagement with Métis Nation of Alberta Region 3** Council directed Administration to: "work with the Métis Nation of Alberta Region 3 to develop a Métis Nation of Alberta Region 3 Policy Implementation Guide that is reflective of their culture and history no later than the end of Q4 2018." Further, Council directed Administration to "set up an Official signing and formal acknowledgement of the Council approved indigenous Policy to include the Métis Nation of Alberta Region 3, Treaty 7, City Council and the City of Calgary."

Métis Engagement and Consultation Guide: 2022-2023

Who are the Métis? Métis Nation of Alberta (MNA) and Métis Nation Region 3 (MNAR3)?

As per the Métis National Council, 'Métis means a person who self-identifies as a Métis, is distinct from other Aboriginal peoples, is of historic Métis Nation ancestry, and is accepted by the Métis Nation.' Historic Métis Nation 'means the Aboriginal people then known as Métis or half-breeds who resided in the Historic Métis Nation Homeland.' Métis Nation 'means the Aboriginal people descended from the Historic Métis Nation, which now comprised of all Métis Nation peoples and is one of the "Aboriginal peoples of Canada" as defined in s.35 of the *Constitution Act 1982*.'

In the past decade, the Métis population has nearly doubled. According to the 2016 Census, the Métis population (587,545) had the largest national increase of any of the groups over the 10-year span, rising 51.2% from 2006 to 2016. More than 96,865 Métis reside in Alberta, and as of January 2020, there were 42,868 Métis Albertans registered with the MNA.

Since its inception in 1928, the MNA has been the Métis Government and representative voice for Métis Albertans. Its geographical and legal boundaries comprise the entirety of the province of Alberta. Métis Nation Region 3 is the regional governance structure for the following areas: Calgary, Airdrie, Medicine Hat, Lethbridge, and Red Deer.

Distinction between Indigenous Engagement and Consultation in the Context of Municipal Project Development

As the City of Calgary moves towards active reconciliation, some projects, strategies or planning processes may require either engagement or consultation with the Métis Nation Region 3 (MNAR3). According to Legal Counsel, Corporate Commercial & Finance – Law Dept. (Feb 2022[1]) the terms "engagement" and "consultation" are quite different in law and should not be considered interchangeably. These distinctions are important and should be considered by City staff when communicating with the MNAR3.

The following process map is intended to give a **high-level understanding** of Consultation vs Engagement. The map also provides important **procedural information** with respect to contacting the MNAR3 and must be followed to respect the Regional Consultation Protocols, established by the Métis Nation of Alberta. City of Calgary staff should consult the process map for each project. Carefully considering the correct approach will avoid confusion or misunderstandings; offering clarity to both

[1] A more fulsome understanding regarding the City's Indigenous obligations can be addressed through the Law Department and the IRO.

Métis Engagement and Consultation Guide: 2022-2023

parties on how City policies planning and process', and/or legal obligations will be applied while working together.

Legal Consultation or Duty to Consult with the Métis Nation of Alberta ***Mandatory***	***Indigenous Engagement with the Métis Nation of Alberta*** ***Voluntary***
What? "***Consultation***" or the "***Duty to Consult***" references a very specific legal process that arises to provide for a remedy when Aboriginal and treaty rights may be unjustifiably infringed because of a decision of the Crown. This includes the Métis Nation Region 3. In most cases if legal Duty to Consult is triggered, the appropriate parties will be notified by the Federal or Provincial governments.	***What?*** Through its reconciliation activities the City may wish to consider "***Engagement***" with Indigenous peoples who may have a vested interest in an historical or contemporary project, policy, or strategy. This includes the Métis Nation Region 3. Such engagements should be logical, based in policy rationale, and are considered voluntary.
Why? Municipal governments often need to undertake formal ***Consultation*** in situations where a City project requires a decision of the Crown (i.e. federal or provincial permits or approvals) and that decision may unjustifiably infringe upon Aboriginal and/or treaty rights. This is because the Federal or Provincial government will often (but not always) delegate the consultation work to the municipality to carry out on its behalf. A "decision of the Crown" resulting in a ***Duty to Consult*** with Indigenous People is limited to decisions of the Federal or Provincial government, or their respective agencies/tribunals that have authority to make the decision that is believed/ may result in an infringement of an Aboriginal or treaty right (i.e. the decision to issue a	***Why?*** The City's on-going dialogue with Indigenous peoples is meant to build strong relationships, understanding and respectful and inclusive project results. This is how long-term relationships are built. Most of the City's reconciliation work will be aligned with the White Goose Flying Report, as well as other reconciliation initiatives. Most if not all would qualify as voluntary ***engagement***, without any specific legal requirements. Having said this, voluntary ***engagement*** should be thoroughly discussed prior to contacting MNAR3.

Métis Engagement and Consultation Guide: 2022-2023

pipeline permit or decision regarding the outcome of an environmental assessment process for instance). Currently municipal government decisions are not considered by the Courts to be "Crown" decisions that could give rise to the ***Duty to Consult*** independently of a Provincial or Federal decision.	
Is there an Impact to the Municipality? If ***consultation*** for a municipal project has not been delegated by the Crown for the City to do the substantive leg work, the City still requires a good understanding of the potential impact projects may have on Aboriginal and/or treaty rights because of the Crown decision that is required. The City also should understand the degree of ***consultation*** required (i.e. deep extensive ***consultation*** on one end of the spectrum or low-level ***Consultation*** requiring little more than notice at opposite end of the spectrum). This is because while the Crown has ultimate responsibility for the Consultation process, the project proponent will always bear the bulk of the risk should a court determine that ***consultation*** carried out by the Crown was not adequate.	***Is there an Impact to the Municipality?*** While not all projects require voluntary ***engagement***, impacts to the Municipality should be considered thoroughly, should engagement not be pursued as The City as a whole (including the Indigenous Relations Office) could face considerable reputational and relational damage. Some questions to ask are: • Is ***engagement*** logical or based in policy rationale? • Will this project be presented to Council? Can the author address the section concerning risk in relation to Indigenous involvement? • Are there risks and political sensitivities that are involved that would be mitigated through ***engagement***? • Does the project have space to include feedback from an ***engagement***? • Has the MNAR3 previously declared an interest in a place, idea or project that is known/ documented?
Infringement and Duty to Accommodate?	***Infringement and Duty to Accommodate?***

Métis Engagement and Consultation Guide: 2022-2023

If the formal ***Consultation*** process determines an "unjustified infringement"[2], this will give rise to the Crown's Duty to Accommodate (i.e. provide some remedy for the infringements to restore a balancing of interests).	As ***engagement*** is voluntary, "unjustified infringement" or accommodation is not possible/ relevant.

MNA Regional Consultation Protocol

Once City of Calgary staff have determined the correct approach, the following Regional Consultation Protocols should be applied [3](Please add map and contact information pages 3-4).

Who: The Métis Nation of Alberta has six administrative Regions, and local councils that have entered Regional Consultation Protocols. The City of Calgary sits in Region 3. The protocols offer a streamlined approach to consultation with MNA citizens providing consistency and clarity for proponents and the Crown.

Why: To administer this approach, the MNA has created six Regional Consultation Offices (RCOs) tasked with facilitating consultation at the local, regional, and provincial levels. This approach is accepted by the Government of Canada which, on July 19, 2018, signed a Consultation Agreement with the MNA acknowledging its Regional Consultation Protocol Agreements as how to conduct consultation with the Métis Nation within Alberta.

How: The MNAR3 has an Elders Circle, consisting of six Métis Elders (3 male and 3 female) who will be approached. This group has been validated by the Region as qualified Métis Elders who are prepared to be involved in both Engagement and Consultation.

Notifications and negotiations must occur between the City of Calgary Business Units or project staff and the Regional Consultation Office (RCO) as facilitated by the Regional Consultation Coordinator. This standardized and streamlined process with a single point of access will ensure that both Consultation and Voluntary Engagement is completed through a validated process. Please contact the MNAR3 office **AT LEAST 1 month** in advance of your event or meeting to ensure that the Elders have time to determine interest and availability.

What Will Happen?

[2] The determination of whether the infringement of an Aboriginal or Treaty can be justified is based on whether the circumstances can meet the legal test known as the "Sparrow test".
[3] Please be advised that while City staff may contact the IRO Office for additional clarity, the office cannot by-pass the MNA Protocols by requesting Elders or other information outside of the established Protocols.

Métis Engagement and Consultation Guide: 2022-2023

1. Please contact**:** ***Wynter Ducharme, Regional Consultation Coordinator, Métis Nation of Alberta @ 403-569-8800 or WDucharme@metis.org.***
   Please copy the iro@calgary.ca so we are aware of ongoing work.
2. Nicole will bring all requests to the Métis Elders group. THEY will decide who has the most knowledge and is willing to attend based on individual knowledge and requested information.
3. The Consultation/Engagement Coordinator will return your email with the Elder who will be attending as well as any additional requests for location, protocols, etc.

Update on Métis Nation of Alberta Region 3 (MNAR3) Policy Implementation Guide (The Guide)

2022 December 14

Recommendations

That the Executive Committee recommend Council direct Administration to pause the work of the Métis Nation of Alberta Region 3 Policy Implementation Guide (The Guide) and seek to re-engage in this work no later than Q4 2023, or upon notice from new Calgary Métis leadership.

Highlights

- Deferral request to Q4 2023
- 2017 Council decision: MNAR3 Policy Implementation Guide
- Other current projects will not be affected

Content

Work to Date

2017 Indigenous Policy

1) Lacked inclusion

2) Contained misinformation on the history of the Métis in Calgary

The Guide

1) Is intended to clarify cultural protocols and identify projects

Content

The Environment: Métis Nation of Alberta and the Societies Act

- Provincial Societies Act
- Historic barrier: inherent right to Métis self-government under S.35
- 2019 Métis Government Recognition & Self-Government Agreement
- Move to federal recognition

Content

The Environment: Métis Nation of Alberta and the Otipemisiwak Métis government constitution

- Constitution commission
- Approval of draft
- November vote
- Realignment Q4 2023

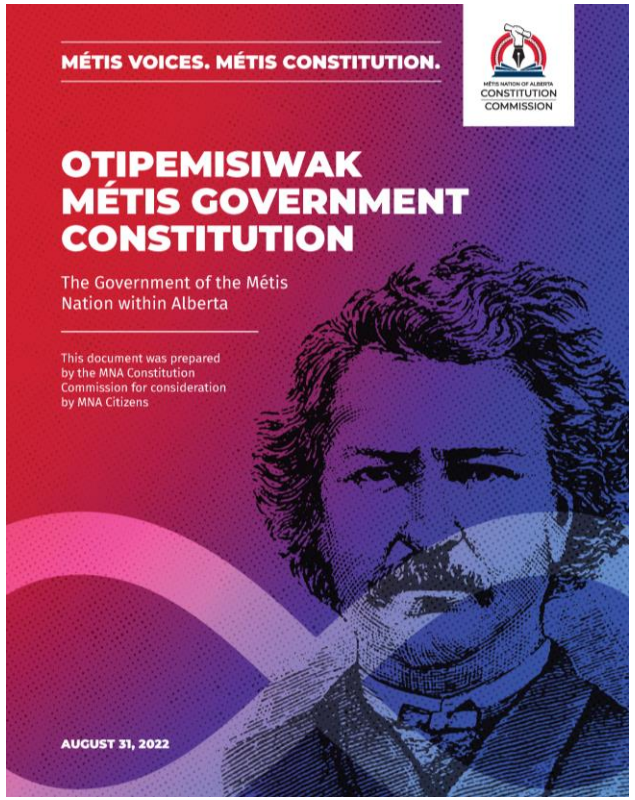
Audrey Poitras
MNA President

Content

The Path Forward

Time for reorganization

Time to elect new Calgary Métis leadership



Recommendations

That the Executive Committee recommend Council direct Administration to pause the work of the Métis Nation of Alberta Region 3 Policy Implementation Guide (The Guide) and seek to re-engage in this work no later than Q4 2023, or upon notice from new Calgary Métis leadership.

Indigenous Gathering Place 2022 Q4 Update

RECOMMENDATION:

That Executive Committee recommend that Council receive this update report for the Corporate Record.

RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2022 DECEMBER 14:

That Council receive this report for the Corporate Record.

HIGHLIGHTS

- The City and the Indigenous Gathering Place Society are honouring the commitment made through the May 2021 Smudge and Pipe Ceremony and Memorandum of Understanding (Attachment 2) to work together to establish an Indigenous Gathering Place where we will share, connect, heal, renew, and celebrate Indigenous cultures.
- The City and Indigenous Gathering Place Society are working jointly to identify and establish what is required to prepare and transfer City-owned land at or around the confluence (where the Bow and Elbow Rivers meet) to enable the development of an Indigenous Gathering Place.
- The City and Indigenous Gathering Place Society have established four joint working groups that will collectively make informed decisions.
- **What does this mean for Calgarians?**
  - An Indigenous Gathering Place at the confluence of the Bow and Elbow rivers will provide a dedicated place where Indigenous and non-Indigenous people can share, connect, heal, renew, and celebrate Indigenous cultures.
- **Why does it matter?**
  - The City is committed to Truth and Reconciliation as outlined in the Council approved White Goose Flying report. Specifically Calls to Action #21 - fund new healing centres, #22 - recognize the value of healing practices and #48ii enhance self-determination in spiritual matters.
  - Establishing an Indigenous Gathering Place is highlighted as an important action in Council's Strategic Direction 2023-2026 to support Downtown revitalization.
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

The City and Indigenous Gathering Place Society have agreed to jointly work to identify and establish what is required to prepare land to develop an Indigenous Gathering Place. The success of the collaboration necessitates trust and understanding. The City team has strengthened its relationship with Indigenous Gathering Place Society by:

- Assigning a Relationship Manager and Project Coordinator to facilitate dialogue with Indigenous Gathering Place Society to better understand each other's perspectives, needs and interests.

- Undertaking Indigenous Awareness training and building a collective understanding of our shared colonial history and its intergenerational impacts on Indigenous people, and why an Indigenous Gathering Place is so important.
- Refining Administration's approach by integrating and involving Indigenous Gathering Place Society in the development and implementation of a joint workplan.

Four joint working groups have been established to collectively make informed decisions. These working groups will focus on:

1. Addressing current heritage designation of the lands around the confluence.
2. Undertaking Geotechnical and Environmental Assessments to understand the condition of the potential property.
3. Building a workplan for the Land Use Designation process.
4. Implementing a joint communications and community outreach plan.

EXTERNAL ENGAGEMENT AND COMMUNICATION

☐	Public engagement was undertaken	☒	Dialogue with interested parties was undertaken
☐	Public/interested parties were informed	☒	Public communication or engagement was not required

The City met with representatives from Indigenous Gathering Place Society on multiple occasions throughout October and November 2022, including participating in their Community Feast. These events have strengthened the relationship and established a joint approach. Through dialogue, four key learnings were identified that influenced the joint work plan approach, including:

1. **The importance of working in Indigenous Ways:** Indigenous People place importance on building and maintaining trusting relationships, respecting cultural protocols, sharing information, and walking together a path of work.
2. **The need to establish an approach for working together:** While the Memorandum of Understanding (Attachment 2) validated agreement to work together, The City and Indigenous Gathering Place Society had not established a mutually agreed upon approach for working together.
3. That **Indigenous Gathering Place Society is refining their business plan:** The 2019 business plan is being refined to bring focus to the core activities that will occur within the gathering place. This is needed to help confirm future land use requirements.
4. **The need to delineate the property for a Method of Disposition Report:** Opportunities and constraints of different potential property configurations need to be assessed before the Indigenous Gathering Place Society and The City can make a joint and informed decision on the most suitable new property for developing an Indigenous Gathering Place.

This fall, invitations were sent to the tribal councils of the 7 Nations signatory to Treaty 7 and the Métis Nation of Alberta Region 3 to participate in Leader-to-Leader engagement. An initial engagement with Leaders from Métis Nation of Alberta Region 3 took place on 2022 November

29, and Administration is working to confirm timing for engagement with the Blackfoot Confederacy (Siksika, Kainai and Piikani Nations).

To date, we have not received a response from leaders of the G4 Tribal Council (Tsuut'ina Nation and the Bearspaw, Chiniki, and Goodstoney Nations of the Stoney Nakoda). Given the importance of, and interest in, engaging Indigenous Leaders on the Indigenous Gathering Place, we will continue to seek engagement with leaders of the G4 Tribal Council.

Administration continues to communicate the current state of this work to key partners related to property options being explored.

IMPLICATIONS

Social

The establishment of an Indigenous Gathering Place is an important step towards our path to Truth and Reconciliation. The social benefits include supporting Indigenous people through healing from the legacy of colonization, reconnecting with their Indigenous cultures and bringing Indigenous people and Calgarians together to celebrate Indigenous people and cultures. The Indigenous Gathering Place will also enhance the learning of non-Indigenous Calgarians.

Environmental

Indigenous worldviews about the environment include the interconnectedness of all living things, respectful relationships with land and nature, and the responsibility to take care of the land and engage in sustainable practices. As an Indigenous organization, Indigenous Gathering Place Society will adhere to traditional environmental principles and practices at the land in and around the confluence and provide an opportunity for Calgarians to learn about Indigenous environmental worldviews and practices.

Economic

Economic reconciliation is an integral part of reconciliation. The Indigenous Gathering Place will provide economic opportunities for Indigenous and non-Indigenous Calgarians from construction to operations, including procurement, employment, and consulting. The Indigenous Gathering Place will also contribute to the revitalization of downtown and support local tourism.

Service and Financial Implications

Existing capital funding - one-time

$3 million was previously approved by Council through the 2022 Service Plans & Budgets Adjustment (C2021-1436) 5B. Advancing Stream B of White Goose Flying. Spiritual Healing, Culture and Arts Commemoration, to advance project planning / design and any required immediate improvements to acquired lands.

Indigenous Gathering Place 2022 Q4 Update

RISK

Not following through on The City's commitments to advance Truth and Reconciliation Calls to Action, Smudge and Pipe Ceremony and Memorandum of Understanding, and Notice of Motion may include:

1. Reputation and relationship impacts between The City and Indigenous Gathering Place Society, Indigenous Calgarians, Indigenous City employees and citizens.
2. Damage the relationship and trust currently being built with Indigenous Leaders.
3. Potential risks to the property options being considered. These risks are being mitigated through the four joint working groups.

ATTACHMENT(S)

1. Previous Council Direction, Background
2. Memorandum of Understanding: Indigenous Gathering Place Society and City of Calgary (2021 May 26)
3. Excerpt from 2022 Service Plans & Budget Adjustments Section 5B. Advancing Stream B of White Goose Flying, Spiritual Healing, Culture and Arts (C2021-1436)

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Francois Bouchart	Capital Priorities & Investment	Approve
Chris Arthurs	People, Innovation & Collaboration Services	Approve
Michael Thompson	Infrastructure Services	Approve
Doug Morgan	Operational Services	Consult
Katie Black	Community Services	Inform
Stuart Dalgleish	Planning & Development Services	Inform
Campbell Berry	Real Estate & Development Services	Inform

Background and Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2021 May 15	See Attachment 2 - Memorandum of Understanding	Pipe & Smudge Ceremony and Memorandum of Understanding between City of Calgary and Indigenous Gathering Place Society (IGPS) The City and IGPS agreed to work together to establish an Indigenous Gathering Place to share, connect, heal, renew and celebrate Indigenous cultures.
11/16/2021	C2021-1436	Service Plans & Budget Adjustments Section 5B. Advancing Stream B of White Good Flying, Spiritual Healing, Culture and Arts Commemoration Council approved $3M to advance project planning/design and any required immediate improvements to acquired lands
2/15/2022	EC2022-0150	Notice of Motion – Indigenous Gathering Place Land Transfer Council directed Administration to engage with Indigenous Gathering Place Society, Indigenous Leaders and/or relate entities regarding the location of suitable parcel of The City of Calgary owned land in and around the confluence of the Bow and Elbow rivers for the development of an Indigenous Gathering Place. Council directed Real Estate & Development Services to prepare a Non-Profit Method of Disposition Report in accordance with UCS2018-0912 Proposed Framework – Transacting with Non-Profit Organizations below Market Value, and report back to Council through the Infrastructure and Planning Committee no later than Q3 of 2022.
9/29/2022	EC2022-1101	Indigenous Gathering Place Update Administration provided Executive Committee with a Verbal Update on the progress of work to advance Notice of Motion EC2022-0150. At this time, Administration shared the need to re-set the relationship with the IGPS and to assign a project coordinator to project manage The City team's collective efforts to fulfill the requirements of the Notice of Motion.

MEMORANDUM OF UNDERSTANDING
dated this 26 day of May, 2021
BETWEEN:

The City of Calgary
("The City")
and

The Indigenous Gathering Place Society of Calgary,
("IGP")

The City and the IGP agree to work together to establish an Indigenous Gathering Place where we will share, connect, heal, renew, and celebrate Indigenous cultures. In this ethical space, traditional Indigenous practices, languages, and Elders' wisdom, oral and written teachings can be revitalized and protected for all nations and all our relations.

Through this MOU we are validating our relationship. This MOU has been validated through the Smudge and Pipe Ceremony.

The City of Calgary

DocuSigned by:
Katie Black
E1D585B6C8CA439...

5/26/2021

Katie Black,
A/General Manager, Community Services — Date

Indigenous Gathering Place Society of Calgary

DocuSigned by:
5E33E82E3A2C40D...

5/26/2021

John Fischer,
Co-Chair, Indigenous Gathering Place Society of Calgary — Date

Calgary

Memo

2021 November 16

To: Mayor Gondek and Members of Council
From: Carla Male, Chief Financial Officer

Re: 2022 Adjustments – Council Proposed Investments

Your Worship and Members of Council,

In response to questions and discussion during the 2021 November 8 Special Meeting of Council, Administration has compiled the attached package of Council Proposed Investments. These investments are in addition to the investments presented by Administration in the original 2022 Adjustments package from November 8.

The Council Proposed Investments document includes potential costs, outcomes, and tax rate impacts for each proposed investment, as well as an overall financial summary. This document is being entered into the public record to support transparency and inform the 2022 Adjustments deliberations, which will begin with a public hearing on November 22.

The public is invited to provide feedback on the 2022 Adjustments package, including these new Council Proposed Investments, by submitting input online or signing up to speak virtually at the Special Meeting of Council through Calgary.ca/publicsubmission.

Sincerely,
Carla Male (she/her) CPA, CA
Chief Financial Officer
The City of Calgary

cc: Executive Leadership Team; One Calgary team

Attachment:

1. 2022 Adjustments – Council Proposed Investments

CITY OF CALGARY
RECEIVED
IN COUNCIL CHAMBER
NOV 08 2021
ITEM: 4.3 C2021-1436
Distribution
CITY CLERK'S DEPARTMENT

The City of Calgary | P.O. Box 2100 Stn. M | Calgary, AB, Canada T2P 2M5 | calgary.ca

5B. Advancing Stream B of White Goose Flying. Spiritual Healing, Culture and Arts Commemoration

Led By: Parks & Open Spaces, Community Strategies and Arts and Culture

Description:
Initial investment to advance the work associated with a permanent memorial to recognize the children who did not return home from residential schools, investment to explore the opportunity for cultural space for ceremonial, commemerative and healing activities, and continued investment to advance work acknoweldging Calgary Indigenous Archeology sites.

- Capital funds include $11 million to support the acquisition of suitable lands (additional information on land acquisitions can be shared through in-camera session); $3 million to advance project planning/design and any required immediate improvements to acquired lands; and $1 million towards permanent memorial site replacing temporary sites.
- 1 Full-Time Equivalent will directly support the capital efforts noted above, and 1 Full-Time Equivalent will work with the Indigenous Community to advance other capital and education initiatives; along with the development and implementation support for natural area management plans for sites having potential to support Indigenous gathering areas.
- Includes funds for education initiatives; natural area management plan work; support for archeological identification, protection and interpretation; and community engagement with respect to these calls to action.

Budget Impact:

	One-Time	Base
2022 Operating ($000s)		500
Operating Source of Funding		Tax Supported
2022 Capital ($000s)	15,000	
Capital Source of Funding	Unfunded	
FTE		2
Impact to 2022 Tax Rate		0.03%
Monthly Impact to Typical Single Residential Home		$0.05

Previous Council Direction:
In 2016 Council approved the White Goose Flying Report that highlights Calls to Action on which The City should act, including five streams where The City 'owns' the actions and is able to make significant progress. Stream B is identified in the report as a stream The City 'owns'.

Customers:
Calgarians

Connections to One Calgary and Long-Term Plans:
White Goose Flying
Open Space Plan
Natural Areas Management Plan
Our BiodiverCity

Unrestricted

Investment Need (Value Proposition): Our community would benefit from spaces for Indigenous ceremonial, cultural, commemorative activities, as well as healing. True reconciliation would be advanced with the identification, protection, and interpretation of Indigenous archaeological sites.	**Risks related to proposal:** Raised community expectation without a full budget. Inability to agree on locations and land improvements. Future capital investments will be required to fully achieve outcomes.
Provide an explanation on the social, economic, or environmental benefits of new investment: Cultural space for ceremonial, commemorative and healing activities address the physical, mental, emotional, and spiritual harms caused by residential schools. These spaces deepen awareness and understanding of the truth and create opportunities for reconciliation. Investments have the potential to support local economic reconciliation efforts and would support Indigenous Policy outcome: Ways Towards Equitable Environments.	
How will success be measured: Increased engagement and partnership with Indigenous community, establishment of one or more permanent memorial sites. Land acquired, improvements in place and planning underway.	
Service Impacts of Investments on Performance Measures: A positive impact is expected on the following performance measure: Community Strategies' stakeholders who agree that the service is advancing truth and reconciliation outcomes.	

City Manager's Quarterly Report Q3-Q4 2022

RECOMMENDATIONS:

That Executive Committee recommend that Council:

1. Direct Administration close out the Community Representation Framework (Attachment 10); and
2. Accept the withdrawal of the Council Innovation Fund application for Operation Social Enterprise – Urban Agriculture Pilot (Attachment 10).

RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2022 DECEMBER 14:

That Council:

1. Direct Administration close out the Community Representation Framework (Attachment 10); and
2. Accept the withdrawal of the Council Innovation Fund application for Operation Social Enterprise – Urban Agriculture Pilot (Attachment 10).

HIGHLIGHTS

- The City Manager's quarterly report is a tool used by the City Manager to share information with Council and citizens about City services and work underway within the organization to support Council's direction and advance important initiatives.
- This edition of the quarterly report includes updates on the organization realignment project, where we successfully transitioned 15,000 employees to the new department structure on 2022 August 1, as well as The City's journey to becoming an anti-racist organization, where we continue to take actions to remove systemic racism through education, engagement, collaboration, and policy changes, leading towards a racially just Calgary (see Attachment 3).
- What does this mean to Calgarians? This report increases transparency into the work directed by Council to Administration and provides a single source for sharing back motions and Notices of Motion, and outstanding Administrative Inquiries.
- Why does it matter? The City of Calgary is a large, complex organization, and it is important citizens and members of Council have additional line of sight into the work underway to advance Council's priorities.
- This report is separated into multiple attachments, including:
    - Better Every Day, a medium to share a selection of stories from the previous two quarters with Council and members of the public. These stories help showcase the impact City service delivery has on the lives of Calgarians from the perspectives of Calgarians. The theme for this edition is our organizational focus on customer service.
    - An update on the implementation of Administration's Rethink to Thrive Strategy and work underway to evolve the strategy as part of the new business cycle.
    - A new Workplace of Choice overview intended to share key employee-related metrics with Council.
    - A summary of City Administration and Calgary Police Service headcount and budgeted FTEs as of 2022 September 30.
    - A list of upcoming reports to Council and committees in Q1 2023.
    - A list of Council motions from April to November 2022.

  - A list of Notices of Motion in 2022.
  - A list of completed and outstanding Administrative Inquiries in 2022.
  - A list of motions from Committee and Council seeking deferral or withdrawal.
- Quarterly reports also provide Administration with an additional opportunity to review upcoming report back deadlines and request deferrals, cancellations, or withdrawals from Council to increase organizational capacity, as appropriate. Two opportunities are highlighted in the Recommendations and Attachment 10.
- Quarterly reports are developed using an iterative process with an aim to constantly improve.
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

The City Manager's quarterly report is separated into several components via the attachments as outlined below.

Better Every Day: Q3/Q4 2022 – Attachment 2

This section of the quarterly report is intended to share a small selection of stories from the previous two quarters with Council and members of the public. This component features a different theme each quarter, with stories told from the perspective of our citizens, employees, and/or partners. Better Every Day supplements the more data-heavy attachments within the report with light-hearted and informative pieces. The theme for Q3/Q4 2022 is our organizational focus on customer service. This edition also includes several links and interactive elements, including video, and stories will be also available at calgary.ca/BetterEveryDay.

Rethink to Thrive Strategy Update:* Q3/Q4 2022 *– Attachment 3

Administration's Rethink to Thrive Strategy reflects how we will work together as an organization to realize the benefits of Council's Focus Areas and instill public trust and confidence that we're running the organization efficiently and effectively, and achieving operational excellence. The Rethink to Thrive Strategy update for Q3/Q4 2022 highlights key work undertaken since the last quarterly report in July 2022.

Headcount and Full Time Equivalents – Attachment 4

This summary provides an account of headcount data within City Administration and Calgary Police Service as well as budgeted FTEs with both quarterly and annual comparison data points for five years.

Workplace of Choice – Attachment 5

The purpose of this new document is to share some fundamental employee-related metrics with Council. It includes data on workforce demographics, voluntary turnover, gender-based metrics, and key indices tracked through the bi-annual Corporate Employee Survey. It also includes a high-level summary of initiatives to support Administration's Rethink to Thrive strategy and help create a workplace of choice.

Reports to Committee and Council: Q1 2023 – Attachment 6

The Executive Leadership Team maintains a calendar of reports that are in development to be presented to Committee and Council. This document details the schedule of reports for Q1

2023. Please note information in the document is subject to change and does not include reports with dates still to be determined.

Council Motions April to November 2022 – Attachment 7

This attachment outlines all Motions passed by Council between April to November 2022.

Notices of Motion 2022 – Attachment 8

This attachment outlines all Notices of Motion brought forward by Councillors year-to-date 2022.

Administrative Inquiries 2022 – Attachment 9

This attachment outlines all completed and outstanding Administrative Inquiries year-to-date 2022.

Omnibus Motions – Attachment 10

This attachment contains recommendations to close out the Community Representation Framework, and the accept the withdrawal of the Council Innovation Fund – Operation Social Enterprise Urban Agriculture Pilot.

EXTERNAL ENGAGEMENT AND COMMUNICATION

☐ Public Engagement was undertaken

☒ Public Communication or Engagement was not required

☐ Public/interested parties were informed

☐ Dialogue with interested parties was undertaken

IMPLICATIONS

Social, Environmental and Economic Implications

This report and its various attachments support the advancement of Council's strategic direction, including the three resilience foundations (economic, social, climate) by helping to ensure a collective focus on shared priorities and objectives between Council and Administration. It also supports the modernizing government and Rethink to Thrive focus areas of the shared strategic agenda by distributing information and stories with Council in a regular cadence.

Service and Financial Implications

No anticipated financial impact

RISK

There is risk associated with the volume of work underway within the organization and the ability of Administration to deliver on Council's priorities. The City Manager's quarterly report supports risk reduction related to the volume, velocity, and complexity of work in the organization by ensuring alignment with Council's direction and seeking alternative reporting methods where

possible. It also provides a mechanism for the City Manager to share top-of-mind information with Council with regular cadence.

ATTACHMENT(S)

1. Previous Council Direction
2. Better Every Day: Q3/Q4 2022
3. Rethink to Thrive Strategy Update: Q3/Q4 2022
4. Headcount and Full Time Equivalents
5. Workplace of Choice
6. Reports to Committee and Council: Q1 2023
7. Council Motions April - November 2022
8. Notices of Motion 2022
9. Administrative Inquiries 2022
10. Omnibus Motions 2022
11. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
David Duckworth	City Manager's Office	Approve

Background and Previous Council Direction

Background

The City Manager's Quarterly Report is a tool used by the City Manager to share information with Council and citizens about City services and work underway within the organization to support Council's direction and advance important initiatives. The report supports a modernized government and the delivery of Council's priorities as identified through the Shared Strategic Agenda, including Administration's Rethink to Thrive Strategy.

Context

Administration's Rethink to Thrive Strategy reflects how we will work together as an organization to realize the benefits of Council's Focus Areas and instill public trust and confidence that we're running the organization efficiently and effectively, and achieving operational excellence. The strategy has been refined since it's original Council approval in 2020 June 29, with two primary focus areas for the 2023-2026 business cycle: Leadership and Direction, and Employee Engagement.

Previous Council Direction

That with respect to Report C2022-0791, the following be adopted:

That Council:

1. Receives this Report and attachments 2, 3, 4, 5, 6, 7, 8, 9 and 10 for the Corporate Record;

2. Direct that the reports directed by Committee or Council, as set out in Attachment 11, be deferred; and

3. Direct that the reports directed by Committee or Council, as set out in Attachment 12, be cancelled.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2022 July 05	C2022-0791	**City Manager's Quarterly Report Q2, 2022**
2022 April 12	C2022-0393	**City Manager's Quarterly Report Q1, 2022**
2022 April 12	C2022-0472	**2023-2023 Service Plans and Budgets – Moving Forward Together**

2021 December 20	C2021-1573	**City Manager's Quarterly Report Q3/Q4 2021**
2021 September 13	C2021-1056	**City Manager's Quarterly Report Q2 2021**
2021April 12	C2021-0446	**City Manager's Quarterly Report Q1 2021**
2020 June 29	C2020-0699	**Administration's Rethink to Thrive Strategy**

Calgary

EC2022-1229
Attachment 2

Better Every Day

THE CITY MANAGER'S QUARTERLY REPORT ISSUE 6

THE CUSTOMER EXPERIENCE ISSUE

22-0023758 ADV-16955

Better Every Day is a publication of The City of Calgary–we're Calgarians serving the city we live in, the city we love, making life better every day.

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@cityofcalgary

Download the 311 app

Located on the traditional territories of the people of the Treaty 7 region in Southern Alberta, and home to the Métis Nation of Alberta, Region 3, we are situated on land where the Bow and Elbow Rivers meet. The traditional names for this place we know as Calgary are *Moh-kins-tsis* (Blackfoot), *Wicispa Oyade* (Stoney Nakoda) and *Guts-ists-i* (Tsuut'ina).

CALGARY INCORPORATED AS A TOWN IN **1884**

POPULATION ESTIMATE 2022:
1,343,500

Third most liveable city in the world.
THE ECONOMIST INTELLIGENCE UNIT, 2022

Second lowest cost of living of Canadian cities.
MERCER, 2021

MESSAGE FROM THE CITY MANAGER

At The City of Calgary, we are continuously looking for efficiencies and improvements, and we understand the importance of transforming our organization to help solve some of our city's biggest challenges. The way we deliver our services is no exception, recognizing that customer experience is a driver of change. Whether it's having conversations and listening to the needs of citizens and industry, helping businesses start faster, grow easier, or realigning our internal structure, we aim to serve Calgarians even better. This includes providing the services needed to bring about success and prosperity, supporting a diverse economy that is inclusive of everyone.

As a large organization, we know we will always have work to do, and it is our priority to improve our services and bring even greater value to citizens. To do this we are mindful of new demands on our infrastructure, the changing expectations of Calgarians, and implementing ways we can provide citizens better experiences with us. These insights provide us the path to evolve our organization.

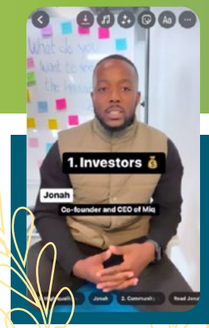
This edition of *Better Every Day* offers a few stories and examples of how we are focused on the success of Calgarians through a more customer-centric approach to our services. Transforming customer experience isn't about just one program or initiative – it's a way of doing business and critical to growing our organizational culture of innovation. Our collaboration with civic partners and local agencies serves to make us more innovative, flexible, and resilient so challenges can be converted into opportunities, and we can continue making life better every day.

David Duckworth, P. Eng, MBA

FROM PEI TO CALGARY:

Why one entrepreneur thinks Calgary is the place to grow

From across the country, Jonah Chininga heard about the momentum building around tech in Calgary. As the founder of a fintech (financial technology) startup, he saw the opportunity to grow here after attending a session hosted by Calgary Economic Development and made the move from Prince Edward Island just a few months ago.



3 REASONS WHY CALGARY IS THE BEST PLACE TO START A TECH COMPANY

Play video

"Hearing about success stories like Neo Financial, the talent pool, the availability of investments and investors, as well as organizations such as Platform Calgary, really was a huge highlight in terms of what the Calgary ecosystem was offering and what we were looking for as a business," explains Jonah.

Jonah is the co-founder and CEO of Miq (Money IQ), a community banking platform that enables newcomers to get access to affordable credit. The platform is designed for the nine million credit-invisible people in Canada who are often shut out of traditional banking and lending systems.

The idea for the startup came from his own experience navigating financial challenges after moving to Canada from Zimbabwe in 2014. It's a long process to build credit history in a new country, and new immigrants are often considered high risk within the financial services sector because they aren't permanent residents.

Because of this reality, Miq has been working primarily on small business financing with immigrant communities.

"Whether they want to cover emergency expenses, or if they're interested in business, they have limited options," Jonah says. "Providing that alternative and a way for people to economically empower themselves has been huge for us."

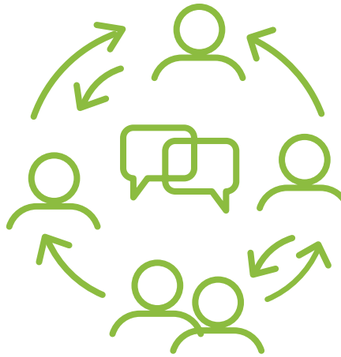
In addition to securing partnerships with Visa and Equifax, another highlight for Miq came on October 14 when Jonah pitched his business at the inaugural Digital Commerce Bank Calgary Fintech Award showcase – and took home second place with a $60,000 non-dilutive cash prize. Led by Platform Calgary, the award was a culmination of three months of programming, fintech-specific workshops, mentoring sessions with world-class advisors, pitch coaching, and business evaluation.

It was a couple of months into this program that Jonah came to Calgary in a move he calls a "no-brainer".

As part of the program, Jonah was welcomed into Calgary's tech and innovation community, and has been working out of the Platform Innovation Centre most days. The building is designed to facilitate collisions, with chances to learn from and collaborate with other entrepreneurs, investors, and tech-curious people every day.

"Being able to communicate and share experiences with other founders who've had similar experiences gives a kind of encouragement to keep going," he says.

Most importantly, Jonah's gained the one thing every entrepreneur needs most: community. Being able to navigate the highs and lows of entrepreneurship is easier with people who are going through – or have already gone through – a similar journey.



"If you're going into the ecosystem, you need to have a community, whether it's mentorship, resources, or other companies," Jonah says. "I think that's a huge need for any startup company. For us, that was an enabler to take us to the next stage."

With contribution from Platform Innovation Centre

PLATFORM calgary

SINCE JANUARY 1, 2022, THE PLATFORM CALGARY TEAM HAS:

- held **935 coaching calls, 260 workshop hours, and 40 office hours** with partners through the Catalyzer program for early-stage startups.
- supported **1,031 entrepreneurs** and their early-stage companies.

SINCE OPENING THE PLATFORM INNOVATION CENTRE ON JUNE 1, 2022 THERE HAVE BEEN:

- **1,050 external bookings** of Platform Innovation Centre spaces and facilities (including meeting rooms, classrooms, event space and the KPMG Pitch Stage).
- Over **15,000 people** have attended a meeting, program or event at the Innovation Centre.

CALGARY FITS THE SCRIPT

Is that Seattle, New York City, or small town America you see on the screen? Or is it Stephen Avenue, Inglewood, the airport tunnel, or Nose Hill?

Calgary has been acting as a stand in for many locations over the decades, ever since American production companies discovered the little gem to the north. The filming and production of movies, television series, and commercials is becoming a more common sight on our streetscapes. And no one is more familiar with all of Calgary's charm than Jason Nolan, an independent locations manager with nearly 30 years in the business.

Jason was lured to Calgary from Vancouver to work on a miniseries and now has his own locations company partnered with his wife Shauna. "I jumped on the show and we were all over the province that summer, it was incredible," recalls Jason. "The mountains and the badlands and the prairies and these small towns – every day was a new exploration. It was just so great, I never went back."

Jason Nolan

Better Every Day

RECENT PRODUCTIONS IN CALGARY:

HBO's *The Last of Us,*
Ghostbusters: Afterlife
Prey
Fraggle Rock
Under the Banner of Heaven
Wynonna Earp
Guilty Party
Joe Pickett
Tribal
Billy the Kid
Heartland
Jann
Hallmark's *Ride*
Birds Who Fear Death
Tales from the Rez

"The majority of my work has been outside of the city until the last few years as a lot of shows will come here for the landscapes and the environment," continues Jason. "But that's changing quite a bit because Calgary is very generic in a way that it could play for multiple places and almost 'Anywhere USA'. With that flexibility, directors are definitely looking at what the city of Calgary has to offer."

Calgary has been positioning itself as film-friendly since the early 2000s, and The City is piloting a film-friendly strategy to streamline processes, systems, and internal structure to enable more responsive, cross-corporate service delivery to the film industry. Part of the initiative is a dedicated team helping expedite permitting (locations, tents, and more), reducing red tape, and simplifying the fee structures and payment options for those companies accessing City-owned assets, locations, or resources.

"It is positive that The City of Calgary starts with yes and wants to be there to have a conversation and figure it out together, instead of filling out paperwork and waiting," says Jason. "Progressively over the last 10 years, we're getting busier and busier, there's more incentives and a lot more public awareness of the movies and TV shows that are made here. It is nice to know there is a dedicated resource at The City that reaches out and asks which processes can be improved and makes the effort to implement them."

Filming takes place year-round all over the city in buildings and parks, on roads and sidewalks, and occasionally Calgarians may experience temporary disruptions such as road closures and parking restrictions while filming takes place. The City and production companies do their best to minimize disruptions, scheduling them for off-peak times and allowing for advance notice to neighbours and commuters.

"There's been a lot of really positive feedback about Calgary, our locations, our people," explains Jason who most recently worked on HBO's *The Last of Us* due to be released in 2023. "Especially on this film I heard from the producers, the director, 'we couldn't do this anywhere else'. The film industry, even in LA, is a small community and word spreads fast."

> **"With the thousands and thousands of permit requests we put in on *The Last of Us,* we got every single one of them in time, we were never delayed, and all City departments pulled through," he continues.**

Film productions shot in Calgary enhance the city's reputation as a world-class destination and add to the vibrant arts and culture scene. Calgary Economic Development estimates that creative industries are one of the fastest growing segments of Calgary's economy, igniting many opportunities while strengthening our city's economic diversification and creating thousands of jobs for Calgarians.

Wendy Lumby, a ski racing Olympian and local talent agent agrees.

"It's a wonderful industry to be involved in and it's certainly booming for Alberta. But, you really notice it in recent years. Kevin Costner was in town, we had the *Ghostbusters* family here, *Jumanji* did a unit shoot here," says Wendy. "*The Last of Us* is the biggest production we've had here ever. And we had it for a full year, which is amazing that a production comes for that length of time, putting people to work and production companies spending money. As we see more and more productions coming here, it is only improving our economy."

CALGARY FILM INDUSTRY BY THE NUMBERS (2021)*

140 Film and TV productions in Calgary

771 Filming permits processed

$522M In film and TV production spent in Calgary

28 Companies attracted and retained in film, TV, and interactive digital media

The Calgary Region is the location for over **80% of Alberta's film, TV and commercial production spend**

Calgary placed **10th among the top 25 cities for moviemakers** to live and work in North America by MovieMaker magazine for two years running

451,735 sq. ft of commercial industrial space absorbed by film and TV

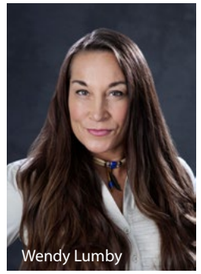
5,147 jobs created, retained, or expanded in film and TV

More than **24,000 people are employed** by 4,400 businesses in the creative industries sector

The Calgary Film Commission **won a prestigious Alex Metcalfe Award** for their Environmental, Social and Governance Strategy for Film and TV in 2021

*source Calgary Economic Development

Better Every Day


Wendy Lumby

"While the rest of the world was kind of shut down, we came up with these incredible ways to keep our actors and our crew safe on all productions with very, very strict protocols in order to keep shooting," says Wendy.

Calgary is Canada's fourth-largest film and TV production jurisdiction (behind Vancouver, Toronto and Montreal). Canada competes with Great Britain for the second largest film and TV production spend in the world, behind the U.S.

Even throughout the height of the Covid pandemic, Wendy estimates that through her talent agency, Faces of Wendy, she was able to find work for literally thousands of people.

In addition to the myriad of landscapes and locations found in Calgary and area, Wendy says companies looking to feature authentic characters are impressed by the diversity of the local talent.

"I'm very proud of being the only Indigenous Olympic alpine ski racer ever, and equally as proud to be the only Indigenous talent agent," says Wendy. "With my agency, I've tried to focus on different ethnicities, and it's known for its strong diversity. When a company comes in search of Indigenous People, they'll usually come knocking on my door, and I appreciate that. It's an industry open to all ethnicities, opportunities for many, many people, and with all the different productions happening, we're a lot busier than people think."

What could the future hold for the film industry in Calgary?

"The feedback I consistently hear is always what a great group of people here in Alberta, very accommodating, very nice, but very professionally run," says Wendy. "That's a huge bow to everybody here because we are working very hard to have an appeal to a bigger audience and bring more attention to what we offer. When we're accommodating and if we give them what they want, they'll come back. If we shut down downtown Calgary for a few days, you may be inconvenienced. However, when that show comes out, it's a massive nod to filming in Calgary, Alberta. I think that's an important selling point as we all work to really grow this industry."

Jason shares similar feedback, proud to be a part of Calgary's hotbed of creative talent that has helped attract more shows in recent years.

"We can all take pride in seeing Calgary's beautiful landscapes and recognizable landmarks on the big screen," says Jason. "I hear it all the time how lucky we are and what a great place to live. They're very jealous."

HELP CALGARY BE A FILM-FRIENDLY CITY.

Be cool: As a Calgarian, you're part of the inner circle - don't share secret film locations on social media!

Stay cool: Sometimes road closures are required for filming. Stay tuned to City traffic reports, and allow a few extra minutes to get to your destination.

Share your love and support for Calgary's film and TV industry #yycFilmTV.

Learn more about Calgary's Film and TV sector, and re-share film friendly messages from @CalgaryEconomicDevelopment social channels on #FilmFridays.

CALGARY FILM CENTRE

Calgary's story on the big screen

When The City of Calgary invested in building the Calgary Film Centre, it was a calculated risk. Industry experts were certain if a facility was built, productions would come. Fast forward to 2021 when the city broke the annual film and TV production spend record at $522 million. This record-breaking trend is expected to continue with a fully booked Calgary Film Centre through 2022 and 2023.

Tom Cox, an executive producer and managing partner of Calgary-based SEVEN24 Films, is among the renowned industry leaders who championed the Centre.

Tom sees Calgary stepping more and more into the spotlight as a location that offers cutting edge infrastructure, world-class crews, and a breadth of backdrops.

"I love the access to different environments Calgary offers – from mountains, foothills, prairies and the Badlands, to slick office towers and gritty urban streets – we have incredible natural resources offering a broad palette to paint with," says Tom.

The Calgary Film Centre, alongside William F. White Studios and Rocky Mountain Film Studios, form an arsenal of world-class infrastructure for Calgary's rapidly growing film and TV industry, and contribute to over half a million sq. ft. of purpose-built and retrofit studio space.

Tom Cox

"The Calgary Film Centre has a special place in my heart," says Tom. "It was the first purpose-built facility in the city and helped us prove it was possible for Calgary to attract productions and investment from the private sector in the film and TV industry in our city and province."

Tom believes that a key contributor to the film industry transformation in Calgary is the sense of community within the city.

"Calgary has an entrepreneurial blue-sky spirit that I see not just in the film and TV industry, but in every aspect of Calgary life. I think this is what sets Calgary apart from other film jurisdictions. If you have a strong creative idea, you can make it happen here," shares Tom.

With a career boasting an impressive highlight reel of accolades, including *Heartland* and Academy Award-winning *Brokeback Mountain,* filming Season 4 of *Wynonna Earp* in the Calgary Film Centre during the pandemic remains a cherished memory.

"The Calgary crew and cast took so much pride and ownership in the production. The last day of filming felt like a miracle," smiles Tom as he remembers the team's celebration. "But there was more to it than that – there was a sense of community spirit, family spirit."

Photos and article courtesy of Calgary Economic Development.

AT YOUR SERVICE

Students help businesses get online

As Calgary's oldest main street, Inglewood has seen its share of independent small businesses throughout the decades and is the original "shop local" experience. Shades of Sleep has been a fixture on Ninth Avenue for nearly 15 years offering specialized sleepwear, exclusive bedding, and luxurious bath accessories.

As the integration of digital technology becomes more fundamental to all areas and sizes of business, even established businesses may need assistance creating a presence on digital platforms to stay competitive and on top of how value is delivered to customers.

"This is a totally new world to me. I was learning as I go," laughs Sheila, a former paralegal turned entrepreneur and owner of Shades of Sleep. "It takes time to learn a new skill, all while running and operating my business. That's the hard part as an entrepreneur is trying to fit all those pieces of the puzzle together. Social media is always evolving, and it is tough to stay on top of it, so I needed a bit of help."

Enter the Digital Service Squad (DSS). The DSS is a pilot initiative from The City of Calgary made up of a team of post-secondary students who help small businesses get online, digitize, and monetize, all for free. The DSS offers one-on-one assistance to eligible small businesses across Calgary to help adopt new technologies and embrace digital marketing.

"I didn't have the tools before, and Paul with the Squad helped me get those in place," explains Sheila. "This was a huge learning curve for me. It's a pretty phenomenal service The City is providing. I can't emphasize enough the importance of the support of small business and the shop local movement. I have seen customers make a shift to think about their shopping habits."

Lisa, founder of Sownsmith, also took advantage of the free services offered through DSS. Sownsmith is a new online business offering ethically made clothing designed by Lisa and manufactured in Canada from sustainable fabrics. Lisa also contributes seven per cent of her sales to fight human trafficking.

Lisa Kwong

"Just after I opened my online store, one of my local Calgary suppliers recommended that I check out the Digital Service Squad after I was sharing my struggles about researching SEO (search engine optimization) and all this technical stuff I found so confusing," explains Lisa.

"I'm just so grateful to have Paul from the Squad. He was so approachable and patient, and really helped me understand. I really appreciate this program; I don't know how else I could have learned it."

Lisa says she feels set up for success and is excited about the future of her online business.

"I feel so confident now in having the right pieces in the back end of my website, which you need to have if you want to grow," says Lisa. "Paul explained how Google works, how people find me, how I get indexed and all these pieces that needed to be there. He also recommended tons of resources. How could I have figured that out on my own?"

Sheila and Paul

The DSS isn't just great for businesses, it's great for students too. Paul, a newcomer to Canada from the Philippines, is studying Business Administration as an international student at the Southern Alberta Institute of Technology (SAIT) and was one of the first students hired by the program.

"This is my first job in Canada, and I feel so lucky that I found this contract opportunity at The City," says Paul. "As an international student, I wasn't able to find jobs at banks, but this offers me the chance to get some Canadian experience and meet so many business owners who may be interested in hiring me after my contract is completed."

As mature student with experience at JPMorgan Chase & Co. and working in social media management with startups in the Philippines, Paul has a wealth of knowledge to share with local small businesses.

"Part of the challenge is to make sure that your clients will be comfortable with the topic they need you to help them with," he says. "It's very technical for sure but you can change the verbiage and provide examples to ensure that they completely understand what we're doing. There is some responsibility for the business owner to book regular appointments, check ins and do a bit of homework. Just because you have a website doesn't mean people are going to know who you are. You have to market it and that's the difference from what you're seeing and from what I'll teach you and what you will see in the future."

DID YOU KNOW THE DIGITAL SERVICE SQUAD:

- is in touch with over 4,000 local businesses
- employs 14 post-secondary students
- is part of the Digital Economy Program, delivered by Business Link in collaboration with Digital Main Street. It is funded by the Government of Alberta and Prairies Economic Development Canada

MINDING YOUR OWN BUSINESS

Starting a small business is both exciting and intimidating. In addition to assuming several roles as an entrepreneur, there's a lot to consider when taking a great idea and turning it into a profit - a business plan, financing, the perfect location, and the permits and licensing that may be required.

Information about opening a business can be found at calgary.ca/opensooner.

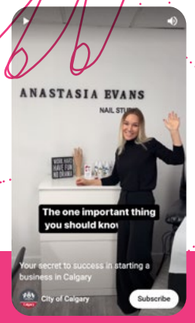
While all new business owners will encounter challenges, new Canadians face additional challenges when starting and sustaining a business. Language, culture, and access to resources can quickly become barriers when trying to establish a small business in a new country.

When Anastasia and her husband immigrated to Calgary from Russia in early 2020, they were both seeking employment in the energy sector. Three months after their arrival, the pandemic forced the closure of most workplaces and many companies reduced staff; it was not an ideal time to job hunt, let alone in a new city or country. Anastasia used that time in lock down to really understand her passion and committed to making a career change. Prior to immigrating, she enrolled in courses to become a nail technician, and it soon became her dream to open her own business offering her specialized skills.

"I finished up my courses just as we were accepted to move to Canada, and during Covid, I took even more courses to get my diploma," explains Anastasia. "But I wasn't confident yet in my skills and needed to understand what services were needed in Calgary. I was surprised to discover that my training was of much higher quality and after a few bad experiences working in other salons, I knew I was ready to open my own business."

Anastasia registered in the 300-hour, 10-week intensive Build Your Business – Newcomers Entrepreneur Program through the Calgary Catholic Immigration Society (CCIS). The CCIS provides settlement and integration services to all immigrants and refugees in southern Alberta and the Build Your Business program offers knowledge, tools, and support to help newcomers successfully launch a small business.

"After Covid, and then having a baby, I knew I just needed to do something," says Anastasia. "And then, the answer was in my email.



YOUR SECRET TO SUCCESS IN STARTING A BUSINESS IN CALGARY

Play video

I got an email from the CCIS about the Build Your Business program and I registered for the very first cohort. I know a lot about my craft, but because I wanted to open a business in Calgary where I know nobody, I know nothing about the local rules, regulations and laws, I was super confused and intimidated. I would have never been able to open anything without this course."

As part of CCIS's Build Your Business program, The City of Calgary, through the Business Experience Representative Team, participated in a session to share valuable information about business licensing in Calgary. A specialized Business Experience Representative Team launched in May 2022 as a one-stop shop for business applicants. The team works with local entrepreneurs who are interested in opening a restaurant, brewery, or urban agriculture business, but representatives are also available to provide information and outreach to groups like CCIS. Business Experience Reps guide applicants through the entire licensing process, creating faster and more predictable outcomes.

"When people from The City came to our class, I was so, so surprised to see three people there to help us and willing to answer all of our questions," says Anastasia. "Where I am from, the government is not working with the people. They feel they are above that, and it is all so difficult and complicated with nobody willing to help. Though The City was able to answer all my questions, I think the most valuable thing for me was to know that I am not alone, that the government is not against me, but working with me, and that they are really there to help."

Business licences are required depending on your business activity and promote individual and public safety. Once registered, many businesses need a business licence and may also need additional permits or inspections.

In just under a month, Anastasia launched her beauty business Anastasia Evans Nail Studio and set up a location on Calgary's popular 17 Avenue SW.

"I was so motivated, I started to look for a place during the CCIS course," she laughs. "And I received my business licence very quickly; it took a bit more time for the Alberta Health inspection as they have very strict rules for my type of business, but now I am open for business."

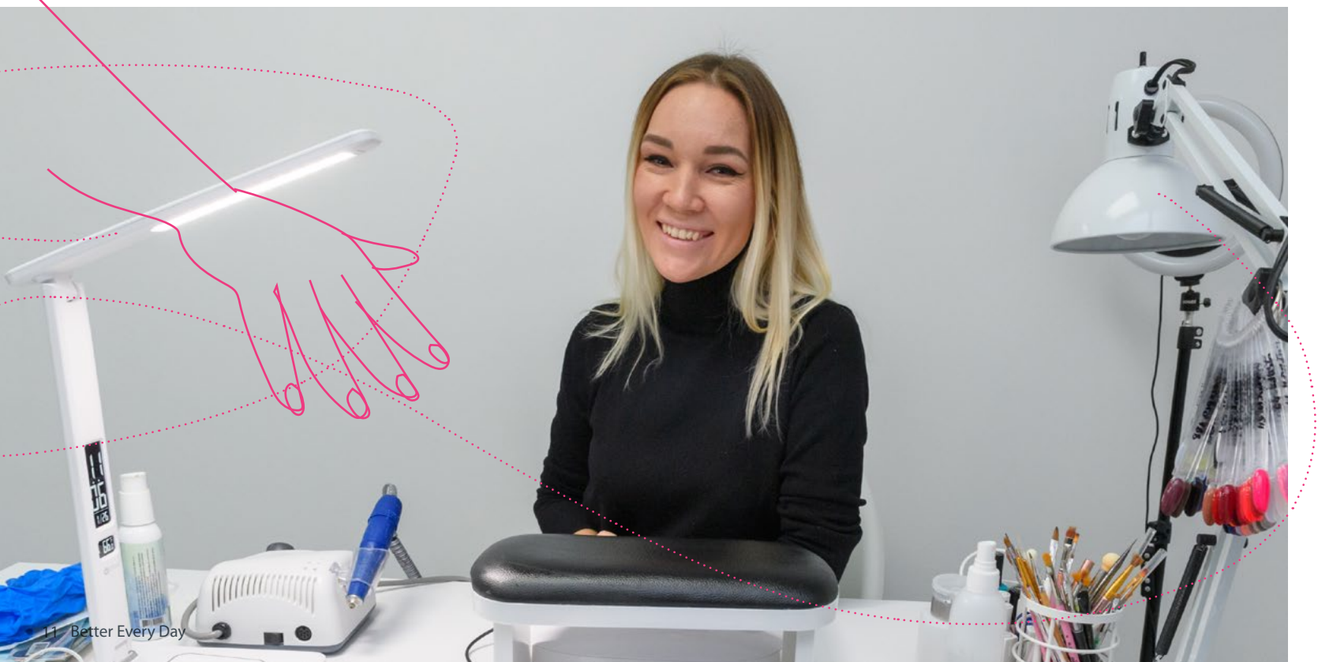
"So far, during my time in Calgary and through the course, I have met some very good people – the instructors and my classmates, and now my friends," she continues.

DID YOU KNOW?

The City is currently waiving fees for new and renewed business licences for companies located in Calgary. Fees will be waived until March 16, 2023.

All businesses operating in Calgary are required to register their business with The City of Calgary.

"I would say to those looking to start a business to take a course, be passionate and don't panic. You'll face challenges but if you're ready with a strong idea and plan, everyone is on your side – everybody is wanting to help you succeed. It is still just really unbelievable to me."



LOOK AHEAD

DECEMBER

[Zoolights](#)
To Jan 8

[New Year's Eve](#)
Dec 31

Enjoy the outdoors

[Winter fire pits](#)

[Outdoor skating rinks](#)

[Toboggan hills](#)

[Cross country ski and snowshoe tracks](#)

Take a winter walk in our [parks](#) and [pathways](#)

Heritage Park [New Year's Eve Dinner](#)

JANUARY

[High Performance Rodeo](#)
Jan 16 – Feb 5

[Chinook Blast](#)
Jan 21-27

[Chinese Lunar New Year Festival](#)
Jan 22

[BIG Winter Classic](#)
Jan 26-29

[International Holocaust Remembrance Day](#)
Jan 27

FEBRUARY

[Black History Month](#)
February

[YYC Hot Chocolate Fest](#)
Feb 1- Feb 28

[Midwinter Bluesfest](#)
last week Feb

[Block Heater](#)
Feb 17 -20

[Pink Shirt Day](#)
Feb 22

MARCH

[International Women's Day](#)
Mar 8

[Earth Hour](#)
Mar 25

ANYTIME

Calgary AfterSchool programs

Calgary AfterSchool is offering several free programs. The programs are offered two to three days a week at various recreation facilities, community centres and community-based partner agencies.

Mobile Adventure Playground

Join us for a self-directed, drop-in program that use loose parts and natural materials to inspire active and creative outdoor play, and connect people, young and old, to nature.

Snow Bans Restricted Parking Online Map

Know which streets have parking restrictions by using The City of Calgary's online map that shows banned parking locations.

City of Calgary map gallery Development Map

Stay informed about the developments in your neighbourhood and across The City.

Volunteer with The City of Calgary

Experiences include Off-Leash Ambassadors, Animal Wellness Support, Adopt-A-Park, Tour Guides and more!

This list is not exhaustive. Dates are subject to change.

RESILIENT ROOFING REBATE RECEIVES ACCOLADES

Alberta sees more hailstorms than any other province according to data gathered by Environment and Climate Change Canada. Meteorologists say the Rocky Mountains and elevation create the perfect storm for the development of hail, with Calgary situated in "hail alley".

When a storm rolled in and hail started to fall in the Calgary region in June 2020, it could have been just a regular hailstorm, as the city sees an average of five hailstorms per year. But according to the Insurance Bureau of Canada, that storm created an estimated $1.3 billion in insured damages, and became the fourth costliest natural disaster in Canada's history.

The hailstorm damaged approximately 70,000 homes and vehicles. The hailstones were large and fell as fast as 100 km/h, according to The Weather Network data.

"I was down south in Calgary at the time, and my daughter called me saying there was large hail coming down," recalls homeowner Andy. "It was hitting the house, hitting the windows... Arriving at the house, you could see the damage - there were holes in the siding and large hail on the ground about the size of a tennis ball."

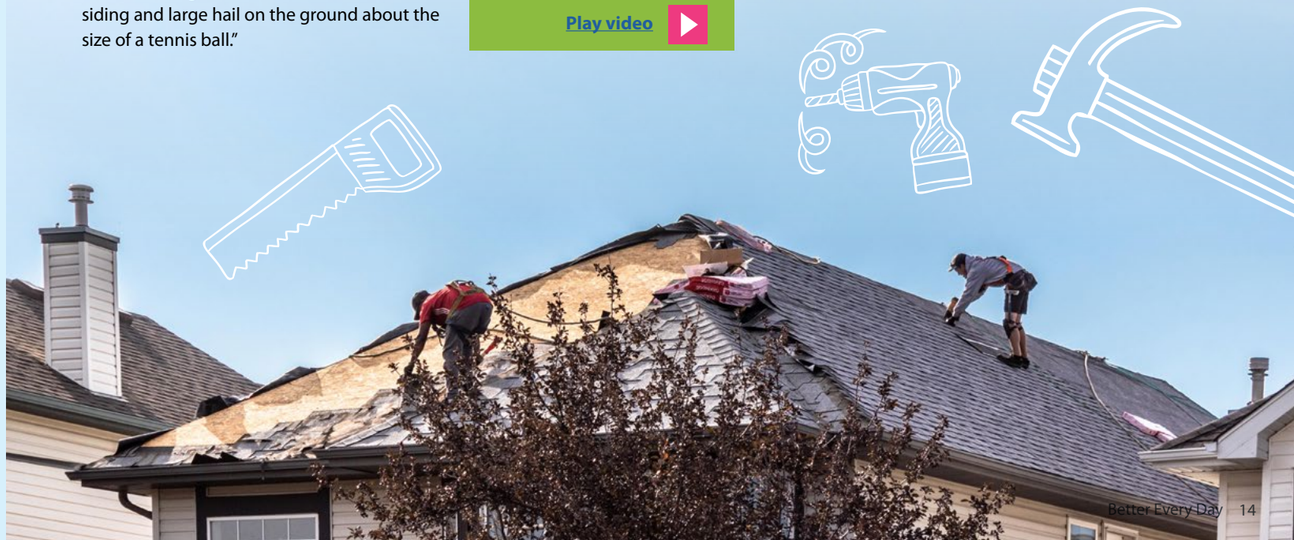
As a result of this intense storm and reported damage, The City launched the Resilient Roofing Rebate Program to incentivize Calgarians to consider impact-resistant roofing products to help protect homes from future damage and contribute to building a more resilient city. The program provided information about the options available in impact-resistant roofing materials and offered a $3,000 rebate when those materials were used to replace damaged roofs.

"I learned about the impact resistant roofing material through contractors," says Andy. "We had the upgrade done and watching the news it mentioned the Roofing Rebate program offered by The City of Calgary. When I heard we would get a rebate for using the resilient roofing product, I was happy as initial costs were pretty expensive, and this helped offset the payments that had been made."

RESILIENT ROOFING REBATE PROGRAM

[Play video](#)

Recently, The City was awarded the first-ever Resilience and Recovery Award from The Institute for Catastrophic Loss Reduction, Canada's leading disaster research institute, for rolling out the rebate program specifically creating awareness, incentives, and regulation. The City estimates it was able to provide support to 1600 homeowners.



Rethink to Thrive Strategy Update Q3/Q4 2022

Background

The City of Calgary has created a strong foundation for thinking differently through its One City, One Voice culture. Approved by Council on 2020 June 29, Administration's Rethink to Thrive Strategy provides an opportunity to grow and strengthen our corporate culture and outlines how Administration will work together to continue to achieve Council's direction. At its core, Rethink to Thrive is about how the organization will work differently to continue to achieve The City's purpose to make life better every day. The City Manager and the Executive Leadership Team are the stewards of this internally-focused strategy through the Executive Leadership service line.

Evolving Rethink to Thrive

Over the past two years, City employees demonstrated remarkable resilience in how we delivered services to Calgarians. We've shown one another and Calgarians our ability to rethink the way we work and be nimble to successfully respond to the needs of citizens, the community, and businesses.

As the organization was preparing to deliver on Council's direction for the 2023-2026 Service Plans and Budgets and move to the realigned organization, the Executive Leadership team committed to intentionally shift focus to our employees and being a workplace of choice. We also took this opportunity to provide more clarity and simplicity, and integrate our evolved Rethink to Thrive strategy with the next business cycle. The Executive Leadership Team continues to listen, evaluate, and adjust actions as necessary to build capacity and support employees. Refining Rethink to Thrive continues to honour existing work already happening while honing our focus.

The refined Rethink to Thrive strategy identified two focus areas for Administration that will be most effective in complementing what Council wants to deliver for the community: **Leadership and Direction**, and **Employee Engagement**. This work will not be done outside of achieving Council's direction – rather, this is our internal focus on the organization to make sure we're well-positioned to achieve Council's direction now and into the future.

Administration will continue to work with leaders to implement focused initiatives to address role clarity to empower decision-making, supporting leaders, and weaving in a focus to foster psychological safety and trust, which play a fundamental role in enabling the organization to achieve Council's focus areas.

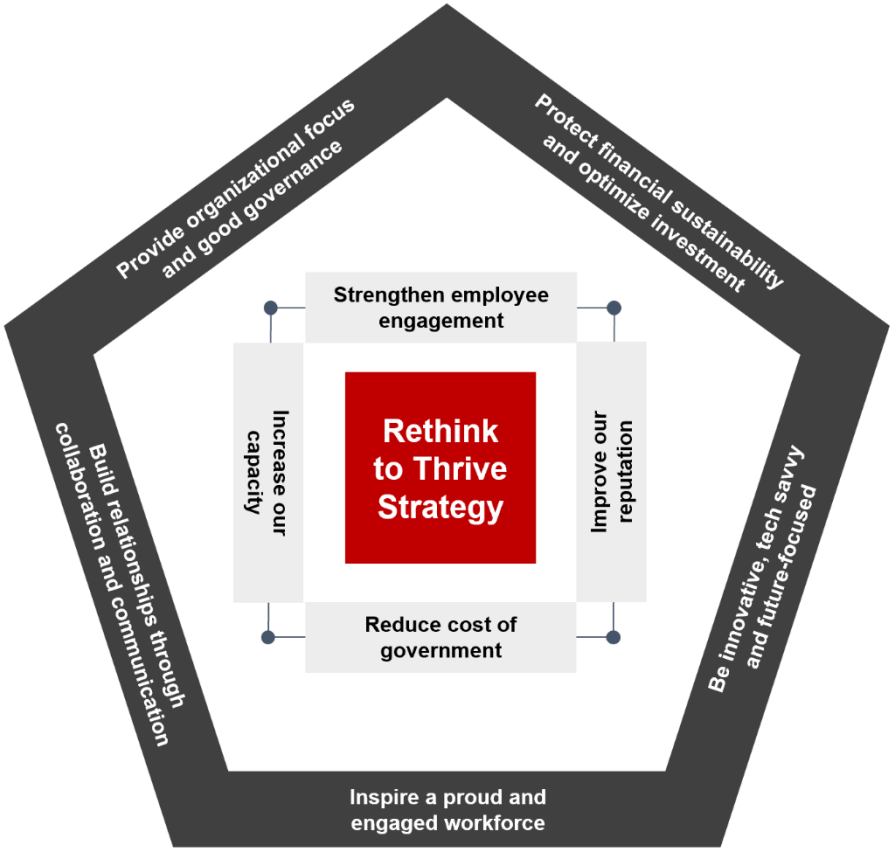
Future Strategy Updates

This strategy update will be the final update based on the original Rethink to Thrive strategy approved in June 2020. Moving forward, Administration will look at options to consolidate Rethink to Thrive updates provided to Council with existing reports while ensuring continued transparency.

Q3/Q4 2022 Strategy Updates

Considerable work continues to advance the strategies within Rethink to Thrive. City employees have shown each other and Calgarians our ability to rethink the way we work and be nimble to achieve a common purpose. As we continue to respond to the evolving needs of our city, residents, and employees, we will refine, evolve, and build on the successes of Rethink to Thrive.

The City Manager continues to work with the Executive Leadership Team to ensure a shared understanding of the objectives and strategies, as well as the initiatives that are currently contributing to the strategy's progress. Key highlights of several of these initiatives can be found further in this report.



Key Highlights **(Please note: This list is not exhaustive)**

STRATEGY AREA	HIGHLIGHTS
Provide organizational focus and good governance	**Organization realignment project:** The organization realignment project is currently in the *deploy* stage, which is focused on the implementation of the new organizational structure. Substantial work was completed in Q3 and Q4 to deliver on the stage's four outcomes: • New teams and relationships are built; • Leaders and employees understand the changes within their teams and across the organization; • Intra and inter-department processes and governance structures are created; and • Critical systems and tools are ready to support our new structure. During Q3 and Q4, the organization realignment delivered the following results: • Successfully transitioned 15,000 City employees to the new department structure on August 1, 2022, with no disruptions to employee pay or vendor relationships and invoice payments. • Calgarians experienced continued service reliability and responsiveness through the transition. • Updated The City's key financial, human resources, supply, and technology systems with proper internal controls to reflect the structural changes. We are currently finalizing the remaining and necessary financial, IT, and HR changes to support the new structure. • After the August 1 transition, we remained nimble and flexible and supported changes to meet evolving business needs and ensure service delivery was maintained.

Organization realignment project continued:

What's coming next

Work remains to fully implement the new structure with a focus on organizational effectiveness and continuous improvement:

- Continue to operationalize and live the new structure, aligned with the Rethink to Thrive strategy.
- Advance the work on processes and ways of working together in our new structure.
- Establish a monitoring and measurement approach to support tracking and capturing the value of realignment in the long term. The Executive Leadership Team will provide strategic oversight and guidance.

We expect to move into the assess and adjust stage in January 2023, which is our final stage of the project and provides a formal period to consider additional structural corrections and resolve any issues across the organization. This will lead into the close out of the project, and a transition to long term monitoring and sustainment to support organizational effectiveness practices in our organization.

Modernizing government and capturing the value of realignment

The realignment supports Council and Administration's focus on modernizing our organization. Changing how we are structured to a functional model encourages the behaviours and actions that support improving how we deliver services to Calgarians. This includes quicker decision-making at the right levels of the organization, consistency of span of control, and strengthening collaboration across departments with a focus on citizens through the value chain and service delivery.

We now have a functionally-based organization that delivers 62 services across these functions. The service-based approach encourages and reinforces the need to collaborate cross-functionally to deliver services within each area of expertise (Plan – Build – Operate – Enable). To further enhance cross-corporate / cross-functional collaboration, there is a program under way to mature service governance, which supports bringing together different business units to make decisions on the service, placing the customer and user needs at the center of service delivery.

	This strengthens The City's resilience as a future focused organization and creates opportunities for teams to improve how we work together internally to meet the expectations and changing, diverse needs of Calgarians. It helps create an environment for teams to focus on the end-user experience and streamline internal processes to improve this experience. For example, the newly realigned Planning and Development Services department is now composed of five functional divisions: Downtown Strategy, Climate and Environment, City and Regional Planning, Community Planning, and Development, Business & Building Services. This has tightened up some of the gaps that we had in our previous structure by bringing multi-disciplinary teams together that result in better city building through aligned and coordinated policies and plans, and improving customer service in development applications and inspections. This structure allows the department to be more adaptable while responding to the needs of our business and local economy and creates opportunities for better collaboration between planning and engineering functions. Overall, the realignment positions The City to deliver on our service promises to Calgarians in a more efficient and responsive way and continue to make The City of Calgary a great place to work so we attract and retain the best talent our city has to offer.
Protect financial sustainability and optimize investment	**Approval Service Plans and Budgets 2023-2026:** Council approved the 203-2026 Service Plans and Budgets, a roadmap that outlines how we will take care of our community over the next four years. After hearing from hundreds of Calgarians through public participation, engagement, social media and research, Council leveraged the projected favourable operating variance in 2022 for critical, responsive measures to provide support and investment for our city. The budget provides a solid path forward by maintaining or improving all City services. To support the delivery of these services, Calgarians can expect to see an average annual increase of 3.7 per cent over the next four years in the total amount of tax collected from existing properties. Council also directed Administration to return early next year with further options regarding the distribution of residential and non-residential taxes for 2023. With these service plans and budgets, Calgary will be a more economically, socially and climate resilient city, continuing to improve the quality of life for all Calgarians.

Inspire a proud and engaged workforce	**Our journey to becoming an anti-racist organization:** The Anti-Racism Program continues to take actions to remove systemic racism through education, engagement, collaboration, and policy changes, leading towards a racially just Calgary. Key initiatives include: • Providing training to the Executive Leadership Team, leaders, and employees to improve anti-racism knowledge, motivate the formation of anti-racist leaders, and facilitate meaningful and safe anti-racist dialogue across The City. • 21-Day Anti-Racism Challenge: This was an optional learning opportunity for all employees, allowing learnings about racial equity and systemic racism. Participants were encouraged to share thoughts, engage in open, honest discussions, and motivate one another to advance personal journeys. The Challenge was a significant step for The City in the journey to become anti-racist, and provided opportunities for employees to learn, reflect, and act on their insights. • Developed the Anti-Racism 101 eLearning Course. The curriculum provides City employees a foundational understanding of systemic racism. This introductory course takes learners through key definitions and serves as a platform for shared terminology, review and reflection on historic colonial practices that presently impact Indigenous, Black, and diverse Racialized communities, and creates awareness how racism is both influenced and reinforced by behaviors, practices, and systems. **The course will be mandatory for City employees** and supports building employee skills and capabilities to become anti-racist practitioners. • Engaged over 2,500 Calgarians to co-create The City of Calgary's Community Anti-Racism Action Strategy. This work was presented at the 5th Metropolis Identities Summit in Winnipeg, Manitoba. The Program also facilitated a Youth Media Engagement event to foster open dialogue between Indigenous, Black, and diverse Racialized youth and the media. Youth participated in a panel discussion regarding the opportunities and challenges of representation in the media to school leaders, media outlets, and members of municipal and provincial government.

	• Continued to engage with Indigenous, Black, and diverse Racialized communities and advocate for their inclusion in municipal decision making to amplify their voices and reduce barriers. • Appointed Anti-Racism Action Committee members for new terms as part of the annual recruitment for City of Calgary, Boards, Commissions and Committees. The Program works with the Indigenous Relations Office, Indigenous Elders, Knowledge Keepers, and City Administrators to create greater understanding around ancestral territorial acknowledgements. • Engaged with communities most impacted by public safety services to better understand the key priorities for the Strategy. Our consultants will also engage with City service areas to co-develop the public safety strategy supporting the anti-racism work in The City. • Invitations to participate in interviews were distributed to Indigenous, Black, and diverse Racialized Calgarians, community social workers, community-serving organizations, and religious leaders with a focus on those who are subject-matter experts and have had encounters with Municipal Law Enforcement. Engagement is expected to be completed in March 2023. • Requested The City's Employee Family Assistance Program provider to identify counsellors with expertise in discrimination-related trauma and for that service to be available to employees in person, through video conference, and online. • Expanded the number of events held during the year to include recognition of Emancipation Day and Black History Month. • Continued work with Human Resources to mediate complaints on the ground(s) of race, colour, and/or ethnicity. • Program team members have assisted colleagues in responding to public complaints of racism in the delivery of services. Recognizing the importance of disaggregated race-based data in addressing anti-racism, we have taken the first steps required to advocate for collecting and reporting this type of data. • Collaborated with Human Resources, Indigenous Relations Office, and City Clerk's Office to craft an anti-racism endorsement statement used in public hearings.

	• Media: The Program was featured on local news including the renaming of James Short Parkade. The Program lead appeared on all major media networks to address the media applying an anti-racist lens to reporting, and was on podcast *Duhaa Talks*, to share insights from the Calgary Community Anti-Racism Strategy.
	Equity Program: The Equity Program Team has made significant strides since its inception in 2022. To date, the Equity Program Team has undertaken process and strategy work to set the foundation for the work going forward, with the goal of creating corporate capacity to build equity into service delivery. Some of the key highlights in Q4 include: • The first allocation of Equity in Service Delivery funding totaling $950,000 was completed. The money funded 11 proposals, which represent seven distinct service lines throughout the corporation. Examples of these equity advancements include equity in procurement, community-based programming, engagement, data collection and operational services. • Updating the Equity Analysis Tool based on feedback from its pilot phase in 2021 and 2022. This tool is key in supporting service lines to anchor their work with an equity lens. In early 2023, the updated tool will be rolled out to services. • Planning for an Organizational Maturity Assessment is underway that will benchmark the progress of service lines in advancing equity and understand the supports and tools services need. This assessment will begin in 2023 in conjunction with the Human Resources Equity Diversity Inclusion and Belonging team to ensure a robust service delivery and human capital perspective. This assessment will provide us with tangible information to support with service transformation. The second round of Equity in Service Delivery Funding will be launched in Q1 2023. Final reports from 2022 funding recipients will provide lessons learned to inform future work. The Equity Program Team continues to establish itself in the organization and will increase support for service lines to advance equity over the next two years.

	Health, Safety & Wellness month: Health, Safety & Wellness (HS&W) month was a chance to focus on physical and psychological safety rights and responsibilities in the workplace. This year's theme *We all Work Safe for Someone*, featured three focus areas, supported by multimedia, workplace safety news, and expert-led talks. The three focus areas of 2022 HS&W month were: 1. Safety RESET: provided an update on continuous improvement activities aimed at strengthening The City's safety culture. 2. Core safety commitments: announced six shared safety commitments, which are actions and behaviours expected of everyone at The City. 3. Psychological safety: offered four live virtual events on mental health and inclusivity (featuring keynote speaker Dr. Belanger), compassionate workplaces, psychological safety, and empathy in leadership. Health, Safety & Wellness month concluded in October but our focus on safety continues. The City's commitment to providing a safe and healthy workplace is unwavering, and we have a growing library of resources and support available. We will continue to work together to address and positively influence the health, safety, and well-being of all employees.
	Experience Inclusion 2022: The City of Calgary continues to advance its commitment to building and fostering a respectful, inclusive, and equitable workplace culture. Equity Diversity Inclusion and Belonging (EDIB) is a critical part of our corporate culture, focused on creating a safe and inclusive public service environment. The outcome is employees with diverse backgrounds, varied perspectives, skills, and experiences can collaborate to deliver exceptional public service. Over the years, Experience Inclusion has provided various platforms and strategies to engage our employees in meaningful conversations. From learning sessions, to engaging activities, to employees sharing stories of inclusion and exclusion with each other, each year has presented customized solutions to address current situations and discussions. The timeline has varied from one day, to a week or a full month to increase access and explore participation at various sites across The City.

	The 7th Annual Experience Inclusion, a corporate initiative first hosted at The City in 2015, was designed to create opportunities for employees and leaders to engage in meaningful conversations, learn, reflect and act to build and sustain a more inclusive organization. This year's theme was *Our Journey Continues,* and built off last year's theme of *Our journey to inclusion and belonging in times of change*. In connecting the two years, we showcased the advancement of inclusion work which has been undertaken by groups and individuals at The City and promote the road ahead through our culture of learning and commitment to this important work. The objectives for Experience Inclusion 2022 included: 1. Continue to facilitate important conversations about the various challenges and opportunities around inclusion, equity, human rights, anti-racism, and reconciliation during times of change. 2. Demonstrate and explore the benefits of an inclusive workplace and its powerful impact on psychological health and safety, positive employee experiences, diverse perspectives, innovation, sense of belonging, mutual learning, and team performance. 3. Share actions and commitments in some departmental/business unit level as well as inspire more inclusive workplaces in other areas. 4. Create awareness of the commitment City leaders have for this work and the resources available to all employees to promote an environment of safety, respect, and inclusion at The City. This year, the organizing committee hosted a series of events over 10 days designed to meet the needs of our diverse workforce. This concluded with a Leadership Panel, which was opened by City Manager Duckworth and featured other senior leaders from Operational Services, Law, Community Strategies, and the Calgary Fire Department. Experience Inclusion 2022 was a mix of live and hybrid events, allowing for employee interaction and sharing. Highlights included featured speakers, an inclusion bus tour, a wheelchair rugby game, an interactive inclusive design thinking session, a future thinking session, resource fair and more. Nearly 1,100 City employees participated in this year's events, with over 900 participating in livestream or online events and almost 200 attending in person events.

	Overall, employees who completed the Experience Inclusion participant survey reported a positive experience with this year's event and appreciated the blend of online and in-person events. Words such as 'unique', 'inspiring', 'great learning' and 'eye-opening' were used to sum up this exciting line up of events.
Build strong relationships through collaboration and communication	**Corporate marketing update:** The City has shared timely and relevant information with citizens, businesses, and employees through three separate phases in 2022 with the Corporate Marketing and Communications Strategy called *No Average Calgarian*. Content in the form of documentary style videos, featuring citizens and their stories, has been supported by a comprehensive marketing and promotional campaign. The themes of the stories included climate change, economic recovery, and affordable housing. Using City of Calgary research, the themes were selected based on City topics Calgarians have said they want more information on. The first two phases of the campaign made a strong impact with 7 million impressions of digital ads, and another 2.2 million impressions on social media (impressions are the number of times our content has been displayed in a public channel). All these impressions directed citizens to calgary.ca/respond for more information on the City initiatives related to the theme. The campaign page received over 16,000 page views with 62 per cent of those coming directly from the digital ads out in market. The most popular topics so far have been the downtown recovery programs and the solar calculator. This strong marketing presence and high number of webpage visitors confirms the corporate campaign has been seen by many Calgarians and has had a direct impact helping The City meet the information needs of our citizens. The campaign is currently in phase 3 with a focus on affordable housing until early December. There are no plans to carry on with the corporate campaign beyond 2022.

Be innovative, tech savvy and future-focused	**Digital Service Squad:** By the end of November, our 15 students had interacted with more than 2,300 businesses and are actively working with or have completed work with just under 600 local businesses. We have more than 1000 businesses in our queue still waiting for reach out from the Squad, demonstrating just how in-demand these services are. We are currently examining ways to extend the program beyond the original January 31, 2023, deadline.

Appendix – Original Rethink to Thrive Strategy, approved June 2020

Rethink to Thrive Strategy

OBJECTIVES			
Improve our reputation	Reduce cost of government	Strengthen employee engagement	Increase our capacity

STRATEGIES				
Provide organizational focus and good governance	Protect financial sustainability and optimize investment	Inspire a proud and engaged workforce	Build strong relationships through collaboration and communication	Be innovative, tech savvy and future-focused
• Provide Council with the best professional advice in a timely and effective manner • Empower decision making at the right levels of the organization • Review organizational alignment and focus senior leaders on managing strategic risks • Review corporate governance and find opportunities to identify duplication, reduce or consolidate work and reporting, and clarify accountability • Focus on the corporation's capacity, resiliency and agility to respond to emerging issues	• Increase service efficiency and effectiveness • Work collaboratively to find permanent savings in The City's operating base budget • Optimize capital planning and infrastructure investment • Advance The City's interests with Provincial and Federal governments and the Calgary Metropolitan Region Board • Continue service planning and budgeting with a focus on putting citizens at the centre of our service delivery	• Focus the organization on safety (physical and psychological), respect, and inclusion • Modernize our workforce practices and create a clear connection between business needs and policy • Provide opportunities for learning and development • Drive individual and team performance • Continue to reinforce the Code of Conduct	• Share timely and relevant information with citizens, businesses, and employees, and actively correct misinformation • Develop a corporate communications strategy focused on investment and value, and encourage employees to be ambassadors of City information • Foster positive, collaborative and productive relationships with key stakeholders and partners • Provide great customer service by being open and accessible and responding to requests in a timely manner	• Encourage innovation and experimentation and promote a "fail fast" mentality • Create a Calgary that is more resilient in the face of stresses and shocks • Leverage technology, data and analytics to make better decisions and work smarter • Be champions for business success and apply a business-friendly lens to planning and service delivery • Enable others to innovate and be innovative by creating the right mindset and conditions for success

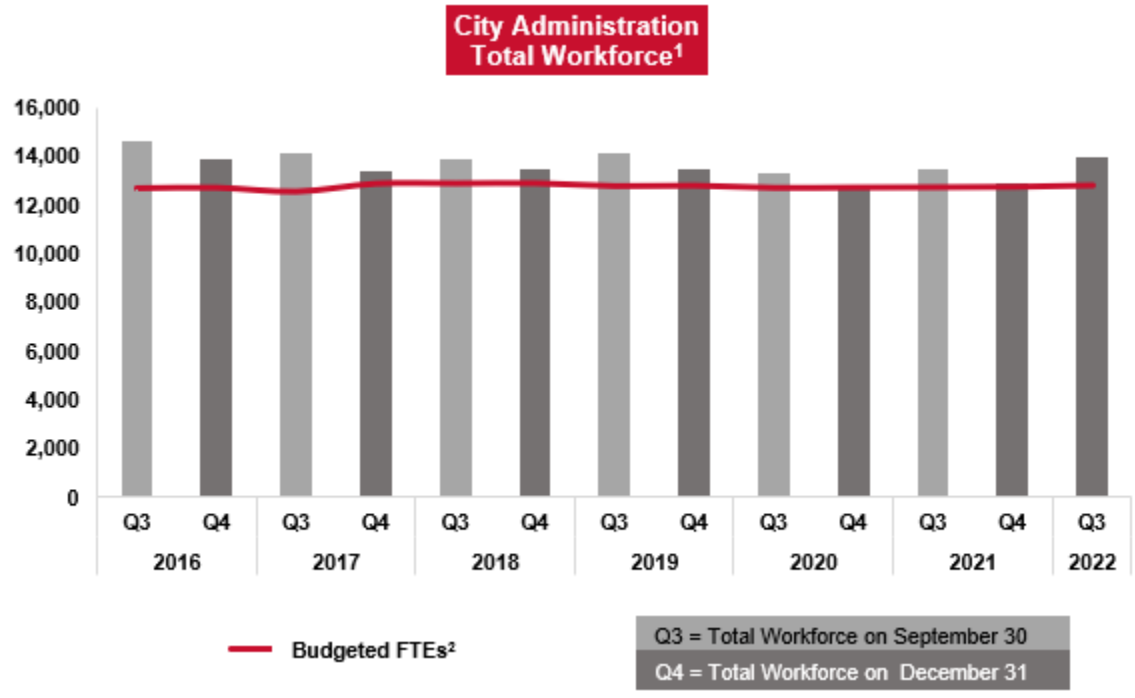
City Administration and Calgary Police Service

Headcount and FTEs

September 30, 2016 – September 30, 2022

City Administration

	Headcount (excluding on-call and student)			Total Workforce[1]	Total without Seasonal	Budgeted FTEs[2]	Budgeted FTEs in Corporate Programs[3]
	Core	Temporary	Seasonal				
September 30, 2016	12,397	1,458	755	**14,610**	**13,855**	**12,687.3**	**0.0**
December 31, 2016	12,412	1,345	161	**13,918**	**13,757**	**12,709.3**	**0.0**
September 30, 2017	12,415	1,115	649	**14,179**	**13,530**	**12,554.9**	**0.0**
December 31, 2017	12,410	850	168	**13,428**	**13,260**	**12,867.3**	**0.0**
September 30, 2018	12,477	780	662	**13,919**	**13,257**	**12,876.2**	**0.0**
December 31, 2018	12,547	718	221	**13,486**	**13,265**	**12,883.6**	**0.0**
September 30, 2019	12,568	929	656	**14,153**	**13,497**	**12,772.3**	**56.8**
December 31, 2019	12,490	876	143	**13,509**	**13,366**	**12,789.8**	**49.8**
September 30, 2020	12,035	585	694	**13,314**	**12,620**	**12,703.1**	**129.0**
December 31, 2020	11,965	485	183	**12,633**	**12,450**	**12,715.2**	**126.9**
September 30, 2021	11,947	761	794	**13,502**	**12,708**	**12,725.1**	**221.0**
December 31, 2021	11,863	752	294	**12,909**	**12,615**	**12,742.1**	**208.0**
September 30, 2022	12,203	989	759	**13,951**	**13,192**	**12,798.1**	**437.0**



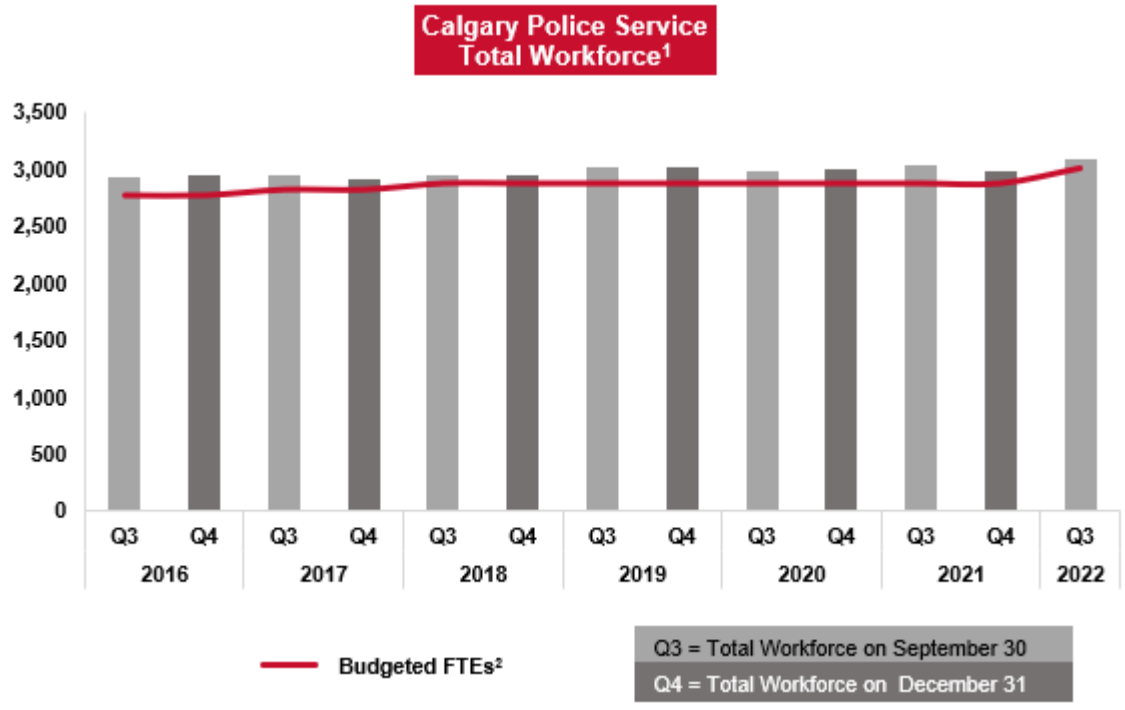
City Administration and Calgary Police Service

Headcount and FTEs

September 30, 2016 – September 30, 2022

Calgary Police Service

	Headcount (excluding on-call and student)			Total Workforce[1]	Total without Seasonal	Budgeted FTEs[2]
	Core	Temporary	Seasonal			
September 30, 2016	2,882	53	0	**2,935**	**2,935**	**2,768.0**
December 31, 2016	2,880	61	0	**2,941**	**2,941**	**2,768.0**
September 30, 2017	2,881	59	0	**2,940**	**2,940**	**2,818.0**
December 31, 2017	2,858	51	0	**2,909**	**2,909**	**2,818.0**
September 30, 2018	2,896	59	0	**2,955**	**2,955**	**2,873.0**
December 31, 2018	2,883	61	0	**2,944**	**2,944**	**2,873.0**
September 30, 2019	2,968	55	0	**3,023**	**3,023**	**2,873.0**
December 31, 2019	2,974	51	0	**3,025**	**3,025**	**2,873.0**
September 30, 2020	2,942	43	0	**2,985**	**2,985**	**2,873.0**
December 31, 2020	2,964	38	0	**3,002**	**3,002**	**2,873.0**
September 30, 2021	2,996	38	0	**3,034**	**3,034**	**2,873.0**
December 31, 2021	2,945	45	0	**2,990**	**2,990**	**2,873.0**
September 30, 2022	3,028	58	0	**3,086**	**3,086**	**3,006.5**



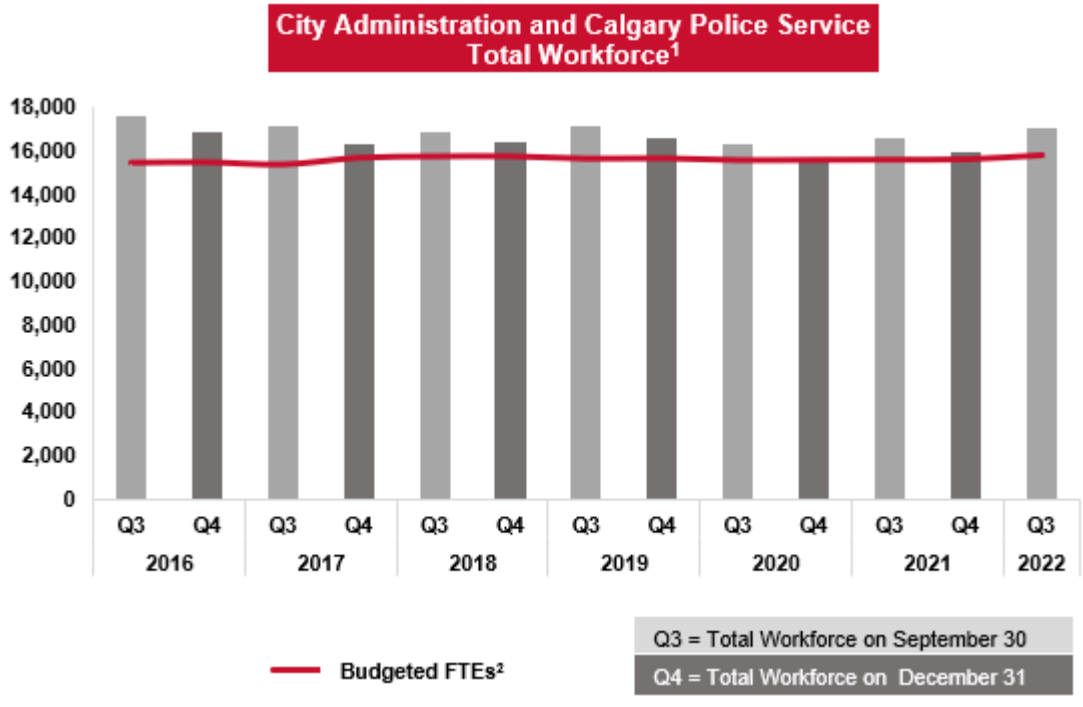
City Administration and Calgary Police Service

Headcount and FTEs

September 30, 2016 – September 30, 2022

City Administration and Calgary Police Service

	Headcount (excluding on-call and student)			Total Workforce[1]	Total without Seasonal	Budgeted FTEs[2]	Budgeted FTEs in Corporate Programs[3]
	Core	Temporary	Seasonal				
September 30, 2016	15,279	1,511	755	**17,545**	**16,790**	**15,455.3**	**0.0**
December 31, 2016	15,292	1,406	161	**16,859**	**16,698**	**15,477.3**	**0.0**
September 30, 2017	15,296	1,174	649	**17,119**	**16,470**	**15,372.9**	**0.0**
December 31, 2017	15,268	901	168	**16,337**	**16,169**	**15,685.3**	**0.0**
September 30, 2018	15,373	839	662	**16,874**	**16,212**	**15,749.2**	**0.0**
December 31, 2018	15,430	779	221	**16,430**	**16,209**	**15,756.6**	**0.0**
September 30, 2019	15,536	984	656	**17,176**	**16,520**	**15,645.3**	**56.8**
December 31, 2019	15,464	927	143	**16,534**	**16,391**	**15,662.8**	**49.8**
September 30, 2020	14,977	628	694	**16,299**	**15,605**	**15,576.1**	**129.0**
December 31, 2020	14,929	523	183	**15,635**	**15,452**	**15,588.2**	**126.9**
September 30, 2021	14,943	799	794	**16,536**	**15,742**	**15,598.1**	**221.0**
December 31, 2021	14,808	797	294	**15,899**	**15,605**	**15,615.1**	**208.0**
September 30, 2022	15,231	1,047	759	**17,037**	**16,278**	**15,804.6**	**437.0**



[1]Total workforce excludes on-call and student.
[2]Budgeted FTEs retrieved from the Budget Control Book (Finance).
[3]Corporate Programs include Council approved budgeted FTEs for City Administration that are corporately centralized until the positions are filled.
Data excludes Civic Partners.

Workplace of Choice

2022 December 14

ISC: Unrestricted

Workforce Demographics

The City of Calgary relies on a committed and dedicated workforce to ensure Calgarians continue to receive excellent service delivery. As of November 1, 2022, there were 14,376 employees, which includes both core (permanent employees) and contingent employees at The City of Calgary (The City).

The average years of service at The City for core employees is **12.8 years** and the average age for core employees is **47.2 years**. As of November 1, 2022, **females represented 31 per cent** of the core workforce, which has remained stable over the last five years.

In the 2021 Corporate Employee Survey approximately 5,700 respondents indicated the following:

- **33 per cent** identified as belonging to an ethnic/cultural group other than white.
- **3 per cent** identified as having indigenous status.
- **7 per cent** identified as working with a disability.
- **6 per cent** identified as belonging to the LGBT community.

This report excludes Calgary Police Service and Civic Partners.

ISC: Unrestricted

Voluntary Turnover (Core)

Overall Voluntary Turnover

The City's voluntary turnover rate (resignation + retirements) has been consistent since 2018, except for 2021, when there were increased retirements. This was likely driven by the discontinuation of the retirement allowance.

2022 has seen a slight increase in resignations as the economy has picked up; but has not experienced a "great resignation." These resignations have been partially offset by the sharp decline in retirements after the spike at the end of 2021 (Figure 1.0).

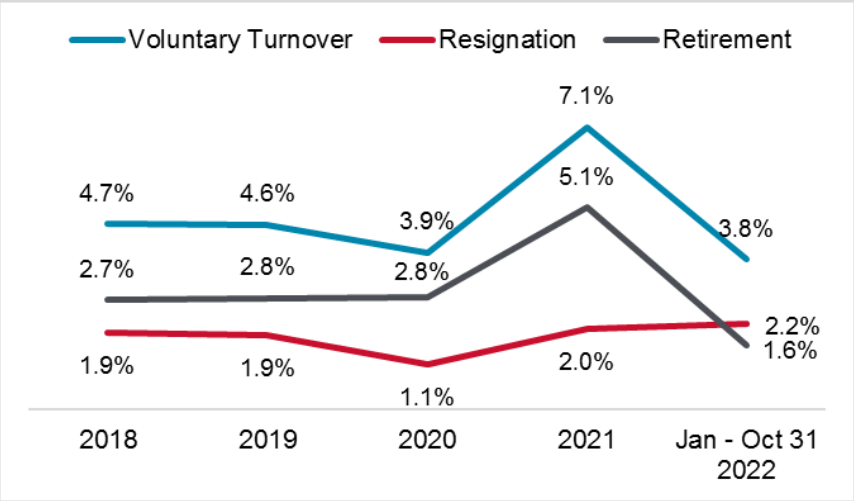


Figure 1.0 – Overall Resignation and Retirement Rates

Voluntary Turnover Benchmarking

Even with the spike in retirements in 2021, The City's 2021 Voluntary Turnover (resignations + retirements) rate was still slightly below the median of the municipalities participating in the Municipal Benchmarking Network Canada.

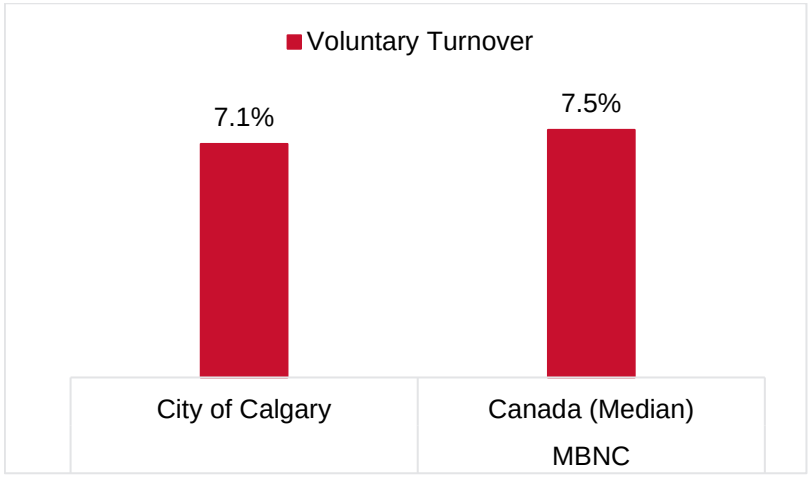


Figure 2.0 – 2021 Voluntary Turnover for The City and MBNC

Municipal Benchmarking Network Canada (MBNC)

MBNC is a partnership between Canadian municipalities to identify and collect consistent and comparable data on their municipal service areas. Twelve Canadian municipalities, including the City of Calgary, provided voluntary turnover data for 2021. The median rate for participating municipalities is shown on the graph above. Participant municipalities included Hamilton, Waterloo, Sudbury (Greater), Durham, London, Halton, Regina, Niagara, Windsor, Winnipeg, York.

ISC: Unrestricted

Gender Based Metrics

Voluntary Turnover Rate by Gender

Female voluntary turnover rates have been comparable to males, except for 2021 where the female voluntary turnover rate was 0.8 per cent higher. The difference between male and female voluntary turnover rates has narrowed year-to-date (Figure 3.0).

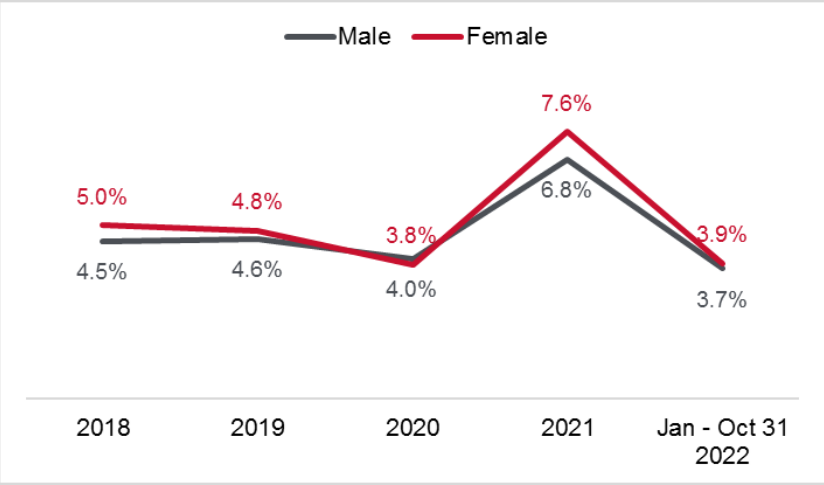


Figure 3.0 – Voluntary Turnover Rate by Gender

Promotion Rate by Gender (Core)

In 2022 year-to-date, females have been promoted at a higher rate than males, a reversed trend compared to 2018. Over the previous three years, promotion rates for both females and males have been similar (Figure 4.0).

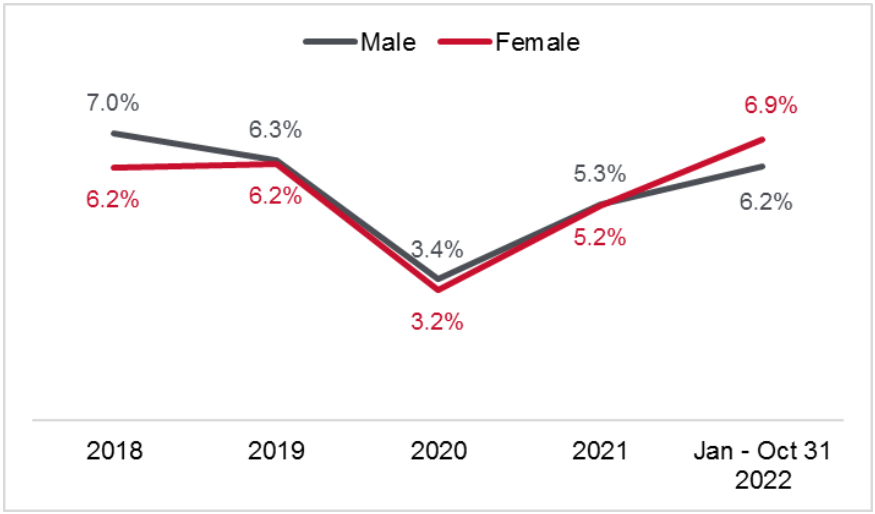


Figure 4.0 – Core Promotion Rate by Gender

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Gender Distribution

Gender distribution at The City has been stable over the last five years. Female representation in leadership has been consistently higher than overall City Administration (Table 1.0).

	November 1st									
	2018		2019		2020		2021		2022	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Executive Leadership Team (City Manager, General Managers, Chief of Staff)	60.0%	40.0%	60.0%	40.0%	55.6%	44.4%	50.0%	50.0%	44.4%	55.6%
Senior Management Team (City Manager, General Managers, Directors)	61.9%	38.1%	60.5%	39.5%	62.5%	37.5%	57.5%	42.5%	59.1%	40.9%
Corporate Management Team (City Manager, General Managers, Directors, Managers)	59.4%	40.6%	60.6%	39.4%	61.7%	38.3%	60.8%	39.2%	59.0%	41.0%
Corporate Management Team & Leaders	57.9%	42.1%	58.7%	41.3%	59.7%	40.3%	60.8%	39.2%	59.8%	40.2%
City Administration	**68.9%**	**31.1%**	**69.0%**	**31.0%**	**68.4%**	**31.6%**	**68.8%**	**31.2%**	**69.0%**	**31.0%**

Table 1.0 – Core Gender Distribution

ISC: Unrestricted

Corporate Employee Survey

Key Indices

The Corporate Employee Survey comprises four key indices: Employee Engagement, Inclusion, Mental Health, and Safety Climate (Figure 5.0). These indices have remained stable, with a slightly positive trend over the last three years.

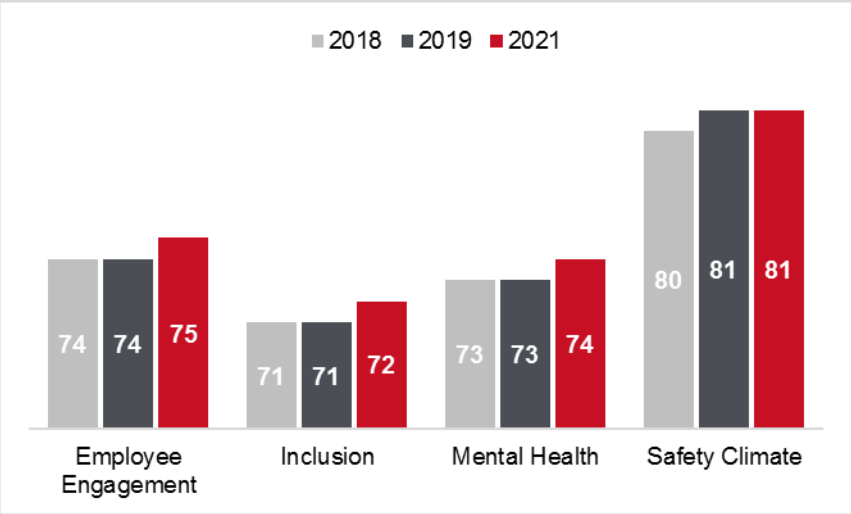

Figure 5.0 – Corporate Employee Survey Key Indices

Females rated slightly higher than males on all of the four key indices in 2021 (Figure 6.0).

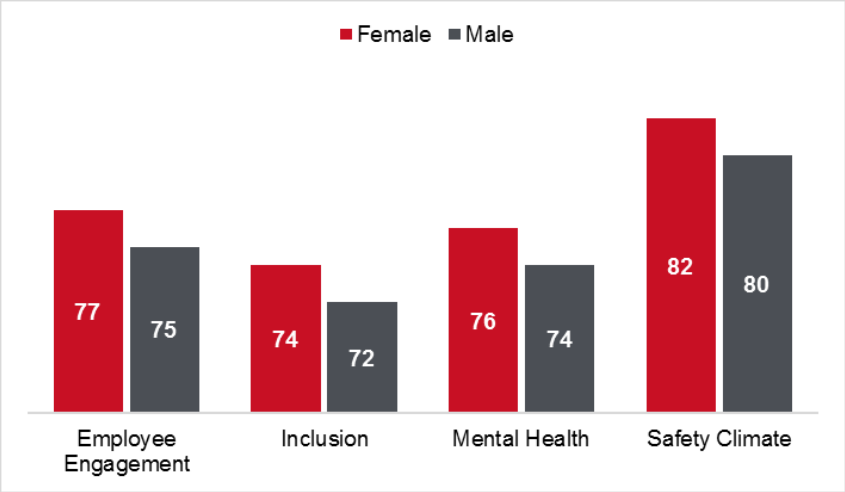

Figure 6.0 – 2021 Corporate Employee Survey Indices by Gender

These indices are not displayed as percentages - they are on a 100-point scale where: 80 – 100 represents very positive results; 60 – 79 represents moderately positive results.

More than just a point-in-time view of perceptions and attitudes, the annual corporate employee survey gives leaders and all employees an important, evidence-based guide toward The City's common purpose: Making life better every day.

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Rethink to Thrive

The Rethink to Thrive Strategy guides Administration to build a stronger, more innovative organization to support our evolving city and the changing needs of Calgarians. The two key focus areas for 2023-2026 are leadership and direction, and employee engagement.

Through our people we will focus on becoming a future-ready and resilient organization that is adaptable and agile, and able to anticipate and respond to meet the evolving needs of our city, residents, businesses, and employees.

There are several initiatives to support these key focus areas; however, this list is not exhaustive:

- Equity, Diversity, Inclusion and Belonging (EDIB) and Anti-racism continues to be a top priority at The City. It is a critical part of The City's corporate culture and anchors our commitment to the promotion of human rights, accessibility, anti-racism, equity, diversity, inclusion and belonging. It focuses us on creating a safe and inclusive public service environment where employees with diverse backgrounds, varied perspectives, skills, and experiences can collaborate to deliver exceptional public services.
- The EDIB framework and strategy are ongoing work that would enable us to embed the work across the corporation. We are in the process of rolling out the Disaggregated Data Strategy that would enable us to make evidence-based decisions. We continue to advance our commitment to Truth and Reconciliation and the actions identified in the White Goose Flying Report.
- Preliminary work is underway to re-evaluate The City's Employee Value Proposition and Marketing Strategy.
- Implementation of the Total Compensation Review and work is underway to update the exempt compensation program.
- The performance development and succession management programs further integrate learning, performance development, competencies, and the succession program for all employees.
- Exit interview improvements are underway to collect feedback and insights from departing employees to examine areas for improvement in psychological safety, improvements in equity, diversity, inclusion and belonging and working towards improved employee experience.

ISC: Unrestricted

Reports to Committee and Council 2023

subject to change

Committee	Committee Date	Report Title	Purpose
Infrastructure and Planning Committee	11-Jan-2023	Update to the East Paskapoo Slopes Joint Advisory Committee Terms of Reference	It was determined that there are minor updates required to the TOR for this Committee, as there has been substantial development in the area since the TOR were created.
Infrastructure and Planning Committee	11-Jan-2023	Country Hills Boulevard Functional Study	Report back on findings requested from the Mayor around Country Hills Blvd and Right sizing of Infrastructure.
Audit Committee	19-Jan-2023	2022 Law Annual Review	Annual report on the structures and systems to support an appropriate level of legal compliance. This was postponed from the 17-Nov-2022 meeting.
Audit Committee	19-Jan-2023	City Auditor 2022 Performance Evaluation	Annual performance evaluation.
Audit Committee	19-Jan-2023	Selection of External Auditor for 2024-2028	Report for information to introduce the process of selecting an external auditor for a 5-year contract.
Audit Committee	19-Jan-2023	City Auditor's Office 4th Quarter 2022 Report	Report for information outlines the key activities of the City Auditor's Office.
Audit Committee	19-Jan-2023	External Auditor 2021 Management Letter Update	Audit Committee has the responsibility to review the Management Letters and request updates from the external auditor
Audit Committee	19-Jan-2023	Annual Principal Corporate Risk Report	Annual report for information on the top risks The City is monitoring; their risk rating, and actions.
Community Development Committee	25-Jan-2023	Family and Community Support Services Funding Recommendations	Following a call for funding proposals, Administration will present the 2023-2024 FCSS funding recommendations. The report will also request Council approval to access the FCSS Stabilization Fund for the purpose of funding organizations for capacity-building initiatives and responding to emerging social issues.

Reports to Committee and Council 2023

subject to change

Committee	Committee Date	Report Title	Purpose
Community Development Committee	25-Jan-2023	Public Art Policy Review	This is an update to the Public Art Policy to align it with the New Direction of operating the Public Art Program with a third-party operator, and approve the funding strategy to move funding into the public art pool.
Executive Committee	31-Jan-2023	Green Line Board Report Q1 2023	To provide a quarterly update on procurement, construction, and business support community activities.
Executive Committee	31-Jan-2023	Principles to Guide the Update to the User Fees and Subsidies Policy	Approval of four policy principles for the updated User Fees and Subsidies Policy.
Intergovernmental Affairs Committee	16-Feb-2023	Calgary Metropolitan Regional Board - Land Use and Servicing Committee Update	Calgary Metropolitan Regional board will be presenting on the land use and servicing plan.
Community Development Committee	22-Feb-2023	Updates to Snow and Ice Control Policy	Updates to Snow and Ice Control Policy to Respond to Significant Winter Storm Events. Combined response and update and addressing service levels for pedestrian SNIC.
Community Development Committee	22-Feb-2023	River Valleys Plan Update	Province is releasing new flood maps, as a result, the Calgary River Valleys Plan requires updated. Timing is dependent on the province releasing the maps.
Community Development Committee	22-Feb-2023	Drought Resiliency Plan	Update to an existing Water Resources plan, which now lives under Climate & Environment
Community Development Committee	16-Mar-2023	Response to Building Accountability in the Declaration of a Climate Emergency and Call to Action	Climate & Environments response to Notice of Motion EC2021-1698 - Building Accountability into the Climate Emergency Declaration and Growth and Development Climate Framework

Reports to Committee and Council 2023

subject to change

Committee	Committee Date	Report Title	Purpose
Community Development Committee	16-Mar-2023	Vehicle-for-Hire briefing	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. Note - this item was deferred to Q1 2023
Executive Committee	22-Mar-2023	2022 Year-End Accountability Report	This report displays The City's progress towards delivering the One Calgary 2019-2022 Service Plans and Budgets in 2022 and highlights performance achieved over the 2019-2022 cycle. It provides details of The City's accomplishments and challenges in 2022, including social, environmental, and economic impacts and informs the work currently underway in supporting the development of next four-year service plans and budgets (2023-2026).

Council Motions April - November 2022

Meeting Type	Meeting Date	Agenda Item	Resolution
Combined Meeting of Council+A6:C8D6A6:C7A6:C9D6A6:C7	5/10/2022	Policy Amendment in Keystone Hills (Ward 3), LOC2021-0219, IP2022-0340	That with respect to Report IP2022-0340, the following be adopted: That Council:Abandon Proposed Bylaw 28P2022 for the amendments to the Municipal Development Plan (Attachment 3) Abandon Proposed Bylaw 29P2022 for the amendments to the Keystone Hills Area Structure Plan (Attachment 4); Direct Administration to prepare a flexible land use policy approach that will provide a framework allowing both employment and residential land uses for the subject lands in a comprehensively-planned manner and report back to Council through Calgary Planning Commission with a concurrent recommendation for both a policy amendment, if required and the related outline plan and land use amendment application (LOC2021-0184). This flexible policy approach should consider:providing appropriate mix of employment, residential and other complementary uses that maintains the employee-intensive industrial development vision for the subject lands providing appropriate transition from residential to non-residential uses alignment with the Citywide Growth Strategy: Industrial recommendations including the Industrial Action Plan engaging the school boards and other stakeholders to plan for a complete community and explore any school sites, open spaces, and/or community services future residents/users may require providing transportation and transit infrastructure and utility servicing that balances needs of both employment and residential land uses;incorporating community design best practices such as designing for active transportation modes and safety, block-based and connected mobility network, and street-oriented and transit-supportive development; andenabling development that addresses objectives of the Climate Resilience Strategy.

Council Motions April - November 2022

Meeting Type	Meeting Date	Agenda Item	Resolution
Combined Meeting of Council	5/10/2022	Tax Relief Options for Residential Properties Impacted by Annexation Order 333/2007, EC2022-0504	That with respect to Report EC2022-0504, the following be adopted: That Council:Cancel 75% of the municipal tax differential for the residential portion of eligible properties based on the criteria specified in Attachment 5 for 2022; Direct Administration to report back to Council through the Executive Committee in Q2 2023 for Council to consider cancelling 50% of the municipal tax differential for the residential portion of eligible properties based on the criteria specified in Attachment 5 for 2023; and Direct Administration to report back to Council through the Executive Committee in Q2 2024 for Council to consider cancelling 25% of the municipal tax differential for the residential portion of eligible properties based on the criteria specified in Attachment 5 for 2024.
Combined Meeting of Council	5/10/2022	Parking Management Zone Change - Bridgeland, IP2022-0392	That with respect to Report IP2022-0392, the following Motion Arising be adopted:That Council direct Administration to bring back an update to the Calgary Parking Policies to streamline the process for changes to the paid parking zones and return to Council through the Infrastructure and Planning Committee no later than Q4 2022.
Combined Meeting of Council	5/10/2022	Regulated Taxi Meter Rate Adjustment, CD2022-0528	That with respect to Report CD2022-0528, the following Motion Arising be adopted:That Council direct Administration to report back with a plan of how Livery Transport Services will support The City of Calgarys goal of reaching net-zero by 2050, including:An assessment on reducing the daily number of vehicles that rely on on the move circuits for fares no later than Q1 2023;An understanding of the number of TNC licenses versus taxi licenses to create a competitive balance and an equitable environment in the livery market; and A plan whether to add more city-wide taxi stands by Q3 2022.

Council Motions April - November 2022

Meeting Type	Meeting Date	Agenda Item	Resolution
Combined Meeting of Council	6/7/2022	Notice of Motion - Housing and Affordability Task Force, EC2022-0638	That with respect to Notice of Motion EC2022-0638, the following be adopted:NOW THEREFORE BE IT RESOLVEDThat Council direct Administration to: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: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;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; andAddress these considerations as a part of the refreshed Corporate Affordable Housing Strategy. Report back to Council by 2023 Q1 with: A review of all City-owned parcels to ensure broad consideration for the Non-Market Land Sale, and modification of relevant corporate policies and practices, including the Non-Market Land Sale Policy, to ensure The City can capitalize on and leverage the Federal 2022 Budget commitments to Housing; and to better position The City to support the creation of more Affordable Housing; andStrategies to support non-profit and private sector efforts to better leverage the National Housing Strategy/Canada Mortgage and Housing Corporation affordable housing and missing middle programs.

Council Motions April - November 2022

Meeting Type	Meeting Date	Agenda Item	Resolution
Combined Meeting of Council	6/7/2022	Notice of Motion - Developing Municipal Event and Landmark Policy Areas, EC2022-0662	c. 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; andDirect 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.
Combined Meeting of Council	6/7/2022	Problem Properties: Vehicle Enforcement, CD2022-0469	That with respect to Report CD2022-0469, the following Motion Arising be adopted:That Council direct Administration to:Review Calgarys existing regulations, including the definition(s) of recreational vehicle;Conduct a jurisdictional scan of municipalities in Canada to review best practices for parking and use of recreational vehicles on private residential property;Engage citizens and other key stakeholders to solicit feedback regarding parking of recreational vehicles on private residential property; and ;Report back to Council through the Community Development Committee no later than 2023 Q2.
Combined Meeting of Council	7/26/2022	Notice of Motion - Addressing Short Term Rental (STR) Licensing, EC2022-0829	That with respect to Notice of Motion EC2022-0829, the following be adopted:NOW THEREFORE BE IT RESOLVED that Council direct Administration to report back to Council no later than Q2 2023 to: Revise the existing fee structure for STRs, building off of the work of the CPS2018-1328 STR Scoping Report, Prepare updates to the Good Host Guide and Good Guest Guide,Update requirements to obtain a business license.

Council Motions April - November 2022

Meeting Type	Meeting Date	Agenda Item	Resolution
Combined Meeting of Council	7/26/2022	Notice of Motion: Establishing the Council Services Committee, EC2022-0885	Prepare amendments to the Procedure Bylaw 35M2017 to create a new Standing Specialized Committee of Council entitled the Council Services Committee with terms of reference including the following: The mandate and powers of the Council Services Committee shall include: Strategic and policy direction on services provided by Administration for Councillors and their staff; Funding decisions on the Ward Community Event Fund; andReceiving advice from Administration and making recommendations to Council on Councillors budget and expense policy. The committee shall report directly to Council;Membership shall consist of five (5) councillors selected at the annual Organizational Meeting of Council; The committee shall elect a Chair and Vice-Chair at its first meeting following the annual Organizational Meeting of Council; The committee shall meet quarterly and at the call of the Chair as necessary; and Report back to Council with the proposed amendments to Procedure Bylaw 35M2017 no later than the 2022 October 4 Combined Meeting of Council, with the mandate and powers to be further discussed and developed at the first meeting of the Council Services Committee.
Combined Meeting of Council	7/26/2022	Citywide Growth Strategy in the 2023-2026 Service Plans and Budget Cycle, IP2022-0545	That with respect to Report IP2022-0545, the following be adopted:That Council:4. Direct Administration to prepare Bylaws to remove Growth Management Overlays for Council's consideration on the five (5) recommended Proposed New Community business cases identified in Attachment 2; and, undertake an analysis of the three (3) business cases identified for consideration in advance of the November 2023-2026 Service Plan and Budget deliberations and report back with an updated, more comprehensive, recommendation to Council through the September 9, 2022 Infrastructure and Planning Committee.

Council Motions April - November 2022

Meeting Type	Meeting Date	Agenda Item	Resolution
Combined Meeting of Council	9/13/2022	Council Community Fund Application - Coach Hill Patterson Heights Community Association Council Community Fund Application, EC2022-0689	That with respect to Report EC2022-0689, the following be adopted: That Council:Consider this application for the Council Community Fund for the Coach Hill/Patterson Heights Community Association Outdoor Activity Hub project (Phase 2) as a one-time funding request in the amount of $250,000.Directthe Councillor and the applicant to report back to the Executive Committee within 12 months of project completion; and Direct that Attachment 8 remain confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the Freedom of Information and Protection of Privacy Act, not to be released.

Council Motions April - November 2022

Meeting Type	Meeting Date	Agenda Item	Resolution
Combined Meeting of Council	10/4/2022	Financial Task Force Property Tax Policy Framework, EC2022-0649	That with respect to Report EC2022-0649, the following be adopted: That Council: Adopt this report and attachments as resources to support future decision-making on budget and property tax matters. Continue to use the budget-based approach to setting budgets and property tax rates.Continue to use the tax share approach in making tax distribution decisions. If Council wishes to change the distribution of tax responsibility between residential and non-residential for the 20232026 Service Plans and Budget, the distribution must be revisited each year as part of the adjustments and mid-cycle adjustment process if conditions warrant. Direct Administration to include information regarding changing the distribution of tax responsibility between residential and non-residential taxpayers to the 2022 October 18 Executive Committee, in addition to information on preliminary assessment values.In continuing to use the tax share approach to make tax distribution decisions, abandon the 2012 direction to continue applying a zero per cent increase to consolidated business tax revenue, effectively drawing business tax consolidation to a close. Direct Administration to prepare an annual briefing for Council on the context of property tax exemptions and tax relief expenditures in Calgary. Direct Administration to develop additional tools and resources that reflect best practice, current Council direction, and provide further recommendations on how Council may exercise tax policy options in the future, in fulfillment of Financial Task Force Recommendations 20 and 34 and to report back to Council by Q2 2024.

Council Motions April - November 2022

Meeting Type	Meeting Date	Agenda Item	Resolution
Combined Meeting of Council	10/4/2022	Land Use Bylaw Amendments to Address Missing Middle Housing, IP2022-0989	1. Develop a communications plan: i. that clearly outlines the changes resulting from bylaw 56P2022 and clarifies: a. The process for redesignating land as H-GO, including the role for Council and members of the public in that process; b. The changes to the R-CG district and the process to apply for a development as a result of this bylaw, including the opportunities available for public engagement in that process; c. The Principles that Administration considers in their recommendations and decision on land use changes and development permit applications; and d. The immediate changes resulting from this bylaw for existing communities, if any. ii. That targets community associations directly, and is also available to other members of the public on The City's website; 2. Implement the communications plan within existing resources; and 3. Prepare a report on Administrations practices for public engagement on planning and land use matters, and to report back to Council no later than Q2 2023.
Combined Meeting of Council	11/1/2022	Canada Infrastructure Bank Zero Emission Bus Financing, EC2022-1159	That with respect to Report EC2022-1159, the following be adopted:That Council:Give first reading to Bylaw 8B2022, authorizing The City of Calgary (The City) to incur indebtedness with the Canada Infrastructure Bank to receive a non-revolving, amortizing term credit facility in the amount of up to $168 million to purchase up to 259 Zero Emission Buses; and Direct Administration to report back to Council through the Executive Committee prior to signing definitive agreements with the Canada Infrastructure Bank, with a comprehensive technical and financial report communicating Program details and seeking necessary remaining approvals.

Council Motions April - November 2022

Meeting Type	Meeting Date	Agenda Item	Resolution
Combined Meeting of Council	11/1/2022	Notice of Motion - Addressing Noisy Vehicles Through Calgary Traffic Bylaw Enforcement, EC2022-1098	That with respect to Notice of Motion EC2022-1098, the following be adopted:NOW THEREFORE BE IT RESOLVED 1. That Council direct Administration to return to Council in Q2 2023 with a scoping report including: An overview of potential bylaw changes that could increase the ability of enforcement authorities to enforce laws and bylaws addressing vehicle noise; An overview of potential changes to the structure of fines and penalties related to vehicle noise that could aid in deterring vehicle noise; A workplan and budget request, including equipment, training, and staffing requests as necessary, to support the expansion of traffic stop enforcement efforts to include Calgarys Community Peace Officers; 2. That Council direct Administration to initiate:Discussions to acquire the relevant permissions from law enforcement and the Government of Alberta to authorize Calgarys Community Peace Officers to perform traffic stops;Discussions with the Calgary Police Service to gauge the viability of a joint pilot campaign between Calgarys Community Peace Officers and the Calgary Police Service regarding vehicle noise enforcement to potentially be launched in the Summer of 2023; 3. That Council direct Administration to return to Council in Q1 2024 with: A report summarizing progress made towards improving vehicle noise enforcement; A review of automated systems being piloted in other jurisdictions, and the technical and legal viability of their applicability in Calgary.

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Notices of Motion 2022

Date of Committee or Council Meeting	Notice of Motion/ Report #	Title	Sponsoring Member of Council	Report Back Date
February 15, 2022 Combined Council	EC2022-0150	Indigenous Gathering Place Land Transfer	Councillors Spencer, Wong	EC2022-1101 2022 SEP 29
February 15, 2022 Combined Council	EC2022-0166	Inclusion of Registered Charities as Qualifying Under UCS2018-0912 Proposed Framework	Councillor Pootmans	N/A
March 8, 2022 Combined Council	EC2022-0249	Remedying Legal Non-Conforming Use of Semi-Detached Home	Councillors Sharp, Carra, Walcott, Wong	N/A
March 8, 2022 Combined Council	EC2022-0264	Leaves for Public Members of Boards, Commissions and Committees	Councillors Mian, Penner, Wyness, Carra, Sharp	C2022-1020 2022 OCT 25
March 8, 2022 Combined Council	EC2022-0262	Calgary Beth Tzedec Congregation Society-City Owned Land Acquisition - 35 Shawville BV SE	Councillor McLean	IP2022-1002 2022 SEP 13
March 8, 2022 Combined Council	EC2022-0266	Calgary Islamic Centre SW Masjid Mosque - Portion of City Owned Land Adjacent to 5615 14 AV SW	Councillor Pootmans	IP2022-0604 2022 JUN 7
March 29, 2022 Combined Council	EC2022-0357	Official City Bird	Councillor Penner	N/A
March 29, 2022 Combined Council	EC2022-0358	Parks Programming to Support Local Business	Councillors Penner, Walcott, Sharp, Dhaliwal	CD2022-1104 2022 DEC 01
March 29, 2022 Combined Council	EC2022-0360	Noise Barrier Retrofit Program	Councillor Chabot	IP2022-1065 2022 NOV 10
March 29, 2022 Combined Council	EC2022-0367	Tax Relief Measures for Properties Annexed Under Municipal Government Board Order 079/07 and Order in Council 333/2007	Councillor Spencer	EC2022-0504 2022 MAY 10
March 29, 2022 Combined Council	EC2022-0366	Targeted Relief to the Hotel/Motel and Hospitality Industries Due to the Effects of COVID-19	Councillors Sharp, Chabot, Mclean, Dhaliwal, Wong	EC2022-1134 2022 NOV 15

March 29, 2022 Combined Council	EC2022-0365	2023-2026 Service Plans and Budgets-Calgary Fire Department	Councillors Wyness, Sharp, Mian, McLean	EC2022-0538 2022 JUL 26
March 29, 2022 Combined Council	EC2022-0363	Encouraging Sustainable Multi-modal Travel by Piloting the Removal of Time-based Restrictions of Bicycles on Calgary's LRT Network	Councillor Wyness	DUE Q4 2023
March 29, 2022 Combined Council	EC2022-0359	Ramsey TOD Direct Land Sale Negotiation	Councillor Carra	N/A
June 7, 2022 Combined Council	EC2022-0638	Housing and Affordability Task Force	Councillors Walcott, Carra, Penner	DUE Q3 2023
June 7, 2022 Combined Council	EC2022-0627	2022 Calgary Housing Company (CHC) Property Tax Relief	Councillors Penner, Walcott	N/A
June 7, 2022 Combined Council	EC2022-0662	Developing Municipal Event and Landmark Policy Areas	Councillors Carra, Wong, Walcott	CD2022-1037 2022 SEP 27
June 7, 2022 Combined Council	EC2022-0667	2022 Tax Cancellation for Silvera for Seniors' Property Under Construction	Councillor McLean	N/A
July 26, 2022 Combined Council	EC2022-0829	Addressing Short Term Rental (STR) Licensing	Councillors Spencer, Mian	DUE Q2 2023
July 26, 2022 Combined Council	EC2022-0828	Reducing Barriers and Becoming More Efficient with the Service Policy and Governance Program	Councillors Demong, Spencer, Mian	N/A
July 26, 2022 Combined Council	EC2022-0885	Establishing the Council Services Committee	Councillors Sharp, Chabot, Demong, Wong, Pootmans, Wyness, McLean, Chu	C2022-0975 2022 SEP 13
2022 November 1	EC2022-1098	Addressing Noisy Vehicles Through Calgary Traffic Bylaw Enforcement	Councillors Walcott, McLean	DUE Q3 2023
2022 November 1	EC2022-1012	Regulating the Distribution of Graphic Images in Calgary Communities	Mayor Gondek, Councillors Wyness, Penner, Spencer, Walcott, Pootmans, Demong, Dhaliwal, Sharp	DUE Q2 2023

Administrative Inquiries 2022

Date Submitted	Initiating Member of Council	Summary Topic	Date of Response	Response
February 15, 2022	Councillor Chabot	Alignment of Statutory Development Plans	2022 APR 12	AI2022-0002: Response - Alignment of Statuatory Development Plans
March 29, 2022	Councillor Chabot	Max Orange Line and Public Realm Improvements	2022 JUL 5	AI2022-0003: Response to Administrative Inquiry - Sidewalks on 52nd Street NE
April 12, 2022	Councillor Chabot	Use of Bus Traps	2022 JUL 5	AI2022-0004: Response to Administrative Inquiry - Bus Traps
June 7, 2022	Councillor Demong	Tax Instament Payment Plan and Adjustments to Payments	2022 JUL 5	AI2022-0005: Tax Installment Payment Plan and Adjustments to Payments
June 7, 2022	Councillor Sharp	Corporate Marketing Campaign on Climate Change Costs	2022 JUL 26	AI2022-0006: Response to Administrative Inquiry - Corporate Marketing Campaign
November 1, 2022	Councillor Chabot	Community Fencing	Outstanding	

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Administrative Inquiries 2022

Date Submitted	Initiating Member of Council	Summary Topic	Date of Response	Response
February 15, 2022	Councillor Chabot	Alignment of Statutory Development Plans	2022 APR 12	AI2022-0002: Response - Alignment of Statuatory Development Plans
March 29, 2022	Councillor Chabot	Max Orange Line and Public Realm Improvements	2022 JUL 5	AI2022-0003: Response to Administrative Inquiry - Sidewalks on 52nd Street NE
April 12, 2022	Councillor Chabot	Use of Bus Traps	2022 JUL 5	AI2022-0004: Response to Administrative Inquiry - Bus Traps
June 7, 2022	Councillor Demong	Tax Instament Payment Plan and Adjustments to Payments	2022 JUL 5	AI2022-0005: Tax Installment Payment Plan and Adjustments to Payments
June 7, 2022	Councillor Sharp	Corporate Marketing Campaign on Climate Change Costs	2022 JUL 26	AI2022-0006: Response to Administrative Inquiry - Corporate Marketing Campaign
November 1, 2022	Councillor Chabot	Community Fencing	Outstanding	

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Omnibus Motions 2022

Title	Previous Council Direction	Recommendation	Additional Information
Community Representation Framework Implementation	With CPS2018-1393 Council approved the Community Representation Framework, disbanded the Task Force, and directed a report back with progress by 2020 Q1. It was subsequently deferred in 2020 (C2020-0349) and 2021 (CPS2021-0095).	That Executive Committee recommend that Council direct Administration to close out the Community Representation Framework.	The Community Representation Framework has provided for increased opportunities for citizen representation. This includes expanded communications approaches and opportunities to provide feedback on multiple projects at a single engagement session. This program has been implemented and the pinciples will continue to guide our work with community.
Council Innovation Fund - Operation Social Enterprise - Urban Agriculture Pilot	EC2022-0563 Executive Committee referred the application back to Administration to clarify intent and results of innovation fund investment as a pilot for adaptive reuse of a civic asset and to return to the Executive Committee no later than Q4 2022.	That Executive Committee recommend that Council accept the withdrawal of the Council Innovation Fund - Operation Social Enterprise - Urban Agriculture Pilot.	Subsequent to the application being referred back to Administration, the Applicants withdrew their application for the Council Innovation Fund – therefore, Administration will no longer report on this file.

EC2022-1229
City Manager’s Quarterly Report – Q3/Q4 2022 Presentation

2022 December 14

Recommendation

That Executive Committee recommend that Council:

1. Direct Administration close out the Community Representation Framework (Attachment 10); and

2. Accept the withdrawal of the Council Innovation Fund application for Operation Social Enterprise – Urban Agriculture Pilot (Attachment 10).

Highlights

- Share information
- Showcase stories
- Improve transparency
- Increase organizational capacity

Better Every Day – Attachment 2

From PEI to Calgary: Why one entrepreneur thinks Calgary is the place to grow

At your service: Students help businesses get online

Calgary fits the script

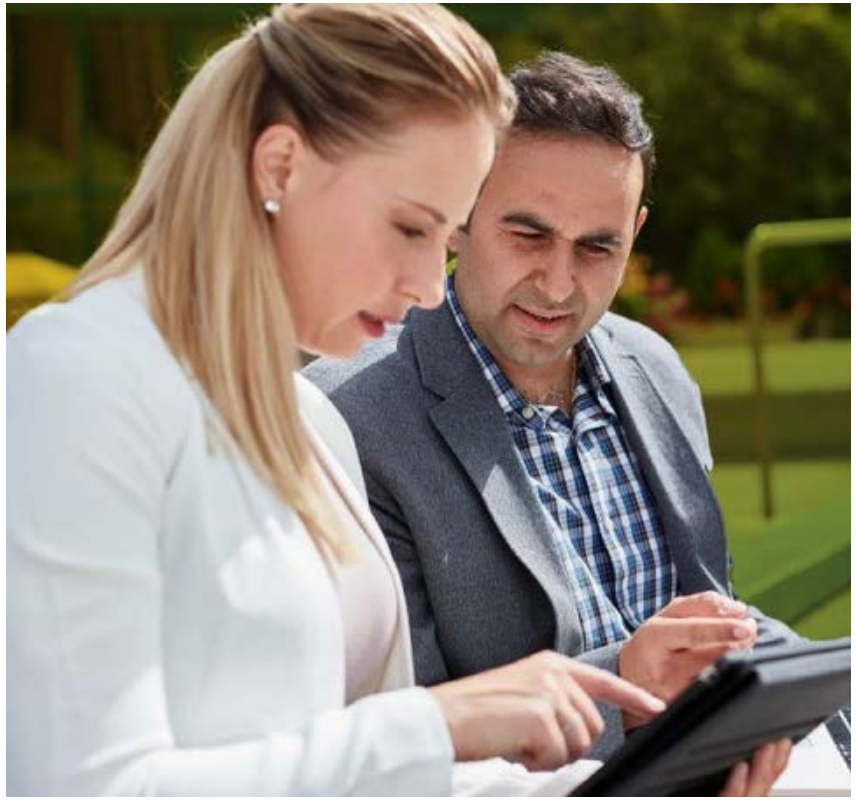
Minding your own business

Read the full edition for more stories, videos, and information

Rethink to Thrive Strategy Update – Attachment 3

Key highlights:

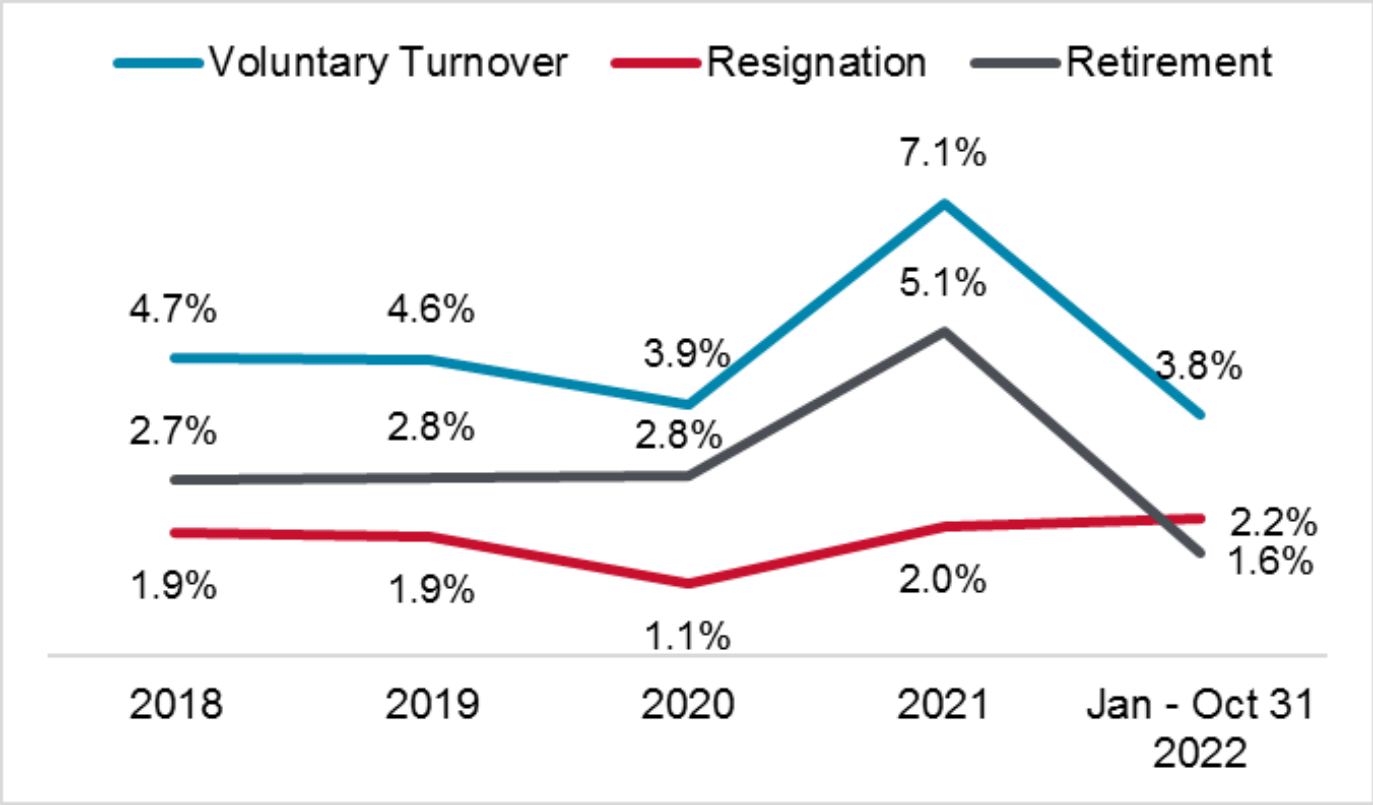
- Evolving Rethink to Thrive
- Organization realignment project
- Approval of the Service Plans and Budgets
- Journey to becoming anti-racist organization
- Equity program



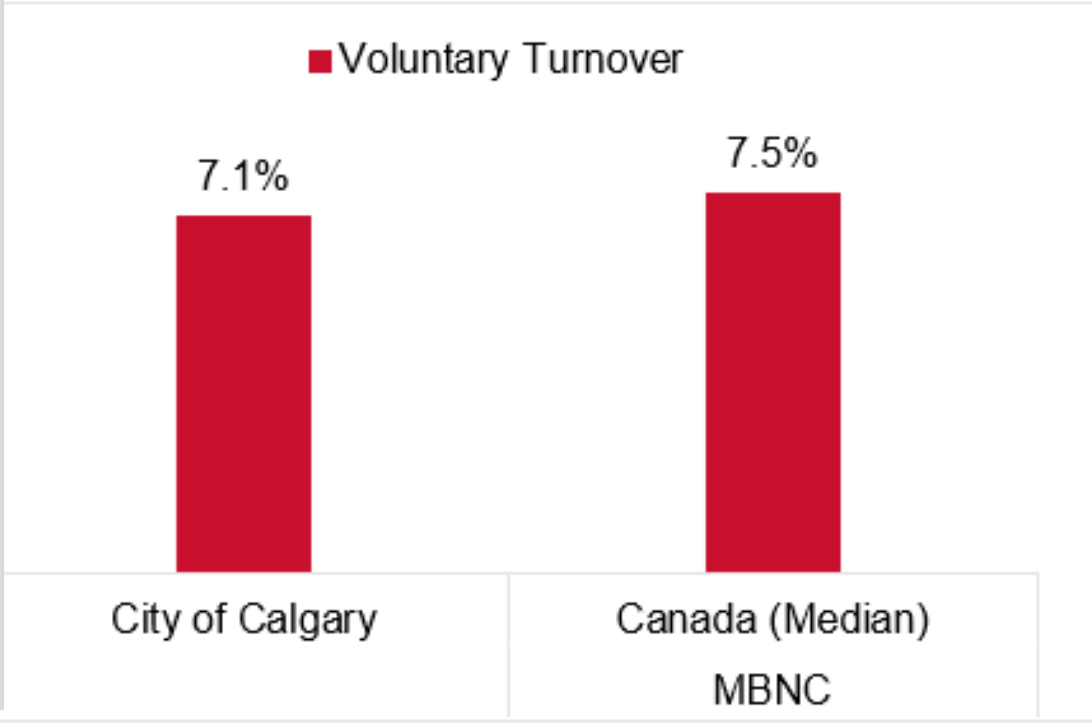
Workplace of Choice – Attachment 5

- 14,376 employees
- 12.8 average years of service
- 47.2 average age
- 31% female
- 33% from diverse Racialized communities
- 3% Indigenous
- 7% working with a disability
- 6% LGBT

Voluntary Turnover

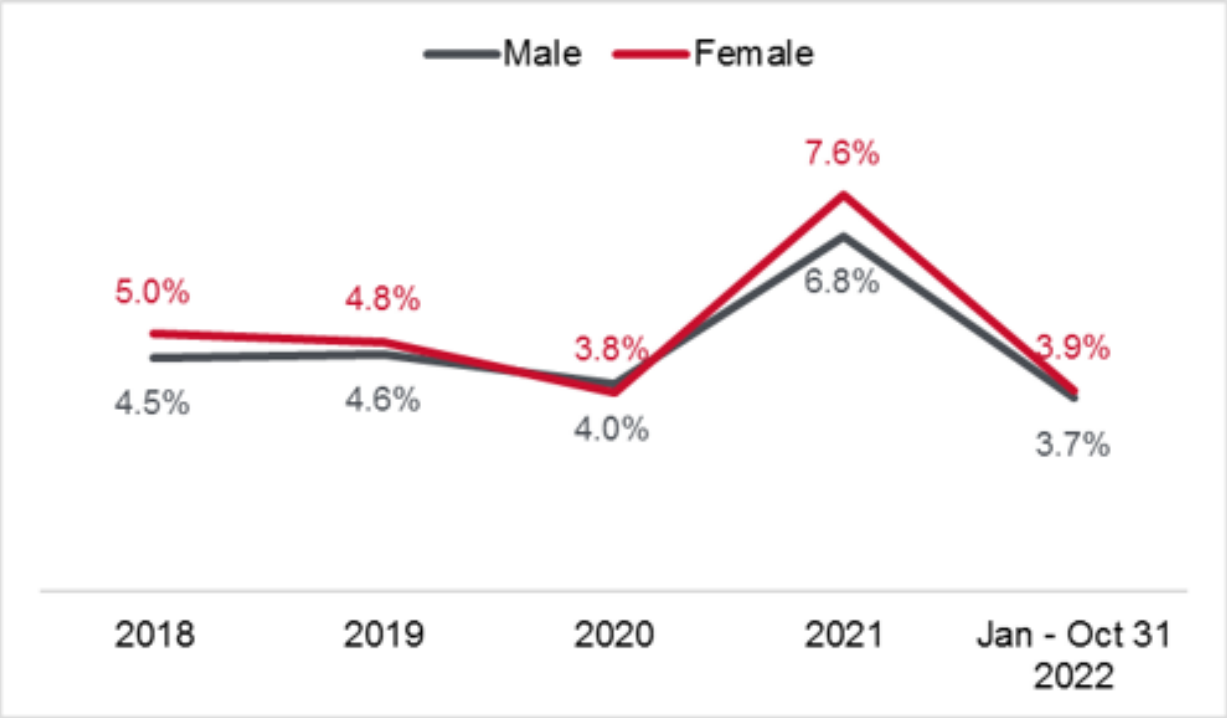


MBNCanada Benchmarking

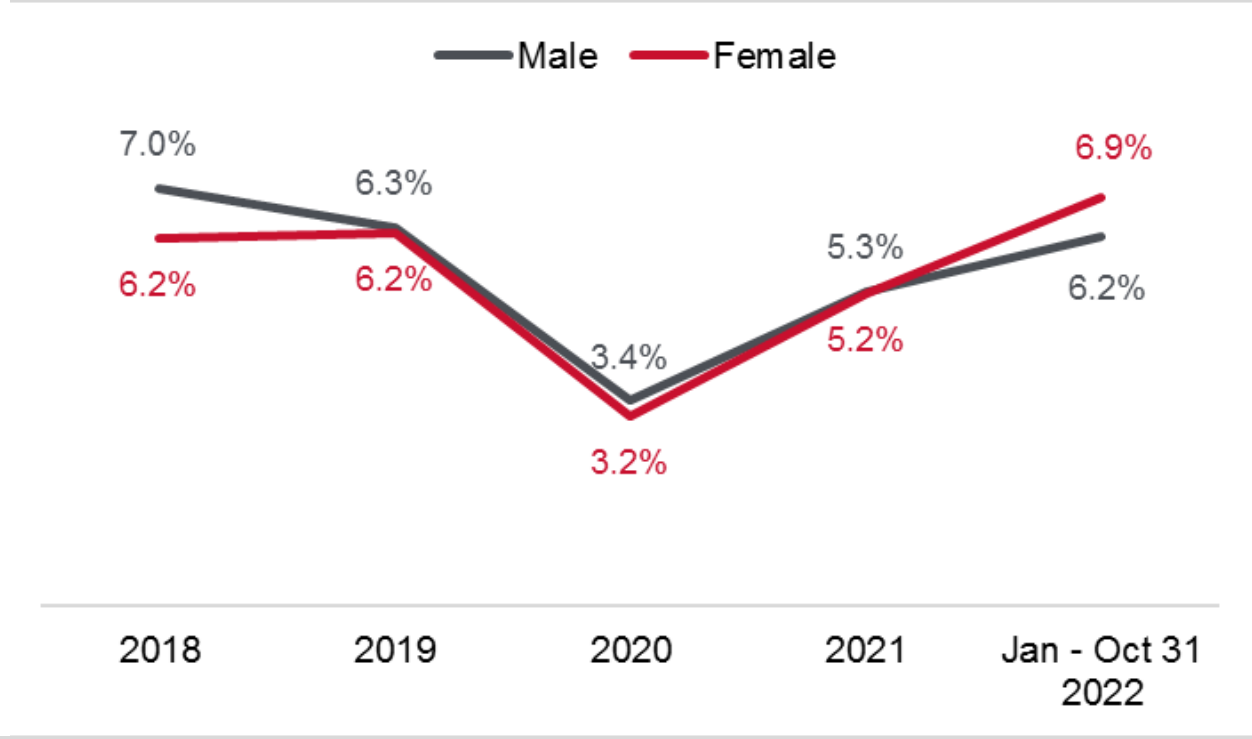


Gender Based Metrics

Voluntary Turnover Rate by Gender



Promotion Rate by Gender



Gender Based Metrics

Gender Distribution

	November 1st									
	2018		2019		2020		2021		2022	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Executive Leadership Team (City Manager, General Managers, Chief of Staff)	60.0%	40.0%	60.0%	40.0%	55.6%	44.4%	50.0%	50.0%	44.4%	55.6%
Senior Management Team (City Manager, General Managers, Directors)	61.9%	38.1%	60.5%	39.5%	62.5%	37.5%	57.5%	42.5%	59.1%	40.9%
Corporate Management Team (City Manager, General Managers, Directors, Managers)	59.4%	40.6%	60.6%	39.4%	61.7%	38.3%	60.8%	39.2%	59.0%	41.0%
Corporate Management Team & Leaders	57.9%	42.1%	58.7%	41.3%	59.7%	40.3%	60.8%	39.2%	59.8%	40.2%
City Administration	**68.9%**	**31.1%**	**69.0%**	**31.0%**	**68.4%**	**31.6%**	**68.8%**	**31.2%**	**69.0%**	**31.0%**

Additional Information

Attachment 4	Headcount and Full Time Equivalents
Attachment 6	Reports to Committee and Council: Q1 2023
Attachment 7	Council Motions April to November 2022
Attachment 8	Notices of Motion 2022
Attachment 9	Administrative Inquiries 2022

Omnibus Motions – Attachments 10

Report Title	Request
Community Representation Framework Implementation	That Executive Committee recommend that Council direct Administration to close out the Community Representation Framework.
Council Innovation Fund - Operation Social Enterprise Urban Agriculture Pilot	That Executive Committee recommend that Council accept the withdrawal of the Council Innovation Fund - Operation Social Enterprise - Urban Agriculture Pilot.

Recommendation

That Executive Committee recommend that Council:

1. Direct Administration close out the Community Representation Framework (Attachment 10); and

2. Accept the withdrawal of the Council Innovation Fund application for Operation Social Enterprise – Urban Agriculture Pilot (Attachment 10).

People, Innovation and Collaboration Services Report to Executive Committee
2022 December 14

ISC: UNRESTRICTED
EC2022-1211
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Economic Development Update

RECOMMENDATIONS:

That the Executive Committee recommend that Council direct Administration to:

1. Assess and action opportunities that can be implemented using existing resources to ensure alignment with the goals of the community economic development strategy, Calgary in the New Economy, as stewarded by Calgary Economic Development, and that these efforts be coordinated through the Business & Local Economy team with support from the Business & Local Economy Network. This includes investigating the development of a process or processes by which The City can intake and assess opportunities meant to help businesses further advance or develop their product, service or technology;
2. Identify potential resourcing requirements for areas where we can improve our alignment with Calgary in the New Economy; and
3. Report back to Council through the Executive Committee no later than Q3 2023 on those areas where further improvement is taking place and where further resourcing is required.

RECOMMENDATIONS OF THE EXECUTIVE COMMITTEE, 2022 DECEMBER 14:

That Council direct Administration to:

1. Assess and action opportunities that can be implemented using existing resources to ensure alignment with the goals of the community economic development strategy, Calgary in the New Economy, as stewarded by Calgary Economic Development, and that these efforts be coordinated through the Business & Local Economy team with support from the Business & Local Economy Network. This includes investigating the development of a process or processes by which The City can intake and assess opportunities meant to help businesses further advance or develop their product, service or technology;
2. Identify potential resourcing requirements for areas where we can improve our alignment with Calgary in the New Economy; and
3. Report back to Council through the Executive Committee no later than Q3 2023 on those areas where further improvement is taking place and where further resourcing is required.

HIGHLIGHTS

- What does this mean to Calgarians? Improving internal coordination to advance economic development will create structure and opportunities to effectively respond to the needs of Calgary's business community and partners to foster an environment that attracts and retains businesses and talent.
- Why does it matter? Collaboration with partners and the business community to advance Calgary's economic strategy can help improve business outcomes and sustain and grow economic investment in Calgary.

Economic Development Update

- There are opportunities to improve how The City communicates targeted supports available to incentivize economic development in including financial incentives, business experience improvements and other supports.
- Administration is re-launching the internal Business and Local Economy Network to improve internal communication and coordination efforts to enable the City to be more agile and effective in supporting implementation of the economic strategy and responding to business community needs. The BLE Network is made up of The City of Calgary staff who work in areas that impact businesses and business processes.
- Council directed Business and Local Economy to ensure that existing processes for encouraging economic investment in Calgary, including the work of the Financial Task Force, are coordinated and communicated in a manner that is fair, open and transparent, and to report back to Council through Executive Committee no later than 2022 December 31.
- Background and Previous Council Direction is included in Attachment 1.

DISCUSSION

In 2018, Council unanimously approved the economic strategy *Calgary in the New Economy*, stewarded by Calgary Economic Development (CED), and approved a strategy update in 2022 May (Attachment 2). The strategy is built on five key drivers to support a future-proof, sustainable economy for Calgary. The goal of the Business Environment driver is to be a top location for business. Since then, strides have been made to make it easier to start and sustain a business in Calgary.

Also in 2018, Council directed Administration to convene the Financial Task Force to support Calgary's economic recovery and financial resilience. Through this work, multiple opportunities to make Calgary more competitive, livable, and attractive were identified and implemented. That same year, the Business Advisory Committee of Council was established to advance the relationship between the Calgary business community and The City of Calgary.

The Business and Local Economy team (BLE) was created in 2019 to help coordinate, design, and support various cross-corporate processes to encourage economic investment and improve Calgary's business environment to align with the goals of *Calgary in the New Economy*. BLE works with external partners such as CED and acts as a one window service for identifying continuous improvements to make The City's business-related processes simple and efficient.

Upon receiving direction from Council EC2022-0383, BLE worked with the Financial Task Force team to review available internal tools and options for encouraging economic investment in Calgary and to better understand current cross-corporate coordination and communication. From this review, we have grouped existing tools and options into three broad categories – Financial Incentives, Business Experience Improvements and Other Supports.

Financial Incentives aim to provide financial assistance to businesses by waiving fees, providing tax relief, or issuing grants. Currently, The City of Calgary offers:

- Downtown Calgary Development Incentive program;
- Development Permit exemption for certain building improvements in select areas (City Centre Enterprise and Main Street Exemption Areas);

Economic Development Update

- Financial support through Opportunity Calgary Investment Fund (administered and governed by a wholly owned subsidiary); and
- Targeted Fee Relief including Business License fee (until 2023), Seasonal Patio Fees (waived in 2021-2022), and elimination of fees associated with participating in City's procurement.

In addition, The City of Calgary may offer property tax incentives under MGA s. 364.2 (previously known as Bill 7) to encourage development or revitalization of non-residential properties. The City has not utilized this incentive to date. Further Council direction will be required to offer this incentive.

The second category, **Business Experience Improvements**, supports business owners in navigating municipal processes and offers various tailored services, including:

- Business Experience Representative program;
- Film Friendly program;
- Pre-application enquiries for development permits;
- Development Approval Review Team (DART);
- One window support for Calgary's 15 Business Improvement Areas (BIA); and
- The Business Web Hub at calgary.ca/business.

Lastly, **Other Supports** includes:

- Supply Management Initiatives, including Innovation Through Procurement;
- 5G Digital Playground is an opportunity for researchers and private companies to build and test capabilities of a 5G network within designated locations in Calgary;
- Living Labs program offers The City's physical and digital assets (where possible) for companies and researchers to test and try ideas and products in a real-life environment;
- Open Data program makes data from various business units available for public and business use;
- Digital Services Squad helps small local businesses adopt new technologies and embrace digital marketing through one-on-one assistance at no cost to businesses;
- Various advocacy campaigns (i.e. Support Local YYC, Open Sooner); and
- Vendors In Parks Pop-Up program.

Detailed descriptions of these initiatives are included in Attachment 3.

The coordination and communication of existing tools and options in all three categories can be summarized as follows:

Business Feedback Channels – External Communication

- The Business Perspectives Panel was designed and implemented as part of the Financial Task Force work. This research provides valuable feedback on the business environment and business needs as well as perception of City of Calgary's business-friendliness and feedback on recent initiatives.
- The Business Web Hub calgary.ca/business is one of the most popular ways businesses and prospective business owners engage with The City. They can even engage in live

Economic Development Update

chat available for the Planning Services Centre. BLE continues to ensure the information provided is relevant, clear, and easy to find.

- The Business Advisory Committee has worked to establish a more collaborative relationship between the business community and The City of Calgary. The committee consults with a Working Group and Task Force (each consisting of representatives from a variety of business sectors) and provides advice to Administration that has led to improvements in how The City meets and responds to the needs of the business community. Feedback is summarized in What We Heard Reports and BLE coordinates Administration's response to that feedback.
- Industrial Strategy Working Group consists of internal and external subject matter experts, who meet regularly, to discuss actions to implement the Industrial Strategy.
- BLE works with external partners such as CED and the Chamber of Commerce to provide information on business initiatives and receive feedback from the business community.

In general, the feedback from the business community highlights potential opportunities such as providing customer-centric training for teams working with businesses. Businesses have also expressed a desire for more opportunities for meaningful engagement. Despite all the programs and services that we offer, there is no consistent, transparent process for businesses to approach The City with innovative ideas for collaboration.

Internal Coordination Efforts

Most of the listed tools or options exist as separate programs, and there is an opportunity to improve their overall coordination within The City. Recently, BLE restarted the Business and Local Economy Network – a cross-corporate group of internal subject matter experts working with businesses and/or leading economic development initiatives. The network aims to build a shared understanding of all available initiatives and processes, look for synergies and possible improvements, enable the corporation to build internal knowledge, minimize redundancy, and develop agile solutions for business needs. The current BLE Network membership list is provided in Attachment 4.

BLE has been providing coordination of cross-corporate efforts including COVID-19 related grant programs, seasonal patio permits and film friendly efforts, and has worked closely with the BIA team in the Major Partners division to develop and implement programs.

BLE also provides a one window service for CED business development-related inquiries. CED engages directly with BLE, and the team then coordinates a response with other business units. CED works to attract businesses to Calgary and retain and grow current businesses, while The City strives to make processes to establish and sustain business in Calgary simple and efficient. The City can support CED and its outcomes by ensuring awareness of the tools we offer to help communicate and attract investment of business to Calgary.

The City needs to continue to ensure that our processes align and support the goals of Calgary's economic strategy and is responsive to feedback from the business community.

EXTERNAL ENGAGEMENT AND COMMUNICATION

☐ Public engagement was undertaken

Economic Development Update

☐ Public/interested parties were informed

☐ Dialogue with interested parties was undertaken

☒ Public communication or engagement was not required

IMPLICATIONS

Social

A prosperous city has a significant positive impact on society's wellbeing. Responding to business needs and creating a healthy business environment through various tools activates vibrant neighbourhoods and supports job creation. A healthy business environment and the ability to attract new and sustain existing businesses also enhance Calgarians' quality of life.

Environmental

Not applicable

Economic

The City works collaboratively with business and community partners, including Civic Partners, to implement Calgary in the New Economy: An economic strategy for Calgary. Continuing to evolve and grow The City's support and programs for the local business community helps build Calgary's economic resilience. Providing incentives for economic development allows businesses to thrive and prosper and attracts new investment and talent, both of which are critical to our city's economic growth.

Service and Financial Implications

No anticipated financial impact

RISK

Conflicting priorities and resourcing constraints may affect The City's ability to respond effectively to the business community's feedback and needs. Our ability to be responsive to these needs in a timely manner is essential to establishing a favourable perception of our business environment. To reduce any duplication of effort, Administration collaborates closely with key Civic Partners including CED, and uses a one window approach to work with BIAs.

ATTACHMENT(S)

1. Previous Council Direction, Background
2. Calgary in The New Economy 2022
3. Detailed Description of Processes for Encouraging Economic Investments
4. Current BLE Network Membership
5. Incentives provided by other jurisdictions
6. Economic Development Update presentation

Economic Development Update

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Chris Arthurs	People, Innovation & Collaboration Services	Approve
Bruce Cullen	Collaboration, Analytics & Innovation	Approve
Carla Male	Corporate Planning & Financial Services	Inform
Stuart Dalgleish	Planning and Development Services	Inform
Doug Morgan	Operational Services	Inform
Katie Black	Community Services	Inform
Edwin Lee	Assessment & Tax	Inform
Les Tochor	Finance	Inform

Background and Previous Council Direction

Background

There are many ways to encourage economic growth and attract investment in Calgary. All orders of government offer some incentives, including grants and tax incentives, training, entrepreneur support, improving service delivery and building communication channels with the business community. Over the last few years, The City of Calgary put in place multiple efforts to support businesses and local economy. Some of these efforts include work done through the Financial Task Force program, Business Advisory Committee collaboration and partnership efforts accomplished by the Business and Local Economy team.

The Financial Task Force team investigated making Calgary more competitive, livable, and attractive. Cross-corporate teams worked on different programs and implemented improved communication with the business community, increased advocacy The City did for local businesses and helped improve customer service for restaurants and breweries.

The Business Advisory Committee (BAC) has worked to facilitate a more collaborative relationship between The City and the business community. Through this collaboration, we have seen improvements in how The City meets and responds to the business community's needs.

The Business and Local Economy team (BLE) supports cross-corporate collaboration and coordination of business-friendly efforts. Further, BLE works with external partners such as Calgary Economic Development (CED) and other orders of government when needed. For example, when CED is looking to attract a particular business to Calgary or has a client considering opening a business in Calgary, they contact the BLE to gain an understanding of what The City can provide for a specific industry/business. Through this process, BLE is building a consistent response that is fair, open and transparent. BLE collaborates with business units to tailor needed supports. Some of the examples of collaboration efforts this year include:

> In Q1 2022, the BLE reviewed available supports for urban agriculture businesses and worked with Development, Building and Business Services to include urban agriculture businesses into Business Experience Representative program – a concierge service for select industries helping applicants navigate permit requirements and applications.
>
> In Q2 2022, the BLE coordinated cross-corporate efforts to scope a grant program to incentivize industrial development. Engagement with subject matter experts indicated that the impact of such a grant would be minimal due to current market conditions, and the work has been put on hold.
>
> Throughout 2022, BLE has worked closely with Arts & Culture to advance efforts to become a more Film Friendly City.

The inventory of tools and processes currently available and presented in the report and in Attachment 2 will help navigate future requests to support economic development and provides a foundation for future incentives design.

Previous Council Direction

On 2022 March 29, Council had an in-camera discussion that led to a question about what kinds of processes currently exist to support economic investment in Calgary and how these processes are coordinated and communicated.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2022 March 29	EC2022-0383	**Economic Development Discussion (verbal)** Council directed the Administration to work to ensure that the existing processes for encouraging economic investment in Calgary including the work of the Financial Task Force are coordinated and communicated in a manner that is fair, open and transparent and to report back to Council no later than 2022 December 31.

CALGARY IN THE NEW ECONOMY

LAND ACKNOWLEDGEMENT

In the spirit of respect, reciprocity and truth, we honour and acknowledge Moh'kinsstis and the traditional Treaty 7 territory and oral practices of the Blackfoot confederacy: Siksika, Kainai, Piikani, as well as the Îyâxe Nakoda and Tsuut'ina nations. We acknowledge that this territory is home to the Métis Nation of Alberta, Region 3 within the historical Northwest Métis homeland. We acknowledge all Nations – Indigenous and non – who live, work and play on this land and who honour and celebrate this territory.

Artwork by Hali Heavy Shield, @hali.heavyshield

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INTRODUCTION

Calgary is located along the foothills of the Rocky Mountains in Alberta at the meeting point of the Bow and Elbow rivers.

Anything is possible here. We're an opportunity-rich city home to creative innovators, dreamers, visionaries and game changers. We're bold and relentless in our pursuit of possibilities.

Building upon a foundation as a centre of excellence in all things energy, Calgary continues to diversify its economy with leading global corporations and innovative local companies and startups across many industries.

From global challenges like cleaner energy, safe and secure food, the efficient movement of goods and people, and better health solutions, to advancements in the creative industries, financial services and technologies yet to be discovered – Calgary is changing with the world and helping change the world.

The economic strategy *Calgary in the New Economy* sets out to achieve an ambitious vision for our city. A vision that creates long-term prosperity and opportunities for all.

Evolving through continuous engagement with Calgarians, *Calgary in the New Economy* is a path forward toward economic diversification and an economy that is inclusive and accessible for everyone.

Charting a course for a city's economy is a challenge at any time and as global leaders we are embracing a fast-changing world with a dynamic pathway.

To ensure Calgary is positioned for the future, Calgary Economic Development pressure-tested the strategy with more than 700 community members and business leaders in 2021.

AN INCLUSIVE VISION

Calgary in the New Economy includes a vision that represents the community's aspirations for this great city.

Calgary is a place where dreams become reality. A welcoming community that makes things happen, together. A place where creative people and innovative companies converge to make an impact and change the world.

Calgary is the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges.

ISC: Unrestricted

OUR COMMITMENT

INDIGENOUS RECONCILIATION

A strong Indigenous economy is vital to Calgary's long-term prosperity. Our vision for economic Reconciliation is an equitable future for Indigenous Peoples, businesses and communities.

We are committed to supporting meaningful action towards Indigenous Reconciliation and the removal of systemic barriers to opportunity.

We strive to follow and encourage adoption of recommendations in the Calgary Aboriginal Urban Affairs Committee's *White Goose Flying Report*, *The Truth and Reconciliation Commission of Canada Calls to Action* and the *United Nations Declaration on the Rights of Indigenous Peoples.*

EQUITY, DIVERSITY, INCLUSION AND ACCESSIBILITY

Equity, Diversity, Inclusion and Accessibility (EDIA) are embedded into every facet of *Calgary in the New Economy*. It aims to help dismantle the barriers that confront people from historically underrepresented and marginalized communities and create opportunities for systemic change. We hold our community accountable through reporting on metrics related to diversity in startup leadership, Reconciliation efforts, and the economic participation of newcomers and equity-deserving groups.

As a community, we are committed to making real and intentional progress across EDIA and Indigenous Reconciliation so everyone can participate in all aspects of the economy.

KEY DRIVERS | GOALS

The strategic framework is comprised of five connected key drivers and goals that support a future-proof, sustainable economy for Calgary. Tested against global trends and through future scenario planning, these five drivers must work in tandem to create enduring prosperity.

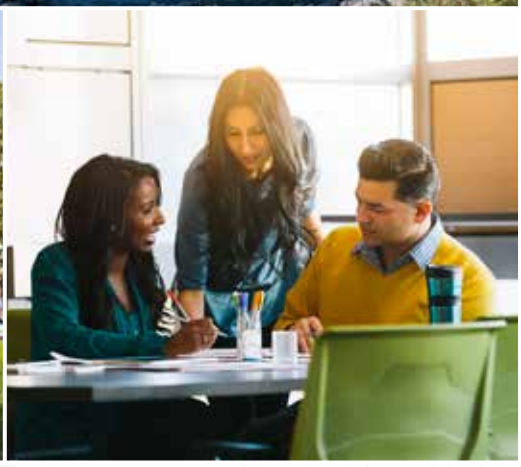
TALENT
Home to bright minds.

LIVABILITY
The best place to build a life.

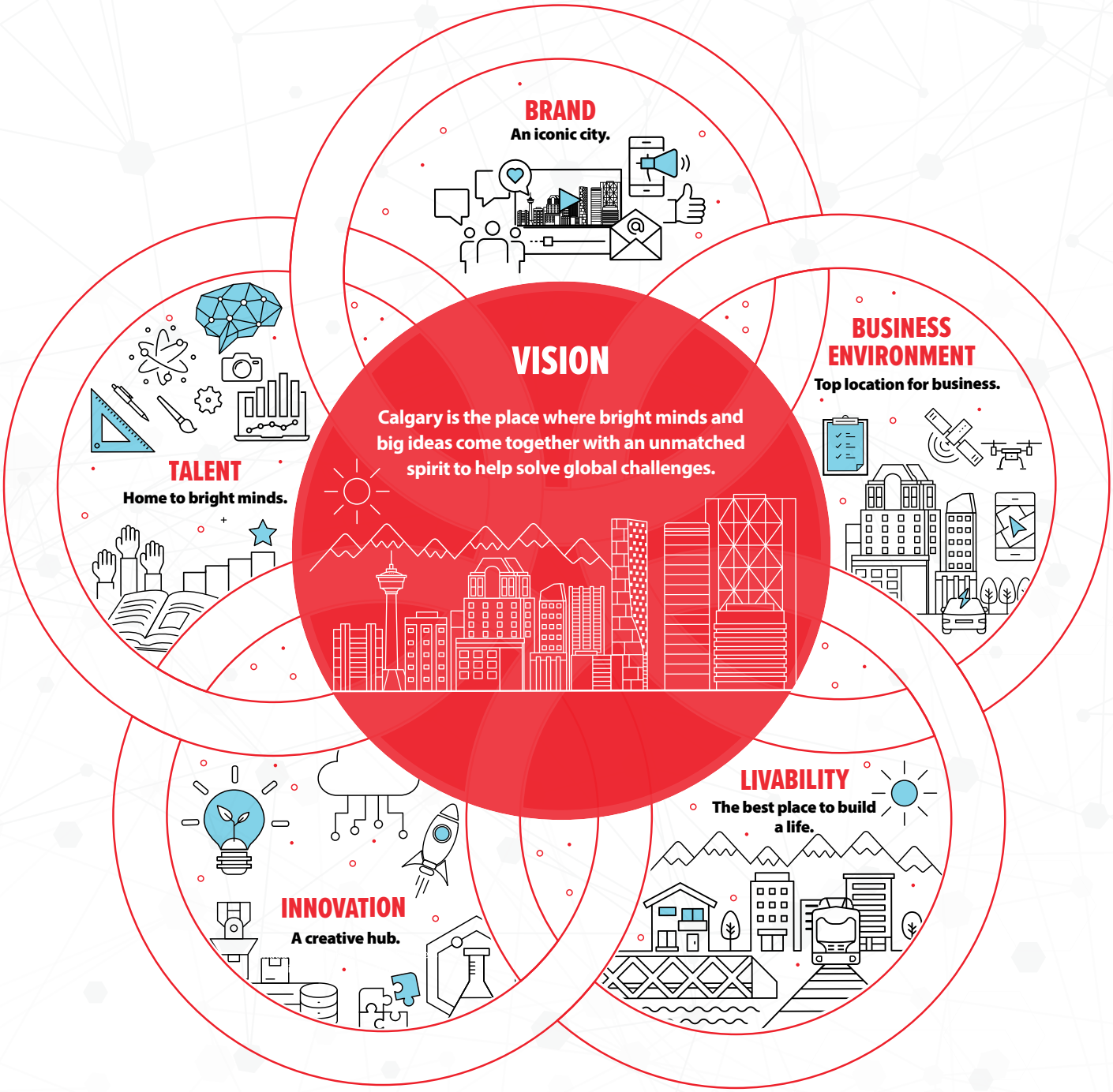
BUSINESS ENVIRONMENT
Top location for business.

INNOVATION
A creative hub.

BRAND
An iconic city.



ISC: Unrestricted


BRAND
An iconic city.
VISION
Calgary is the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges.
BUSINESS ENVIRONMENT
Top location for business.
TALENT
Home to bright minds.
INNOVATION
A creative hub.
LIVABILITY
The best place to build a life.

TRANSFORMATIONAL INITIATIVES

As a community, we can achieve our vision and the priorities in each driver through tangible transformational initiatives.

These transformational initiatives advance multiple economic drivers.

HOW WILL WE MEASURE PROGRESS?

To implement and improve transformational initiatives, progress is measured through the tracking of Key Performance Indicators (KPIs) detailed under each priority.

- **Work-integrated learning**
- **EDGE UP & digital skills training**
- **Micro-credentialling**
- **Live Tech, Love Life**
- **LearningCITY**
- **Greater Downtown Plan**
- **ActiveCITY**
- **Climate Resilience Strategy**
- **CreativeCITY**
- **Experience Economy**
- **Nighttime Economy**
- **Living Labs & pilot areas**
- **Sector-specific permitting supports**
- **Open Calgary**
- **Film-friendly tax incentives**
- **Innovation District**
- **Attracting R&D investment, centres of excellence, accelerators and incubators**
- **Opportunity Calgary Investment Fund**
- **Trade Accelerator Program YYC**
- **Collaborative brand initiatives influencing reputation and perceptions**
- **Unified storytelling**
- **Calgary Film Commission**

ISC: Unrestricted

TALENT	LIVABILITY	BUSINESS ENVIRONMENT	INNOVATION	BRAND

DRIVER
TALENT

GOAL: HOME TO BRIGHT MINDS.

The economic prosperity of a community comes from its people. Calgary is a people first city. We support a learning ecosystem that develops exceptional homegrown talent who think creatively, adapt and thrive in a fast-changing world. We are a magnet for young talent with an ambitious mindset for making a global impact. Bright minds come together here to dream big, start an adventure and build something great.

PRIORITIES

1. **Be a welcoming city where everyone can grow their careers.**

   ✔ **KPIs**

   - Economic participation of newcomers
   - Youth retention and migration
   - Diverse and Indigenous representation in leadership

2. **Provide adaptive, future-focused learning opportunities that empower life-long skills development.**

   ✔ **KPIs**

   - Level of education attained (K-12, post-secondary, continuing education / skills development)
   - STEAM (Science, Technology, Engineering, Arts and Mathematics) training programs
   - Availability and participation in non-traditional learning (micro-credentialing, work-integrated learning)
   - Indigenous training and business acceleration program participation

ISC: Unrestricted

3. Attract people who want to make a difference, create solutions and change the world.

✔ **KPIs**

- Population growth
- Employment rates across diverse sectors
- FDI (Foreign Direct Investment) and jobs created

TRANSFORMATIONAL INITIATIVES

Work-integrated learning

EDGE UP and digital skills training

Micro-credentialling

Live Tech, Love Life

LearningCITY

ISC: Unrestricted

DRIVER
LIVABILITY

GOAL: THE BEST PLACE TO BUILD A LIFE.

Calgary consistently ranks as a top livable city in the world. We are building vibrant, inclusive and connected communities where people of all backgrounds are welcome and have the opportunity to enjoy a high quality of life. Our lifestyle is active and we are home to the most extensive urban pathway and bikeway system in North America. A rich arts and culture scene and quick access to breathtaking vistas, including the Rocky Mountains, is enjoyed by locals, visitors – and the global film industry. A revitalized downtown with iconic public spaces is a gathering place for our communities and a hub for business.

PRIORITIES

1. **Build a city with a net zero economy.**

✔ KPIs

- Carbon emissions
- Renewable electricity usage
- Energy transition and climate change investment

2. **Create a city where everyone is welcome, safe and able to build a meaningful life.**

✔ KPIs

- Diversity of population
- Perception of safety across dimensions of diversity
- Affordable housing
- Percentage of the population living downtown
- Perception of quality of life

ISC: Unrestricted

Photo by Travel Alberta / Chris Amat

3. Build vibrant, healthy and accessible communities.

✔ **KPIs**

- Accessible communities and infrastructure
- Perceptions of amenity-rich communities
- Convenient and accessible transit and modes of transportation
- Global livability score

4. Be known as an inviting city with year-round experiences for everyone to enjoy.

✔ **KPIs**

- Accessible recreation programs and participation
- Public arts, culture and entertainment events
- Tourism and visitor economy
- Number of film and TV productions

TRANSFORMATIONAL INITIATIVES

Greater Downtown Plan

ActiveCITY

Climate Resilience Strategy

CreativeCITY

Experience Economy

Nighttime Economy

ISC: Unrestricted

DRIVER BUSINESS ENVIRONMENT

GOAL: TOP LOCATION FOR BUSINESS.

Businesses are the heart of a city's economy. Being the ideal location of choice to start and scale ventures means advocating for the business community. In Calgary, there's a collaborative spirit and the right infrastructure for businesses to start, grow, invest and go global. We encourage and enable businesses to experiment, innovate and make data-driven decisions. Calgary is Western Canada's leading inland port and connects businesses with millions of customers every day. There's a passion to support local and a commitment to help each other soar to new heights. Calgary is where big ideas can become billion-dollar enterprises.

PRIORITIES

1. **Build a globally and digitally connected city.**

✔ KPIs

- 5G and digital connectivity
- Physical connectivity (air access, cargo volumes, ground and rail transportation)
- Digital transformation spend
- Commercial / Industrial real estate

2. **Be a place where businesses are encouraged to test and use technology and data to start, grow and thrive.**

✔ KPIs

- Technology pilots and testing areas
- Open datasets and shared business intelligence
- Number of headquarters per capita

ISC: Unrestricted

3. Champion efficient and effective policies supporting business practices.

✔ **KPIs**

- Companies retained, attracted, expanded
- Perception that it's 'easy to do business' in Calgary
- Efficient business, development and building permits process

TRANSFORMATIONAL INITIATIVES

Living Labs and pilot areas

Sector-specific permitting supports

Open Calgary

Film-friendly tax incentives

DRIVER
INNOVATION

GOAL: A CREATIVE HUB.

Calgary is a community that nurtures creativity in all sectors and facets of life. New ideas. New solutions. New perspectives.

Innovation – whether social, creative or technological – is the currency of the new economy and Calgary is embracing the opportunity. We're a city with an accelerating startup and tech ecosystem where cutting-edge research is used to solve challenges here at home and around the world. This city is a living lab primed for eureka moments where your creative spark can ignite a community into action.

PRIORITIES

1. **Build an environment where Calgary companies can accelerate and scale to compete globally.**

   ✔ **KPIs**

   - Number of startups and technology companies in Calgary
   - Number of venture deals and total capital funds
   - Diversity of startup leadership

2. **Be a magnet for innovative and creative thinkers by investing in development and attraction opportunities.**

   ✔ **KPIs**

   - Number and diversity of workers in STEAM fields
   - Number of applicants for visas and tech immigration programs

ISC: Unrestricted

Photo by Beakerhead / Neil Zeller Photography

3. **Accelerate real-world application of research and development through corporate investment and Post-Secondary Institution (PSI) collaboration.**

✔ **KPIs**

- Corporate R&D spend
- Sponsored research (by companies with PSIs)
- PSI spin out companies

TRANSFORMATIONAL INITIATIVES

Innovation District

Attracting R&D investment, centres of excellence, accelerators and incubators

Opportunity Calgary Investment Fund (OCIF)

Trade Accelerator Program YYC

DRIVER BRAND

GOAL: AN ICONIC CITY.

Calgary was incorporated in 1884 and is a growing, multicultural city renowned for its community spirit, Olympic legacy and legendary hospitality. A gateway to the Rocky Mountains where the Bow and Elbow rivers meet, Calgary is a gathering place of diverse perspectives where people strive to make a difference, create equity, economic well-being and prosperity. We welcome the world to experience our unforgettable events and attractions to explore our city and call Calgary home. Together, Calgarians make the extraordinary happen.

PRIORITIES

1. **Demonstrate Calgary is a vibrant and inclusive community with a global perspective.**

   ✔ **KPIs**

   - Welcoming the world to iconic events and experiences
   - Celebration of global festivities
   - Indigenous and multicultural tourism experiences

2. **Tell a unified story to strengthen consistent and unique identity here and everywhere.**

   ✔ **KPIs**

   - Collaborative brand awareness initiatives
   - Local, national and international perceptions of Calgary

ISC: Unrestricted

Photo by Travel Alberta / Chris Amat

TRANSFORMATIONAL INITIATIVES

Collaborative brand initiatives

Influencing reputation and perceptions

Unified storytelling

Calgary Film Commission

3. Share Calgary's story as an ambitious city full of energy, optimism and opportunity.

✔ **KPIs**

- Earned media about Calgary as a city of opportunity
- Amplification of stories about Calgary
- Positive sentiment of media coverage

ONE CALGARY

This is an exciting time to be in Calgary and we invite you to be part of the future.

Together, Calgary has grown its global reputation as a great place to make a living and a great place to make a life.

Government, business and community partners all support the mission to advance opportunities to achieve economic success, embrace shared prosperity and build a strong community for Calgary.

We are ready to tackle challenges together and make a global impact.

Economic development is a collaborative effort and all Calgarians play a part.

How will you transform our city?

Take part at CalgaryInTheNewEconomy.com.

Detailed Description of Processes for Encouraging Economic Investments

Financial Incentives

1.1 Property Tax Incentives Framework

Description

In July 2021, Council adopted a framework to provide guidance when considering the use of property tax incentives pursuant to MGA Section 364.2 (previously known as Bill 7).
The framework outlines principles to be considered when enacting a program to use property tax incentives.
Corresponding report: IGA2021-0823.

Communication and Coordination

As this tool has never been used, there is no established process for coordination and communication.

Financial Incentives

1.2 Downtown Calgary Development Incentive Program

Description

City Council committed a $100 million investment in the Downtown Calgary Development Incentive Program that is focused on supporting Downtown building owners in the conversion of vacant office space to residential uses.
The program offers a grant for office to residential conversions of $75 per square foot, based on the original gross building area of existing office space that will be converted. Grants are available up to a maximum of $10 million per property under Administration approval. Any requests in excess of $10 million require Council approval for a particular application.

Communication and Coordination

- The City launched an Expression of Interest for Phase 2 of the program that is now closed and is working on the development of future phases of the program. Phase 2 expands focus of the program beyond solely residential use to consider other types of office conversion.
- Over $70 million has been already committed through Phase 1. The five approved projects will remove approximately 665,000 square feet of office space from the market and create 707 homes.

Financial Incentives

1.3 City Centre Enterprise and Main Streets Exemption Areas - Development Permit Exemption

Description

Exemption areas allow for select changes to a business or a building without development permit.

Communication and Coordination

- The program is advertised on Calgary.ca and businesses can contact Planning Services Centre for more information.

ISC:UNRESTRICTED

Financial Incentives

1.4 Targeted fees relief

Description

Throughout the pandemic The City waived various fees to support businesses in Calgary. The business licence fees have been waived until March 16, 2023 and seasonal outdoor patio fees were waived again in 2022 and 2023.

Communication and Coordination

- Decisions to waive fees have been supported by Council and have been widely advertised.
- Internal coordination of such processes includes cross-corporate engagement and extensive analysis of financial implications.

Financial Incentives

1.5 Opportunity Calgary Investment Fund (OCIF)

Description

OCIF is a wholly owned subsidiary of The City of Calgary that is governed by an independent Board of Directors and administered by Calgary Economic Development. The fund was created with $100 million from The City's existing reserve. It was created as a catalyst to attract investment, drive innovation, and spur transformative economic development in the city. OCIF has made a wide range of public and private investments that drive economic growth, job creation, and ecosystem development, positioning Calgary to lead digital transformation across our key sectors.

Communication and Coordination

- The fund is coordinated and advertised externally.
- The Board of OCIF provides an annual report to Council.

Financial Incentives

1.6 Industrial Grant – on hold

Description

In the first half of 2022, the Business and Local Economy team worked with internal stakeholders to revisit the proposal for a grant program to encourage industrial investment. After clarifying the grant's purpose and design and engaging with Industrial Strategy Working Group to gain feedback, the plan to move forward with an Industrial Grant program has been put on hold.

Communication and Coordination

- Not Applicable

Business Experience

2.1 Business Experience Representative Program

Description

Using feedback from ongoing work with local industry, The City identified opportunities to enhance customer service for complex licence types (i.e., restaurants and breweries) who are opening or growing their business, providing them with consistency and predictability for service, and reduced permitting and licensing timelines.

The City adopted the Business Experience Representatives service as a normal business practice to provide the customer with consistent support throughout their entire journey and to guide customers through the permit and licence processes. This includes discussing and assisting with any documentation requirements. Assisting customers closely throughout this journey also allows for the identification and mitigation (or elimination) of additional barriers.

The Business Experience Representatives service will be expanded to support approvals navigation for more business sectors.

Communication and Coordination

- The program is advertised and is linked to on various Calgary.ca sites including the Business Web Hub, Calgary.ca/business.
- As part of day-to-day operations, the Business Experience Representatives Program maintains cross-corporate relationships with colleagues in Business & Local Economy, members of the 'Open4Business' committee, Calgary Fire, Business Safety, and other business units as needed.

Business Experience

2.2 Film Friendly Strategy

Description

Arts & Culture worked with the Business and Local Economy team to support creation of the Film Friendly strategy and is leading cross-corporate efforts to make it easier for production companies to film in Calgary and to increase internal capacity to respond to permit requests. The outcome of this collaboration will be the establishment of a Film Office team that will provide support to production companies and work with internal groups to continually improve permit and license processes, and support Calgary Economic Development in reporting on Calgary's Film industry.

Communication and Coordination

- There has been a lot of media attention to increased filming in Calgary. Mayor Gondek has been vocal about inviting more production companies to Calgary.
- Coordination of internal efforts has been happening through temporary resources from Arts & Culture and BLE until resources are available to appropriately address the surge in film related permit applications.

Business Experience

2.3 Pre-application enquiries for development permits, land use amendments and outline plans

Description

A pre-application enquiry is a voluntary process where a prospective applicant may present a development proposal to The City for review and comment, prior to a formal application being

submitted. This provides the applicant with an opportunity to receive feedback and address issues prior to applying. This service is provided free of charge.

Communication and Coordination

- The service is advertised on the web and could be booked through the Planning Services Centre. Customers need to request it; it is not offered as an option.
- The information provided by the applicant informs The City's response to the pre-application enquiry and The City's advice can become required information at the development permit stage.

Business Experience

2.4 Development Approval Review Team

Description

Development Applications Review Team (DART) is a cross-corporate team that reviews multi-disciplinary development permit applications, land use amendments, outline plans, pre-application enquiries and provides applicants with feedback and comments. DART eliminates the need for the applicant to seek comments and approval from different City departments and provides a consistent review process with predictable timelines.

Communication and Coordination

- DART coordinates applications and provides predictable timelines for planning applications.
- DART enables broad outcome-focused and collaborative decision-making, while recognizing the scale and technical complexity of the projects they review

Business Experience

2.5 Web hub for businesses: Calgary.ca/business

Description

Calgary.ca/business is a one stop web hub for businesses to find information about permits and licensing, grants, and other support programs available in Calgary. The website was updated in Q3 2022 and is aligned with web pages across the corporation.

Communication and Coordination

- Business and Local Economy team has worked with Communication Services to ensure up to date and relevant information on the site.

Business Experience

2.6 Business Improvement Areas (BIA) team

Description

To facilitate legislatively mandated processes and ensure a collaborative approach, The City's Major Partners division provides direct, tailored support to BIAs through a team of two FTEs. As part of the ongoing efforts to support BIAs, the "BIA Dashboard", a new interactive map and dashboard tool was recently launched which can be used by BIAs and businesses for

establishment, planning and promotion. In coordination with a wide range of other divisions at The City, the team assists in the engagement and participation of BIAs in various City strategies and programs that support businesses within BIA areas. The development of new programs is guided by priorities identified by BIAs and various City services. Some examples of work underway include the seasonal patio program and the Main Streets program, both of which contribute to a more business friendly environment within BIAs.

Communication and Coordination

- Businesses and external parties can find out about the BIA Team, BIAs in general and the BIA dashboard through Calgary.ca and each BIA's individual websites. 311 is trained and able to take inquiries about BIAs and it is another avenue to get further information about BIAs.
- The BIA team is widely integrated into multiple business units and programs/projects that impact BIAs. Examples of such internal coordination are participating on Tomorrow's Chinatown project, working on the team for the season patios on public property program, or supporting work on public safety and social disorder. More coordination is always warranted and supported.

Other Supports

3.1 Benefit Driven Procurement

Description

Benefit Driven Procurement (BDP) is a Council-approved strategy to create additional and intentional public value using The City's procurement spend to improve community outcomes for Calgarians. Specifically, the BDP Framework supports local businesses when procurement is below $5,000, The City is to obtain quotes from local suppliers whenever possible for goods and services ($5,000<$75,000) and construction ($5,000<$200,000). At and above trade agreement thresholds, The City includes a BDP questionnaire to drive additional public value and to support small business and underrepresented groups which include women, Indigenous, new-comers, and other equity-deserving communities.

Communication and Coordination

- The BDP Framework and questionnaire are described and advertised on calgary.ca/bdp page.

Other Supports

3.2 Innovation Through Procurement

Description

Innovation through Procurement (ITP) is a way for The City to increase opportunities for start-ups and small- and medium-sized businesses with an innovative idea or technology to have The City as their first customer.

ITP enables The City to proactively pursue innovative solutions by issuing specific procurement challenges, referred to at The City as challenge statements. These challenge statements will help innovate and test new ideas brought from citizens and industry through running pilots to explore new technology and equipment.

Challenge statements are designed to allow collaboration between The City and industry but may not result in a procurement. Where an appropriate level of risk is present, The City may experiment testing solutions to challenge statements and such testing may become a part of a larger procurement process in the future.

Communication and Coordination

- The City posts challenge statements on the Alberta Purchasing Connection (APC) website and potential suppliers have equal opportunity to respond.

Other Supports

3.3 5G Digital Playground

Description

5G Digital Playground provides a testbed environment for collaborators to experiment and research the capabilities of 5G while providing feedback to further develop and sustain the delivered network within the testbed.

Communication and Coordination

- The City released market notification in late 2021 to inform the potential collaborators of the project. The City has also been working closely with Calgary Economic Development to ensure the attraction of industry and researchers.

Other Supports

3.4 Living Labs

Description

The City of Calgary's Living Labs program offers physical, digital and data assets (where possible) for companies and researchers to test and try ideas and products in a real-life environment. Calgary's reputation as a Living Lab is growing and The City of Calgary is helping to support our innovation ecosystem. In 2021, Living Labs received 50 requests from businesses testing out their new technologies. For completed projects, there has been overwhelming positive customer feedback for Living Labs program and how it enables companies to easily conduct research and development of their products and services.

Living Labs has been successfully operating since 2018. The Program has not been funded with dedicated resources since.

Communication and Coordination

- Living Labs works with partners such as Calgary Economic Development, Platform, post-secondary institutions, and others to find potential companies and researchers who want to test and try their products in a real-life environment.
- The Living Labs program acts as a "one window" support to help navigate and host conversations with the required business units. Internal coordination occurs through contacting the business unit(s) director offices to seek confirmation to pilot a product or technology.
- Living labs intake form can be found at Calgary.ca/LivingLabs

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Other Supports

3.5 Digital Services Squad

Description

The Digital Service Squad (DSS) helps small businesses adopt new technologies and embrace digital marketing. The squad offers free one-on-one assistance to eligible businesses across Calgary.

Communication and Coordination

- Business and Local Economy team worked with Communication Services to promote the services offered by DSS to local community.
- DSS offerings are also advertised at the business web hub Calgary.ca/business
- There has been limited coordination/internal communication about DSS.

Other Supports

3.6 Advocacy Campaigns

Description

The City holds various advocacy campaigns to support businesses including #SupportLocalYYC social media campaign and Small Business Week to support local businesses. We also collaborate on campaigns initiated by other business units, such as the Open Sooner campaign that emerged from Planning & Development Services.

Communication and Coordination

- Business and Local Economy team works with Customer Service & Communications to design and implement advocacy campaigns.

Other Supports

3.7 Experience Downtown

Description

“Experience Downtown YYC” marketing campaign began in May 2022. Focuses on encouraging visits downtown outside the work week and supporting businesses and activities in the Greater Downtown business improvement areas. A multi-year downtown marketing campaign is currently being developed.

Communication and Coordination

- Cross-corporate team designed and implemented this marketing campaign.

Other Supports

3.8 Parking Lot and Parks Activation

Description

Since March 2022, Arts & Culture has invested over $1.2M into the downtown area to support activations through partnerships with local organizations. Throughout the remainder of 2022, an

additional estimate of over $1.2M will be invested through Arts & Culture partnerships. This includes a Midwinter Event Grant Program targeting BIAs, the Centre City Banner program lead by Calgary Arts Development, and a $300K grant to Calgary Downtown Association to develop a Nighttime Economy Strategy.

Parks & Open Spaces has increased commercial services in City parks and developed a new program that helps reduce red tape. The full review of the Vendors in Parks program is underway. We have also created and launched the V.I.P. (Vendors in Parks) Pop-Up program, which began the weekend of July 1st with activations in four parks and it will run until the last weekend of September. This new program allows vendors to come for a day, a weekend or multiple weekends and setup in one of four designated Calgary parks sites with tents provided. We have also managed to reduce the requirement of a business license for these vendors.

The program engagement has already begun and will include park users, seasonal vendors, pop-up vendors and internal staff on determining the benefits and the barriers of the program. **CD2022-1104 provided Council with a Briefing on the outcomes of this program for 2022.**

Communication and Coordination

- These activations are a result of cross-corporate collaboration and coordination led by Arts & Culture.

Other Supports

3.9 Open Data Program

Description

The Open Data Portal integrates City data from various business units and makes it available for public use. The number of datasets available has been growing. Businesses are welcome to use these structured and machine-readable data free of charge and without a need to formally partner with The City.

Communication and Coordination

- City data is discoverable and accessible through data.calgary.ca, The City of Calgary's Open Data Portal. In addition, one can also reach out to opendata@calgary.ca.
- Currently, new datasets or updates to datasets are communicated via Twitter on an irregular basis. The City is in the processes of creating a platform for external and internal users to view open data stories (use-cases), to further encourage users to support data-driven decision making via open data.

Current members of Business and Local Economy Network

Below is the list of current members of the BLE network as of November 28, 2022. Membership is subject to change as needed.

Name	Position	Business Unit	Department
Erin Chrusch	Leader, Business and Local Economy	Collaboration, Analytics & Innovation	People, Innovation & Collaboration Services
Maria Wolfs	BLE Strategic Consultant	Collaboration, Analytics & Innovation	People, Innovation & Collaboration Services
Lynn McKeown	Manager, Development and Subdivision Application	Community Planning	Planning and Development Services
Mary Saunders	Manager, Urban Design and Planning Services	Community Planning	Planning and Development Services
Ulrik Seward	Manager, Business and Building Safety	Development Business and Building Services	Planning and Development Services
Michael Van Ham	Leader, Business Approvals	Development Business and Building Services	Planning and Development Services
Alexandra Burdeyney	Arts and Culture Strategist	Partnerships	Community Services
Christine Card	Industrial, Commercial and Institutional Program Coordinator	Water Services	Operational Services
Kayley Fesko	Waste Diversion Specialist	Waste and Recycling Services	Operational Services
Michael Briegel, J.	Deputy Chief, Business Safety	Emergency Management and Community Safety	Community Services
Mario Caputo	Inspector, Business Safety	Emergency Management and Community Safety	Community Services
Scott Deederly	Senior Strategist	Intergovernmental and Corporate Strategy	People, Innovation & Collaboration Services
Juliet Pitts	Senior Manager, Community and Business Relations	Green Line Operations	Green line
Stuart Gripton	Business Support Lead	Green Line Operations	Green line
Meghan Mahoney	Business Strategist	Partnerships	Community Services
Jordan Lamey	BIA Coordinator	Partnerships	Community Services
Kristi Peters	Sustainability Consultant	Climate and Environment	Planning and Development Services

Andrew Sedor	Transportation Planning Strategy	Capital Priorities and Investment	Infrastructure Services
Anthony El-araj	Coordinator, Right of Way Services	Mobility	Operational Services
Aliyyah Mohamed	Executive Advisor	Downtown Strategy	Planning and Development Services
Monique Nesset	Smart Cities Program Manager	Information Technology	People, Innovation & Collaboration Services
Dawn Smith	Manager, Corporate Climate and Energy Management	Climate and Environment	Planning and Development Services
Cathy Davis	Customer Service Communications Planner	Customer Service and Communications	People, Innovation & Collaboration Services
Graham Gerylo	Manager, Capital Stakeholder Relations	Capital Priorities and Investment	Infrastructure Services
Abdul Jaffari	Senior Growth Management Planner	City and Regional Planning	Planning and Development Services
Rose Mukherjee	Coordinator, Business Management	Real Estate and Development Services	Infrastructure Services
Gisele Aparicio-Hull	Executive Advisor	Supply Management	Corporate Planning and Financial Services
Landon Modien	Leader, Procurement	Supply Management	Corporate Planning and Financial Services
Kim Mustard	Team Lead, Strategy and Service Delivery Partners	Partnerships	Community Services
Tammy Henry	Senior Planner	City and Regional Planning	Planning and Development Services
Neil Younger	Senior Strategist, Regional Planning	City and Regional Planning	Planning and Development Services
Barbra Cutter	Manager, Strategy and Business Operations	Real Estate and Development Services	Infrastructure Services
Claire Beckstead	Leader, Community Energy Program	Climate and Environment	Planning and Development Services
Dylan Jones	Coordinator, Stakeholder Relations	Capital Priorities and Investment	Infrastructure Services
Ellen Campbell	Business Continuity and Recovery Planner	Emergency Management and Community Safety	Community Services

Ian McDermott	Leader, Industrial Assessment and Tax	Assessment and Tax	Corporate Planning and Financial Services
Dick Ebersohn	Manager, Calgary Climate and Energy Strategy	Climate and Environment	Planning and Development Services
Jillian Curley	Leader, Climate Resilience and Adaptation	Climate and Environment	Planning and Development Services

Incentives provided by other jurisdictions

Business and Local Economy engages with variety of external partners including Calgary Economic Development, Calgary Chamber of Commerce, municipalities across Canada and internationally to learn about ways governments support businesses.

Below is a list of examples of incentives and processes aimed at encouraging economic investment provided by other jurisdictions.

Financial Incentives
The City of Edmonton provides several financial supports including • environmental incentives to support businesses in acting on climate change and reducing the greenhouse gas emissions; • Economic Action Plan Grant supporting expansion and growth projects of local businesses to build more resilient, diverse**,** and equitable local economy; and • Brownfield Redevelopment Grant Program promotes redevelopment of qualified brownfield properties by helping cover some of the testing and remediation costs.

Business Experience
The City of Edmonton provides: • one-on-one business support -single point of contact to access resources and support and navigate City processes; • small business workshops; and • Business Improvement Areas (BIA) support.
The City of Vancouver and the City of Toronto provide extensive support to film industry through dedicated teams. These teams have authority to issue permits and provide one window service for production companies.

Other Supports
The City of Edmonton's Digital Economy Program (similar to Calgary's Digital Services Squad) provides free digital support to small local businesses.
Project Greenlight is a technology demonstration platform from Metro Vancouver in British Columbia that offers an alternative to traditional procurement processes, using calls for innovation to facilitate access to new technology and solutions that may not otherwise be discovered. The members of the project are public and private enterprises that manage at least $1 billion in assets. Challenges include zero waste solutions, improved transportation systems, as well as open call for innovations addressing complex challenges and aligned to strategic priorities of the members.
Catalonia Open Challenges platform offers opportunities for public procurement, open innovation challenges, Research & Development and innovation partnerships, and international trade. Entities such as governments, large corporations, non-profit organizations

from across the globe (including Canadian entities like The City of Coquitlam in British Columbia) post challenges and procurement needs and are connected to businesses with innovative ideas. Fields of application include Smart Cities, Circular Economy, Digital Transformation, Sustainable Construction, and others. Link to Catalonia Open Challenges: Catalonia Open Challenges - Home (gencat.cat).
Small Business Research Initiative in Wales enables the public sector to engage with industry during the early stages of development to design bespoke solutions, whilst enabling businesses to research new opportunities through fully funded research and development contracts. The initiative features a simple fast-track application process, 100% funded development contracts, innovators are free to develop and sell innovation in other markets, while governments are first to benefit from resulting innovation. The initiative operates in accordance with all applicable procurement regulations. Link: Small Business Research Initiative (SBRI) | Innovation (gov.wales)
The Scottish Government's CivTech Innovation Flow is designed to create digital solutions to public sector problems as quickly and as effectively as possible. Published challenges are general in nature and can be applicable to different organizations and countries. Sponsoring public sector organization funds applicants through exploration and accelerator stages and further product development. The Sponsor receives an in-perpetuity royalty free license, while the participant is free to market the product to other customers. Challenges include technology support in detecting and assessing risks of beaver burrows, using data about businesses to deliver better business support services, using technology to improve cycling infrastructure, and using technology to drive effective human resource management. Link : The CivTech Process — CivTech

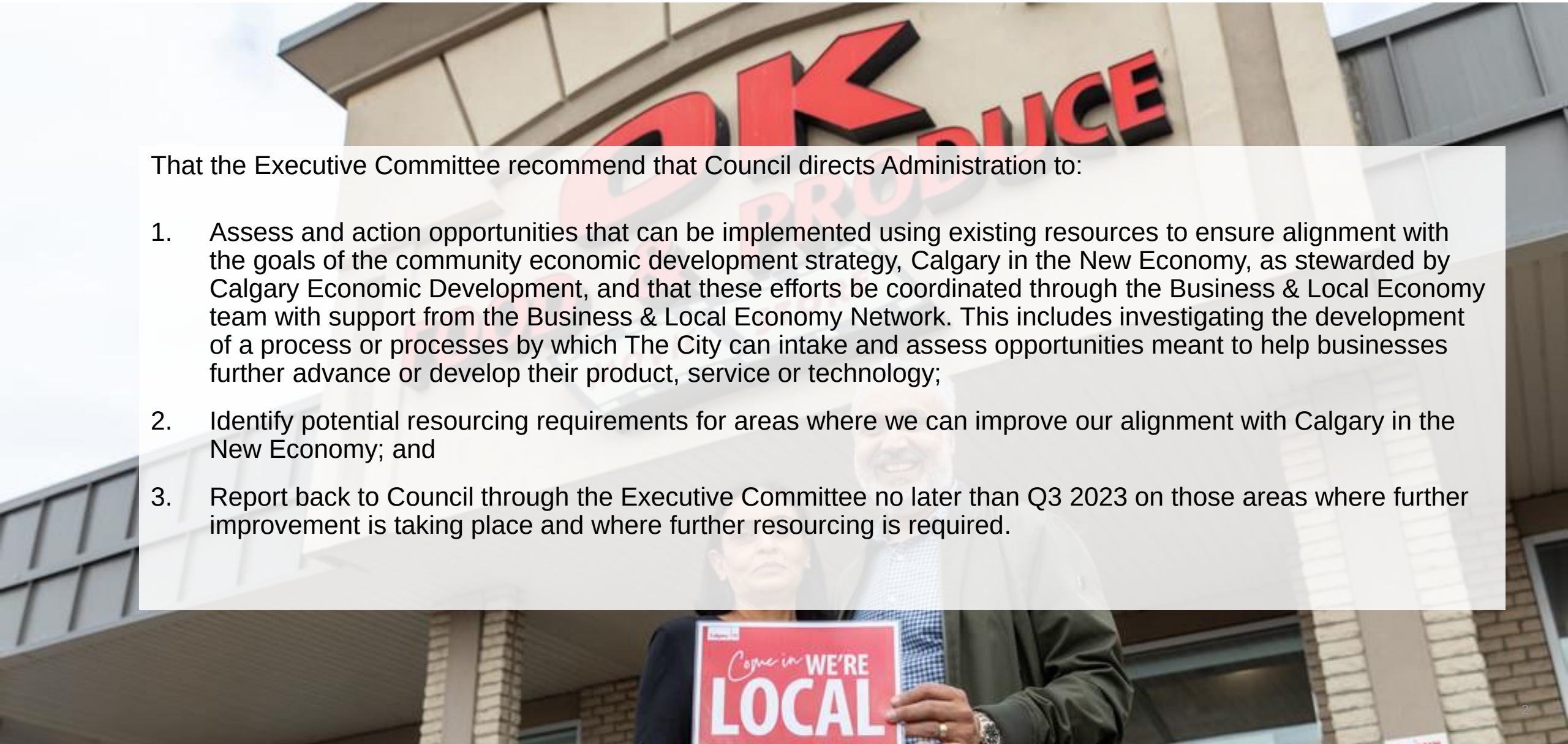
EC2022-1211
Economic Development Update

2022 December 14

Recommendations

That the Executive Committee recommend that Council directs Administration to:

1. Assess and action opportunities that can be implemented using existing resources to ensure alignment with the goals of the community economic development strategy, Calgary in the New Economy, as stewarded by Calgary Economic Development, and that these efforts be coordinated through the Business & Local Economy team with support from the Business & Local Economy Network. This includes investigating the development of a process or processes by which The City can intake and assess opportunities meant to help businesses further advance or develop their product, service or technology;
2. Identify potential resourcing requirements for areas where we can improve our alignment with Calgary in the New Economy; and
3. Report back to Council through the Executive Committee no later than Q3 2023 on those areas where further improvement is taking place and where further resourcing is required.



Previous Council Direction

On March 29 2022, Council directed Administration to ensure that the existing processes for encouraging economic investment in Calgary, including the work of the Financial Task Force, are coordinated and communicated in a manner that is fair, open and transparent.

Administration is required to report back to Council through Executive Committee no later than 2022 December 31.

Report Highlights

- There are several support opportunities available to incentivize economic development in Calgary, including financial incentives and business experience improvement. There are opportunities to improve how The City communicates the availability of these supports.

- The work of the Financial Task Force helped to improve communication between The City and the business community. In general, the feedback from the business community highlights potential opportunities such as providing customer-centric training for teams working with businesses.

- The Business and Local Economy team (BLE) provides on demand coordination of corporate initiatives aimed at business community support.

- Business and Local Economy Network is a cross-corporate group of subject matter experts working with the business community and provides an opportunity for internal knowledge sharing and coordination. The BLE network enables The City to be more effective when responding to the needs of the business community.

- The City needs to continue to ensure that our processes align and support the goals of Calgary's economic strategy.

Tools and support currently available

Financial Support

- Downtown Calgary Development Incentive
  (Downtown Strategy)
- Development Permit exemption in select areas
  (Community Planning)
- Opportunity Calgary Investment Fund
  (External Board of Directors)
- Targeted Fees Relief
  (Business & Local Economy)
- Property Tax Incentives (Bill7)
  (Assessment & Tax)

Business Experience

- Business Experience Representative team
  (Business & Building Services)
- Film Friendly Strategy
  (Partnerships)
- Pre-application enquiries
  (Community Planning)
- Development Approval Review Team
  (Community Planning)
- BIA team
  (Partnerships)
- Business web hub
  (Business & Local Economy)

Other Support

- Benefits Driven Procurement
  (Supply Management)
- Innovation Through Procurement
  (Supply Management)
- 5G Digital Playground
  (Supply Management)
- Living Labs program
  (Information Technology)
- Open data program
  (Collaboration, Analytics & Innovation)
- Digital Services Squad
  (Business & Local Economy)
- Vendors in Parks
  (Partnerships)

Business Feedback Channels

- Business Perspectives Panel
- The business web hub calgary.ca/business
- Business Advisory Committee
- Industrial Strategy Working Group
- Feedback from external partners such as Calgary Economic Development (CED) and the Calgary Chamber of Commerce

Internal Coordination

- Business and Local Economy Network
- On demand coordination by Business and Local Economy

Opportunity to further improve internal coordination and overall engagement with private sector

Recommendations

That the Executive Committee recommend that Council directs Administration to:

1. Assess and action opportunities that can be implemented using existing resources to ensure alignment with the goals of the community economic development strategy, Calgary in the New Economy, as stewarded by Calgary Economic Development, and that these efforts be coordinated through the Business & Local Economy team with support from the Business & Local Economy Network. This includes investigating the development of a process or processes by which The City can intake and assess opportunities meant to help businesses further advance or develop their product, service or technology;
2. Identify potential resourcing requirements for areas where we can improve our alignment with Calgary in the New Economy; and
3. Report back to Council through the Executive Committee no later than Q3 2023 on those areas where further improvement is taking place and where further resourcing is required.

Clerks Note to
Regular Meeting of Council
2023 January 24

ISC: UNRESTRICTED
EC2022-1284

RE: Council Innovation Fund Virtual Reality Fire and Life Safety Education Pilot (Verbal), EC2022-1284

RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2022 DECEMBER 14:

That Council direct Administration to report back to the Executive Committee on the outcomes of this project by Q2 2023.

Excerpt from the Minutes of the Regular Meeting of the Executive Committee, held 2022 December 14**:**

"Moved by Councillor Penner

That with respect to Verbal Report EC2022-1284, the following be approved, **after amendment**:
That the Executive Committee **recommend that Council** direct Administration to report back to the Executive Committee on the outcomes of this project by Q2 2023.

For: (10) Councillor Carra, Councillor Demong, Mayor Gondek, Councillor Sharp, Councillor Spencer, Councillor Walcott, Councillor Pootmans, Councillor McLean, Councillor Penner, and Councillor Chabot

MOTION CARRIED"

Attachment:

1. Presentation VR Fire and Life Safety Education Pilot

Council Innovation Fund report back on the Virtual Reality Fire and Life Safety Education Pilot (Verbal)

December 14, 2022

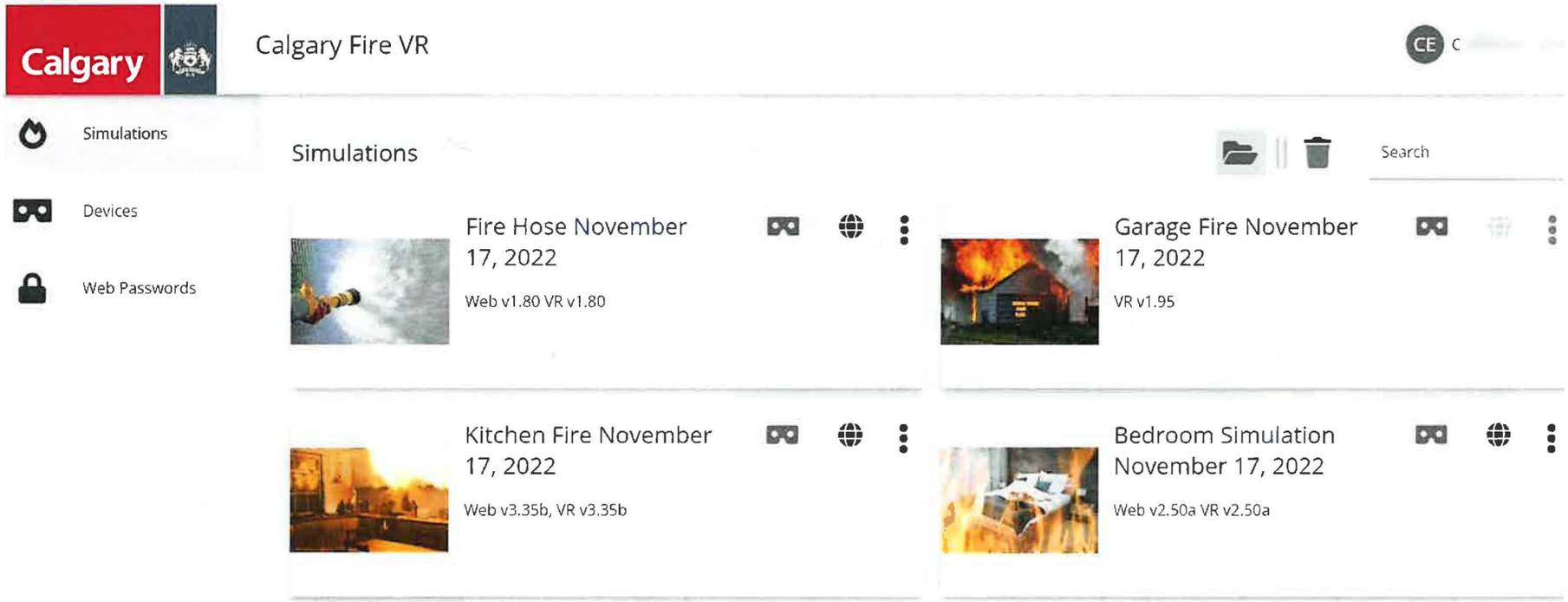
CITY OF CALGARY
RECEIVED
IN COUNCIL CHAMBER
DEC 14 2022
ITEM: 7.6 EC2022-1284
Distrib-Revised Presentation
CITY CLERK'S DEPARTMENT

RECOMMENDATION

ADMINISTRATION RECOMMENDATION:

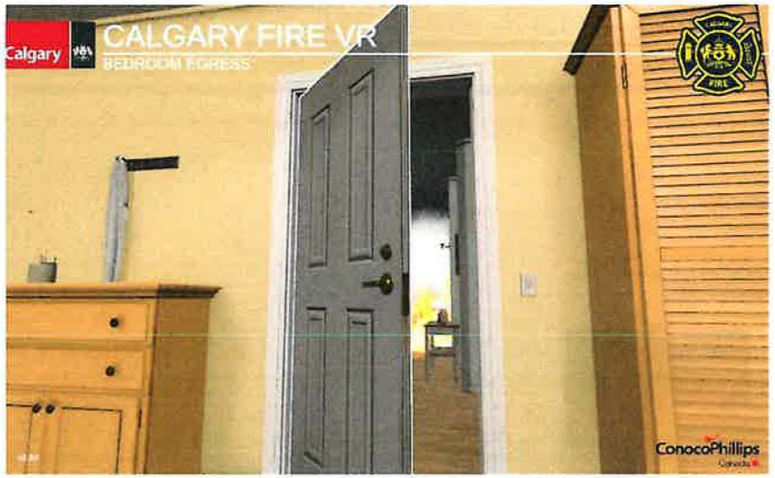
1. Executive Committee recommend that Council direct administration to report back on the outcomes of this project by Q2 2023.

HIGHLIGHTS



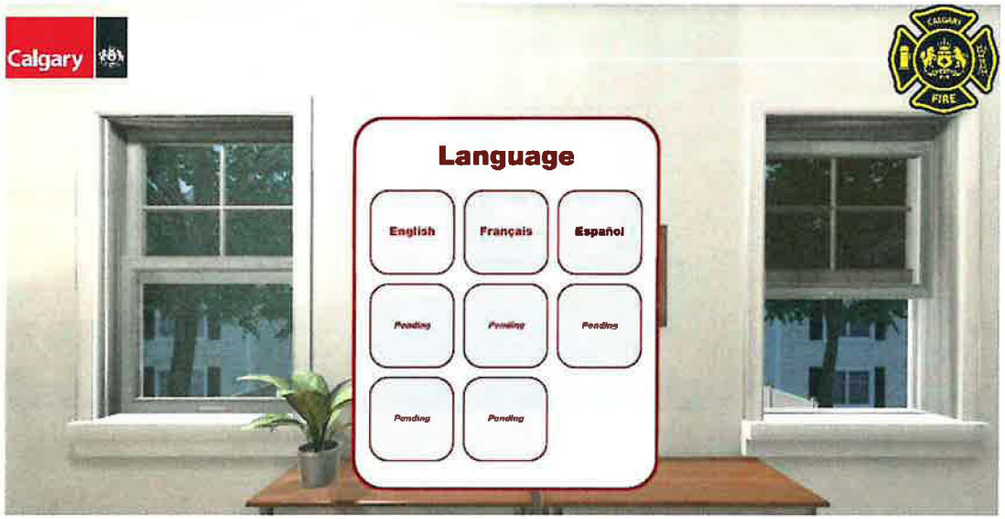
- Unique, first of its kind project
- Translation work begun
- Some challenges & delays
- Learning outcomes tested: Q1 2023
- Full report: Q2 2023

VR PROGRESS TO DATE



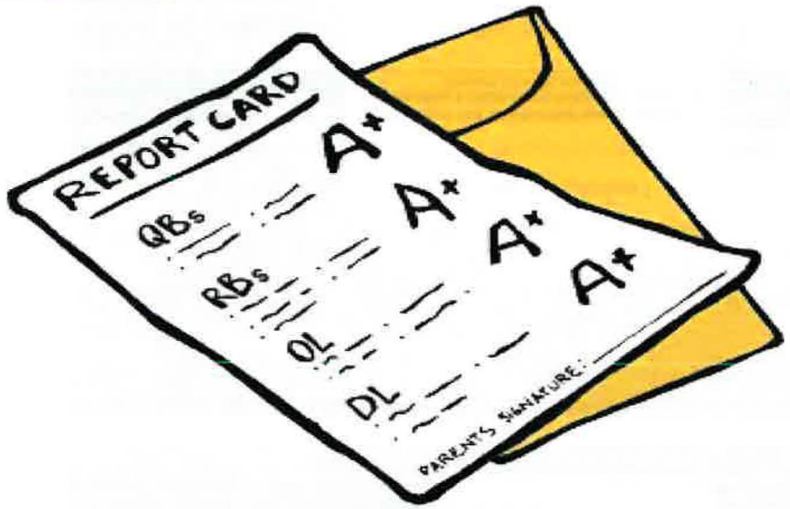
- Unique collaborative projective for The City
- Partnering with local Calgary vendors
- Priority learning modules developed
- VR design: inclusive, interactive & impactful

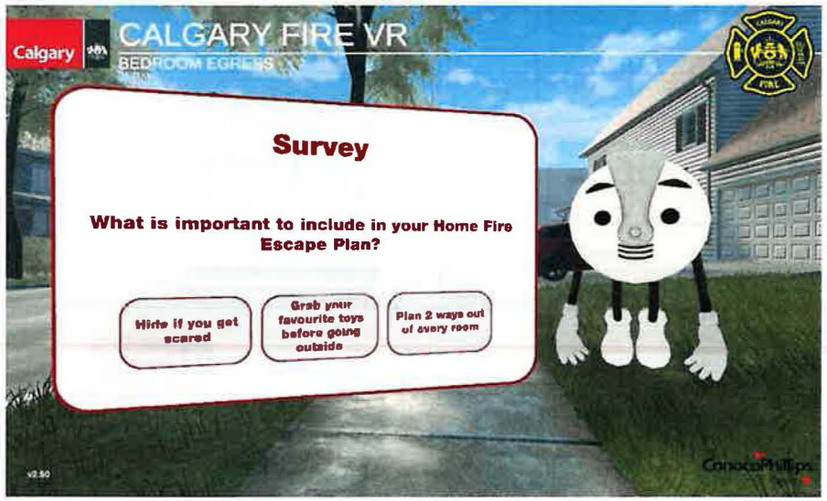
VR PROGRESS TO DATE



- Translation of VR modules:
  - Spanish
  - Arabic
  - Tagalog
  - French
  - Punjabi
  - Cantonese
  - Blackfoot

NEXT STEPS





- Interactive behaviour analysis
- Translation work & testing
- Outcome testing
- Commercialization of modules

RECOMMENDATION

ADMINISTRATION RECOMMENDATION:

1. Executive Committee recommend that Council direct administration to report back on the outcomes of this project by Q2 2023.

Service Improvement in 2023-2026

RECOMMENDATIONS:

That the Executive Committee recommend that Council direct Administration to close out the Zero-Based Review program.

RECOMMENDATION OF THE EXECUTIVE COMMITTEE, 2022 DECEMBER 14:

That Council direct Administration to close out the Zero-Based Review program.

HIGHLIGHTS

- As we move into the 2023-2026 Service Plans and Budgets cycle, our service improvement work is at a transition point. The Zero-Based Review (ZBR) and Solutions for Achieving Value and Excellence (SAVE) programs have reached their conclusion, and we are launching a new approach to service improvement for 2023-2026.
- **What does this mean to Calgarians?**
  Administration is committed to continually finding ways to deliver faster and better services for Calgarians. Our new approach will energize, empower and amplify service improvement efforts across the organization. We will de-risk and accelerate improvement initiatives where possible, helping to achieve results quickly for Calgarians.
- **Why does this matter?**
  This report provides assurance of Administration's commitment to continuous improvement over the next four years and beyond. The new program is one tool that will help ensure service improvement initiatives within the approved 2023-2026 Service Plans and Budgets are delivered successfully.
- Administration requires direction to close out the ZBR program, as the most recent Council direction was to pause the program (PFC2020-0284).
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Continuous improvement of City services has and will continue to be a priority for Administration. This is evidenced by the 300+ service improvement initiatives identified within the approved 2023-2026 Service Plans and Budgets (C2022-1051).

The mandate of the new Corporate Planning & Financial Services department includes enabling others to evolve and modernize their service delivery. We do this by providing foundational systems, expert advice, and business improvement consulting. A new service improvement program will fulfill this mandate by helping to ensure the 2023-2026 service improvement initiatives have the capacity, resources and tools they need to be successful, and will better communicate the results of this work as they come to fruition.

The new approach builds on the strong foundations of the ZBR and SAVE programs. These two programs delivered significant results for Calgarians and have now reached their natural conclusion. Going forward, we will leverage the tools and techniques

developed through the ZBR and SAVE programs, together with those available from other teams across the organization (including the Innovation Lab, Organizational Development, Service Excellence divisions and 311). We will also support implementation of any outstanding initiatives or recommendations made through the ZBR and SAVE programs.

More information about our new approach to service improvement, as well as a summary of results achieved by the SAVE and ZBR programs, can be found in Attachment 2.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- ☐ Public engagement was undertaken
- ☐ Public/interested parties were informed
- ☐ Dialogue with interested parties was undertaken
- ☒ Public communication or engagement was not required

Public engagement was not required for this specific report; however, our new approach to service improvement was informed by the results of public engagement conducted for the 2023- 2026 Service Plans and Budgets. That engagement found Calgarians continue to have high expectations about receiving value for services. They also expect The City to continuously improve the efficiency of services. The new program will help Administration meet those expectations and improve communication with Calgarians about how our service improvement efforts are making their lives better every day.

IMPLICATIONS

Social

Social, Environmental and Economic Implications

The new program will support a wide variety of service improvement initiatives across the organization, which includes initiatives aimed at improving social well-being, climate resilience and financial sustainability.

Service and Financial Implications

Existing operating funding - base

Leadership and coordination of the service improvement program will be funded using existing resources within Corporate Planning & Performance (repurposing resources previously focused on managing and delivering the SAVE and ZBR programs). The program will also be supported by existing service improvement teams across the organization.

RISK

With over 300 service improvement initiatives planned for 2023-2026, it will be challenging for Administration to dedicate sufficient time and energy to all these initiatives while also meeting the ongoing demands of service delivery. The new service

improvement program will help mitigate this risk by providing dedicated corporate resources to support these initiatives. In addition to internal consulting services, the new program will provide self-serve tools and training to support as many initiatives as possible in an efficient manner.

If the recommendation to close out the ZBR program is not approved, there would be a lack of clarity around where to focus corporate service improvement resources. Services have not planned for additional ZBRs in their 2023-2026 Service Plans and Budgets, and therefore we would need to reprioritize other service improvement work to free up capacity. Further, the organization may lose momentum that has been building around the new program and would need to re-evaluate the approach to service improvement in 2023-2026.

ATTACHMENT(S)

1. Background and Previous Council Direction
2. Service Improvement at The City
3. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male	Corporate Planning & Financial Services	Approve
Doug Morgan	Operational Services	Inform

Background and Previous Council Direction

Background

The Zero-Based Review (ZBR) program was established in 2011 and focused on thorough reviews of specific areas to determine whether the right services are being provided in the right way. This program completed 12 ZBRs, which together reviewed 76% of The City's operating budget. The total predicted annual financial gains after implementation are between $64 million and $80 million. Beyond financial gains, over half of ZBR recommendations identified improvements to service effectiveness.

In 2019, Council directed Administration to identify at least $74 million in operational savings to meet fiscal challenges faced by The City – the Solutions for Achieving Value and Excellence (SAVE) program was developed to meet this need. As a result, the ZBR program was paused so that all efforts could be directed to support SAVE. The SAVE program utilized external consultants to support identification of opportunities and the development of proposals. Over the course of 2020 and 2021, the SAVE program successfully met its objectives – it helped modernize City services and delivered a total of $78.6 million in operational savings.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
11/8/2021	C2021-1436	**Approval of SAVE results in 2022 Adjustments** As part of the 2022 Adjustments to the 2019-2022 Service Plans and Budgets, Council approved a total of $52.2 million in base savings resulting from the SAVE program.
11/9/2020	C2020-1215	**Approval of SAVE results in Mid-Cycle Adjustments** As part of the Mid-Cycle Adjustments to the 2019-2022 Service Plans and Budgets, Council approved a total of $26.4 million in base savings resulting from the SAVE program.
04/06/2020	PFC2020-0284	**Recommendation to pause ZBRs to support SAVE** Council approved the recommendations from the Solutions for Achieving Value and Excellence Program Update, which included "that Council commit to trust the processes and endeavor to provide confidence to citizens and encouragement to staff". Council also directed Administration to: 1. Pause new Zero-Based Reviews (ZBRs) for the duration of 2020 and 2021; 2. Incorporate reporting on prior ZBRs into SAVE program updates; and 3. Direct all savings-seeking initiatives into SAVE.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
7/29/2019	Notice of Motion 2019-1011	**Direction to seek external consultant support for SAVE** This Notice of Motion directed Administration to seek proposals from external experts to assist Council and Administration to achieve savings on the delivery of municipal services, capitalize on revenue generation opportunities, and identify short and longer-term efficiencies, all while considering Citizen Priorities and Council Directives within an environment of economic restraint.
07/16/2019	C2019-0883	**SAVE program introduced to Council** The Solutions for Achieving Value and Excellence (SAVE) program, previously known as the Strategy for Improving Service Value, was introduced to Council.
11/15/2016	PFC2016-0883	**Approval of new ZBR approach** Approval of a new ZBR program mandate and reporting approach to enable the program to continue delivering results in the face of changing circumstances and new requirements.
06/14/2011	C2011-55	**Establishment of ZBR program** Council approved Administration's proposed strategy for ongoing improvements to service efficiency and effectiveness, which included a "zero-based" review approach.

Service Improvement at The City

Continuous improvement of City services has and will continue to be a priority for Administration.

- Our employees are continually improving services for Calgarians through initiatives led by individual departments, business units and services. Among many other examples, recent achievements include modernizing planning application services, improved public engagement through online channels, and modernizing the registration system for recreation programs.

- Over the last decade, several corporate-wide programs have also helped modernize our services, deliver financial gains, and contribute to service effectiveness. This includes the Solutions for Achieving Value and Excellence (SAVE) program and the Zero-Based Review (ZBR) program.

This work is now at a natural transition point – we are closing out the SAVE and ZBR programs and launching the next iteration of continuous improvement for 2023-2026 and beyond. The new approach will bring together our service-led and corporate-wide service improvement efforts into a more harmonized and collaborative effort.

Service Improvement in 2023-2026

There are over 300 service improvement initiatives within the approved 2023-2026 Service Plans and Budgets.

Just a few examples include reducing building permit approval timelines, modernizing the public hearing process and reducing 9-1-1 processing times. It also includes initiatives from the ZBR and SAVE programs that are still in the process of implementation. Beyond these 300+ initiatives, our employees are continually making small improvements that are not large enough in scale to highlight in our plans and budgets – together, all these efforts lead to a better experience for Calgarians.

A new corporate approach to service improvement will energize, empower and amplify service improvement efforts across the organization. It will help ensure the 300+ service improvement initiatives have the capacity, resources and tools they need to be successful, and will better communicate the results of this work as they come to fruition. We will de-risk and accelerate initiatives wherever possible, helping to achieve results quickly for Calgarians. This new approach builds on the strong foundations of the ZBR and SAVE programs and will support implementation of outstanding initiatives identified through those programs.

Approach to service improvement

Vision

Our service improvement efforts contribute to building a resilient city and modernizing services for Calgarians. Service improvement is a source of excitement, inspiration and pride for our employees.

Mission

To elevate our services by energizing, empowering and amplifying service improvement across the organization.

Strategies

Energize

Provide support, capacity and expertise to service improvement initiatives through internal consulting services.

Empower

Provide service improvement training, resources and networking opportunities for all employees.

Amplify

Voice a unified story for Council and the public about our shared service improvement successes.

Key Strategies

Our new approach to service improvement will focus on three key strategies:

Energize

It can be challenging for operational areas to dedicate sufficient time and resources to continuous improvement while meeting the ongoing demands of service delivery. The corporate Service Improvement division within the Corporate Planning & Performance business unit will partner with other teams across the organization who support service improvement to offer internal consulting services. This consulting support will provide a boost of capacity to improvement initiatives and help achieve results quickly for Calgarians. Consulting support will be prioritized based on alignment with the approved 2023-2026 Service Plans and Budgets.

Empower

We will also empower employees and foster a community of practice to advance service improvement across the organization. This means building the toolsets, skillsets and mindsets for employees to be confident and skillful in tackling improvement initiatives, from conception through to completion. This may include access to instructional resources, tools and templates, referrals to relevant courses and training, and targeted learning events.

Amplify

Finally, we will improve communication with Council, Calgarians and employees about service improvement successes achieved by The City. This will build public trust by providing clear evidence of how The City is improving services and enabling Council members to relay this information to their constituents. It will also promote a culture of continuous improvement and showcase wins at all levels of the organization, inspiring others to lead improvements in their areas. Potential channels include reports to Council, social media, Calgary.ca, briefing notes and news releases.

Case for Change

Why do we need a change?

The need for a new service improvement program was informed by public engagement, Council's Strategic Direction 2023-2026, the Rethink to Thrive Strategy, and feedback from the organization.

What we heard from Calgarians

Calgarians continue to have high expectations about receiving value for services. They expect The City to seek out efficiencies and cost reductions without lowering service levels.

What we heard from Council

To continue to shape Calgary into a resilient City, Council has made modernizing government a focus area for 2023-2026. This includes achieving "faster and better" services for Calgarians.

What we heard from the organization

The organization needs support to ***prioritize*** and ***implement*** service improvement opportunities, rather than focusing only on identifying new ideas for improvement.

How will we achieve the change needed?

The new approach to service improvement is informed by an extensive body of research on how to successfully improve performance and sustain improvements over time. These insights are also consistent with what we see other municipalities doing around service improvement.

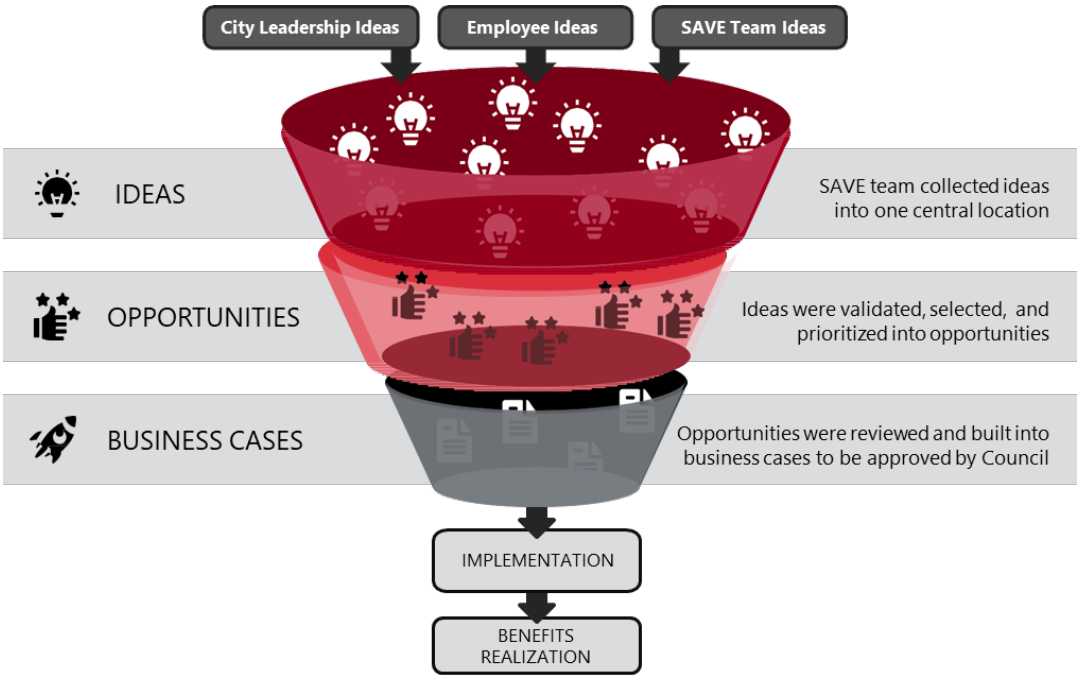
1. **Ensure support follows through to implementation**
   To realize full potential, it is necessary to focus on all stages of a transformation through to its completion. Over half of potential value is lost during and after implementation.

2. **Engage and empower employees at all levels**
   Building a strong network of employees who are well-equipped to contribute to service improvement is essential to success in the long term.

3. **Celebrate and communicate successes**
   Celebrating short-term wins and telling an engaging story about how value is created across the organization will inspire and build a culture of sustained improvements.

SAVE Program Close Out

The Solutions for Achieving Value and Excellence (SAVE) program helped The City review existing initiatives and look for new solutions to modernize service delivery while continuing to keep Calgarians at the centre of our decisions.



City staff partnered with consultants at Ernst and Young (EY) to design a program that Calgarians could trust to be rigorous, inclusive, and efficient. SAVE projects were selected based on approved criteria that considered the ability to deliver savings within the 2021-2022 timeframe, risks, the desired culture at The City, as well as the ease and speed of implementation.

Program Results

The SAVE program helped modernize City services and delivered a total of $78.6 million in base operating savings. These savings enabled Council to reduce the tax rate for 2021 and make critical investments in our community in 2022.

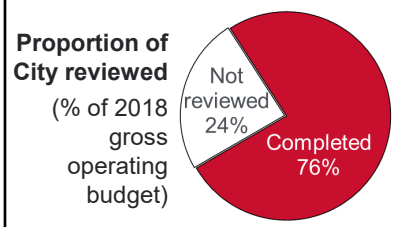
To deliver these results, the SAVE program undertook a thorough investigation of all potential opportunities for cost savings at The City. We are confident the most viable and beneficial opportunities have been pursued. Additional phases of the SAVE program at this stage would yield minimal results without reducing service levels.

ZBR Program Close Out

The Zero-Based Review (ZBR) program was approved by Council in 2011 to continually improve the efficiency and effectiveness of City services. A Zero-Based Review is a thorough review of specific areas to determine whether the right services are being provided in the right way. We called this “zero-based” because it includes all costs of a service from the bottom up.

Program Results

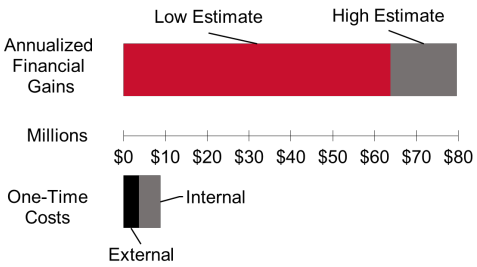
How much did we do?



Story behind the data:

- Twelve ZBRs were completed since 2011, which together reviewed 76% of The City's operating budget.
- In 2019, Council directed Administration to pause new ZBRs so all efforts could be directed towards SAVE (PFC2020-0284).
- Many key SAVE opportunities came from areas that the ZBRs didn’t review (at least seven additional business units).

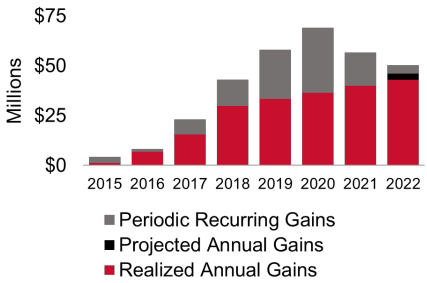
How well did we do it?



Story behind the data:

- The total predicted annual financial gains after implementation are between $64M and $80M. This includes cost savings, productivity gains, cost avoidance, and revenue.
- Beyond financial gains, over half of ZBR recommendations identified improvements to service effectiveness.
- About $8 in annualized financial gains were identified per $1 spent on the program. Costs include staff time and external consulting to complete reviews.

Is anyone better off?



Story behind the data:

- In addition to annual financial gains, which recur every year, some ZBRs included recurring cost avoidance or other gains which are realized at different frequencies. These are identified as periodic recurring gains.
- Capacity building and skill development were key goals of the ZBR program – its legacy includes tools and methods that were used by SAVE and continue to be used now.

At over a decade since the ZBR program was established, the time is right to close out the program and transition to the next phase of service improvement. Most of The City has already been reviewed (particularly services with the largest budgets) and our focus now is on implementation and sustainment. Where implementation of ZBR recommendations is still underway, this work will continue and results will be reported to Council through regular channels.

ZBR Project Results

The **Parks** ZBR is closed, and a final implementation update was submitted to the Priorities & Finance Committee on 2019 October 8 (PFC2019-1246).

The **Roads** ZBR is closed, and a final implementation update was submitted to the Priorities & Finance Committee on 2019 January 19 (PFC2019-0041).

The **Calgary Fire Department** ZBR is closed, and a final implementation update was submitted to the Priorities & Finance Committee on 2019 October 8 (PFC2019-1246).

The **Water Services** ZBR has seen significant savings of over $24M to date from implementing ZBR recommendations, which is higher than predicted. Water Services has made great strides with its continuous improvement initiatives, finding considerable additional savings through implementation of trenchless technology, and reorganizing the field operations divisions to meet customer expectations and optimize resources. Many of the practices identified in the ZBR process are now part of normal business practices.

The **Calgary Transit** ZBR started realizing financial gains in 2017. Procurement and Inventory Management is being implemented as part of the SAVE initiative and work is underway corporately. The alternative transit revenue opportunity initiative was set back due to the COVID-19 pandemic, but Calgary Transit is in the process of implementing plans to send out RFQs for advertising opportunities.

The Water Resources ZBR saw significant periodic savings in the form of capital cost avoidance. Capital Investment portfolio management recommendations have resulted in cost avoidance of approximately $30.4M from 2017-2021 ($6.1M on average per year over 5 years). Water Resources has also seen savings from a modified Capital Delivery model for the construction at Bonnybrook Wastewater Treatment Plant, approximately $25.3M in savings from 2018-2021 ($6.3M on average per year over 4 years). The implementation of the stage-gating process allows the Water Utility to effectively manage the capital budget to align with investment needs.

Water Resources continues to progress the development of the levels of service framework to guide future business decisions. All recommendations are being implemented and long-term benefits will continue to be realized as we work differently to make investment decisions with the customer at the core.

The **Calgary Recreation** ZBR delivered improvements to the service delivery continuum. To date, the implementation of the modernized admission charges and realignment of operating hours with customer usage have not provided efficiencies due to the impacts resulting from the COVID-19 pandemic. The recommendations related to strategic alignment are expected to evolve service and program delivery through future service plan and budget cycles.

ZBR Project Results

All recommendations from the **Calgary Building Services** ZBR have been successfully implemented.

- All permit applications are available online (complete with digital submission, circulation, and digital approvals), eliminating paper requirements and heightening convenience as we modernize the way we serve our customers. Online services resulted in an 85 per cent reduction in customer visits at the permit services front counter, saving customers time and money.
- Self-directed services – all business license and permit applications can be submitted and paid for online, giving customers, in particular home and small business owners, full online self-serve capability and convenience, resulting in efficiencies for customers and City staff while improving the customer's journey and experience.
- Risk-based approach - To improve efficiency and convenience for customers, a formalized risk-based decision-making model for inspectors has been adopted. This aligns inspection requirements with their associated risks, reducing the need for homeowners and small business owners to make time for an inspection that isn't necessary.

Cost savings and productivity gains achieved through the **Information Technology** ZBR Right Device initiative in 2019 have been significantly impacted by the requirement for additional devices to support remote work during the COVID-19 pandemic. Work on Application Portfolio Management will be included in the Assess and Adjust phase of the Organization Realignment to address application rationalization needed as a result of changes to the functional structure. Additionally, further rationalization will need to occur as part of the Calgary Parking Authority integration. The IT scope of the Clarifying the Mandate initiative has been completed.

The **Legal Services** ZBR was finalized in 2019 and approved by Council on 2020 January 21 (PFC2020-0035). Since its approval, Legal Services has been successful in completing two of the six Administration commitments and all actions contained within the commitments are either complete or underway. Of note, Legal Services has taken major steps to focus on the business of Law to provide the *Right Service at the Right Time for the Right Value* leading to productivity gains, avoidance of budget increases and a more connected and engaged staff.

The **Internal Recoveries** ZBR made important strides over the past year, such as the service catalogues and service categorizations. These are foundational pieces in designing modernized funding structures for services and will further inform the service governance model in the new functional departmental structure. This transformative initiative will further support modernizing municipal government and put Calgary in a leadership position among Canadian municipalities, as highlighted through benchmarking studies. Due to staff capacity challenges resulting from the COVID-19 pandemic, the ELT decided to pause the project until 2023.

EC2022-1304
Attachment 3

Service Improvement in 2023-2026 - Presentation

Executive Committee

2022 December 14

Recommendation

That the Executive Committee recommend that Council direct Administration to close out the Zero-Based Review program.

Highlights

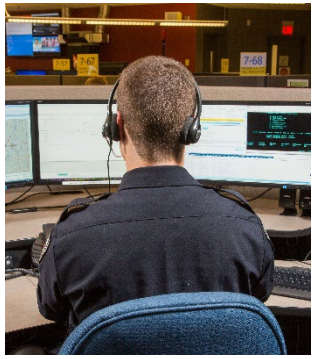
Administration is committed to continually finding ways to deliver **faster and better services for Calgarians**

The ZBR and SAVE programs have reached their conclusion, and we are **launching a new approach to service improvement for 2023-2026**

Our new approach will help ensure the **service improvement initiatives in the approved 2023-2026 Service Plans and Budgets are successfully delivered**

Learning from ZBRs and SAVE, we are maturing our service improvement approach

There are over 300 service improvement initiatives planned for 2023-2026



Key strategies

Energize

Provide support, capacity and expertise to service improvement initiatives through internal consulting services.

Empower

Provide service improvement training, resources and networking opportunities for all employees.

Amplify

Voice a unified story for Council and the public about our shared service improvement successes.

Recommendation

That the Executive Committee recommend that Council direct Administration to close out the Zero-Based Review program.

Harmony Wastewater Infrastructure Sub-Regional Servicing Strategy

RECOMMENDATIONS:

That the Intergovernmental Affairs Committee recommend that Council:

1) Indicate support through the signature of a Letter of Intent (LOI) by Mayor Gondek (Attachment 2) for the continued exploration of the viability of the Harmony sub-regional servicing strategy, and commissioning of technical studies in collaboration with the Town of Cochrane, Rocky View County, and Harmony Advanced Water System Corporation (HAWSCo) (working group);

2) Recognizing that a Council resolution is an eligibility requirement, make a Resolution supporting a grant application to the Alberta Community Partnership (ACP) program to help fund technical engineering work; and

3) Direct Administration to report back through the Intergovernmental Affairs Committee by no later than Q1 2024 with a summary of technical findings and proposed next steps.

RECOMMENDATION OF THE INFRASTRUCTURE AND PLANNING COMMITTEE, 2022 DECEMBER 15:

That Council:

1) Indicate support through the signature of a Letter of Intent (LOI) by Mayor Gondek (Attachment 2) for the continued exploration of the viability of the Harmony sub-regional servicing strategy, and commissioning of technical studies in collaboration with the Town of Cochrane, Rocky View County, and Harmony Advanced Water System Corporation (HAWSCo) (working group);

2) Recognizing that a Council resolution is an eligibility requirement, make a Resolution supporting a grant application to the Alberta Community Partnership (ACP) program to help fund technical engineering work; and

3) Direct Administration to report back through the Intergovernmental Affairs Committee by no later than Q1 2024 with a summary of technical findings and proposed next steps.

HIGHLIGHTS

- Administration is requesting Council support through a Letter of Intent (LOI) and a resolution supporting a grant application to the Alberta Community Partnership (ACP) (as per application requirements), to pursue technical feasibility studies that will assess the viability and effectiveness of regional wastewater servicing solutions west of Calgary.
- Working group municipalities (Town of Cochrane and Rocky View County) have also committed to similar requests from their respective councils by Q1 2023 to get commitment for this work through a signature of an LOI.
- The option being explored by the working group looks at brining additional regional wastewater into The City. This exploration is occurring as Rocky View County's

franchise partner HAWSCo's wastewater treatment facility plant is reaching capacity; and The Town of Cochrane is twinning the existing force main that carries wastewater from Cochrane to Calgary. The City remains interested in impacts to The City's source water at Bearspaw Reservoir, should other options be pursued.

- Administration anticipates a small financial commitment will be required to support technical feasibility studies and for which from there is budget from the Utilities Project Development (operating budget). Each partner municipality will contribute. Municipal contributions would be reduced if the ACP grant application is successful.
- The work remains an important example of regional collaboration with our neighbours in building borderless servicing solutions in the region.
- Background and Previous Council Direction is included in Attachment 1.

DISCUSSION

Initiated by the Ministry of Environment and Protected Areas (EPA), City Administration has participated in an informal working group over the past 18 months with Rocky View County, the Town of Cochrane, and HAWSCo (Rocky View County's private utility franchise partner); with Environment and Protection Areas (EPA) and Calgary Metropolitan Region Board (CMRB) staff participating as observers. The objective of the working group is to explore regional wastewater servicing options to the west of Calgary.

The investigation is supported by CMRB administration who view the strategy as a means to achieve goals and policies outlined in the CMRB's *Regional Growth Plan* and *Regional Servicing Plan*.

The catalyst for the work includes:

- Cochrane will be twinning the existing force main that carries wastewater from Cochrane to Calgary for treatment to increase capacity.
- Rocky View County's franchise partner HAWSCo's wastewater treatment facility plant is reaching the capacity of what it can treat and irrigate onto its golf course.

At this time, the working group identified two potential wastewater servicing options:

1. HAWSCo expand its existing wastewater treatment plant and apply for a new wastewater outfall directly to the Bow River, upstream of the Bearspaw Reservoir (a key drinking water source for Calgary and Region);
2. Connect HAWSCo to expanded wastewater infrastructure originating in Cochrane that conveys wastewater to Calgary to be processed at the Bonnybrook wastewater treatment plant.

Both options would support development within preferred growth areas as identified in the CMRB *Growth* and *Servicing Plans* including the unincorporated area of Harmony and the Town of Cochrane.

HAWSCo will continue to advance work on option 1, independently. It is anticipated both streams of work will happen concurrently for the next year.

Through commitment to this work via the LOI, administration would undertake a technical exploration by commissioning regionally focused engineering feasibility studies to better understand the technical viability, interim strategies, and associated costs of the sub regional

servicing strategy. City Administration would then return to Council (through IGA) with a recommended course of action based on the findings from the technical work.

The working group would propose funding and governance principles to provide additional structure and oversight to this work. The CMRB *Growth Plan* and *Regional Evaluation Framework* will remain important tools to ensure the servicing discussions do not become 'out of step' with regional planning processes.

The City is committed to the CMRB *Growth Plan* and working on servicing solutions for growth areas that are supported by policy. While Harmony (unincorporated area) and Cochrane are identified as preferred growth areas by the CMRB, some development plans for adjacent areas in Rocky View County (Springbank, Cochrane Lakes etc.) remain disputed and are out of alignment with the CMRB *Growth Plan*. There is a risk that should a sub-regional servicing solution be implemented; it could be used as a point of leverage in the argument for supporting growth outside of preferred growth areas. Should Council be supportive of moving forward on this work, Administration will look to the tools available via the *Growth Plan* and *Regional Evaluation Framework* and will conduct further investigation on how to best mitigate this risk.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- ☐ Public engagement was undertaken
- ☐ Public/interested parties were informed
- ☒ Dialogue with interested parties was undertaken
- ☐ Public communication or engagement was not required

IMPLICATIONS

Social

The City continues to redefine our relationship with neighbouring municipalities by exploring partnerships and the borderless delivery of essential services.

If The City decides not to participate in the strategy exploration through signature of the LOI and withdraws from the project team, there may be relationship implications with not only other members of the working group but the CMRB membership inclusive.

Environmental

Administration understands that a receiving water bodies assessment would be completed as part of a regulatory application for a new HAWSCo effluent outfall to the Bow River (option 1 noted above). This study should help Calgary better understand the risk of a direct outfall up-stream of the Bearspaw Reservoir on The City's source water supply.

Economic

The lands in Harmony and Cochrane are considered preferred growth areas by the CMRB *Growth Plan*; and are included as priority servicing areas. Administration anticipates that the approach to the strategy would provide full cost recovery to The City (which is consistent with

our overall regional servicing approach) through a strategy intended to support the economic growth and benefit of the region which includes Calgary.

Service and Financial Implications

Existing operating funding - one-time

Administration anticipates a small financial commitment will be required to support technical feasibility studies. Funds for the work will be directed from the operating budget of Utilities Project Development. Each partner municipality will contribute. Municipal funding should be reduced if the ACP grant application is successful.

RISK

Risk	Description	Probability	Mitigation
Intermunicipal Relationship	City has shown commitment to the project to date. Working group members will be requesting signature of the LOI from their councils by Q1 2023. Assuming support from other partners, if Calgary does not approve the continued strategy exploration, it may be viewed negatively by other members.	High	Continue participating in next stages of technical exploration prior to making decision about city position.
Regional Planning	The CMRB is supportive of exploring sub-regional servicing solutions for preferred growth areas. Should Calgary eventually offer support for one of the options being explored, it could set a precedent for growth in the area including areas not identified under the CMRB *Growth Plan* as preferred growth areas. This is because servicing may no longer be a limiting factor for development of those areas.	Medium	Support for strong regional planning, establishment of governance principles and maintaining a level of involvement in approvals are ways to mitigate this risk. The CMRB has tools in place (such as the *Regional Evaluation Framework*) to ensure development does not occur out of sync with the *Growth Plan*. This risk will be monitored throughout the project.
Private Utility	HAWSCo is a private, for-profit utility that is a franchise partner to Rocky	Low	The City's expects a small fiscal contribution to support the next phase of exploration.

	View County. It is unknown how financial contribution of City funds to a private utility expansion may be viewed.		The budget for this is available through the Utilities Project Development operating budget. This regional technical work will help Calgary in conducting our own analysis to understand the potential in-city infrastructure impacts. If the strategy proceeds further, The City would be party to the development of its funding principles which would reflect appropriate use of municipal and private contributions.
Infrastructure Costs	Sanitary trunk upgrades within Calgary may be required, depending on the subregional servicing strategy that is recommended.	Low	Further technical analysis will confirm the capital upgrades (if any) required to accommodate the subregional servicing strategy. Work will occur outside the scope of the regional assessment.
Water Quality	There could be water quality risk to Bearspaw Reservoir if a direct outfall is pursued.	To be Determined	Additional environmental study (receiving water body assessment) is required before an objective position can be articulated.

ATTACHMENTS

Attachment 1: Background and previous council direction
Attachment 2: Proposed non-binding Letter of Intent
Attachment 3: Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Director Carolyn Bowen	Climate and Environment	Inform
Director Nancy Mackay	Water Services	Inform
GM Stuart Dalgleish	Planning and Development Services	Approve

Background and Previous Council Direction

Background

Summarized below are key decisions that have occurred around Harmony by Rocky View County and a summary of applicable policies that direct planning and development.

The City of Calgary through participation on the Calgary Metropolitan Region Board, is committed to the Growth and Servicing Plans that came into effect through Ministerial Order MSD 064/22 by the Minister of Municipal Affairs on 2022 August 15. The Growth and Servicing Plans were developed with member municipalities through a collaborative process guided by consultant experts in regional planning over the years 2019-2021 involving municipal council members, municipal administration experts, with input from external stakeholders and the public.

Background and Previous Council Direction on Planning and Servicing in the area

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
1985	N/A	Rocky View County Adoption of the Cochrane Lakes Conceptual Scheme by resolution.
1996	N/A	City of Calgary and Town of Cochrane Municipalities enter into a Master Servicing Agreement for City of Calgary to provide wastewater treatment.
2007	N/A	Rocky View County Rocky View County approved the Harmony Area Structure Plan
2017	N/A	City of Calgary and Town of Cochrane Mater Servicing agreement approved by City of Calgary for the Town and specific surrounding service areas including Cochrane Lakes.
2/26/2018	IGA2018-0089	City of Calgary Council approves updated policy on Regional Water and Stormwater Servicing.
10/5/2020	UCS2020-1007	City of Calgary Council approves Source Water Protection Policy and adopts the Source Water Protection Plan as an implementation tool.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2021	N/A	Rocky View County Springbank Area Structure Plans are submitted to Calgary Metropolitan Region Board Interim Regional Evaluation Framework process. Plans were refused by Board vote.
2022	N/A	Calgary Metropolitan Region Board Approves and adopts Calgary Metropolitan Region Plan and Regional Serving Plan.

Proposed non-binding Letter of Intent (LOI)

Letter of Intent re: Potential Subregional Wastewater Infrastructure Concept West of Calgary

In pursuit of the vision and policy direction presented in the Calgary Metropolitan Region Board (CMRB) Growth and Servicing Plans, the signatories to this letter have identified a potential subregional wastewater concept for the Cochrane and Springbank areas west of Calgary.

The concept may provide a multi-party framework, subject to Council, Board and regulatory approvals, for tying near term and, potentially, longer term developments into existing wastewater infrastructure running from Cochrane to Calgary. The framework is intended to uphold and advance the CMRB Growth and Servicing Plan themes of shared services optimization and water stewardship.

Signature to this letter indicates the following intent:

- To direct staff to continue information sharing and exploratory subregional working group discussions to advance the shared understanding and documentation of this concept;
- To provide staff time and financial contribution to a technical feasibility study to be completed by a consultant selected by the working group (up to $50,000 per signatory over 12 months, to be reduced by grant funding where possible);
- To review the concept and provide direction as to continued participation once the technical assessment is complete and if the concept remains viable; and
- To commit staff time and resources towards the timely completion of the work.

All parties understand that each individual party may continue to explore alternative servicing solutions until such time as a definitive arrangement has been agreed upon.

While this Letter of Intent is non-binding, its spirit is one of continued intermunicipal cooperation in pursuit of a subregional concept that may offer long term benefit to all parties and the region while upholding the principles and values of the CMRB Growth and Servicing Plans.

Name: _____

Signature: _____

Rocky View County

City of Calgary

Town of Cochrane

Harmony Advanced Water Systems Corporation (HAWSCO)

ISC:UNRESTRICTED

Harmony Wastewater Infrastructure Sub-Regional Servicing Strategy

Presentation to Intergovernmental Affairs Committee

2022 December 15

Recommendations

That the Intergovernmental Affairs Committee (IGA) recommend that Council:

1. Indicate support through the signature of a Letter of Intent by Mayor Gondek (Attachment 2) for the continued exploration of the viability of the Harmony sub-regional servicing strategy, and commissioning of technical studies in collaboration with the Town of Cochrane, Rocky View County, and Harmony Advanced Water System Corporation (HAWSCo) (working group); and

2. Recognizing that a Council resolution is an eligibility requirement, make a Resolution supporting a grant application to the Alberta Community Partnership (ACP) program to help fund technical engineering work; and

3. Direct Administration to report back through the Intergovernmental Affairs Committee by no later than Q1 2024 with a summary of technical findings and proposed next steps.

Overview

- Wastewater treatment capacity constraints
- Upgrades to existing regional infrastructure
- Exploring borderless servicing solutions

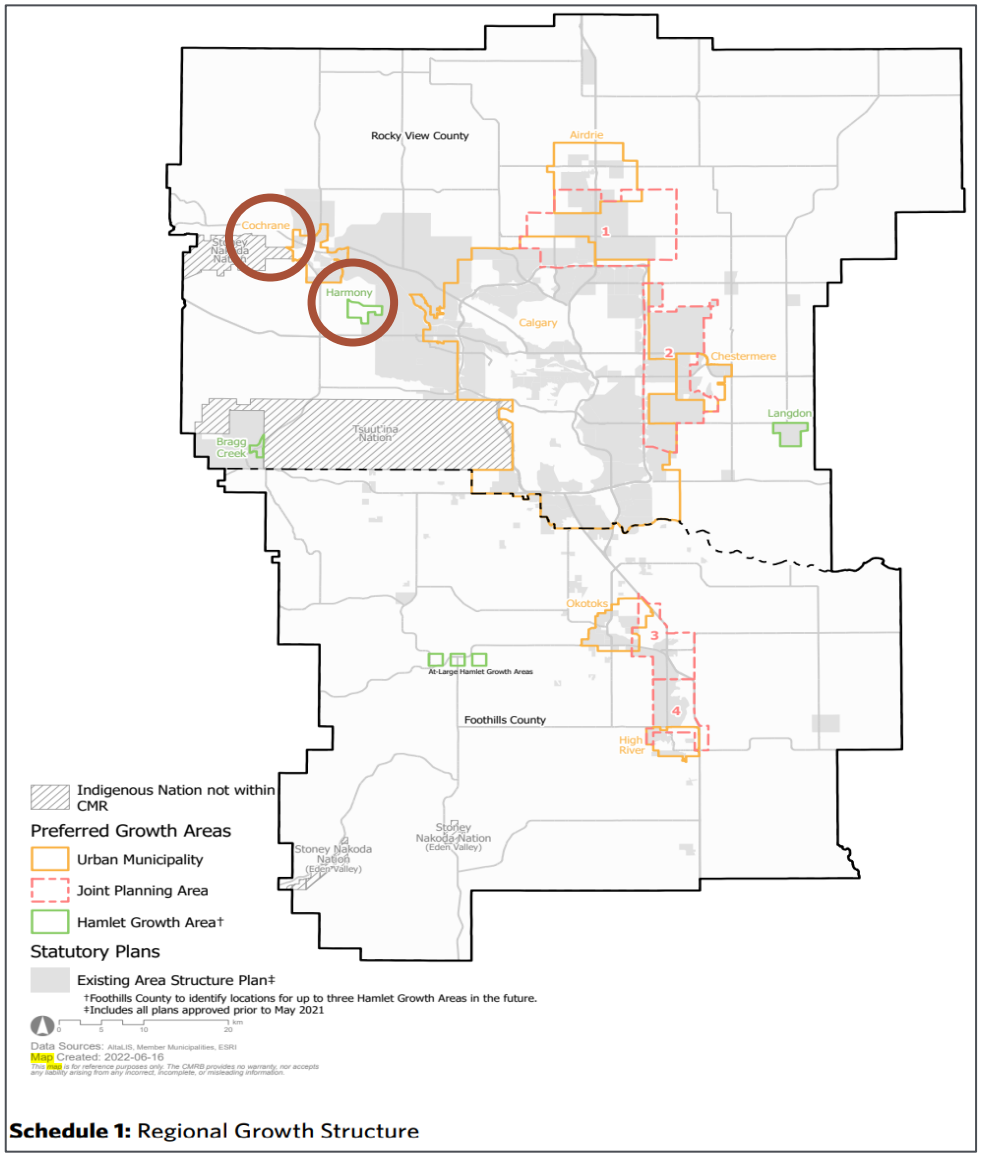
Key players

- City of Calgary, Rocky View County, the Town of Cochrane, Harmony Advanced Water System Corporation (HAWSCo)

Observers

- Ministry of Environment and Protected Areas & Calgary Metropolitan Region Board

Preferred Growth Areas: CMRB



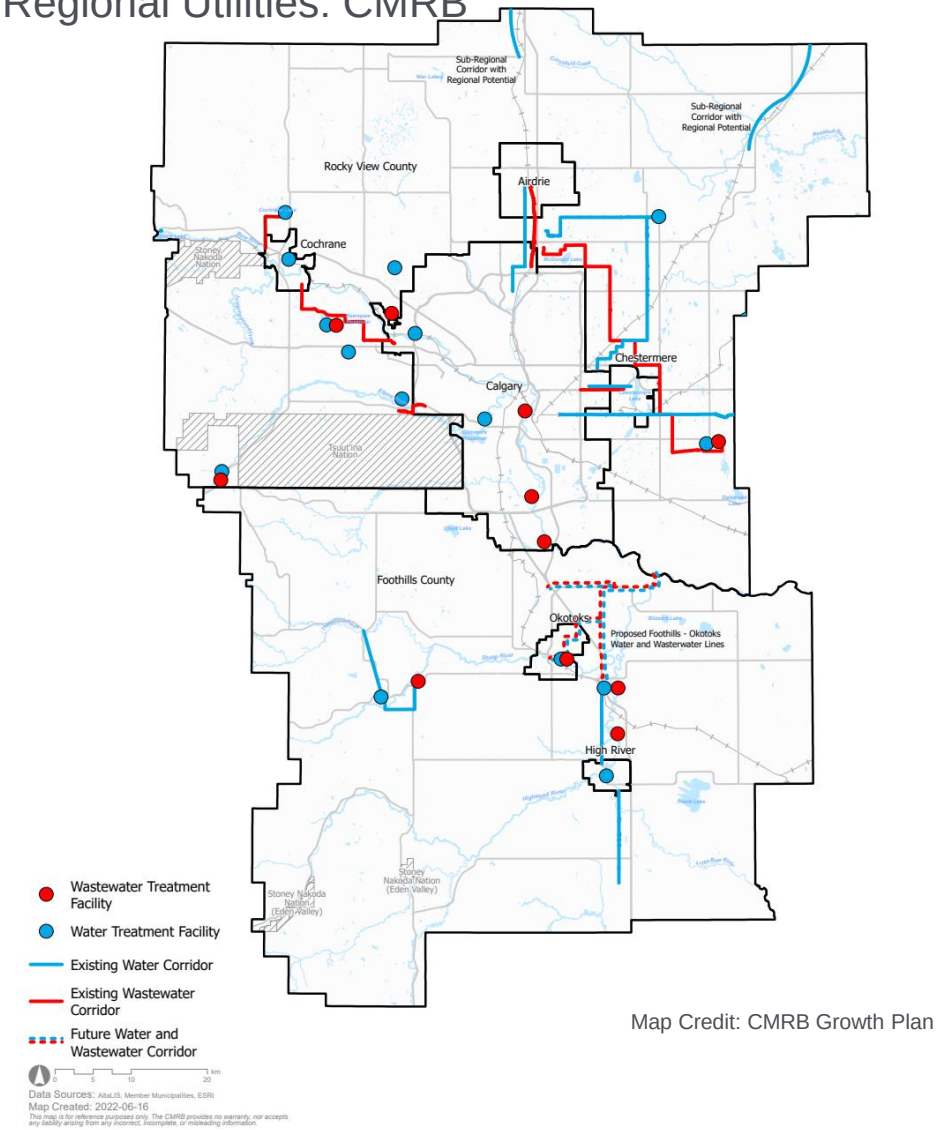
Schedule 1: Regional Growth Structure

Map: CMRB Growth Plan

Calgary Considerations and Impact

- Technical Studies will explore:
  - Feasibility of subregional strategy
  - Impact on Calgary wastewater system

Regional Utilities: CMRB



Map Credit: CMRB Growth Plan

Potential Risks and Mitigations

Risk	Probability	Mitigation
Intermunicipal relationship impact	High	Continue participation in work group
Regional planning alignment	Medium	Advocate for strong regional planning
Private utility involvement	Low	Franchise partner; financial principles
Infrastructure cost burden	Low	Further analysis
Drinking water quality	To be determined	Additional environmental study

Recommendations

That the Intergovernmental Affairs Committee (IGA) recommend that Council:

1. Indicate support through the signature of a Letter of Intent by Mayor Gondek (Attachment 2) for the continued exploration of the viability of the Harmony sub-regional servicing strategy, and commissioning of technical studies in collaboration with the Town of Cochrane, Rocky View County, and Harmony Advanced Water System Corporation (HAWSCo) (working group); and

2. Recognizing that a Council resolution is an eligibility requirement, make a Resolution supporting a grant application to the Alberta Community Partnership (ACP) program to help fund technical engineering work; and

3. Direct Administration to report back through the Intergovernmental Affairs Committee by no later than Q1 2024 with a summary of technical findings and proposed next steps.

Calgary Parking Policies Commercial Areas Update Report Due Q4 2022 to Q2 2023

RECOMMENDATION:

That the Infrastructure and Planning Committee recommend that Council defer the Calgary Parking Policies Commercial Area Update report due Q4 2022, to return by end of Q2 2023.

RECOMMENDATION OF THE INFRASTRUCTURE AND PLANNING COMMITTEE, 2023 JANUARY 11:

That Council defer the Calgary Parking Policies Commercial Area Update report due Q4 2022, to return by end of Q2 2023.

HIGHLIGHTS

- This report is recommending a deferral of the Calgary Parking Policies Commercial Area Update report to Q2 2023.
- The aim of the update to the Calgary Parking Policies is to streamline commercial parking management policies, internal processes and respond to new developments in managing commercial area on-street parking.
- Currently, the introduction or changes to on-street parking pricing areas requires Administration to present a report to council explaining the use of pricing to manage parking in a commercial area.
- As the introduction or changes to pricing areas is primarily supported by data, the intent is to have an approved process within the Calgary Parking Policy to streamline the majority of this process for Administration to follow without requiring a presentation and report to Council for each change.
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Project Genesis

At the May 10, 2022, Combined Meeting of Council, through a Motion Arising, Council adopted "That with respect to Report IP2022-0392, the following Motion Arising be adopted: That Council direct Administration to bring back an update to the Calgary Parking Policies to streamline the process for changes to the paid parking zones and return to Council through the Infrastructure and Planning Committee no later than Q4 2022."

Administration to date has developed potential updates to the Calgary Parking Policies in response to the noted Motion Arising. Administration requires additional time to finalize the policy amendments to the Calgary Parking Policy and allow for internal engagement and collaboration with the Calgary Parking division, following their integration into The City of Calgary from the Calgary Parking Authority. With the integration, Administration has the additional items to address in combination with the original motion to provide efficiencies and address gaps. Administration will refine the potential updates to the Calgary Parking Policies Commercial Area Update, along with supporting and housekeeping policy and bylaw updates related to parking in commercial areas.

Project Summary

Calgary Parking Policies Commercial Areas Update Report Due Q4 2022 to Q2 2023

As part of the ongoing Council Policy management program for the Calgary Parking Policies, several updates are desired to support operating commercial on-street parking legally and efficiently. Evolutionary updates that respond to new technologies and a more efficient parking management model have been scheduled but delayed for several years. Recent Council direction has confirmed the need to make policy adjustments, and to simplify certain processes with the objectives of the project to:

- Streamline parking management zone (paid area) implementation, whereby reports are only needed for more significant changes;
- Modernize on-street rate calculation process, whereby rates can be adjusted more often and are subject to a minimum rate;
- Enable different metered zone types, whereby registration required zones and other specialized zones are legal, guided by policy and enforceable; and
- Accommodate other related minor changes, whereby minor updates to the policies or bylaw to support Calgary Parking and Mobility initiatives are incorporated.

EXTERNAL ENGAGEMENT AND COMMUNICATION

☐ Public engagement was undertaken

☐ Public/interested parties were informed

☒ Dialogue with interested parties was undertaken

☒ Public communication or engagement was not required

Public communication and engagement is not required on this project as customers and citizens should see no changes to how they use the parking service. The forthcoming changes are internal in nature only.

Dialogue/relations with internal interested parties is the primary engagement process and consists of a technical working group.

IMPLICATIONS

Social

Not applicable.

Environmental

Not applicable.

Economic

The changes that this project will deliver is aimed to streamline operational decisions and provide efficient processes for managing public parking.

Service and Financial Implications

Other:

The current process requires Administration to bring an amendment of the Calgary Parking Policies to Council and present a report explaining the use of pricing as a mechanism to

manage parking in a commercial area. The streamlined process is anticipated to clearly lay out the parameters within an updated and approved Calgary Parking Policies for which pricing mechanisms may be introduced and reduce the frequency in which Administration presents to Council when new pricing areas are introduced or modified.

RISK

As an established process for introducing or modifying paid parking areas exists and internal processes is the item to be updated, there is minimal risk that this change will adversely affect the outcomes.

Administration will withhold any paid parking area introductions or modifications until the forthcoming update to the Calgary Parking Policy is approved.

As the project progresses with the final report, Administration will further identify potential risks, likelihood, impact and mitigation strategies as part of the final recommendations.

ATTACHMENT(S)

1. Previous Council Direction, Background

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Doug Morgan	Operational Services	Approve
Troy McLeod	Mobility	Inform
Chris Blaschuk	Calgary Parking	Consult
Canace Bain, on behalf of Ravi Seera	Mobility Operations	Inform

Attachment 1- Previous Council Direction

The following is excerpted from the May 10, 2022, Minutes from the Combined Meeting of Council on the Previous Council Direction in relation to *Postponed Report – Calgary Parking Policies Commercial Areas Update Report Due Q4 2022 to Q2 2023* IP2023-0022.

7.6 Parking Management Zone Change - Bridgeland, IP2022-0392

***Moved by** Councillor Demong*

***Seconded by** Councillor Carra*

That with respect to Report IP2022-0392, the following Motion Arising be adopted:

That Council direct Administration to bring back an update to the Calgary Parking Policies to streamline the process for changes to the paid parking zones and return to Council through the Infrastructure and Planning Committee no later than Q4 2022.

For: (15): Councillor Chu, Councillor Spencer, Councillor Chabot, Councillor Penner, Councillor Wong, Councillor Mian, Councillor Dhaliwal, Councillor Pootmans, Councillor Sharp, Councillor Wyness, Councillor Demong, Councillor McLean, Councillor Carra, Councillor Walcott, and Mayor Gondek

MOTION CARRIED

2023 Business Improvement Area Budgets and Enabling Bylaws Report

RECOMMENDATIONS:

That Council:

1. Give three readings to the proposed 2023 Business Improvement Area (BIA) Tax Bylaw (Attachment 2);
2. Approve the proposed 2023 BIA budgets (Attachment 3) and if budget amendments are needed authorize each BIA board to amend its respective budget by:
    a. transferring amounts to or from a BIA board's reserves, and
    b. transferring amounts between expenditures so long as the amount of the total expenditures is not increased; and
3. Give three readings to the proposed 2023 BIA Tax Rates Bylaw (Attachment 4)

HIGHLIGHTS

- Council, in accordance with the *Municipal Government Act (MGA)* and the *Business Improvement Area (BIA) Regulation*, approves BIA budgets, BIA tax rates, and enabling bylaws which provides BIAs with revenue from tax collected within each BIA to deliver programs and services as directed by their respective boards.
- This report outlines the three items Council must approve annually to administer the BIA tax and provide the BIAs with the requested levy budgeted amounts:
    1. Pass the 2023 Business Improvement Area Tax Bylaw which authorizes Council to impose a tax on all taxable business operating within a BIA.
    2. Approve the budgets submitted by each BIA that indicate the amount of levy they require to operate during the 2023 calendar year.
    3. Approve the 2023 BIA Tax Rates Bylaw which provides the associated tax rates needed to achieve the budget requests for each BIA.
- **What does this mean for Calgarians?** Under the MGA, BIAs are established by businesses in an area to jointly raise funds to improve, beautify and maintain property in the BIA; develop improve and maintain public parking; and promote the BIA as a business or shopping area.
- **Why does it matter?** BIAs enable businesses to work together to support local economic development and vibrancy by promotions, activations, and the improvement of local infrastructure.
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Currently, there are 15 BIAs in Calgary (Schedule A, Attachment 2). While some BIAs still have the term "Business Revitalization Zone (BRZ)" included in their legal name, this report refers to them collectively as BIAs. The approval of the 2023 BIA Tax Bylaw (Attachment 2) will authorize The City to impose and collect the BIA tax on behalf of BIAs.

Pursuant to the *BIA Regulation*, a BIA board must submit an annual proposed budget to Council for approval (Attachment 3). Each BIA board has met and approved its 2023 budget requirements in accordance with their respective internal processes and requirements. The BIA tax rate is based on the BIA's proposed budgets (Attachment 3). The BIA tax is collected from each

taxable business located in the BIA. Attachment 3 contains a summary comparing the 2023 and 2022 BIA levy followed by the 2023 proposed budget for each BIA. Any budget overview or variance explanations have been provided by individual BIAs and are presented as submitted by the BIA. In 2022, Administration worked with BIAs to improve the BIA budget template to improve transparency and the consistency of information presented. The new template includes the prior year's actuals. Any variance between the prior year's budget and actuals reflects changes to the BIA budgets after Council approval in 2022 January.

The proposed 2023 BIA Tax Rates Bylaw (Attachment 4) sets the tax rates required to raise the BIA levy identified in each budget.

In accordance with section 13 of the *BIA Regulation,* Council may, in its approval of the BIA budgets, if needed, authorize the BIA boards to amend their budgets by:

a. transferring amounts to or from a BIA board's reserves; and,
b. transferring amounts between expenditures so long as the amount of the total expenditures is not increased.

To enhance administrative efficiency, businesses with a calculated BIA tax of $24.99 or less will not receive a 2023 BIA tax notice. Administration proposed in 2019 that $25.00 in BIA tax revenue is the minimum amount required to cover the resources required to bill, monitor, and collect the BIA tax. Administration estimates this will result in approximately 184 accounts not being charged BIA tax for 2023, totaling $2,851.13 in BIA tax revenue. The difference in revenue because of this relaxation will be recovered through adjustments to BIA tax rates in the following year.

2023 BIA tax bills are scheduled to be mailed on or before 2023 February 8 and will be due on 2023 March 31.

EXTERNAL ENGAGEMENT AND COMMUNICATION

☐ Public engagement was undertaken

☐ Public/interested parties were informed

☒ Dialogue with interested parties was undertaken

☐ Public communication or engagement was not required

The preparation of the 2023 BIA Budgets and Enabling Bylaws Report was supported by Partnerships, Finance, Law, and Assessment & Tax. As well, in accordance with section 12 of the *BIA Regulation*, Assessment & Tax mailed each taxpayer in each of the 15 BIAs a copy of the appropriate 2023 BIA budget and notice of the date and place of the 2023 January 24 Regular Meeting of Council.

In 2022, Administration worked with a representative group of BIAs to adjust and improve the BIA budget template and worked with each BIA to prepare their individual budget documents.

IMPLICATIONS

Social

BIAs and their governing boards promote community vibrancy through local activations and events, support a strong local economy and local businesses, enhance public spaces, and improve overall quality of life in Calgary.

Environmental

BIAs and their governing boards support walkable communities by enhancing local business and shopping districts, and support local hubs that can provide local shopping, dining and entertainment options to provide choices for local residents that can reduce their carbon footprint.

Economic

The work of BIAs supports and aligns with *Calgary in the New Economy*: *An economic strategy for Calgary* to support a future-proof and sustainable economy for Calgary. BIAs help to brand our city, support our business environment, and enhance our livability.

BIAs are included under the Economic Development & Tourism line of service in the 2023-2026 Service Plans and Budgets, and this report aligns with strategy of supporting the promotion and sustainability of the local economy and placemaking by supporting the governance and operation of Calgary's Business Improvement Areas.

Service and Financial Implications

No anticipated financial impact

Include actual figure

While the BIA tax amount is based on BIA budgets approved by Council, the revenue raised from the BIA tax is transferred directly to the respective BIA to support their operating expenses including programs, events, and services.

There is an annual impact to The City's operating budget of two full-time employees in Partnerships and support from multiple business units including Finance, Law, City Clerk's, Assessment & Tax, and others. This support is currently absorbed through existing capacity.

The City anticipates that it will need to incur additional capital and operating expenses in the near future to continue maintaining business assessment and tax systems for the sole purpose of administering the BIA tax. The City continues to engage with interested parties about proposed changes to the *BIA Regulation* that would transition BIA tax to property assessment, rather than business assessment. If the Government of Alberta were to implement this change, The City would no longer need to maintain business assessment, realizing capital and operating savings.

If additional BIAs were to be established, increased resourcing would be required.

RISK

There are no significant risks associated with this report. However, there is limited time available to complete the required activities between the Regular Meeting of Council on 2023 January 24 and the 2023 Business Improvement Area (BIA) tax bill mailing date of 2023 February 8. A delay in the third reading of the BIA Tax Bylaw could delay the mailing of the BIA tax bills.

ATTACHMENT(S)

1. Previous Council Direction, Background
2. Bylaw Number 3M2023 – 2023 Business Improvement Area Tax Bylaw
3. 2023 BIA Levy Summary and Budgets
4. Bylaw Number 4M2023 – 2023 Business Improvement Area Tax Rates Bylaw
5. Business Improvement Areas (BIAs) Information Sheet

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Carla Male	Chief Financial Officer's Department	Approve
Eddie Lee	Chief Financial Officer's Department	Approve
Katie Black	Community Services	Inform

Background

The Government of Alberta passed enabling legislation in 1983 to allow municipalities to establish Business Improvement Areas (BIAs).

Legislation requires that, for each calendar year, Council:

- approve the BIA budgets as prepared and approved by each BIA Board (*BIA Regulation*, Section 11);
- pass a BIA tax bylaw authorizing the imposition of a tax on businesses operating within a BIA subject to certain exempt businesses (*BIA Regulation*, Section 20); and
- pass a BIA tax rates bylaw establishing the tax rates applicable to each BIA (*BIA Regulation*, Section 21).

Context

Annually, since the inception of Business Improvement Areas (BIAs) within Calgary in 1984, Council has approved the BIA annual budgets and bylaws as required by the *Municipal Government Act* and *Business Improvement Area Regulation*, AR93/2016 (the *BIA Regulation*).

The approval of the proposed 2023 BIA Tax Bylaw authorizes the imposition and collection of a tax on businesses within the BIAs for the 2023 tax year in accordance with section 20 of the current *BIA Regulation*. This bylaw will apply only to businesses operating within a current BIA or any new BIA established during the 2023 tax year.

The approval of the proposed BIA budgets and 2023 BIA Tax Rates Bylaw will allow the BIAs to receive the funding to serve their business communities and provide BIAs with budget amending authorization.

Previous Council Direction

This is a routine report that is presented to Council annually.

Table Timeline

DATE	DIRECTION	DIRECTION/DESCRIPTION
2022/02/15	Motions Carried	A report (CD2022-0027) gave rise to Council approval of the Amended Mainstreet Bowness BIA Bylaw which increased the number of board members from 8 to 10. Council also appointed board members of the 15 BIAs.
2022/01/11	Motion Carried	A report (C2022-0013) gave rise to Council approval of the 2022 BIA Tax Bylaw, the 2022 BIA Tax Rates Bylaw, and the 2022 BIA budgets and budget amending authorization.
Numerous	NA	Yearly Business Improvement Area budgets and enabling bylaws have been approved by Council.

Bylaws, Regulations, Council Policies

The following legislation informs Business Improvement Area Budgets and Bylaws:

- *Municipal Government Act, RSA 2000 c M-26*

  Division 5 – Business Improvement Areas

  Purpose

  50 A council may by bylaw establish a business improvement area for one or more of the following purposes:

  (a) improving, beautifying and maintaining property in the business improvement area;

  (b) developing, improving and maintaining public parking;

  (c) promoting the business improvement area as a business or shopping area.

- *Business Improvement Area Regulation*, AR93/2016

  Budget

  11(1) A board must submit a proposed budget for each calendar year to the council for the council's approval.

  (2) The proposed budget must be submitted at the time and in the form specified by council.

  (3) The proposed budget must be a balanced budget and include

  (a) the estimated amount of the board's revenue from every source, including the amount that the board will receive from the municipality in respect of the business improvement area tax, and

  (b) the estimated amount of all operating and capital expenditures planned for the year.

- *Business Improvement Area Establishing Bylaws*
  1. **39M2017** 17th Avenue Retail & Entertainment District Business Improvement Area Bylaw
  2. **59M2016** 4th Street South West Business Improvement Area Bylaw
  3. **34M2019** Beltline Business Improvement Area Bylaw
  4. **33M2019** Bridgeland Business Improvement Area Bylaw
  5. **38M2017** Calgary Downtown Association Business Improvement Area Bylaw
  6. **43M2015** Chinatown Business Improvement Area Bylaw
  7. **32M2019** Crescent Heights Village Business Improvement Area Bylaw
  8. **40M2017** Greenview Industrial Business Improvement Area Bylaw
  9. **36M2017** Inglewood Business Improvement Area Bylaw
  10. **58M2016** International Avenue Business Revitalization Zone Bylaw
  11. **56M2016** Kensington Business Revitalization Zone Bylaw
  12. **55M2016** Mainstreet Bowness Business Improvement Area Bylaw
  13. **37M2017** Marda Loop Business Improvement Area Bylaw
  14. **54M2016** Montgomery on the Bow Business Improvement Area Bylaw
  15. **57M2016** Victoria Park Business Improvement Area Bylaw

PROPOSED

C2023-0009
ATTACHMENT 2

BYLAW NUMBER 3M2023

BEING A BYLAW OF THE CITY OF CALGARY PROVIDING FOR TAXATION OF BUSINESS IMPROVEMENT AREAS IN THE CITY OF CALGARY FOR 2023
*** ***

WHEREAS the Council of The City of Calgary ("Council") has the authority to provide for the taxation of business improvement areas in accordance with Section 381 of the *Municipal Government Act*, R.S.A. 2000, c. M-26 (the "Act"), and the regulations passed thereunder;

AND WHEREAS Council has established various business improvement areas in The City of Calgary, which are set out in Schedule "A" to this Bylaw;

AND WHEREAS Council desires to provide for the taxation of businesses located in business improvement areas;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

Short Title

1. This Bylaw may be cited as the "2023 Business Improvement Area Tax Bylaw".

Definitions and Interpretation

2. (1) In this Bylaw:

(a) "Act" means the *Municipal Government Act,* R.S.A. 2000, c. M-26;

(b) "Business" means a business located in a business improvement area listed in Schedule "A";

(c) "Business Improvement Area" or "BIA" means a business improvement area established pursuant to section 50 of the Act and the regulations and bylaws enacted pursuant to that section;

(d) "City" means The City of Calgary, a municipal corporation of the Province of Alberta and, where the context so requires, means the area contained within the municipal boundaries of the city of Calgary;

(e) "Commercial Purposes" means the use of the Premises for commerce or trade purposes or for the sale of assets or goods to the public for gain;

(f) "Municipal Assessor" means the person appointed to the designated officer position of Municipal Assessor pursuant to section 284.2 of the Act and Bylaw 49M2007;

(g) "Net Annual Rental Value" means the typical market annual rental value of the Premises exclusive of operating costs;

(h) "Non-Profit" refers to an organization, association or union as defined in section 6 of the Regulation;

(i) "Person" includes a corporation and the heirs, executors, administrators or other legal representatives of a Person;

(j) "Premises" means any space used in connection with a Business, and without limiting the generality of the foregoing includes:

(i) land and buildings or parts of buildings on such land, and

(ii) any store, office, warehouse, factory, facility, hotel, motel, enclosure, yard or other space;

(k) "Regulation" means the *Community Organization Property Tax Exemption Regulation* (Alberta Regulation 281/1998); and

(l) "Trade Union" refers to a Non-Profit trade union established and recognized under the *Alberta Labour Relations Code* (R.S.A. 2000 c. L-1) or the *Canada Labour Code* (R.S.C. 1985, c. L-2).

(2) Each provision of this Bylaw is independent of all other provisions and if any provision is declared invalid for any reason by a Court of competent jurisdiction, all other provisions of this Bylaw remain valid and enforceable.

Assessment of Businesses

3. (1) Every Person who operates a Business in 2023 shall be assessed a business assessment by the Municipal Assessor for the purposes of imposing a BIA tax.

(2) Despite subsection (1), a Person who operates a Business that is exempt from BIA taxation pursuant to section 17 shall not be assessed.

(3) Business assessments shall be prepared based on one hundred percent of the Net Annual Rental Value of the Premises.

(4) Any business assessment prepared in accordance with this bylaw must be an estimate of the Net Annual Rental Value of the Premises on July 1, 2022.

(5) The Municipal Assessor shall:

(a) prepare a business assessment roll for the purposes of generating a BIA tax roll for 2023; and

(b) enter on the business assessment roll the name of every Person operating a Business that has been assessed in accordance with subsection (1).

4. If it is discovered that there is an error, omission or misdescription in any of the information shown on the business assessment roll for 2023, the Municipal Assessor may correct the business assessment roll for 2023.

5. If it is discovered that no business assessment has been prepared for a Business for 2023, an assessment for 2023 must be prepared.

6. After giving reasonable notice to a Person operating a Business, the Municipal Assessor may at any reasonable time, for the purpose of preparing an assessment of the Business or determining if the Business is to be assessed:

   (a) enter and inspect the Premises;

   (b) request anything to be produced to assist the Municipal Assessor in preparing the assessment or determining if the Business is to be assessed; and

   (c) make copies of anything necessary to the inspection.

7. (1) The provisions of section 295 of the Act apply such that:

      (a) a Person must provide, on request by the Municipal Assessor, any information necessary for the Municipal Assessor to carry out the duties and responsibilities of an assessor pursuant to Parts 9 to 12 of the Act and the associated regulations; and

      (b) no Person may make a complaint in the year following the assessment year under section 460 of the Act if the Person has failed to provide the information requested within 60 days from the date of the request.

   (2) The provisions of section 296 of the Act apply to the Municipal Assessor's application for and acquisition of court authorized inspections and enforcement with all necessary modifications as if they had been set out in this Bylaw.

Supplementary Business Assessment

8. A supplementary business assessment for 2023 will be imposed:

   (a) on each Person who operates a Business for a temporary period and whose name is not entered on the business assessment roll;

   (b) on each Person who moves into new Premises or opens new Premises or branches of an existing Business, even though the Person's name is already entered on the business assessment roll for another Premises;

   (c) on each Person who begins operating a Business and whose name is not entered on the business assessment roll for the associated Premises; and

   (d) on each Person who increases the space of the Premises after the business assessment roll has been prepared.

9. Supplementary assessments will be determined by pro-rating the Net Annual Rental Value of the Premises to reflect the number of months the Business is operated during 2023, with any portion of a month greater than fifteen (15) days being considered to be a full month.

10. Sections 3 through 7 of this Bylaw apply to the imposition of a supplementary assessment.

Taxation

11. All Businesses shall be taxed at the rate or rates set out in the 2023 Business Improvement Area Tax Rates Bylaw, except Businesses that are exempt from BIA taxation pursuant to section 17.

12. (1) The amount of BIA tax to be imposed under this Bylaw in respect of a Business is calculated by multiplying one hundred percent of the assessment or supplementary assessment for the Business by the BIA tax rate specified in the 2023 Business Improvement Area Tax Rates Bylaw.

(2) A tax imposed under this Bylaw must be paid by the Person who operates the Business.

13. The City shall:

(a) produce a BIA tax roll containing the name of each Person liable for BIA tax set opposite to the amount of BIA tax payable by that Person; and

(b) mail or deliver a tax bill to each Person liable for BIA tax, which shows both the assessed value of the Premises and the amount of the BIA tax payable.

14. When a lessee, who is liable to pay the tax imposed under this Bylaw in respect of any leased Premises, sublets the whole or part of the Premises, The City may require the lessee or the sub-lessee, but not both, to pay the tax in respect of the whole or part of the Premises.

15. BIA taxes shall be due and payable on or before March 31, 2023.

Liability for BIA Taxes

16. (1) Subject to sections 17 and 22 of this Bylaw, when a Person operates a Business in the City, the Person is liable for payment of the BIA tax imposed in respect of that Business, whether based on an annual or supplementary assessment.

(2) Despite subsection (1), if the amount of BIA tax imposed on a Business, as calculated pursuant to subsection 12(1), is less than $25.00, the Person who operates that Business is not liable for payment of the BIA tax imposed in respect of that Business.

Exemption from BIA Taxation

17. (1) Notwithstanding section 16 of this Bylaw, but subject to the subsections below, the following classes of Businesses are exempt from the payment of BIA taxes imposed under this Bylaw:

(a) any Business exempt from tax pursuant to sections 351, 375 or 376 of the Act;

(b) any Business operated on property which appears on The City's 2023 property assessment roll as one hundred percent belonging to the residential assessment class or any residential assessment subclass;

(c) on-street parking located on roads owned by The City;

(d) any Business whose use of the property would qualify that property to be eligible for a property tax exemption pursuant to the *Act*;

(e) any Business that is a bingo operated under a bingo facility licence by a Non-Profit organization pursuant to the *Gaming, Liquor and Cannabis Act* (R.S.A. 2000, c. G-1);

(f) any Business established as a Non-Profit organization where the Premises is used to promote the interests of an industry, profession or trade including education or research;

(g) Premises used by a Trade Union where the activities of a Trade Union are conducted;

(h) any Business whose use of the property would qualify that property to be eligible for a property tax exemption under the Regulation but for sections 16(2) or (3) of the Regulation.

(2) Premises licensed under the *Gaming, Liquor and Cannabis Act* are not exempt from BIA taxation with the exception of Premises in respect of which a bingo licence, casino licence, pull ticket licence, Class C liquor licence or a special event licence has been issued under the *Gaming, Liquor and Cannabis Regulation* (AR 143/96).

(3) Notwithstanding subsection (1), any Business, including one operated by a Non-Profit organization or association, whose use of the Premises:

(a) is primarily for Commercial Purposes; and

(b) operates in competition with other Businesses in the city of Calgary;

is not exempt from BIA taxation.

(4) Subject to the restrictions set out in this section, a Business may become exempt from the payment of BIA taxes imposed under this Bylaw for a portion of a Premises which becomes Vacant and Unused for a period of at least 30 days, regardless of whether there is a lease or license of occupation in place with respect to that Premises.

(a) For greater certainty, the term "Vacant and Unused" in this section means space which forms part of a Premises but:

(i) is physically separated from other space by walls and locked doors or is separated by other means which makes it inaccessible and unable to be used for Business purposes; and

(ii) is entirely empty from wall to wall and floor to ceiling, and does not contain equipment, furnishings, cubicle walls or partitions; but

(iii) does not include portions of the Premises which are temporarily unused such as hotel and motel rooms, individual offices, parking spaces, or space being renovated.

(b) In order to be eligible to benefit from an exemption for Vacant and Unused space pursuant to this subsection:

(i) a Person must notify the Municipal Assessor in writing of the Vacant and Unused space; and

(ii) the Municipal Assessor must have confirmed that the space is Vacant and Unused.

(c) Any exemption granted for Vacant and Unused space pursuant to this subsection shall not take effect or have application prior to the date of notification, and shall have effect only as long as the space is Vacant and Unused.

Penalties For Unpaid BIA Taxes

18. (1) (a) On April 1, 2023, a penalty of seven (7%) percent of the unpaid amount of the current year's BIA tax levy shall be imposed; and

(b) On July 1, 2023, an additional penalty of seven (7%) percent of the unpaid amount of the current year's BIA tax levy shall be imposed.

(2) All BIA taxes levied by The City remaining unpaid after the year in which they are levied shall have added thereto, on the first day of every month of every year, a penalty equivalent to one (1%) percent of the then unpaid taxes, so long as the taxes or any portion of them remain unpaid.

(3) A penalty imposed under subsections (1) and (2) forms part of the tax in respect of which it is imposed.

Supplementary BIA Tax

19. A supplementary BIA tax shall be levied upon any Person who is subject to a supplementary business assessment in accordance with sections 8 and 9 of this Bylaw.

20. A supplementary BIA tax is due thirty (30) days after the date on which the supplementary tax notice is mailed to the Person being taxed.

21. Sections 12, 13, 14 and 18 of this Bylaw apply to the imposition of a supplementary BIA tax.

Pro-rating and Rebating BIA Taxes

22. When The City is notified that a Business has ceased to use space in connection with the Business, the associated tax account shall be adjusted in proportion to the number of months of operation in the calendar year, with any portion of the month greater than fifteen (15) days being considered to be a full month. If there is a credit balance after the account has been adjusted, that amount will be refunded to the owner of the Business or applied to any other outstanding BIA tax accounts of that owner.

23. If the Business receives a reduction in its business assessment, resulting in a credit balance on its BIA tax account, that amount will be refunded to the owner of the Business or applied to any other outstanding BIA tax accounts of that owner.

Business Tax Instalment Payment Plan

24. (1) In this section:

(a) “Business Tax Instalment Payment Plan” also referred to as “BTIPP” means the plan authorized by this Bylaw permitting taxpayers to pay business taxes or BIA taxes by way of monthly instalments;

(b) “Tax” includes all taxes lawfully imposed against a Business by The City pursuant to the Act, any bylaw enacted pursuant to such authority, or any other statute of the Province of Alberta, but does not include supplementary taxes;

(c) “Taxpayer” means the operator of a Business liable for the payment of Taxes; and

(d) “Tax Collector” means the Municipal Assessor or their delegate.

(2) Any Taxpayer in the City may apply to be included in BTIPP as described in this section to provide for the payment of Taxes by instalments.

(3) (a) Taxpayers who wish to apply for inclusion in BTIPP must apply to the Tax Collector on or before December 31st of each year and shall not be included within BTIPP until approved by the Tax Collector;

(b) The Tax Collector may refuse a Taxpayer's request to be included in BTIPP for reasons as set out in this Bylaw;

(c) A Taxpayer is not eligible to be included in BTIPP unless as of December 31 of the previous year, the Taxpayer has no balance outstanding in his or her tax roll account.

(d) A Taxpayer may not apply for inclusion in BTIPP more than once in the same calendar year with respect to the same Business.

(4) A Taxpayer who is included and has not been removed from BTIPP, shall not be subject to the provisions of section 15 as to the due date for the payment of Taxes, nor to the provisions of section 18 as to penalties on unpaid Taxes.

(5) A Taxpayer who is included in BTIPP shall pay Taxes on a monthly basis for the current year subject to the following conditions:

(a) a Taxpayer, having been included in BTIPP, shall make twelve monthly payments, to be paid by automatic bank withdrawal on the first day of each month of the calendar year in an amount equal to one-twelfth of the previous year's Tax levy or, in the event a previous year's Tax levy is not available, in an amount to be determined by the Tax Collector; and

(b) upon determination of the current year's Tax levy, the Taxpayer's payments shall be adjusted to provide for the full payment of the current year's Tax levy over the remaining months of the year.

(c) if there is an balance outstanding on a business tax roll account or a BIA tax roll account, the Taxpayer shall continue to make monthly payments in accordance with subsection (5)(a) until the outstanding balance has been paid.

(6) In the event a Business, the previous Taxpayer of which was included in BTIPP, is sold, the BTIPP agreement is immediately cancelled as at the sale date.

(7) The Tax Collector may remove a Taxpayer from BTIPP in the event the Taxpayer defaults in making payment of any Tax instalment on the due date as required for each instalment under subsection (5)(c).

(8) Notice of a removal pursuant to subsection (7) shall be sent to the Taxpayer as listed on the tax roll.

(9) When a Taxpayer is removed from BTIPP subsequent to the due date for the payment of Taxes as specified in the appropriate municipal bylaws, other than this Bylaw, all unpaid Taxes become immediately due and payable and the penalty provisions of all appropriate municipal bylaws apply to the unpaid Taxes.

(10) When a Taxpayer is removed from BTIPP prior to the due date for the payment of Taxes as specified in the appropriate municipal bylaw, or when a Taxpayer requests removal from BTIPP prior to the due date for the payment of Taxes, all

payments shall be retained by the Tax Collector for credit to the Taxpayer's account and such payments will receive the benefit of any available Tax discounts as provided by bylaw and will be credited to the Taxpayer's Tax account.

(11) In the event a Taxpayer requests removal from BTIPP pursuant to subsection 10, all Taxes due and owing shall then become due and owing on the due date for the payment of Taxes as specified in the this Bylaw and the provisions of all appropriate municipal bylaws relating to penalties for unpaid Taxes shall apply to all unpaid Taxes due and owing to The City after the due date.

25. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

_____
MAYOR

SIGNED ON _____

_____
CITY CLERK

SIGNED ON _____

PROPOSED

BYLAW NUMBER 3M2023

SCHEDULE "A"

TO THE 2023 BUSINESS IMPROVEMENT AREA TAX BYLAW

BUSINESS IMPROVEMENT AREA	BYLAW NUMBER
Beltline Business Improvement Area	34M2019
Mainstreet Bowness Business Improvement Area	55M2016
Bridgeland Business Improvement Area	33M2019
Calgary Downtown Association	38M2017
Chinatown Business Improvement Area	43M2015
Crescent Heights Village Business Improvement Area	32M2019
4th Street South West Business Improvement Area	59M2016
Greenview Industrial Business Improvement Area	40M2017
Inglewood Business Improvement Area	36M2017
International Avenue Business Revitalization Zone	58M2016
Kensington Business Revitalization Zone	56M2016
Marda Loop Business Improvement Area	37M2017
Montgomery on the Bow Business Improvement Area	54M2016
17th Avenue Retail & Entertainment District Business Improvement Area	39M2017
Victoria Park Business Improvement Area	57M2016

Attachment 3

CALGARY'S BUSINESS IMPROVEMENT AREA (BIAs)
2023 ANNUAL BUDGETS
(SUMMARY)

BUSINESS IMPROVEMENT AREA	2023 BIA LEVY $	2022 BIA LEVY $	
Beltline BIA	350,000	375,000	Attachment 3A
Mainstreet Bowness BIA	50,100	50,100	Attachment 3B
Bridgeland BIA	100,000	100,000	Attachment 3C
Calgary Downtown Association	1,600,000	1,520,000	Attachment 3D
Chinatown BIA	235,000	215,000	Attachment 3E
Crescent Heights Village BIA	120,000	120,000	Attachment 3F
4th Street South West BIA	185,200	185,200	Attachment 3G
Greenview Industrial BIA	70,000	50,000	Attachment 3H
Inglewood BIA	290,000	265,000	Attachment 3I
International Avenue BRZ	401,600	411,800	Attachment 3J
Kensington BRZ	285,000	220,000	Attachment 3K
Marda Loop BIA	220,000	220,000	Attachment 3L
Montgomery on the Bow BIA	80,000	80,000	Attachment 3M
17th Avenue Retail & Entertainment District BIA	636,900	579,000	Attachment 3N
Victoria Park BIA	374,369	364,369	Attachment 3O
Total	**4,998,169**	**4,755,469**	

Attachment 3A

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Beltline BIA

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: Street safety & cleanliness - adding beautification and wayfinding to the streets. Working with multiple organizations to engage with vulnerable population and assist with street cleanup. Putting BLOX (The Beltline BIA) on the map - defining and marketing our community stronger both with backend work on the website, social media and more and on our streets. Business to Business engagement - helping businesses to connect and support each other promoting shopping local and sense of community.

2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. : Multiple volunteers for many of our activations BIG, BLOXing Day, Bowling fundraisers all wouldn't be possible without the help of volunteer staff. Many Beltline businesses donated items for a silent auction to help fundraise our flagship event.

3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget: We have lost several businesses due to the impact of the pandemic which is why we are suggesting a lowered budget for 2023, we see this as both as constraint and opportunity. While our budget will be smaller we will be looking into further granting opportunities to make our community as vibrant as possible giving us the opportunity to attract new businesses to set up shop and be part of the BLOX (Beltline BIA).

REVENUES	**2023 Budget ($)**	**2022 Budget ($)**	**2022 Projections ($)**	**Budget to Budget ($) Variance (INC./(DEC.))**	**Explanation**
BIA Levy	$ 350,000.00	$ 375,000.00	$ 375,000.00	$ (25,000.00)	Number of businesses in BIA zone has decreased.
City of Calgary Grants/Funds				$ -	
Grants- Other Sources	$ 30,000.00		$ 82,283.00	$ 30,000.00	
Festival & Events Income				$ -	
Interest Revenue	$ 55,000.00	$ 60,000.00	$ 60,000.00	$ (5,000.00)	
Miscellaneous Revenue				$ -	
Transfer from Reserves				$ -	
Total Revenues	**$ 435,000.00**	**$ 435,000.00**	**$ 517,283.00**	**$ -**	

EXPENDITURES	**2023 Budget ($)**	**2022 Budget ($)**	**2022 Projections ($)**	**Budget to Budget Variance (INC./(DEC.))**	**Explanation**
Administration	$ 145,000.00	$ 145,000.00	$ 137,061.00	$ -	
Marketing/Communications	$ 155,000.00	$ 150,000.00	$ 179,334.00	$ 5,000.00	Based on 2022 projections and secured grant money increased to accommodate 2023
Urban Devt. & Strategic Planning	$ 12,500.00	$ 15,000.00	$ 15,000.00	$ (2,500.00)	Planning to accommodate lowered 2023 budget
Streetscape Improvements	$ 10,000.00	$ 13,500.00	$ 10,000.00	$ (3,500.00)	
Festivals & Events	$ 88,000.00	$ 85,000.00	$ 85,108.00	$ 3,000.00	Planning for more community engagements to draw more people, secured grant money to help fund
Public Safety & Social Issues	$ 16,500.00	$ 16,500.00	$ 16,500.00	$ -	
Capital Assets	$ 4,000.00	$ 5,000.00	$ 4,500.00	$ (1,000.00)	Planning to accommodate lowered 2023 budget
Other- BIA Specific	$ 4,000.00	$ 5,000.00	$ 4,000.00	$ (1,000.00)	Planning to accommodate lowered 2023 budget
Transfer to Reserves			$ 65,780.00	$ -	
Total Expenditures	**$ 435,000.00**	**$ 435,000.00**	**$ 517,283.00**	**$ -**	

OTHER INFORMATION (Below this line):

Details of "Other-BIA Specific" Expenditure
1. BIA vehicle expenses
2.

$ -	**$ -**	**$ -**

Attachment 3B

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Mainstreet Bowness BIA

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: Lighting, Security and Public Art installations are at the top of the list for projects for 2023.

2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. : There are no projects leveraged at this time. We hope to find funding for our 2023 projects.

3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget: We have vacant land where the property owners are not paying a levy - and for a small BIA like ours, that's tough to handle. We would really like to see development happen on those properties. The size of our BIA (the smallest in the city) is a perfect example of constraints, but it is also an opportunity as there is a "small town feeling" in our BIA.

REVENUES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget ($) Variance (INC./(DEC.))	Explanation
BIA Levy	$ 50,100.00	$ 50,100.00	$ 50,100.00	$ -	BIA Levy has stayed the same for several years
City of Calgary Grants/Funds	$ 15,000.00	$ 15,000.00	$ 17,100.00	$ -	Grant Opportunities can vary every year
Grants- Other Sources	$ 11,200.00	$ -		$ 11,200.00	Grant Opportunities can vary every year
Festival & Events Income	$ 25,000.00	$ 13,000.00	$ 25,757.00	$ 12,000.00	We don't assume our Festival & Events income will be much more in 2023
Interest Revenue	$ 630.00	$ 12,200.00	$ 300.00	$ (11,570.00)	Interest Revenue may increase a little bit in 2023
Miscellaneous Revenue				$ -	No miscellaneous Revenues expected
Transfer from Reserves			$5,243	$ -	We will need to transfer from our reserves
Total Revenues	**$ 101,930.00**	**$ 90,300.00**	**$ 98,500.00**	**$ 11,630.00**	Our projected increased revenues are based on potentially increasing our Festival sponsorship and other Festival & Events grant opportunities

EXPENDITURES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	$ 51,430.00	$ 44,000.00	$ 51,000.00	$ 7,430.00	Our Administration will stay about the same in 2023
Marketing/Communications	$ 5,000.00	$ 5,000.00	$ 3,500.00	$ -	We have allocated for more funds for Marketing
Urban Devt. & Strategic Planning				$ -	
Streetscape Improvements	$ 23,000.00	$ 26,000.00	$ 23,000.00	$ (3,000.00)	We assume to have the same budget for streetscape improvements
Festivals & Events	$ 22,500.00	$ 15,300.00	$ 21,000.00	$ 7,200.00	Our Festival & Events might bring in slightly more revenues in 2023
Public Safety & Social Issues				$ -	
Capital Assets				$ -	
Other- BIA Specific				$ -	
Transfer to Reserves				$ -	
Total Expenditures	**$ 101,930.00**	**$ 90,300.00**	**$ 98,500.00**	**$ 11,630.00**	

Attachment 3C

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Bridgeland BIA

REVENUES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget ($) Variance (INC./(DEC.))	Explanation
BIA Levy	$ 100,000.00	$ 100,000.00	$ 100,000.00	$ -	
City of Calgary Grants/Funds	$ 30,000.00	$ 15,500.00	$ 35,000.00	$ 14,500.00	Micro grants were available this year
Grants- Other Sources				$ -	
Festival & Events Income				$ -	
Interest Revenue	$ 84.00		$ 80.00	$ 84.00	
Miscellaneous Revenue				$ -	
Transfer from Reserves		$ 80,000.00		$ (80,000.00)	
Total Revenues	**$ 130,084.00**	**$ 195,500.00**	**$ 135,080.00**	**$ (65,416.00)**	

EXPENDITURES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	$ 44,500.00	$ 65,000.00	$ 46,187.00	$ (20,500.00)	Additional resources will be brought on next year
Marketing/Communications	$ 20,000.00	$ 25,000.00	$ 3,614.00	$ (5,000.00)	Engaging in more extensive mkt plan in 2023
Urban Devt. & Strategic Planning	$ 20,000.00	$ 1,200.00	$ -	$ 18,800.00	Main street project delayed, expenses will be seen in 2023
Streetscape Improvements	$ 20,000.00	$ 7,500.00	$ 2,625.00	$ 12,500.00	Main street project delayed, expenses will be seen in 2023
Festivals & Events	$ 20,000.00	$ 35,000.00	$ 40,000.00	$ (15,000.00)	Hosted additional events with micro grants received
Public Safety & Social Issues	$ 5,584.00	$ 5,000.00	$ -	$ 584.00	Main street project delayed, expenses will be seen in 2023
Capital Assets		$ 25,000.00	$ -	$ (25,000.00)	Main street project delayed, expenses will be seen in 2023
Other- BIA Specific		$ 2,500.00	$ -	$ (2,500.00)	
Transfer to Reserves		$ 29,300.00	$ 42,654.00	$ (29,300.00)	Delay in Main street projects see us transferring more funds to reserve, expect to use this in 2023
Total Expenditures	**$ 130,084.00**	**$ 195,500.00**	**$ 135,080.00**	**$ (65,416.00)**	

Attachment 3D

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Calgary Downtown Association BIA

REVENUES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget ($) Variance (INC./(DEC.))	Explanation
BIA Levy	$ 1,600,000.00	$ 1,520,000.00	$ 1,520,000.00	$ 80,000.00	Small increase distributed over all members including expanded boundry
City of Calgary Grants/Funds	$ 1,188,000.00	$ 15,000.00	$ 1,510,320.39	$ 1,173,000.00	Increased funding for Ambassador program and other CDA programs with City of Calgary grants
Grants- Other Sources	$ 150,000.00	$ 1,015,780.00	$ 1,221,627.00	$ (865,780.00)	CDA applying for funding from provincial and federal sources
Festival & Events Income	$ -	$ -	$ -	$ -	
Interest Revenue	$ 25,000.00	$ -	$ 25,058.84	$ 25,000.00	Interest income based on investments
Miscellaneous Revenue	$ 460,000.00	$ -	$ 111,115.60	$ 460,000.00	Fee of services will be back in 2023 i.e.: permits, patio fees, hoarding and cart fee's
Transfer from Reserves	$ 1,300,000.00	$ -	$ -	$ 1,300,000.00	Monies from reserve to be used for state of good repair work and membership programs
Total Revenues	**$ 4,723,000.00**	**$ 2,550,780.00**	**$ 4,388,121.83**	**$ 2,172,220.00**	

EXPENDITURES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	$ 1,020,000.00	$ 296,500.00	$ 1,153,661.87	$ 723,500.00	City of Calgary budget form, new reporting on cost of running the organization
Marketing/Communications	$ 830,000.00	$ 637,400.00	$ 302,366.19	$ 192,600.00	Increased spending to support members and increase economic's downtown
Urban Devt. & Strategic Planning	$ 560,000.00	$ 385,000.00	$ 253,855.71	$ 175,000.00	Increased spending to support member businesses
Streetscape Improvements	$ 500,000.00	$ -	$ 223,454.03	$ 500,000.00	Spending monies to address state of good repair work and the overall experience issues downtown
Festivals & Events	$ 530,000.00	$ 400,000.00	$ 538,845.72	$ 130,000.00	Additional funding from City of Calgary for Park Safety activations in addition to CDA activations
Public Safety & Social Issues	$ 718,000.00	$ 325,000.00	$ 580,188.40	$ 393,000.00	Cost for the Ambassador program in 2023
Capital Assets	$ 15,000.00	$ -	$ -	$ 15,000.00	Purchase of new equipment
Other- BIA Specific	$ 300,000.00	$ 506,880.00	$ -	$ (206,880.00)	CDA and City of Calgary Nighttime economy project
Transfer to Reserves	$ 250,000.00	$ -	$ 1,335,749.91	$ 250,000.00	Monies to be placed in reserve for Stephen Ave re-design project
Total Expenditures	**$ 4,723,000.00**	**$ 2,550,780.00**	**$ 4,388,121.83**	**$ 2,172,220.00**	

OTHER INFORMATION (Below this line):

Details of "Miscellaneous" Revenue

1. Fee's for patios, hoarding, maintenance (stephen ave)	$ 460,000.00		
2.	$ -		
	$ 460,000.00	**$ -**	**$ -**

Details of "Other-BIA Specific" Expenditure

1. Nighttime Economy project	$ 300,000.00		
2.	$ -		
	$ 300,000.00	**$ -**	**$ -**

Attachment 3E

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Chinatown BIA

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: Chinatown's three core mandates are (1) Beautify Chinatown (2) Keep Chinatown Clean and Safe (3) Make Chinatown a must visit destination. We've been keep up these mandates by putting in seasonal flower planters on second and third avenue southeast, replacing new lanterns every year, putting in new lamppost banners every two years and adding different items where possible (i.e. Bench program in 2021). We also have debris control twice a week, one-time graffiti removal and power washing in spring time. Last but not least, our main focus every year is to accomplish several events to bring more people to Chinatown in order for them to get to know our heritage and cultural by exploring the community.

2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. : Chinatown BIA brings out several events throughout the year, which includes: Chinatown Ice Sculpture Showcase (CISS), CNY Dinner Gala, Stampede Breakfast, Chinatown street Festival and Lantern Festival. All these events are completed by receiving sponsored money and volunteers in most cases. Our street festival involves over five hundreds volunteer hours from planning and execution.

3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget: Parking rate and parking space are always our key issues in our area, our merchants are suffering from expensive parking rate and limited parking space in Chinatown, patrons prefer going to elsewhere who offer free parking. This also leads to loss of businesses in Chinatown, owners choose to leave Chinatown even they have run their businesses for 10+ years.

REVENUES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget ($) Variance (INC./(DEC.))	Explanation
BIA Levy	$ 235,000.00	$ 215,000.00	$ 215,000.00	$ 20,000.00	Asking for a 9% increase due to inflation
City of Calgary Grants/Funds	$ 45,000.00	$ 25,000.00	$ 63,000.00	$ 20,000.00	There were extra fundings from the government in 2022 than expected includes: Community Standard Fund $18,000; Mid-Winter Grant 15,000; DTS Grant $30,000. Foreseeing to receive $15k from Community Standard Fund and $30k DTS grant.
Grants- Other Sources					
Festival & Events Income	$ 60,000.00	$ -	$ 45,680.00	$ 60,000.00	Tents/Booth Selling at Chinatown Street Festival and Lantern Festival including sponsorship to Street Festival.
Interest Revenue					
Miscellaneous Revenue					
Transfer from Reserves	$ 30,000.00	$ 28,075.00		$ 1,925.00	
Total Revenues	**$ 370,000.00**	**$ 268,075.00**	**$ 323,680.00**	**$ 101,925.00**	

EXPENDITURES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	$ 136,678.00	$ 166,225.00	$ 120,000.00	$ (29,547.00)	Chinatown BIA has decided to go "officeless" to save monthly rent to save some administration cost.
Marketing/Communications	$ 22,400.00	$ 25,525.00	$ 23,000.00	$ (3,125.00)	New website has completed and pay off during in 2022, only foreseeing to pay monthly social media content creating service and some marketing material compensation during 2023.
Urban Devt. & Strategic Planning	$ 8,000.00	$ 8,000.00	$ -	$ 1,000.00	CBIA did not have any expenditure related to this category in 2022 but we still would like to budget the same amount for any situation we may need consulting in 2023.
Streetscape Improvements	$ 58,100.00	$ 15,950.00	$ 27,300.00	$ 42,150.00	A significant increase in this category due to new lamppost banners are expected to be replaced in 2023 plus adding an extra season of flower planters in Chinatown .
Festivals & Events	$ 144,375.00	$ 52,375.00	$ 120,000.00	$ 92,000.00	We plan to resume all events in 2023, including Chinatown Ice Sculpture Showcase (CISS), CNY dinner gala, Stampede Breakfast, Chinatown Street Festival and Lantern festival
Public Safety & Social Issues					
Capital Assets					
Other- BIA Specific					
Transfer to Reserves	$ 447.00	$ -	$ 33,380.00	$ 447.00	
Total Expenditures	**$ 370,000.00**	**$ 268,075.00**	**$ 323,680.00**	**$ 101,925.00**	

Attachment 3F

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Crescent Heights Village BIA

REVENUES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget ($) Variance (INC./(DEC.))	Explanation
BIA Levy	$ 120,000.00	$ 120,000.00	$ 120,000.00	$ -	
City of Calgary Grants/Funds	$ 15,000.00	$ 15,000.00	$ 31,468.00	$ 16,468.00	Chinook Blast, Event Microgrants, Community Standards Grant
Grants- Other Sources	$ -	$ -		$ -	
Festival & Events Income	$ -	$ -	$ 2,500.00	$ -	Event Sponsorship and Vendor Fees
Interest Revenue	$ 600.00	$ -	$ 650.00	$ 600.00	More aligned with 2022 forecasted total
Miscellaneous Revenue	$ -	$ -	$ -	$ -	
Transfer from Reserves		$ 31,789.00	$ 22,067.00	$ (31,789.00)	Not hiring marcom/admin help this year
Total Revenues	**$ 135,600.00**	**$ 166,789.00**	**$ 176,685.00**	**$ (31,189.00)**	

EXPENDITURES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	$ 28,200.00	$ 63,690.00	$ 65,404.00	$ (35,490.00)	Not hiring admin/marcom support this year
Marketing/Communications	$ 22,870.00	$ 28,470.00	$ 12,540.80	$ (5,600.00)	Nominal
Urban Devt. & Strategic Planning	$ 19,230.00	$ 600.00	$ -	$ 18,630.00	Planning and prep for BIA Expansion
Streetscape Improvements	$ 11,100.00	$ 22,200.00	$ 22,016.06	$ (11,100.00)	Cutting live flowers from planter program, rolling Clean and Safe budget into this category
Festivals & Events	$ 18,500.00	$ 20,000.00	$ 35,527.02	$ (1,500.00)	Nominal
Public Safety & Social Issues		$ 3,500.00	$ 9,666.00	$ (3,500.00)	Rolled into streetscape budget
Capital Assets	$ -	$ 1,029.00	$ -	$ (1,029.00)	
Other- BIA Specific (Member Engagement/Advocacy)	$ 35,700.00	$ 27,300.00	$ 31,531.68	$ 8,400.00	Increased investment in Green Line interim plan advocacy
Transfer to Reserves		$ -	$ -	$ -	
Total Expenditures	**$ 135,600.00**	**$ 166,789.00**	**$ 176,685.56**	**$ (31,189.00)**	

OTHER INFORMATION (Below this line):

Details of "Other-BIA Specific" Expenditure

1. ED Time allocated to engagement, value and advocacy	$ 35,700.00
2.	
	$ 35,700.00

Attachment 3G

2023 BUSINESS IMPROVEMENT AREA BUDGETS

4th Street South West BIA

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: We will continue to focus on marketing the area and streetscape beautification.

2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. : We will examine opportunities to use the parking reserve fund to enhance public seating and amenities in our zone.

3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget: We are maintaining a low budget while providing benefit to our members.

REVENUES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget ($) Variance (INC./(DEC.))	Explanation
BIA Levy	$ 185,200.00	$ 185,200.00	$ 185,200.00	$ -	
City of Calgary Grants/Funds	$ 30,000.00	$ 15,000.00	$ 15,000.00	$ 15,000.00	
Grants- Other Sources				$ -	
Festival & Events Income				$ -	
Interest Revenue				$ -	
Miscellaneous Revenue				$ -	
Transfer from Reserves				$ -	
Total Revenues	**$ 215,200.00**	**$ 200,200.00**	**$ 200,200.00**	**$ 15,000.00**	

EXPENDITURES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	$ 89,800.00	$ 102,700.00	$ 94,893.00	$ (12,900.00)	
Marketing/Communications	$ 62,500.00	$ 62,500.00	$ 63,911.00	$ -	
Urban Devt. & Strategic Planning				$ -	
Streetscape Improvements	$ 24,900.00	$ 20,000.00	$ 18,170.00	$ 4,900.00	
Festivals & Events	$ 38,000.00	$ 15,000.00	$ 14,902.00	$ 23,000.00	
Public Safety & Social Issues				$ -	
Capital Assets				$ -	
Other- BIA Specific				$ -	
Transfer to Reserves			$ 8,324.00	$ -	
Total Expenditures	**$ 215,200.00**	**$ 200,200.00**	**$ 200,200.00**	**$ 15,000.00**	

Attachment 3H

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Greenview Industrial BIA

REVENUES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget ($) Variance (INC./(DEC.))	Explanation
BIA Levy	$ 70,000.00	$ 50,000.00	$ 50,000.00	$ 20,000.00	Modest $20K increase to ensure adequate funding.
City of Calgary Grants/Funds	$ 20,000.00		$ 41,700.00	$ 20,000.00	
Grants- Other Sources				$ -	
Festival & Events Income	$ 5,000.00		$ 25,000.00	$ 5,000.00	
Interest Revenue				$ -	
Miscellaneous Revenue				$ -	
Transfer from Reserves	$ 42,030.00	$ 68,530.00		$ (26,500.00)	
Total Revenues	**$ 137,030.00**	**$ 118,530.00**	**$ 116,700.00**	**$ 18,500.00**	

EXPENDITURES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	$ 52,530.00	$ 41,030.00	$ 31,509.00	$ 11,500.00	Uncertainty exists at the ED position, but it is unlikely that the BIA will have a full time individual for 2023.
Marketing/Communications	$ 17,000.00	$ 17,000.00	$ 10,867.00	$ -	
Urban Devt. & Strategic Planning	$ 10,000.00	$ 10,000.00		$ -	
Streetscape Improvements	$ 15,000.00	$ 10,000.00	$ 787.00	$ 5,000.00	Represents a shift in initiatives.
Festivals & Events	$ 27,500.00	$ 15,500.00	$ 36,533.00	$ 12,000.00	Additional event planned compared to prior year.
Public Safety & Social Issues	$ 15,000.00	$ 25,000.00	$ 4,869.00	$ (10,000.00)	Security and Crime is still a priority, but can be achieved with less spending and more communication.
Capital Assets				$ -	
Other- BIA Specific				$ -	
Transfer to Reserves			$ 32,135.00	$ -	Saving for future capital improvements.
Total Expenditures	**$ 137,030.00**	**$ 118,530.00**	**$ 116,700.00**	**$ 18,500.00**	

Attachment 3I

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Inglewood BIA

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: (1) Major mural project with 'metaverse' (AR) collaboration at west entrance to Inglewood. (2) Partnership with C Space on rethinking the former Famer Jonez Car lot site as placemaking opportunity. (3) Feasibility study and retrofitting of lampposts to include electrical connections for festive and decorative lighting. (4)New hardware (custom banner hardware was destroyed when old lampposts were removed, which the BIA is tasked with covering the expense of replacing. (5) Re-location of Gopher Park. (6) Other placemaking projects. (7) New festivals and events. (8) Crowd analytics hardware installation.

2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. : Total BIA Board volunteer hours: 600+. Music Mile and JazzYYC, IG Takeovers, Calgary Heritage Initiative 1000+. Projects leveraged: See Year in Review 2022 Doc available on Inglewoodyyc.ca .

REVENUES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget ($) Variance (INC./(DEC.))	Explanation
BIA Levy	$ 290,000.00	$ 265,000.00	$ 265,000.00	$ 25,000.00	
City of Calgary Grants/Funds		$ 15,000.00	$ 34,700.00	$ (15,000.00)	
Grants- Other Sources			$ 20,000.00	$ -	
Festival & Events Income				$ -	
Interest Revenue				$ -	
Miscellaneous Revenue				$ -	
Transfer from Reserves				$ -	
Total Revenues	**$ 290,000.00**	**$ 280,000.00**	**$ 319,700.00**	**$ 10,000.00**	

EXPENDITURES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	$ 140,000.00	$ 110,000.00	$ 150,000.00	$ 30,000.00	The BIA Office moved 3 times over 2 years, and is now at a central location on the main street (9th Ave SE), allowing for a secondary function as a visitor information center. All office expenses such as computers, internet, phones, printing fees, office supplies; creative design projects/work including the new website, promotional videos, graphic design, and new Inglewood maps; contractor fees such as audit and bookkeeping; staffing salaries and professional development; board meeting expenses; misc. expenses.
Marketing/Communications	$ 60,000.00	$ 35,000.00	$ 50,000.00	$ 25,000.00	Marketing contractor fees, and all advertising for increased promotion of the area.
Urban Devt. & Strategic Planning				$ -	
Streetscape Improvements	$ 40,000.00	$ 70,000.00	$ 44,700.00	$ (30,000.00)	New custom banner hardware to be phased in over 3 years. The City of Calgary/ Enmax did not deliver on plug-ins at new 9th Ave bridge as well as lampposts, therefore 2022 festive lighting aspirations were curtailed. Some unexpected social disorder costs due to continued vandalism from anti-vax protestors on 9th Avenue.
Festivals & Events	$ 50,000.00	$ 65,000.00	$ 75,000.00	$ (15,000.00)	More festivals delivered, including JazzYYC and Music Mile events, CFS, and placemaking projects.
Public Safety & Social Issues				$ -	
Capital Assets				$ -	
Other- BIA Specific				$ -	
Transfer to Reserves				$ -	
Total Expenditures	**$ 290,000.00**	**$ 280,000.00**	**$ 319,700.00**	**$ 10,000.00**	

Attachment 3J

2023 BUSINESS IMPROVEMENT AREA BUDGETS

International Avenue BRZ

BUDGET OVERVIEW

1. **Explanation of major projects or initiatives that the BIA is undertaking:** The International Avenue BRZ will continue to direct programs that promote, improve and create a more pleasant community in which to live and shop.

2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. : The BRZ leverages volunteer time and in kind contributions throughout the year.

REVENUES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget ($) Variance (INC./(DEC.))	Explanation
BIA Levy	$ 401,600.00	$ 411,800.00	$ 411,800.00	$ (10,200.00)	
City of Calgary Grants/Funds	$ 105,000.00		$ 99,981.00	$ 105,000.00	CSF/landscaping
Grants- Other Sources	$ 103,000.00	$ 178,000.00	$ 37,254.00	$ (75,000.00)	various government grants TBA. Should the amount not be received, the budget expenses will reflect this.
Festival & Events Income	$ 37,000.00	$ 60,000.00	$ 66,074.00	$ (23,000.00)	includes arts/cultural grant and ticket sales
Miscellaneous Revenue	$ 25,000.00	$ 43,700.00	$ 31,217.00	$ (18,700.00)	associate fees/rental income/sponsorships
Transfer from Reserves	$ 2,000.00			$ 2,000.00	may vary based on event and other income
Total Revenues	**$ 673,600.00**	**$ 693,500.00**	**$ 646,326.00**	**$ (19,900.00)**	

EXPENDITURES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	$ 100,600.00	$ 98,400.00	$ 98,500.00	$ 2,200.00	
Marketing/Communications	$ 93,500.00	$ 73,000.00	$ 74,470.00	$ 20,500.00	
Urban Devt. & Planning	$ 65,000.00	$ 55,000.00	$ 46,000.00	$ 10,000.00	
Streetscape Improvements	$ 152,000.00	$ 151,000.00	$ 150,336.00	$ 1,000.00	maintenance, site amenities, banners, flowers, electrical etc.
Special Projects & Events	$ 81,000.00	$ 154,500.00	$ 106,320.00	$ (73,500.00)	difference between 2022 and 2023 is we completed the Road Less Travelled work
Public Safety & Social Issues	$ 138,500.00	$ 133,100.00	$ 136,072.00	$ 5,400.00	security work to continue in 2023
Capital Assets	$ 8,000.00	$ 5,000.00		$ 3,000.00	mural/computer
Other- BIA Specific	$ 10,000.00	$ 15,000.00	$ 15,963.00	$ (5,000.00)	economic development
Contingency	$ 15,000.00	$ 8,500.00		$ 6,500.00	
Transfer to Reserves	$ 10,000.00		$ 18,665.00	$ 10,000.00	
Total Expenditures	**$ 673,600.00**	**$ 693,500.00**	**$ 646,326.00**	**$ (19,900.00)**	

Attachment 3K

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Kensington BRZ

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: Redoing public plaza on Kensington rd.

REVENUES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget ($) Variance (INC./(DEC.))	Explanation
BIA Levy	$ 285,000.00	$ 220,000.00	$ 220,000.00	$ 65,000.00	Inflation, staff costs, succession planning plus one additional event in 2022 and one more in 2023 (levy had not been raised for 7 years)
City of Calgary Grants/Funds			$ 69,693.88	$ -	**2022 City grants** Chinook Blast grant $15,000 Community Standards C2C grant $26,000 **2022 City reimbursements** Surplus Parking Revenue $22,543.70 EAGCS reimbursement for community engagement for plaza construction project $6,150.18
Grants- Other Sources				$ -	
Festival & Events Income			$ 6,000.00	$ -	Sponsorship Chinook Blast and Xmas in Kensington
Interest Revenue			$ 541.17	$ -	
Miscellaneous Revenue				$ -	
Transfer from Reserves				$ -	
Total Revenues	**$ 285,000.00**	**$ 220,000.00**	**$ 296,235.05**	**$ 65,000.00**	

EXPENDITURES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	$ 148,300.00	$ 128,300.00	$ 148,000.00	$ 20,000.00	Inflation, staff costs, and succession planning
Marketing/Communications	$ 56,575.00	$ 32,575.00	$ 38,575.00	$ 24,000.00	Increase in contractor fees
Urban Devt. & Strategic Planning	$ 2,200.00	$ 2,200.00	$ 2,954.94	$ -	Strategic planning retreat instead of in person board meetings
Streetscape Improvements	$ 7,925.00	$ 7,925.00	$ 36,665.21	$ -	$23,730.21 upfront payment for tree lights and lights on streetlight poles applying for reimbursement from surplus parking revenue funds
Festivals & Events	$ 70,000.00	$ 49,000.00	$ 70,039.90	$ 21,000.00	New summer event in 2022 plus adding a new fall event in 2023
Public Safety & Social Issues				$ -	
Capital Assets				$ -	
Other- BIA Specific				$ -	
Transfer to Reserves			.	$ -	
Total Expenditures	**$ 285,000.00**	**$ 220,000.00**	**$ 296,235.05**	**$ 65,000.00**	

Attachment 3L

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Marda Loop BIA

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: Increased Marketing spending, especially to support businesses during main streets construction. We are tapping reserves this year rather than raising the levy on businesses during construction.

2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. : A: History project - Marda Loop area historic context paper, working with Heritage Calgary, with support from Marda Loop Community Association and City of Calgary Main Streets. To know more about the area and better tell the "Marda Loop story". Started in 2022 and continuing in 2023. **B:** Regarding our 2022 projection: Events grants, which are much appreciated, and a successful Marda Gras, supported enhanced marketing and events more than originally budgeted.

3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget: A: Main Streets construction will be a disruption over the next two years. We will be deploying resources in particular to market the area during disruption and hope that City of Calgary Main Streets will be a contributing partner in this regard. **B:** Inflation and higher insurance costs are likely to be budgeting issues. **C:** Activation of new Main Streets infrastructure, once in place, will be a budgeting issue in the future.

REVENUES	**2023 Budget ($)**	**2022 Budget ($)**	**2022 Projections ($)**	**Budget to Budget ($) Variance (INC./(DEC.))**	**Explanation (re: variance)**
BIA Levy	$ 220,000.00	$ 220,000.00	$ 220,000.00	$ -	
City of Calgary Grants/Funds	$ 10,500.00	$ 15,000.00	$ 31,499.00	$ (4,500.00)	Event grant expectations lowered
Grants- Other Sources	$ 4,000.00			$ 4,000.00	Potential grants for heritage project, other initiatives
Festival & Events Income	$ 64,000.00	$ 58,000.00	$ 66,805.00	$ 6,000.00	Closer to 2022 actuals and pre-Covid normal
Interest Revenue	$ 4,000.00	$ 500.00	$ 3,000.00	$ 3,500.00	Interest on GICs
Miscellaneous Revenue	$ 8,000.00		$ 5,300.00	$ 8,000.00	Event sponsorship (non-Marda Gras), and support from partners on heritage project, other initiatives
Transfer from Reserves	$ 37,000.00			$ 37,000.00	A: ~ 25K to support marketing during disruptive Main Streets construction w/o raising the BIA levy. B: New capital expenditure, ~ 12K for MG banners (to be amortized).
Total Revenues	**$ 347,500.00**	**$ 293,500.00**	**$ 326,604.00**	**$ 54,000.00**	

EXPENDITURES	**2023 Budget ($)**	**2022 Budget ($)**	**2022 Projections ($)**	**Budget to Budget Variance (INC./(DEC.))**	**Explanation (2023)**
Administration	$ 132,320.00	$ 126,900.00	$ 128,842.00	$ 5,420.00	Including higher insurance rates, inflation, etc.
Marketing/Communications	$ 107,000.00	$ 70,800.00	$ 88,900.00	$ 36,200.00	Increased investment in marketing and events, especially to promote local businesses during Main Streets construction
Urban Devt. & Strategic Planning				$ -	
Streetscape Improvements	$ 34,300.00	$ 37,800.00	$ 32,900.00	$ (3,500.00)	Slightly lower BIA cost through construction
Festivals & Events	$ 61,500.00	$ 58,000.00	$ 58,249.39	$ 3,500.00	Inflation, enhancement, closer to pre-Covid normal
Public Safety & Social Issues				$ -	
Capital Assets	$ 12,000.00		$ 7,344.00	$ 12,000.00	Replace failing Marda Gras overpass banners (long lasting, 5-10 yrs.)
Other- BIA Specific				$ -	
Transfer to Reserves	$ 380.00		$ 10,368.61	$ 380.00	
Total Expenditures	**$ 347,500.00**	**$ 293,500.00**	**$ 326,604.00**	**$ 54,000.00**	

OTHER INFORMATION (Below this line):

Details of "Miscellaneous" Revenue

1. Event sponsorship (non-Marda Gras), and support from partners on heritage project, other initiatives	$ 8,000.00		
2.			
	$ 8,000.00	**$ -**	**$ -**

Attachment 3M

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Montgomery on the Bow BIA

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: This year we are working on promotion as a focus. We recently completed a survey sent out to all the businesses and asked what they believed our focus should be. Promotion, safety and beautification are the top priorities. We are also working on events - and that through these events it will bring people to Montgomery to see other businesses/services available so they continue to come back. We are hosting our 4th Annual Light Up Montgomery and will be changing this event into a community event extending it from the (MON292 Greenspace) Montgomery Town Square to the business corridor on Bowness Road between 45th and 46th Streets. In 2022 we invested in lights for the new light standards along this corridor and will work to invest each year on this project.

2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. : Each year we receive a kind and generous donation through our partnership with the Montgomery Safeway.Our Light Up Montgomery event would not be possible without them as they cover the expense of power portion for lighting up our event.We have business owners who step up for specific events such as our Business Crime Watch. This program is just getting off the ground - but we have worked more than a year to establish a video sharing program amongst businesses in conjunction with our CPS liaison Constable Down.This program has a focus to speed up access time to local video footage to aid in understanding criminal activity in our community.We have also worked with Alpha House and have a wonderful story to share how a member of an encampment off 49th Street was offered help by staff at the Dairy Queen to reach out to Alpha House.He now returns for lunch occasionally to thank them for their assistance. There are many hours over and above board volunteer time for events such as Chinook Blast.This was fantastic to be a part of and to bring this event outside of the downtown core.This one night event brought our community together and could not have happened with out the business owners and their staff volunteering.Each event also receives in kind contributions from local businesses - gift certificates for prize giveaways, hanging posters and handing our information at their businesses, sharing social media posts of not only the BIA posts but their fellow businesses.The BIA also strengthens relationships between the businesses of the community.There are business owners who can give time - and those that give in other ways such as printing of products, discounts of services, or electricity.Its a great community to be a part of.

3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget: We are always appreciative of grants and opportunities that come up throughout the year. As a smaller group - we sometimes are without the extra personnel or resources to complete the work associated with getting the forms in on time or staff that can bring these events to fruition.

REVENUES	**2023 Budget ($)**	**2022 Budget ($)**	**2022 Projections ($)**	**Budget to Budget ($) Variance (INC./(DEC.))**	**Explanation**
BIA Levy	$ 80,000.00	$ 80,000.00	$ 80,000.00	$ -	Levy returned to 80K in 2021after decrease during covid/. Although we have more businesses opening we are not increasing until we have projects or rationale to do so
City of Calgary Grants/Funds	$ 18,000.00	$ 20,000.00	$ 24,000.00	$ (2,000.00)	We received Chinook Blast Grant for 15K and Community Standard Grant of 9K - we are hoping to receive this same funding or a similar amount.
Grants- Other Sources				$ -	
Festival & Events Income				$ -	
Interest Revenue				$ -	
Miscellaneous Revenue				$ -	
Transfer from Reserves	$ 53,786.00	$ 31,360.00	$ 13,590.00	$ 22,426.00	Remaining Balance at end of Fiscal 2022
Total Revenues	**$ 151,786.00**	**$ 131,360.00**	**$ 117,590.00**	**$ 20,426.00**	

EXPENDITURES	**2023 Budget ($)**	**2022 Budget ($)**	**2022 Projections ($)**	**Budget to Budget Variance (INC./(DEC.))**	**Explanation**
Administration	$ 37,598.00	$ 38,000.00	$ 33,296.00	$ (402.00)	ED salary plus office expenses/rental storage and administrative expenses such as printing/ink etc.
Marketing/Communications	$ 22,000.00	$ 13,150.00	$ 8,656.00	$ 8,850.00	Advertisement in local Montgomery Messenger/Canada Post Mail Drop/Social Media promotion/Tourism Calgary and photography fees for marketing
Urban Devt. & Strategic Planning				$ -	
Streetscape Improvements	$ 40,200.00	$ 16,500.00	$ 45,572.00	$ 23,700.00	Covers installation of banners, planters - 3 seasonal changes, maintenance, garbage pickup
Festivals & Events	$ 29,500.00	$ 51,250.00	$ 18,323.00	$ (21,750.00)	Light Up Montgomery Annual Festival - building to a street festival plus 6 pop up festivals throughout summer 2023
Public Safety & Social Issues	$ 6,000.00	$ 6,700.00	$ 3,950.00	$ (700.00)	Covers costs associated with Montgomery Business Watch Program/ Graffiti removal and maintenance
Capital Assets				$ -	
Other- BIA Specific	$ 5,600.00	$ 5,760.00	$ 7,793.00	$ (160.00)	Increase insurance from $2M policy to $5M and accounting fees
Transfer to Reserves	$ 10,888.00			$ 10,888.00	Saving for future capital improvements
Total Expenditures	**$ 151,786.00**	**$ 131,360.00**	**$ 117,590.00**	**$ 20,426.00**	

Details of "Other-BIA Specific" Expenditure

1. Insurance	$3,100.00		
2. Accounting	$2,500.00		
	$ 5,600.00	**$ -**	**$ -**

Attachment 3N

2023 BUSINESS IMPROVEMENT AREA BUDGETS

17th Avenue Retail and Entertainment District BIA

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: We will be delivering and marketing 4 signature events and campaigns in 2023: Get off the Apps and Onto the Ave, Business is Blooming, Summer on 17th and 17th Days of Christmas as well as two, one day events Halloween on 17th and Red Thursday (in response to Black Friday and Cyber Monday).

2. Highlight any other projects leveraged, in kind contributions, volunteer time, etc. : N/A

3. Identify any other important aspects (environmental trends/constraints/opportunities) that the BIA believes City Council should be made aware of regarding this budget: Boardwalks and patios remain an opportunity for positive economic impact. The access to the cash-in lieu funds was a critical opportunity for the 17th Ave BIA to support our restaurants by designing, creating and providing significant infrastructure (864 feet of boardwalks) that created a safe walking path for all members of the community while providing businesses with expanded patios, which increased seating capacities and business revenues. Due to budget constraints we were unable to supply boardwalks to all of the businesses that requested them and will prioritize finding a solution to the funding shortfall in 2023.

REVENUES	**2023 Budget ($)**	**2022 Budget ($)**	**2022 Projections ($)**	**Budget to Budget ($) Variance (INC./(DEC.))**	**Explanation**
BIA Levy	$ 636,900.00	$ 579,000.00	$ 579,000.00	$ 57,900.00	Increase to address staffing shortage
City of Calgary Grants/Funds	$ 80,000.00	$ 15,000.00	$ 1,156,981.25	$ 65,000.00	$30,000 DT programming grant, $50,000 event grant, $1,061,981.25 parking revenue reinvestment program and $15,000 mid winter grant
Grants- Other Sources	$ 5,000.00		$ 5,000.00	$ 5,000.00	Calgary Parks Foundation embrace the outdoors grant
Festival & Events Income				$ -	
Interest Revenue		$ 40,000.00	$ 40,000.00	$ (40,000.00)	
Miscellaneous Revenue				$ -	
Transfer from Reserves				$ -	
Total Revenues	**$ 721,900.00**	**$ 634,000.00**	**$ 1,780,981.25**	**$ 87,900.00**	

EXPENDITURES	**2023 Budget ($)**	**2022 Budget ($)**	**2022 Projections ($)**	**Budget to Budget Variance (INC./(DEC.))**	**Explanation**
Administration	$ 171,611.00	$ 121,611.00	$ 121,611.00	$ 50,000.00	
Marketing/Communications	$ 245,800.00	$ 205,800.00	$ 205,800.00	$ 40,000.00	
Urban Devt. & Strategic Planning	$ 5,707.00	$ 10,707.00	$ 10,707.00	$ (5,000.00)	
Streetscape Improvements	$ 25,000.00	$ 81,225.00	$ 81,225.00	$ (56,225.00)	
Festivals & Events	$ 268,782.00	$ 198,289.00	$ 198,289.00	$ 70,493.00	
Public Safety & Social Issues	$ 5,000.00	$ 16,368.00	$ 16,368.00	$ (11,368.00)	
Capital Assets				$ -	
Other- BIA Specific			$ 1,146,981.25	$ -	Funds were used for the 17th Ave patio program
Transfer to Reserves				$ -	
Total Expenditures	**$ 721,900.00**	**$ 634,000.00**	**$ 1,780,981.25**	**$ 87,900.00**	

Attachment 3O

2023 BUSINESS IMPROVEMENT AREA BUDGETS

Victoria Park BIA

BUDGET OVERVIEW

1. Explanation of major projects or initiatives that the BIA is undertaking: Greenline construction impact management, large-scale public art installations, temporary patio best practices, safe streets safe cities 2.0.

REVENUES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget ($) Variance (INC./(DEC.))	Explanation
BIA Levy	$ 374,369.00	$ 364,369.00	$ 364,369.00	$ 10,000.00	to cover labour inc.
City of Calgary Grants/Funds	$ 30,000.00	$ 15,000.00	$ 125,124.00	$ 15,000.00	one off funding for projects
Grants- Other Sources				$ -	
Festival & Events Income				$ -	
Interest Revenue	$ 800.00			$ 800.00	
Miscellaneous Revenue				$ -	
Transfer from Reserves	$ 42,200.00	$ 35,000.00		$ 7,200.00	Carry over employee turnover
Total Revenues	**$ 447,369.00**	**$ 414,369.00**	**$ 489,493.00**	**$ 33,000.00**	

EXPENDITURES	2023 Budget ($)	2022 Budget ($)	2022 Projections ($)	Budget to Budget Variance (INC./(DEC.))	Explanation
Administration	$ 137,412.00	$ 134,412.00	$ 140,000.00	$ 3,000.00	labour cost inc.
Marketing/Communications	$ 110,480.00	$ 105,480.00	$ 98,000.00	$ 5,000.00	labour cost inc.
Urban Devt. & Strategic Planning	$ 66,716.00	$ 66,716.00	$ 50,000.00	$ -	
Streetscape Improvements	$ 9,000.00	$ 9,000.00	$ 15,000.00	$ -	
Festivals & Events	$ 85,000.00	$ 64,000.00	$ 50,000.00	$ 21,000.00	CoC funding inc.
Public Safety & Social Issues	$ 28,761.00	$ 25,761.00	$ 25,761.00	$ 3,000.00	labour cost inc.
Capital Assets	$ 6,000.00	$ 5,000.00	$ 8,500.00	$ 1,000.00	
Other- BIA Specific	$ 4,000.00	$ 4,000.00	$ 4,000.00	$ -	
Transfer to Reserves			$ 98,232.00	$ -	
Total Expenditures	**$ 447,369.00**	**$ 414,369.00**	**$ 489,493.00**	**$ 33,000.00**	

PROPOSED

C2023-0009
ATTACHMENT 4

BYLAW NUMBER 4M2023

**BEING A BYLAW OF THE CITY OF CALGARY
2023 BUSINESS IMPROVEMENT AREA
TAX RATES BYLAW**
*** ***

WHEREAS the Council of The City of Calgary ("Council") is authorized to provide for the taxation of business improvement areas in accordance with Section 381 of the *Municipal Government Act,* R.S.A. 2000, c.M-26, (the "Act") and the regulations passed thereunder;

AND WHEREAS Council has provided for the taxation of business improvement areas for 2023 in Bylaw Number 3M2023, being the 2023 Business Improvement Area Tax Bylaw;

AND WHEREAS Council has established various business improvement areas in The City of Calgary, which are set out in Schedule "A" to this Bylaw;

AND WHEREAS Council has approved funds for each business improvement area based upon the proposal submitted by the board of each business improvement area;

AND WHEREAS Council deems it necessary to provide a business improvement area tax for each business improvement area at a rate or rates Council considers sufficient to raise the approved amounts payable to each business improvement area;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. This Bylaw may be cited as the "2023 Business Improvement Area Tax Rates Bylaw".

2. In this Bylaw, the term "Business Improvement Area" may be referred to as "BIA".

3. For the year 2023, there is hereby imposed a tax rate or rates for each BIA indicated in Schedule "A" to this Bylaw, which is attached to and forms part of this Bylaw.

4. The tax rate or rates specified in Schedule "A" for a BIA are imposed upon all businesses operating within the BIA, except businesses that are exempt from BIA taxation pursuant to the 2023 Business Improvement Area Tax Bylaw.

5. As set out in the 2023 Business Improvement Area Tax Bylaw, a tax bill will be mailed or delivered to each entity liable for BIA tax, each such tax bill showing, among other things, the amount of BIA tax payable.

6. The BIA taxes contemplated by this Bylaw are due and payable as set out in the 2023 Business Improvement Area Tax Bylaw, and are subject to, in terms of unpaid taxes, penalties as per the 2023 Business Improvement Area Tax Bylaw.

7. This Bylaw comes into force on the day it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

_____
MAYOR

SIGNED ON _____

_____
CITY CLERK

SIGNED ON _____

PROPOSED

BYLAW NUMBER 4M2023

SCHEDULE "A"

TO THE 2023 BUSINESS IMPROVEMENT AREA TAX RATES BYLAW

BUSINESS IMPROVEMENT AREA	BYLAW NUMBER	TAX RATE 2023
Beltline Business Improvement Area	34M2019	0.01460
Mainstreet Bowness Business Improvement Area	55M2016	0.02165
Bridgeland Business Improvement Area	33M2019	0.01412
Calgary Downtown Association	38M2017	0.00416
Chinatown Business Improvement Area	43M2015	0.02082
Crescent Heights Village Business Improvement Area	32M2019	0.02734
4th Street South West Business Improvement Area	59M2016	0.01720
Greenview Industrial Business Improvement Area	40M2017	0.00694
Inglewood Business Improvement Area	36M2017	0.02498
International Avenue Business Revitalization Zone	58M2016	0.02734
Kensington Business Revitalization Zone	56M2016	0.02403
Marda Loop Business Improvement Area	37M2017	0.02593
Montgomery on the Bow Business Improvement Area	54M2016	0.01769
17th Avenue Retail & Entertainment District Business Improvement Area	39M2017	0.02503
Victoria Park Business Improvement Area (excluding the First Street Improvement Area) First Street Improvement Area	57M2016	0.01393 0.01435

Business Improvement Areas (BIAs) Information Sheet

What is a Business Improvement Area (BIA)

Business Improvement Areas (BIAs) are special assessment districts that enable business owners to promote and improve their area. BIAs are established by Council under sections 50-53 of the Municipal Government Act (MGA) and the *Business Improvement Area Regulation*, AR 93/2016 (the *BIA Regulation*) for the purposes of:

- improving, beautifying and maintaining property in the zone;
- developing, improving and maintaining public parking; and
- promoting the zone as a business or shopping area.

How are BIAs structured and funded?

Under the MGA and the BIA Regulation, Council establishes a BIA through bylaw. Once established, taxable businesses in the BIA are required to pay an additional tax (the BIA Tax). Through the tax, business owners collectively fund activities to promote and improve the economic vitality of their area. The BIA is funded primarily through the levy but can also draw on other public and private funding streams. Under the BIA Regulation, BIAs are non-profit organizations—the board must apply all income and any profits to promoting the objects of the board and must not pay any dividends to any person.

How are BIAs governed?

BIAs are governed by a Council-appointed Board of Directors. Annually, BIAs put forward nominees for Council to consider for appointment to the board. All candidates must be nominated by one or more taxpayers in the BIA. Under the BIA Regulation, Council may also choose to appoint one or more Councillors to a BIA board.

What is the role of Council in BIA governance and oversight?

Annually:

- Appoints board members to BIA boards based on nominees recommended by each BIA.
- Approves audited financial statements submitted by each BIA.
- Approves budgets submitted by each BIA to set the individual BIA tax rate.

On an ad hoc basis Council when presented with a request that meets legislative requirements:

- Establishes a new BIA.
- Disestablishes an existing BIA.
- Changes the boundaries of an existing BIA.

What are some examples of the work of a BIA?

- Promotion and marketing to enhance the economic development of their area.
- Improve or beautify the public spaces in commercial areas.
- Develop, improve, and maintain public parking.
- Advocate for policies and practices that support economic vitality in their zones.
- Play a role in public safety and crime prevention efforts to enhance attraction as a shopping district.
- Coordinate and sponsor some of Calgary's most popular events (e.g. Glow, Lilac Festival, Inglewood Night Market and Marda Gras).
- Collaborate with The City to address operational and infrastructure issues in the community (parks, land use, redevelopment, physical improvements, public safety, maintenance, traffic, parking, etc.).
- Provide input on policies to support economic health.

How is the BIA levy calculated?

- ***BIA tax rate = BIA's annual approved budget amount ÷ Total business assessment within the BIA***
    - The tax rate is calculated by the annual budget submitted to Council by the BIA Board divided by the total assessed value of all businesses in that BIA zone.
- ***BIA levy = business assessment x BIA tax rate***
    - The business assessment is a market value occupancy-based assessment and factors such as square footage, location, and improvements.

What are the 15 BIAs in Calgary?

- Beltline BIA;
- Mainstreet Bowness BIA;
- Bridgeland BIA;
- Calgary Downtown Association;
- Chinatown BIA;
- Crescent Heights Village BIA;
- 4th Street South West BIA;
- Greenview Industrial BIA;
- Inglewood BIA;
- International Avenue BRZ;
- Kensington BRZ;
- Marda Loop BIA;
- Montgomery on the Bow BIA;
- 17th Avenue Retail & Entertainment District BIA; and
- Victoria Park BIA.

Administration's proposed legislative changes

Administration (led by Assessment & Tax) is currently working closely with counterparts at the City of Edmonton to engage external stakeholders including BIAs and the Building Owners and Managers Association (BOMA) on proposed changes to the MGA and BIA Regulation that would shift the tax base from business assessment to property assessment for the BIA Tax. This change was originally contemplated, with BIA support, during the last MGA review, but was never implemented. If implemented by the province, these changes would:

- Cut red tape and simplify taxes for local businesses;
- Create greater equity and fairness by distributing the BIA tax responsibilities across all non-residential properties in a BIA, reducing the cost of the BIA tax for many businesses and ensuring that occupied properties do not pay more in taxes than unoccupied properties;
- Provide BIAs with greater stability and an opportunity to work directly with property owners to attract businesses and fill vacancies;
- Align BIA tax administration processes in Alberta with other jurisdictions in Canada; and
- Eliminate the need for municipalities to assess business values, averting capital and operating expenses to update and/or maintain legacy City assessment and tax systems.

Questions about BIAs?

Relationships with The City's 15 BIAs are supported by the Office of Partnerships. If you have any questions related to BIA operations or governance, please reach out to Team Lead, Partnership Strategy and Policy at kim.mustard@calgary.ca or Meghan Mahoney, BIA Business Strategist, at Meghan.Mahoney@calgary.ca

Administrative Penalties System Program Update

RECOMMENDATIONS:

That Council direct Administration to:

a) Conclude the Administration Penalties System Program and continue to rely on the Provincial Traffic Court for adjudication of bylaw offence appeals;
b) Continue dialogue and relationship building with the Government of Alberta and look for opportunities to participate in future Alberta Justice reform initiatives that support equity in access to justice for Calgarians, and/or efficiencies for The City of Calgary;
c) Relinquish the $275K allocated from the Council Innovation Fund to support Administrative Penalties System Program implementation; and,
d) Return to Council with further information or recommendations when there are significant impacts from changes to the effectiveness or efficiency of Provincial Traffic Court, or opportunities to improve bylaw offence appeal adjudication processes.

HIGHLIGHTS

- Since Council approved implementation of an Administrative Penalties System ("APS") Program to adjudicate appeals of parking and transit fare evasion matters in 2020 July, a change in the Government of Alberta's direction on justice reform required Administration to re-evaluate the best strategic options for The City of Calgary.
- What does this mean to Calgarians? The most recent financial and operational analysis indicates that there is no demonstrable efficiency or effectiveness to be gained by APS implementation at this time. The City of Calgary can achieve its objective of serving the community by building collaborative relationships with the Government of Alberta ("the Province") and continuing to establish measures that will effectively and equitably support access to justice.
- Why does this matter? Concluding the APS Program following the Province's change in direction on justice reform supports alignment, ensures an efficient use of City resources and creates an opportunity to evaluate and learn from the changes that are being introduced at the Provincial Traffic Court, and their impacts on municipal matters.
- Administration has already had success in implementing measures to better support access to justice for vulnerable populations.
- Administration is committed to continuous improvement and continues to explore opportunities to expand dispute resolution processes to improve access to justice and streamline prosecutions.
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

The City of Calgary's ("The City") authority to implement an APS flows from The City Charter 2018 Regulation ("the Charter"). Under the Charter, The City can establish a tribunal to adjudicate transit fare evasion and parking offence appeals. Unless and until the Charter is revoked or otherwise amended, The City can exercise its authority to implement an APS.

The APS Program, comprised of a Corporate working group, has been working with internal partners to evaluate the financial and operational implications of APS implementation. The most

recent financial analysis shows that there is no demonstrable efficiency to be gained by APS implementation, taking into account the resources that would be required, and noting that they would be drawn from existing organizational capacity.

The Province has shifted its priorities for justice reform away from the use of tribunals; instead, it has committed resources to support improvement of Provincial Traffic Court justice processes, including expanding the use of electronic disclosures and remote hearings. These initiatives do not include municipal bylaw enforcement matters, and it will take time to see if they have impacts on reducing delays or deliver improvements for the public or The City.

Important objectives of an APS are achievable outside of APS implementation; for example, Calgary Transit enforcement has provided better access to justice for vulnerable populations responding to transit fare evasion enforcement matters. Alternative dispute resolutions such as referral to the Fair Entry Program have pre-emptively achieved some of the objectives that APS implementation would have supported. Administration continues to explore opportunities to expand dispute resolution processes to improve access to justice and streamline prosecutions.

The Directors of Mobility, Emergency Management and Community Safety and Transit support focus on relationship building and advocacy. Mobility and Intergovernmental Relations can identify opportunities to learn from Provincial Traffic Court changes and advocate for inclusion of Calgary bylaw offence appeal adjudications in justice reform initiatives. The Law Department is engaging the Province to identify opportunities to improve access to justice and service.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- ☐ Public engagement was undertaken
- ☐ Public/interested parties were informed
- ☐ Dialogue with interested parties was undertaken
- ☒ Public communication or engagement was not required

IMPLICATIONS

Social

Not applicable.

Environmental

Not applicable.

Economic

Not applicable.

Service and Financial Implications

Other: Funds returned to Council Innovation Fund

$275,000

If Council adopts the recommendations of this report, $275K allocated to support APS implementation will be relinquished to the Council Innovation Fund.

Administrative Penalties System Program Update

RISK

If The City concludes the APS Program, and continues to rely on the Provincial Traffic Court for the adjudication of municipal bylaw offence matters, there is a risk that trial delays could pose a barrier to the public's access to justice and undermine the efficiency of bylaw enforcement matters requiring prosecution. Close collaboration with the Province and monitoring of the Provincial Traffic Court by Administration will be important to ensure that the effectiveness and efficiency of processes and timelines serve the interests of Calgarians and The City going forward.

ATTACHMENT(S)

1. Previous Council Direction, Background
2. Summary Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Jill Floen, City Solicitor and General Counsel	Law, Legislative Services and Security	Approve
Chris Arthurs, General Manager	People, Innovation and Collaboration Services	Inform
Troy Macleod, Director, Mobility	Operational Services	Consult
Katarzyna Martin, City Clerk	Law, Legislative Services and Security	Approve

Background

Context

The City of Calgary Charter, 2018 Regulation establishes authority for The City of Calgary ("the City") to establish administrative penalties for parking and transit fare evasion offences, and a municipal tribunal to adjudicate related appeals.

In 2020 July, Council directed Administration to proceed with negotiations with the Government of Alberta necessary to implement an Administrative Penalties System ("APS"). At the same time, the Government of Alberta announced its Justice Transformation Initiative ("JTI") and SafeRoads Alberta tribunal with the intent to divert a broad number of adjudicative matters to it from the Provincial Traffic Court. By 2022 May, Phases II and III of JTI (the latter of which would have encompassed municipal bylaw enforcement matters such as parking and transit fare evasion offences) were cancelled by the Government of Alberta due to concerns about due process.

Previous Council Direction

At its 2020 January 13 Combined Meeting, Council received an update on City Charter authorities (IGA2019-1571), including an update on implementation of a municipal tribunal.

At its 2020 July 20 Combined Meeting, Council received report PFC2020-0625 and directed Administration to proceed with negotiations with the Government of Alberta required to implement an APS, and also directed engagement of key stakeholders on the impacts of, and guiding principles for, establishing an APS. Council also received report PFC2020-0738 and approved Council Innovation Funding to address APS start up costs relating to facilities, as well as communications and engagement.

At its 2020 December 14 Combined Meeting, Council deferred the Administrative Penalties Bylaw to be provided before 2021 June 30 (C2020-1430).

At its 2021 May 31 Combined Meeting, Council again deferred development of an Administrative Penalties Bylaw, and other related and necessary bylaw amendments, for presentation at public hearing to no later than Q2 2022, to allow Administration to evaluate the impact of JTI on The City's intentions to implement an APS.

Further deferrals were approved by Council on 2022 June 7 and 2022 December 20 to allow engagement of senior management and development of this Report.

Administrative Penalties System Program Timeline

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2017 July 25	ALT2017-1005	City Charter Legislative Change Strategy – Municipal Tribunal State of Readiness The Administrative Leadership Team ("ALT") directed the City Clerk's Office to continue investigating and refining the recommended option for a municipal tribunal to be established under the City Charter, to prepare budget submissions and identify capital funding requirements.
2020 January 13	IGA2019-1571	City Charter Update Council received an update on the implementation of existing City Charter authorities.
2020 February 18	ALT2020-0170	Administrative Penalties System Business Recommendation ALT directed the City Clerk's Office to engage key stakeholders to identify what they would value in an Administrative Penalties System, and to advance the Business Recommendation, stakeholder engagement results and a funding strategy to Council through the Priorities and Finance Committee.
2020 July 20	PFC2020-0625	Administrative Penalties System Business Recommendation Council approved implementation of the Administrative Penalties System (APS) to divert adjudication of parking and transit fare evasion matters from the provincial Traffic Court to a municipal tribunal and directed Administration to bring forward an Administrative Penalties Bylaw (and other related amending bylaws) to a public hearing before the end of 2020.
2020 July 20	PFC2020-0738	Council Innovation Fund – Administrative Penalties System Start Up Costs Council approved $275,000 through the Council Innovation Fund to fund start up facilities, communication, and engagement costs for the Administrative Penalties System.
2020 December 14	C2020-1430	Administrative Penalties System Bylaw Deferral Council deferred the Administrative Penalties Bylaw, which was due to be presented at public hearing before 2020 December 31, to come forward no later than 2021 June 30.
2021 May 31	PFC2021-0781	Administrative Penalties System Program Update Council further deferred the Administrative Penalties Bylaw to no later than Q2 2022, to allow for Administration to review the impacts of JTI Phase III on The City's intention to implement an APS.

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2022 June 7	C2022-0698	Defer Development of an Administrative Penalties Bylaw due for presentation at Public Hearing in Q2 2022, to return in Q4 2022
2022 December 20	C2022-1299	Deferral Request - Administrative Penalties System Council further deferred reporting back to allow for engagement of senior management and development of this Report.

Bylaws, Regulations, Council Policies

The City of Calgary Charter, 2018 Regulation

Amends the Alberta *Municipal Government Act,* and other enactments, and provides The City of Calgary with authority to establish administrative penalties for parking and transit fare evasion matters, and to also establish a municipal tribunal to adjudicate appeals of those penalties.

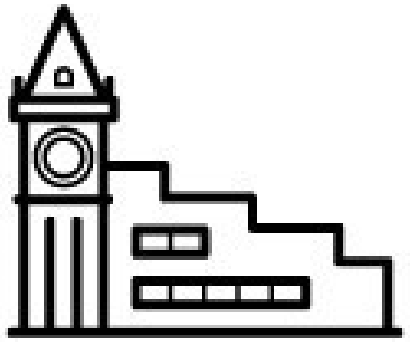
Administrative Penalties System Update C2023-0053

January 24, 2023

Recommendations

Recommendation #1

Conclude Administrative Penalties System Program and continue to rely on Provincial Traffic Court

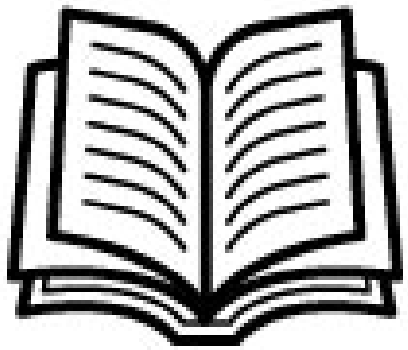


Recommendation #2

Focus on relationship building with the Government of Alberta and monitor for future justice reforms

Recommendation #3

Relinquish $275K in Council Innovation Funds

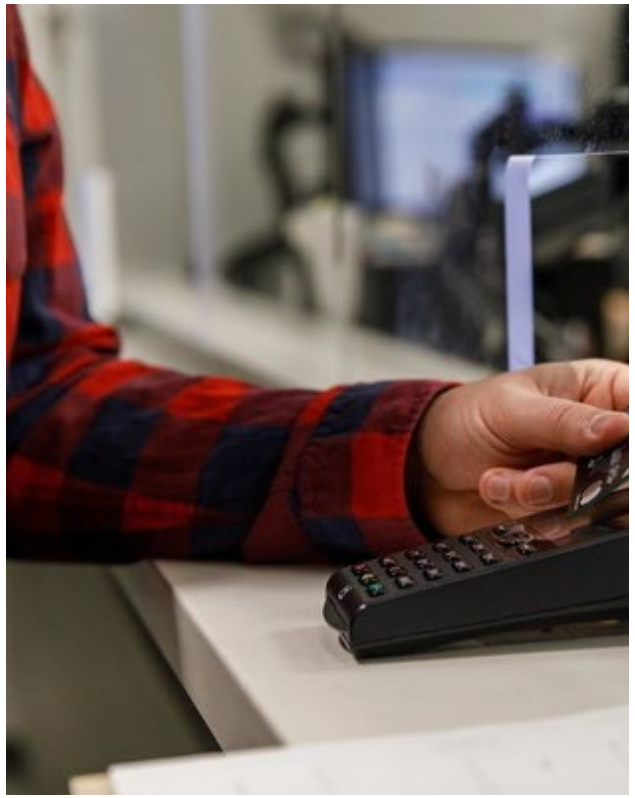


Recommendation #4

Return to Council with further information or recommendations as required

What has changed?

- Province's Justice Transformation Initiative (JTI)
  - Phase I program launched;
  - Phases II and III paused, then cancelled
- Escalating delays in Provincial Traffic Court
- Reassessments of APS implementation financial impacts and risk
- Calgary Transit enforcement innovations to support access to justice for vulnerable populations
- Limits on Organizational Capacity



Financial Implications

STATUS QUO TRAFFIC COURT		
Estimates ($000's)	with Service Alberta Collection	
Gross Revenue	26,200	
Uncollectable Revenue	(2,259)	
Collections Cost	-	
Ongoing Operating Cost	(1,978)	
Operating Fine Revenue Recovery	**21,963**	

MUNICIPAL APS		
Estimates ($000's)	with Service Alberta Collection	with Municipal Collection
Gross Revenue	27,985	27,344
Uncollectable Revenue	(2,370)	(7,799)
Collections Cost	(630)	(980)
Ongoing Operating Cost	(2,388)	(2,388)
Operating Fine Revenue Recovery	**22,597**	**16,176**

Key Notes

1. Given the broad assumptions in the financial estimates, the Service Alberta options above should be considered equal.
2. Financial estimates include both CPA and Calgary Transit.

Risk Implications

A

Wide range of potential impacts

Current treatment of municipal bylaw offences under the Provincial Traffic Court system has process and timeline concerns. Municipal APS restricted to certain matters but would provide better access to justice.

B

Greatest financial risk is revenue

The greatest financial risk is to revenue. Losing Service Alberta collections, or being subject to a provincial drawdown, could significantly reduce fine revenue.

C

Dialogue with Province is critical

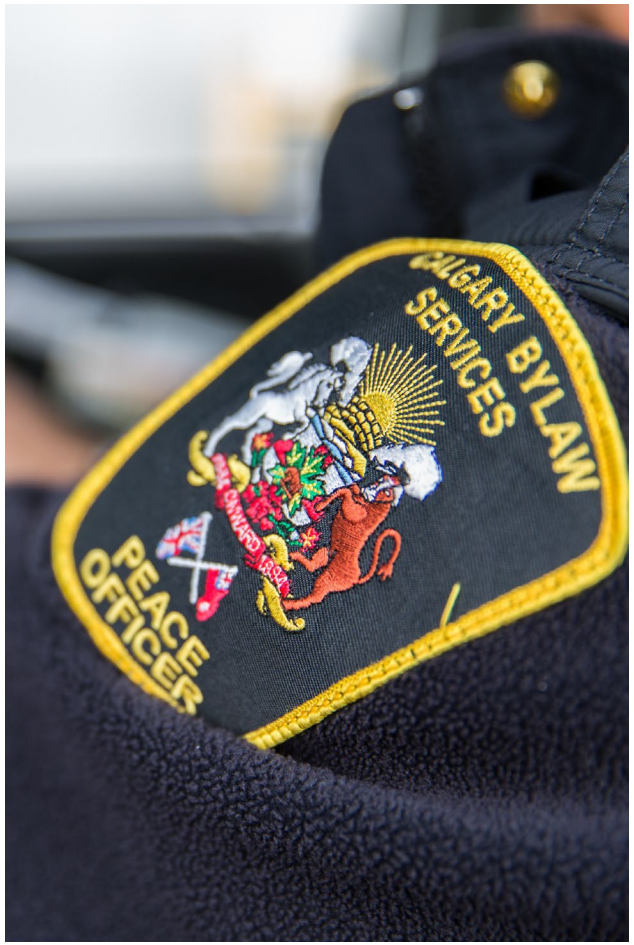
Ongoing collaboration with the Province is needed to mitigate financial, operational and strategic risks to support favourable outcomes. Current justice reforms are worth monitoring / studying.

D

Keep administrative priorities in mind

There are limits to organizational capacity given the lack of budget and resources to support costs associated with APS implementation and operations.

What did we hear?



Senior Management Engagement, September 2022

Director of Mobility

- Focus on relationship building
- Remain curious about and learn from Province re: justice reforms
- Monitor impacts on the current court system

Director of Emergency Management and Community Safety

- Compassion and the pursuit of compliance and education over enforcement favour APS implementation
- Considering foreseeable costs, pausing until less volatility exists at the Provincial level may be best
- APS implementation could raise reputational risks re: due process

Director of Calgary Transit

- Organizational realignment places this initiative within the purview of EM&CS. Transit defers to them for decision making.

Recommendations

That Council direct Administration to:

a) Conclude the Administration Penalties System Program and continue to rely on the Provincial Traffic Court for adjudication of bylaw offence appeals;

b) Continue dialogue and relationship building with the Government of Alberta and to look for opportunities to participate in future Alberta Justice reform initiatives that improve equity in access to justice for Calgarians, and/or efficiencies for The City of Calgary;

c) Relinquish the $275K allocated from the Council Innovation Fund to support Administrative Penalties System Program implementation; and

d) Return to Council with further information or recommendations when there are significant impacts from changes to the effectiveness or efficiency of Provincial Traffic Court, or opportunities to improve bylaw offence appeal adjudication processes.

Anti-Racism Program Update

RECOMMENDATION:

That Council receive this report for the Corporate Record.

HIGHLIGHTS

- This report highlights the Anti-Racism Program's critical milestones and baseline data to support the importance of investing in anti-racism work at The City of Calgary.
- **What does this mean to Calgarians?** In 2020, over 70,000 Calgarians signed a petition calling for a public hearing on systemic racism and over 150 Calgarians shared with members of Council their lived and living experiences of systemic racism. Council heard from Calgarians that "*systemic racism is not okay, oppression is not okay"*, and immediate action is needed. Council responded, committing to become an anti-racist organization. establishing the Anti-Racism Action Committee and Anti-Racism Program.
- **Why does this matter?** The lives of Calgarians are at stake. As one Calgarian said during the 2020 public hearing: *"racism, and in particular systemic racism, costs our society dearly, socially, economically, and politically. Racism is painful and divisive. It is a health hazard. It kills compassion. It kills kindness. It kills peaceful coexistence. It kills social harmony and social cohesion. People may benefit from racism, but the majority of our society has nothing to gain but everything to lose. It must be stopped."*
- The Anti-Racism Program is leading the organization on the journey to become anti-racist, which includes advocating for disaggregated race-based data to fully understand the impacts of racial inequity.
- Background and Previous Council Direction is included as Attachment 1.

DISCUSSION

Calgary's population is made up of approximately three per cent Indigenous and 41 per cent Black and diverse Racialized Peoples. There is growing evidence that Indigenous, Black and diverse Racialized Calgarians are negatively impacted by systemic racism, perpetuated through various systems and policies. Indigenous, Black and diverse Racialized Calgarians have shared their lived and living experiences of systemic racism, detailing bullying, racism in the workplace, and tokenism, which has caused frustration, struggles, discomfort, pain, and trauma. Over 2,500 Calgarians took part in a community engagement, where they indicated that racism and discrimination are widespread, and it is an issue of life and death for Indigenous, Black and diverse Racialized communities. In The City's 2021 Culture Assessment and Anti-Racism Survey of 3,000 City employees, over 30 per cent of Racialized Peoples disagreed that all City employees have the same growth opportunities. In the City's 2021 Street Harassment survey of 500 people, over 60 per cent indicated that they have experienced unwanted comments about their ethnicity, race, religion and gender.

Historically, The City and organizations within Calgary have not collected disaggregated race-based data. Even when race-based data exists, it has not been used to inform policies, services, programs and processes. A foundational way to address systemic racism is collecting and utilizing disaggregated race-based data to fully understand the magnitude and impact of racial inequities and to inform anti-racism actions. Data carries more weight in our colonial system, but individuals' lived and living experiences prove the existence of systemic racism. We

will continue to champion the collection of disaggregated race-based data to complement the narratives on racial inequities and move forward with anti-racism initiatives.

The Anti-Racism Program, formed in 2021, has engaged thousands of people in the community and City Administration to understand the impacts of systemic racism and make recommendations for creating an anti-racist city and organization (Attachment 2). The Anti-Racism Program aligned its vision and mission with the White Goose Flying Report, Council's focus on social equity and Calgary's commitment to anti-racism. The Anti-Racism Program has taken strategic action to address systemic racism and impact the lives of Indigenous, Black, and diverse Racialized Peoples in three main spheres of public life:

Systemic Changes that Impact Calgarians
Key actions taken in the community to facilitate engagements, consultations, and work with Indigenous, Black and diverse Racialized Peoples to create a racially just society:

- The Anti-Racism Action Committee, established in 2021, ensures voices of Indigenous, Black and diverse Racialized community members are reflected in Calgary's actions to become anti-racist.
- The Community Anti-Racism Action Strategy development involved engagement of more than 2,500 participants and has recommendations that address systemic racism and barriers in accessing City programs and services. These recommendations will be released as part of The City of Calgary's Anti-Racism Strategic Plan in Quarter 1 2023. For many Indigenous, Black, and diverse Racialized communities, this was the first time they had an opportunity to share their lived and living experiences of systemic racism with the goal of making systemic changes.
- The Anti-Racism Program hosted "United Against Racism – Hearing the Voice of Youth". Indigenous, Black and diverse Racialized youth shared their ideas and recommendations for a racism-free Calgary and a follow-up session was held to speak about their portrayal in the media.
- The Anti-Racism Program convened Black community leaders to understand the impact of Mr. Latjor Tuel's death on the Black community. The leaders expressed concerns on the safety of Black people, the urgency to address anti-Black racism and systemic racism in accessing needed services, especially mental health supports. The leaders also expressed that this was the first time they had been engaged in a meaningful way and looked forward to continued engagement.

Systemic Changes that Impact City of Calgary Employees
Key actions taken in the organization to address systemic racism that exists in City policies, practices, and organizational structure:

- A Preliminary Racial Equity Assessment was conducted using quantitative and qualitative data (Attachment 3) to inform the development of a Racial Equity Assessment Model to examine and assess City culture, policies, programs, and practices. This model will be implemented Quarter 2 2024 to provide an overview of the current state of racial equity and needed improvements.
- Over 100 Learning and Development sessions across The City have supported employees in feeling more comfortable discussing racism and understanding the impact of systemic racism. Sessions for Executive Leadership Team, Senior Management

Team, and Corporate Management Team supported their journey to become anti-racist leaders.

- The 21-Day Anti-Racism Challenge allowed staff to learn, reflect and act on racial equity. There were over 6,200 visits (1,600 unique visitors) to the 21-Day Challenge Engage Portal. Ninety-one per cent of surveyed participants found the learning experience valuable.
- The Anti-Racism Program hosted events for Black History Month and Emancipation Day, both firsts for The City. The events were an opportunity to educate staff and the public on Black History and slavery in Canada and engage in safe conversation.
- The Anti-Racism Program, in consultation with Customer Service & Communications and Human Resources, initiated an internal inclusive language change, involving capitalizing the term “Racialized” and discontinuing use of the term “stakeholder”. This is one of the steps in implementing anti-racism systemic changes.
- The Anti-Racism Program will continue its collaborative journey with the Indigenous Relations Office; Equity, Diversity, Inclusion & Belonging; Equity Program; and Resilience on a path of growth, learning, sharing and risk-taking as we all continue to challenge ourselves and each other. We meet monthly to share work plans and program outcomes, and jointly developed the *Social and Racial Equity Scoring Criteria for Investment Packages*.

Systemic Changes that Impact Public Safety, Dignity, Order and Peace

As a guardian of public order, The City has the responsibility to ensure Calgarians’ safety and protection against racial profiling, hate incidents and hate crimes. It is important to identify systemic racism within public safety services and develop policies that lead to anti-racism outcomes. Early key actions include:

- The Public Safety Anti-Hate Analysis Tool has been created to review policies, bylaw processes, legal frameworks, and practices.
- The Anti-Racism Program has engaged and reviewed policies with public safety providers such as Police, Fire, Bylaw Services, 9-1-1, 311, Corporate Security, and 211.
- The Anti-Racism Program has been involved in safety initiatives with public safety providers to build connection, identify service gaps and emerging issues that impact all Calgarians, including the Mobile Crisis Response Project; Community Investment Fund Applications Review; September Kick-Off Project for the Downtown Safety Activation; and Stephen Avenue Safety Hub Report.

Next Steps

The Anti-Racism Strategic Plan and Framework will be released in Quarter 1 2023 and will provide The City with focus areas and associated actions guiding the next steps to become an anti-racist organization and community.

The City is currently working on a disaggregated data strategy to support the collection of diversity data. This information can help provide baseline numbers to better understand the effectiveness of systemic changes that impact City of Calgary employees, including representation of employees that are hired and promoted. The City also has the Survey of Calgarians, which assesses perception and satisfaction of City services. The 2022 Fall Survey collected respondents’ demographic information but did not report in a disaggregated way that helps us understand how Indigenous, Black, and diverse Racialized Peoples experience City

services. We are committed to promoting the use of disaggregated data to measure progress on systemic changes that impact Calgarians, including in public safety, dignity, order and peace.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- ☒ Public engagement was undertaken
- ☒ Public/interested parties were informed
- ☒ Dialogue with interested parties was undertaken
- ☐ Public communication or engagement was not required

The Anti-Racism Program completed external engagement with over 2,500 Indigenous, Black, and diverse Racialized Peoples and internal engagement with over 3,000 City staff to identify anti-racism themes and actions.

IMPLICATIONS

Social

The experience of racialization impacts the physical and emotional wellbeing of Indigenous, Black and diverse Racialized Peoples. Addressing and eliminating systemic racism will promote better social outcomes for Indigenous, Black, and diverse Racialized Calgarians including employment, education, housing, healthcare, and recreation.

Environmental

The Calgary Climate Strategy identified that Indigenous and Racialized communities can face disproportionate impacts of climate change due to systemic racial and social inequities. The Anti-Racism Program contributed to the City's Climate Strategy by reviewing the Climate Adaptation Plan through an anti-racist lens to ensure a racially equitable and responsive approach.

Economic

Systemic racism has brought about barriers and inequitable access to economic opportunities for Indigenous, Black and diverse Racialized Peoples. Removing systemic barriers will improve individual lives, local businesses and contribute to the larger economy. The Anti-Racism Program and Equity Program developed a Social and Racial Equity Scoring Criteria for the 2023-2026 Service Plans and Budgets review process.

Service and Financial Implications

No anticipated financial impact

RISK

During the community engagement, Indigenous, Black and diverse Racialized communities expressed distrust towards The City, as there have not been implementation of meaningful racially just actions to address systemic racism in the past. The community has made recommendations and expressed hope that these will be implemented by The City. As a municipal government, we need to endeavor to listen to the voices/recommendations of the community and our staff. We will be held accountable to our commitment to become an anti-racist organization and to foster a racially equitable city.

Anti-Racism Program Update

ATTACHMENT(S)

1. Previous Council Direction, Background
2. Anti-Racism Program Critical Milestones
3. Preliminary Racial Equity Assessment
4. PowerPoint presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Stuart Dalgleish	Planning & Development Services	Consulted
Chris Arthurs	People, Innovation & Collaboration Services	Consulted
Michael Thompson	Infrastructure Services	Inform
Carla Male	Corporate Planning & Financial Services	Inform
Doug Morgan	Operational Services	Inform
Jill Floen	Law, Legislative Services & Security	Inform

Background and Previous Council Direction

Background

In early June 2020, more than 70,000 Calgarians signed a petition calling for public consultation on systemic racism. On June 15, 2020, Council passed Calgary's Commitment to Anti-Racism Notice of Motion and in July 2020, there was a 3-day public hearing where Indigenous, Black, and diverse Racialized Calgarians shared their lived experiences of systemic racism in Calgary.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2020 June 15	C2020_0715	NOTICE OF MOTION CALGARY'S COMMITMENT TO ANTI-RACISM

Report Number: C2020-

Meeting: Combined Meeting of Council

Meeting Date: 2020 June 15

NOTICE OF MOTION

RE: CALGARY'S COMMITMENT TO ANTI-RACISM

Sponsoring Councillor(s): WARD SUTHERLAND, JOE MAGLIOCCA, JYOTI GONDEK, GEORGE CHAHAL, JEFF DAVISON, DRUH FARRELL, EVAN WOOLLEY, GIAN-CARLO CARRA, RAY JONES, JEROMY FARKAS, SHANE KEATING, MAYOR NENSHI

WHEREAS recent protests as part of the Black Lives Matter movement have articulated the clear and compelling reasons to redouble our efforts to achieve structural adjustments to existing inequalities within our City and our society by listening to and learning from those who have been impacted by systemic racism;

AND WHEREAS The City of Calgary has worked to identify and address structural inequalities experienced by our citizens through a variety of policies and initiatives, including but not limited to: the Social Wellbeing Policy, Welcoming Communities Policy, Gender Equity, Diversity and Inclusion Strategy, Multicultural Communications & Engagement Strategy, Resilient Calgary Strategy and the White Goose Flying Report;

AND WHEREAS in 2006, The City of Calgary became a member of the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD, now known as Canadian Coalition of Inclusive Municipalities (CIM)), committing to undertake initiatives to eliminate all forms of discrimination with a view to building open and inclusive societies;

AND WHEREAS in Fall 2019, Calgary City Council unanimously opposed Quebec's Bill 21 (*An Act Respecting the Laicity of the State)* and agreed to continue to support building a welcoming city where everyone has access to opportunity and prosperity;

AND WHEREAS on February 3 2020, City Council established a Community-Based Public Safety Task Force "that will report back to Council with its best advice and recommendations relating to identifying and addressing community concerns around violence, including gangs and gun violence, based on the Task Force's engagement with community groups, review of existing programs and services locally and in other relevant jurisdictions", understanding that the Task Force will be engaging with marginalized communities, including Black and Indigenous communities, as part of this work.

AND WHEREAS the Alberta Urban Municipalities Association's (AUMA) Welcoming & Inclusive Communities Toolkit, in partnership with the Government of Alberta, "supports municipalities to implement policies and practices to help overcome issues or racism and discrimination";

AND WHEREAS despite the prevalence of these aforementioned policies and programs, structural inequalities persist and further marginalize many Calgarians, particularly those who are Black, Indigenous and People of Colour, who find themselves unable to live lives of full potential and dignity;

AND WHEREAS the Alberta Civil Liberties Research Centre has defined "Anti-Racism" as being "the active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably."

AND WHEREAS in Action Dignity's latest report, COVID-19 Related Racism and Xenophobia (released 2020 April 29), 84% of respondents indicated they had either seen, heard or experienced incidents of racism or xenophobia related to COVID-19;

AND WHEREAS citizens around the world are demanding more accountability from public safety and policing organizations regarding the implementation of anti-racism practices and policies, and Calgarians would benefit from a more transparent discussion around the many efforts of the Calgary Police Service in working toward a citizen-overseen, community-policing, community-based participatory police service model;;

AND WHEREAS Calgary City Council and the Administrative Leadership Team are currently not reflective of our community in terms of gender and racial diversity, which means we need to be much more intentional about actively working to advance the ideals and actions set out in the policies and strategies referenced above, and must be held accountable by everyone we serve;

AND WHEREAS Municipal governments in Canada have responsibilities under Canada's Charter of Rights and Freedoms as well as the Alberta Human Rights Act and play an important role in combating racism and discrimination while fostering equality, equity in opportunity, and respect for all citizens.

THEREFORE BE IT RESOLVED that the City of Calgary respond to citizen requests to hold a public consultation on systemic racism through a meeting of the Standing Policy Committee on Community and Protective Services which would include presentations from an expert panel and opportunities for public submissions;

BE IT FURTHER RESOLVED that the City of Calgary establish an Anti-Racism Action Committee, to be appointed at its Organizational Meeting in October 2020, to develop and implement a community-based anti-racism strategy that will:

(a) Identify systemic barriers to accessing City of Calgary programs and services;
(b) Identify language barriers in accessing information regarding City of Calgary programs and services;
(c) Identify opportunities to work with community partners and organizations on actions to address structural racism on a community-wide level; and
(d) Be diverse and inclusive, and a true reflection of Calgary's residents.

BE IT FURTHER RESOLVED that as part of the work above, and informed by the aforementioned public consultation through the Community and Protective Services committee, Council direct Administration to immediately engage in meaningful re-evaluation of City of Calgary internal practices and policies through the Diversity and Inclusion Framework lens. This includes but is not limited to budget deliberations, organizational structure, human resource practices, and procurement.

BE IT FURTHER RESOLVED that the Calgary City Council (including Council Staff) and the Administrative Leadership Team demonstrate a commitment to meaningful change by undertaking mandatory training on anti-racism best practices as soon as possible, and commit to recurring training no less than once every four years.

BE IT FURTHER RESOLVED that the Calgary City Council formally request the Calgary Police Commission to report to Council as soon as possible on the anti-racism work currently underway and contemplated within the Calgary Police Service, and any plans for engaging in a broader conversation with the community on the future of policing in a diverse city.

AND BE IT FURTHER RESOLVED that Council request the Community-based Public Safety Taskforce to consider issues of systemic racism in its work.

Anti-Racism Program Critical Milestones

Introduction

Since the establishment of the Anti-Racism program in 2021, the program has engaged more than 2,500 people in the community and over 3,000 employees within the Organization to understand the lived and living experiences of Indigenous, Black, and diverse Racialized peoples and their recommendations for creating an anti-racist city and organization.

Systemic Changes that Impact Calgarians

Calgary Community Anti-Racism Action Strategy

- The City of Calgary hired consultants Habitus and ActionDignity to engage with Indigenous, Black, and diverse Racialized community members to develop the Calgary Community Anti-Racism Action Strategy. From 2021 to 2022, the consultants utilized focus groups, interviews, surveys, and polls to engage with over 2,500 community members. Participants ranged in racial identity, ethnicity, age, language, and primary residency within the city (see Figure 1 for further information). The resulting Community Anti-Racism Action Strategy discusses the barriers Indigenous, Black, and diverse Racialized peoples experience and directs The City of Calgary to take bold and courageous actions to bring systemic change to the municipal government, as well as the broader city of Calgary.
- The key community findings from the Strategy focus on recommendations that relate to four main themes:
    - Lack of awareness, accessibility and responsiveness of services and resources;
    - Failure to ensure safety and experiences of mistreatment by public safety providers;
    - Lack of representation in workplaces, healthcare, educational facilities, and political processes; and
    - Underinvestment and unequal distribution of resources and services.
- The Strategy recommends key actions to attend to systemic racism over a five-year period to improve accessibility, responsiveness, and accountability in The City and community; representation of Indigenous, Black, and diverse Racialized peoples; and participatory governance.

Systemic Changes that Impact City of Calgary Employees

Developing the Racial Equity Assessment Model

- As part of The City of Calgary's commitment to anti-racism, the organization engaged Ernst & Young LLP to help develop the Racial Equity Assessment Model. The model is a tool that helps assess internal policies, practices, and culture with a racial equity lens, evaluate findings, inform decision making, and support anti-racism actions across the organization.
- To support the development of the model, a high-level preliminary assessment was conducted using qualitative and quantitative data collection techniques. This research process focused on the employee experience and included a review of relevant administrative documentation, interviews with leaders, focus groups involving different levels of Administration, a joint Cultural Assessment and Anti-Racism Survey, equitable leader assessment, and external consultation with subject matter experts. Over 3,000 employees were engaged in these processes.
- To foster racial equity actions, a cohort of cross departmental City employees were involved in knowledge transfer sessions which focused on the delivery and application of the Racial Equity Assessment Model.

Anti-Racism Learning and Development

- To facilitate transformational organizational change, anti-racism learning and development opportunities are offered and available to all City employees. The program adopts a co-creation approach to strengthen the integration of anti-racism concepts into day-to-day practice. The Program often collaborates with respective leaders, learning and development consultants, human resources business partners, and support staff to understand the context of the division/business unit seeking support.
- In becoming an anti-racist organization, investing in learning and development to address systemic racism also require evaluation of strategies. To gauge the impact of anti-racism learning and development actions, performance measures and indicators have been developed. These measures are administered in a survey to understand how the activity has influenced behaviours, skills, or attitudes, from the participant's perspective, post activity. Currently, these measures focus on change related to overcoming the fear of discussing racism; awareness of the impact of systemic racism and racial inequities; and actioning anti-racism in the workplace.
- Additional feedback loops are being explored to ensure learning and development opportunities continue to be reflective of staff and organizational needs in hybrid and service delivery contexts. The Anti-Racism Program has facilitated over 100 learning and development sessions across various departments in the organization.

Supporting Difficult Conversations

- The Anti-Racism Program responds to queries made by leaders and frontline staff who are addressing issues such as racism, microaggressions, fostering safe spaces, and are seeking ways to model anti-racism approaches and behaviours in workplace settings. Through conversations with employees, the Anti-Racism Program has learned about existing racial inequities experienced by Indigenous, Black, and diverse Racialized employees, and how this contributes to the perpetuation of systemic racism. Themes that have emerged from these engagements include: a lack of knowledge of what systemic racism is and how it presents in the workplace; support needed to develop anti-racism skills for leaders; and racial equity gaps that exist in policies and practices, and the effects on workplace advancement, safety, and accountability.

Systemic Changes that Impact Public Safety, Order, Peace, and Dignity

Public Safety Action Strategy

- The program is engaging with Indigenous, Black, and diverse Racialized Calgarians on their experiences of hate in public spaces with municipal enforcement and City service providers, including but not limited to Calgary Police Service, Emergency Management & Community Safety (community peace officers and 9-1-1) Corporate Security, Calgary Fire Department, and Recreation & Social Programs.
- A survey has been designed that will be shared publicly with 1,500+ Indigenous, Black, and diverse Racialized groups in Calgary on their experience of safety in public spaces. Case interviews, focus groups and storytelling will also be used to engage with 500 additional Indigenous, Black, and diverse Racialized Calgarians to understand their lived experiences of hate activities, racism, and discrimination.
- The information gathered from the community will be shared with Indigenous, legal and policy, and community wellbeing/public safety groups. These special interest groups will review the community feedback to develop action plans and build a network of champions across the city.
- Internal City staff engagement will take place to reflect on the experiences of the community and co-develop actions for systems change that include re-defining public safety, building a hate-free environment, and positively impacting Indigenous, Black, and diverse Racialized communities.

Anti-Racism Public safety training and education

- Customized anti-racism training has been developed for public safety providers to educate them on the historical evolution of toxic public spaces and how it has impacted Indigenous, Black, and diverse Racialized peoples. The training develops skills and creates awareness for public safety providers to ensure their interactions with community members foregrounds the safety and dignity of all Calgarians, especially Indigenous, Black, and diverse Racialized peoples.

- There have been over 30 anti-racism public safety learning and development opportunities with more than 400 individuals, internally and externally, to create awareness of systemic racism in public safety design and delivery, and to build relationships with public safety providers to develop anti-racism strategy actions.

The Anti-Racism Program is participating in ride and sit-alongs with public safety providers to understand their role, identify racial inequities, and provide opportunities for systems changes that dismantle the root causes of racialization. The aim of this collaboration is to create racially just public service delivery that ensures the safety, well-being, and dignity of all Calgarians.

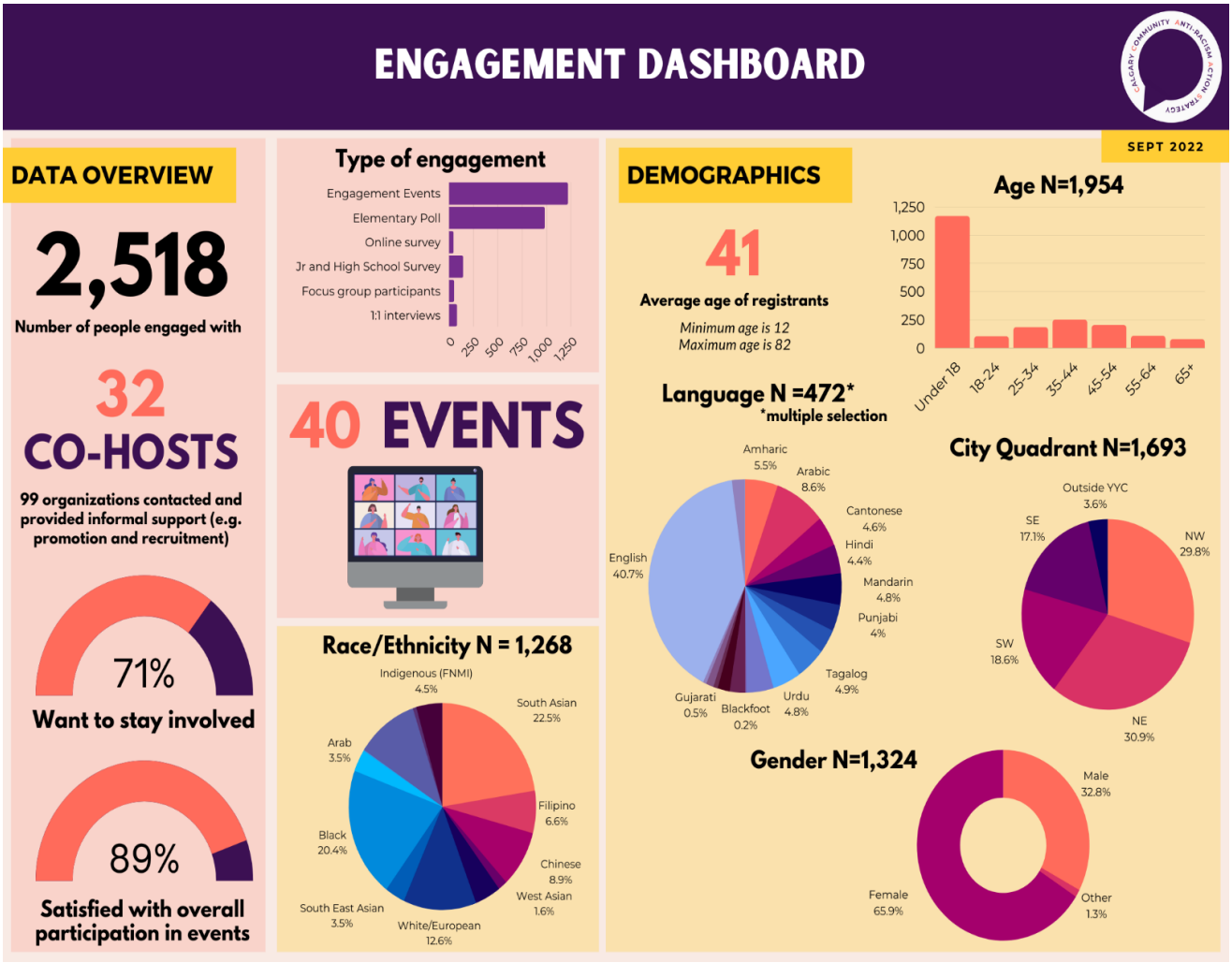


Figure 1: Community engagement dashboard

ISC:UNRESTRICTED

The City of Calgary Anti-Racism Program

Preliminary Racial Equity Assessment

Context

The City of Calgary committed to becoming an anti-racist organization. As part of this commitment, a high-level organization wide racial equity assessment was conducted to inform the development of the Racial Equity Assessment Model.

High-Level Summary of Findings

A high-level summary of the preliminary assessment include:

- **Indication of the presence of racism at The City:** some City employees indicated that they had either experienced, witnessed, or been told about a racist incident at The City.
- **Indication of fear for retaliation or complicity:** there is hesitancy to raise racial issues with Human Resources and leadership, whether personally experienced or witnessed, due to a lack of trust.
- **Potential for bias in talent attraction, recruitment, hiring, and career progression:** leaders and employees feel that there are not as many opportunities for Indigenous, Black and diverse Racialized employees compared to White employees. In addition, leaders and employees felt that there were more barriers of upward mobility for these groups as well.
- **Leadership's commitment to anti-racism:** staff expressed doubt about leaderships' commitment and accountability. There were questions as to whether this effort would be perceived as performative ("lip service") if there is no leadership accountability to take action and hold people accountable.
- **Anti-racism training and resources:** additional support was requested for employees and leaders to be educated and equipped to drive an anti-racist culture.
- **A desire to have safe spaces for open conversations around race and racism:** both leaders and employees want to have the psychological safety and comfort to discuss race, racism, and share lived experiences.

Racial Equity Assessment Model

The Racial Equity Assessment Model is based on seven standards, and 32 criteria. The Racial Equity Assessment Model outlines key racial equity criteria to investigate and assess racial inequities and establish the current state of racial equity in The City.

Preliminary Priority Map

Based on analysis of the data collected through the Internal Organization Assessment, external research Ernest & Young conducted, consultation with internal and external subject matter experts, and best practices, the following preliminary priority map was developed, categorizing the Model criteria into high priority, foundational, moderate, and low priority areas.

ISC:UNRESTRICTED

CORE COMPONENTS ANTI-RACISM	YOUR TALENT	YOUR BUSINESS	YOUR PEOPLE	YOUR LEADERSHIP	YOUR RELATIONSHIPS	REVIEW & MEASUREMENT
Anti-racist culture	Talent attraction	Strategy	Avenues for employee input	Commitment & accountability	External relationships & Corporate Social Responsibility	Racial equity pay gap
Racially equitable policies & practices	Recruitment & onboarding	Racial justice		Anti-racist leadership	Supplier relationships	Data collection & analysis
Engagement survey	Performance development processes	Business case for anti-racism change	Psychological health & wellbeing		Customer insight	Racial equity action planning & implementation
Anti-racism training & education	Career progression	Governance		Senior level scrutiny	Municipal sector insights & regulations	Ongoing review & monitoring
Communicating our journey	Learning & professional development	Setting priorities	Flexible work policy & practices	Middle management	Human rights & oppressive labour practices	Evaluation & measuring impact

- High priority area - need to address in the next year
- Foundational priority area - should address in the next year
- Moderate priority are - should address in the next 2 years
- Low priority area - should address in the next 3+ years

Next Step

The City of Calgary will use the Racial Equity Assessment Model to conduct a comprehensive racial equity assessment of the organization. This tool will be used to examine and assess the organization's culture, policies, programs, and practices and will be implemented in Quarter 2 2024 to provide the organization the current state of racial equity and where improvements are needed.

ISC:UNRESTRICTED

Procedure Bylaw Amendments – Council Committee Agenda Setting

RECOMMENDATION:

That Council give three readings to proposed Bylaw 2M2023 to amend Procedure Bylaw 35M2017.

HIGHLIGHTS

- Council has directed that section 39 of the Procedure Bylaw 35M2017 ("the Procedure Bylaw") be amended to add Council Committee Chairs to the agenda setting process.
- What does this mean to Calgarians? Increased involvement of Council Committee Chairs in setting agendas will contribute to agenda effectiveness and allow Council Committee Chairs to be more responsive to emerging issues.
- Why does it matter? Involving Council Committee Chairs in agenda setting will allow more intentional and effective management of Council Committee agendas and enhance their leadership roles.
- Currently, the City Clerk, in collaboration with Administration, sets the items on Council Committee agendas.

DISCUSSION

At its 2022 December 13 Strategic Meeting, Council passed the following Motion Arising:

> That with respect to Report C2022-1364, the following Motion Arising be adopted:
>
> That Council direct Administration to return to the 2023 January 24 Regular Meeting of Council with a Bylaw amending section 39 of *Procedure Bylaw 35M2017* to add Council Committee Chairs to the Agenda Setting process.

The proposed amendments to section 39 of the Procedure Bylaw add the Chairs of the following Council Committees to the agenda setting process:

- Community Development Committee
- Infrastructure and Planning Committee
- Audit Committee
- Council Services Committee
- Executive Committee
- Intergovernmental Affairs Committee

The proposed amendments to section 39 mirror but do not change provisions from section 37 of the Procedure Bylaw which direct the Mayor and the City Clerk to set agenda items for meetings of Council within a specified timeframe, as well as define and limit the Mayor's authority to defer reports.

At its 2022 December 20 Combined Meeting, Council amended section 83(1) of the Procedure Bylaw to remove the standing authorization for Council Members' staff to attend Closed Meetings of Council and Council Committees. One additional technical amendment to the Procedure Bylaw is required to complete the alignment of section 83(2) of the Procedure Bylaw with Council's previous amendment of section 83(1).

Procedure Bylaw Amendments – Council Committee Agenda Setting

EXTERNAL ENGAGEMENT AND COMMUNICATION

- ☐ Public engagement was undertaken
- ☐ Public/interested parties were informed
- ☐ Dialogue with interested parties was undertaken
- ☒ Public communication or engagement was not required

IMPLICATIONS

Social

Not Applicable

Environmental

Not Applicable

Economic

Not Applicable

Service and Financial Implications

No anticipated financial impact

RISK

Council Committee agenda approvals need to be provided on a timely basis to avoid delays in releasing agendas and agenda materials to the Public, Council, and Administration. To mitigate this risk, the City Clerk's Office will review agenda approval processes and timelines and communicate with Council Committee Chairs accordingly.

ATTACHMENTS

1. Proposed Bylaw 2M2023

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Jill Floen, City Solicitor and General Counsel	Law, Legislative Services and Security	Approve
Kate Martin, City Clerk	Law, Legislative Services and Security	Approve

PROPOSED

C2023-0008
ATTACHMENT 1

BYLAW NUMBER 2M2023

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 35M2017, THE PROCEDURE BYLAW

*** ***

WHEREAS Council has considered C2023-0008 and deems it necessary to amend Bylaw 35M2017, the Procedure Bylaw;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. Bylaw 35M2017, the Procedure Bylaw, as amended, is hereby further amended.

2. Section 39 is deleted and replaced with the following:

"39. (1) The items on the agenda for a meeting of a *Council Committee* must be set by the *City Clerk* and the *Chair* of the *Council Committee* as soon as possible after the agenda submission deadline set out in section 42.

(2) The *Chair* of the *Council Committee* may defer *Officer of Council* reports and *Administration* reports for a period of up to four weeks, or until the next meeting.

(3) Despite subsection (2), if *Council* or a *Council Committee* has directed by resolution that a report is to be provided to the *Council Committee* by a specific date, the *Chair* of the *Council Committee* must not defer such a report beyond the specified deferral date.

(4) If a report is to be deferred in accordance with subsection (2), the *City Clerk* must be notified by the *Chair* of the *Council Committee* in writing of the deferral no later than 24 hours after the deadline contained in section 42.".

3. In subsection 83(2), the words "and members of a *Member's* staff" are deleted.

4. This Bylaw comes into force the day it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

_____
MAYOR

SIGNED ON _____

_____
CITY CLERK

SIGNED ON _____

Regular Meeting of Council: Verbal Update on The City's Vehicle-for-Hire (Livery) Industry

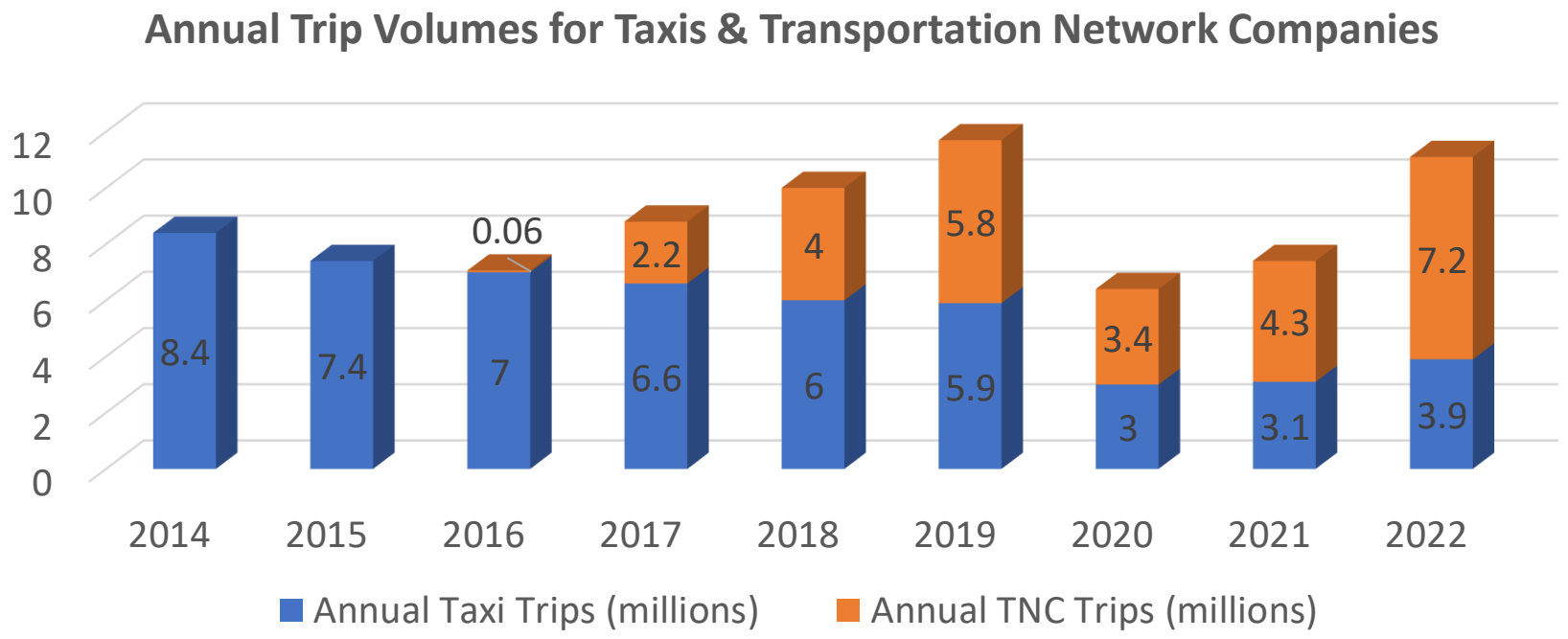
2023 January 24

Recommendation

That Council receive the presentation for the Corporate Record.

Verbal Update on the Vehicle-for-Hire Industry

- Overview of Calgary's vehicle-for-hire system
- Customer service
- Wait times
- Working with industry

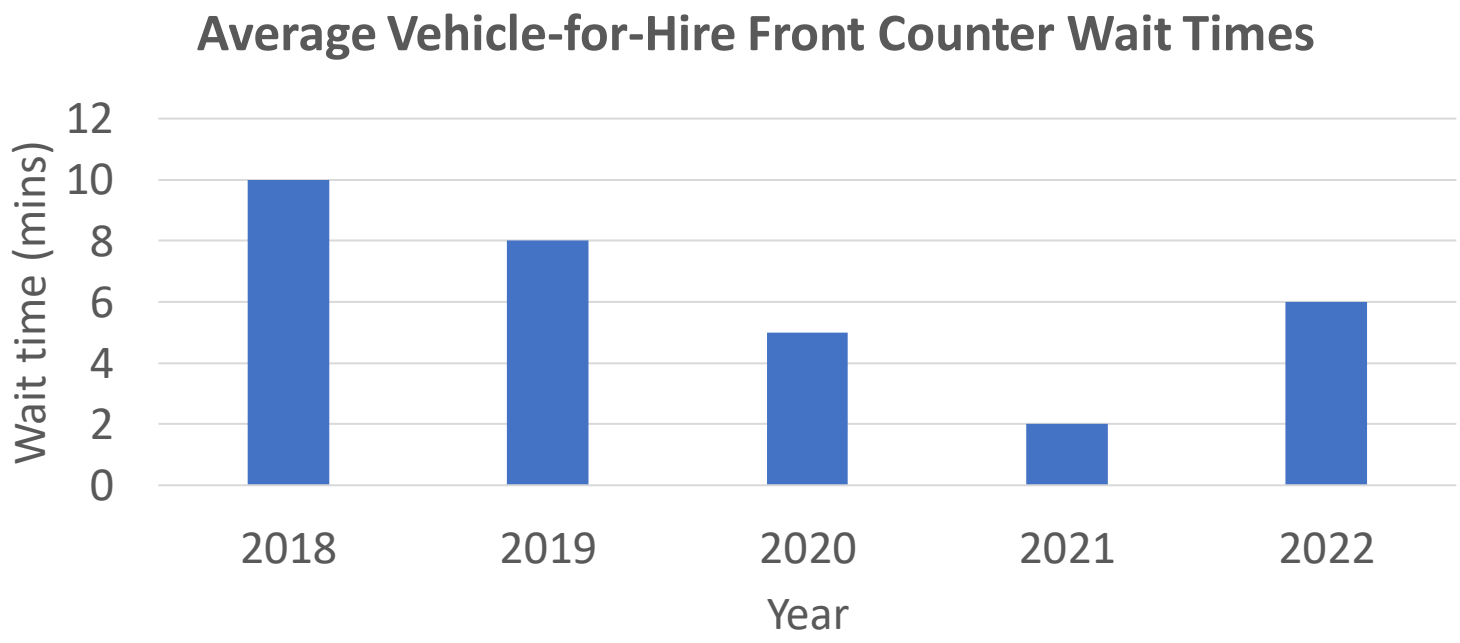


Customer Service

"Participatory governance, if executed well, can help the City build genuine relationships with Indigenous and racialized community groups whereby the two become city-building partners"

Wait Times

- Wait times
  - Vehicle-for-hire front counter
  - Licence processing time
- Solutions moving forward
  - Technology
  - Hiring staff



Working with Industry

- Communication & engagement
  - Regular updates in multiple languages.
  - More frequent, more informal.
- Interest from additional rideshare companies

Questions/ Discussion

2022 Group One Local Improvement Projects – Amended

RECOMMENDATIONS:

That Council:

1. Approve an increase of $520,677.31 in 2022 budget appropriation to Capital Program 147-148, totalling $5,897,634.31; and

2. Give three readings to Bylaw 2R2022.

HIGHLIGHTS

- In March 2022, Council passed Bylaw 1R2022 to authorize the financing, undertaking, and completing of the lane paving in residential areas with standard widths and new residential driveway crossings.
- Administration subsequently discovered that total dollar amounts for project estimates within Bylaw 1R2022 were incorrect due to a computational and clerical error. However, the actual Local Improvement tax amount to be levied against each property that was mailed to property owners is correct on all the Local Improvement notices, therefore there are no impacts to homeowners.
- Administration recommends an increase to budget appropriation and for the approval of proposed Bylaw 2R2022 to correct the computational and clerical error.
- **What does this mean to Calgarians?** The full costs for first time paving of lanes are borne by the property owners.
- **Why does this matter?** According to the Municipal Government Act, a Local Improvement is a project that is to be paid by an imposed tax. Increasing the Bylaw to correct for the clerical error will raise the revenue to the originally anticipated amount.

DISCUSSION

In March 2022, Council passed Bylaw 1R2022 to authorize the financing, undertaking, and completing of the lane paving in residential areas with standard widths and new residential driveway crossings which were further described in Schedule “A” attached to that bylaw.

Administration subsequently discovered that dollar amounts within Bylaw 1R2022 were incorrect due to a computational and clerical error. The proposed Bylaw 2R2022 (Attachment 1) is required to amend approved Bylaw 1R2022 (Attachment 2) to correct these amounts.

Administration recommends an increase to budget appropriation and for the approval of proposed Bylaw 2R2022 to correct the computational and clerical error with respect to the dollar amounts shown in the ‘Total Est Construction Cost’ column (for the Uniform Tax Rate Projects) in Schedule “A” of Bylaw 1R2022.

These computational and clerical errors also led to incorrect dollar amounts being shown in the “Property Share (Excluding Interest)” column (for the Uniform Tax Rate Projects); as they are based on amounts from “Total Est. Construction” column; and the total borrowing amount as stated in Bylaw 1R2022.

The Notices of Intention that were sent to the property owners also show the “Total Estimated Construction Cost” incorrectly and this is the only error contained in the notices. The Local Improvement tax amount to be levied against each property is correct on all the Local

2022 Group One Local Improvement Projects – Amended

Improvement notices sent to homeowners, meaning homeowners are not impacted by this required change to the Bylaw.

Hence, Administration needs to (1) replace the existing Schedule "A" under Bylaw 1R2022 with the new Schedule "A" under proposed Bylaw 2R2022; and (2) update the borrowing amount. The difference in the borrowing amount from each respective bylaw accounts for the increase in total borrowing of $520,677.31.

EXTERNAL ENGAGEMENT AND COMMUNICATION

☐ Public engagement was undertaken

☐ Public/interested parties were informed

☐ Dialogue with interested parties was undertaken

☒ Public communication or engagement was not required

Public engagement was not required for this specific report as the tax amount to be levied against each property is correct on all the Local Improvement notices mailed to each property, and there are no impacts to homeowners.

IMPLICATIONS

Social, Environment, Economic Implications

Increasing the budget appropriation will ensure Program 147-148 raises sufficient revenue to pay the actual cost of the Local Improvements.

Service and Financial Implications

No anticipated financial impact

Include actual figure

An increase to the 2022 budget of $520,677 is required for Capital Program 147/148, Activity 432395 (Attachment 4). The requested budget will be funded by Local Improvement debt to pay for contract work outlined in Bylaw 2R2022. The borrowed funds are ultimately repaid by the property owners and are not mill-rate supported.

RISK

The City's ability to complete approved Local Improvement projects and provide service in a timely manner could be negatively impacted if the amended Local Improvement bylaw is not approved.

ATTACHMENT(S)

1. Proposed Local Improvement Bylaw No. 2R2022 of The City of Calgary
2. Approved Bylaw No.1R2022 – Red Lined Version of Edits
3. 2022 Local Improvement Uniform Tax Rates
4. Summary of Financial Impact
5. 2022 Group One Local Improvement Projects – Amended Presentation

2022 Group One Local Improvement Projects – Amended

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Kerensa Fromherz	Public Spaces Delivery/ Infrastructure Services	Approve
Michael Thompson	Infrastructure Services	Approve

PROPOSED

C2023-0098
ATTACHMENT 1

BYLAW NUMBER 2R2022

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 1R2022

*** ***

WHEREAS Council has passed Bylaw 1R2022 to authorize the financing, undertaking and completing of the local improvements described in the Schedule "A" attached to Bylaw 1R2022;

AND WHEREAS it is desirable to amend Bylaw 1R2022 to provide for the correction of computational and clerical errors with respect to the estimated construction costs and borrowing amount.

NOW THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. Bylaw 1R2022 is hereby amended as follows:

   (a) In the title, delete the number "$5,376,957" and replace with "$5,897,634.31";

   (b) In the third recital, delete the number "$5,376,957" and replace with "$5,897,634.31";

   (c) In section 2, delete the number "$5,376,957" and replace with "$5,897,634.31"; and

   (d) Delete Schedule "A" in its entirety and replace with the Schedule "A" attached to this Bylaw.

PROPOSED

BYLAW NUMBER 2R2022

2. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

_____
MAYOR

SIGNED ON _____

_____
CITY CLERK

SIGNED ON _____

PROPOSED

SCHEDULE "A" **BYLAW NUMBER 2R2022**

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

INDEX OF INITIATION/WITHDRAWAL CODES (I/W)

1. PROJECT INITIATED AT REQUEST OF PROPERTY OWNER(S)

INDEX OF SPECIAL ASSESSMENT CODES (S.A.)

1. UNIFORM TAX RATE PROJECT
2. COST PROJECT

NOTES APPLICABLE TO 2022 LOCAL IMPROVEMENT PROJECTS

- INTEREST RATE FACTOR 15 YEARS AT 3% = (APPLICABLE TO UNIFORM TAX RATE PROJECTS ONLY)
- FORMULA FOR DETERMINING ASSESSABLE FRONTAGE OF IRREGULAR SHAPED LOTS:
  SHORTEST WIDTH + (35% X (LONGEST WIDTH - SHORTEST WIDTH) EXCEPT FOR 'COST' TYPE PROJECTS WHICH WILL USE ACTUAL FRONTAGE MEASUREMENTS

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
Ward Number - 01											
Driveway Crossing - Residential											
2021-700-023 1	2	01	115 SILVER SPRINGS RI NW	5,200.00	9.50	0.00	547.37	5,200.00	0.00	45.86	435.67
TOTAL				5,200.00	9.50	0.00		5,200.00	0.00		435.67

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
Ward Number - 02											
Asphalt Paving 8m laneway											
2021-656-015 1	1	02	LANEWAY BEHIND 297-413 NOLANFIELD WY NW. BEHIND 10-70 NOLANFIELD HT NW AND BEHIND 246-334 NOLAN HILL DR NW	290,591.73	667.26	0.00	435.50	290,591.73	0.00	36.49	24,348.32
2021-656-017 1	1	02	LANEWAY BEHIND 5-85 NOLANFIELD LN NW; 5-89 NOLANFIELD WY NW; 102-130 NOLAN HILL DR NW	196,941.81	452.22	0.00	435.50	196,941.81	0.00	36.49	16,501.51
TOTAL				487,533.54	1,119.48	0.00		487,533.54	0.00		40,849.83

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
Ward Number - 03											
Asphalt Paving 8m laneway											
2021-656-014 1	1	03	LANEWAY BEHIND 2-30 COVEMEADOW CR NE; 66-110 COVEMEADOW CR NE; 146-178 COVEMEADOW CR NE; 222-290 COVEMEADOW CR NE	193,348.93	443.97	0.00	435.50	193,348.93	0.00	36.49	16,200.47
TOTAL				193,348.93	443.97	0.00		193,348.93	0.00		16,200.47

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
Ward Number - 04											
Driveway Crossing - Residential											
2021-700-031 1	2	04	5864 DALFORD HL NW	2,600.00	5.70	0.00	456.14	2,600.00	0.00	38.21	217.80
2021-700-034 1	2	04	3211 CONRAD CR NW	2,900.00	5.00	0.00	580.00	2,900.00	0.00	48.59	242.95
TOTAL				5,500.00	10.70	0.00		5,500.00	0.00		460.75

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 05								
			Asphalt Paving 6.1m laneway								
2021-655-004	1	05	LANEWAY BEHIND 8-160 CORNERSTONE AV NE; 224-304 CORNERSTONE PS NE	165,192.72	446.95	0.00	369.60	165,192.72	0.00	30.96	13,837.57
2021-655-010	1	05	LANEWAY BEHIND 505-593 SAVANNA BV NE; 168-268 SAVANNA RD NE; 105-165 SAVANNA ST NE	182,512.17	493.81	0.00	369.60	182,512.17	0.00	30.96	15,288.36
			Asphalt Paving 9.14m laneway								
2021-660-004	1	05	LANEWAY BEHIND 4-30 SADDLETREE CL NE; 68-104 SADDLETREE CL NE; 113-149 SADDLETREE CL NE	119,975.89	275.49	0.00	435.50	119,975.89	0.00	36.49	10,052.63
2021-660-006	1	05	LANEWAY BEHIND 1-49 MARTINDALE CR NE; 69A-97 MARTINVIEW CR NE	135,453.56	311.03	0.00	435.50	135,453.56	0.00	36.49	11,349.48
2021-660-007	1	05	PAVING BEHIND 14-106 SADDLEMEAD CL NE; 126-218 SADDLEMEAD GR NE	192,016.30	440.91	0.00	435.50	192,016.30	0.00	36.49	16,088.81
2021-660-009	1	05	LANEWAY BEHIND 6029-6047 MARTINGROVE RD NE; 5-27 MARTINGROVE PL NE; 12-32 MARTINGROVE ME NE	130,345.15	299.30	0.00	435.50	130,345.15	0.00	36.49	10,921.46
2021-660-010	1	05	LANEWAY PAVING BEHIND 36- 84 FALMERE CO NE AND BEHIND 172-238 FALMERE WY NE	202,015.38	463.87	0.00	435.50	202,015.38	0.00	36.49	16,926.62
2021-660-011	1	05	LANEWAY BEHIND 70-110 SADDLETREE DR NE; 5-105 SADDLETREE CL NE; 8382-8482 SADDLERIDGE DR NE	292,342.44	671.28	0.00	435.50	292,342.44	0.00	36.49	24,495.01
TOTAL				1,419,853.61	3,402.64	0.00		1,419,853.61	0.00		118,959.94

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
Ward Number - 06											
Driveway Crossing - Residential											
2021-700-015 1	2	06	163 ASPEN SUMMIT VW SW	4,500.00	7.90	0.00	569.62	4,500.00	0.00	47.72	376.99
TOTAL				4,500.00	7.90	0.00		4,500.00	0.00		376.99

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 07								
			Asphalt Paving 4.88m laneway								
2021-650-002		07	LANEWAY BEHIND 602-658 27 AV NW; 601-657 28 AV NW	162,457.68	439.55	0.00	369.60	162,457.68	0.00	30.96	13,608.47
1	1										
			Asphalt Paving 6.1m laneway								
2021-655-006		07	LANEWAY BEHIND 2326-2440 7 AV NW; 2203-2419 9 AV NW	184,703.90	499.74	0.00	369.60	184,703.90	0.00	30.96	15,471.95
1	1										
2021-655-012		07	LANEWAY BEHIND 11-23 17 ST NW; 1812-1918 WESTMOUNT BV NW; 1801-1915 BROADVIEW RD NW	185,576.16	502.10	0.00	369.60	185,576.16	0.00	30.96	15,545.02
1	1										
2021-655-013		07	LANEWAY BEHIND 2905 2 ST NW; 402-470 28 AV NW; 405-465 29 AV NW	195,906.48	530.05	0.00	369.60	195,906.48	0.00	30.96	16,410.35
1	1										
2021-655-016		07	LANEWAY BEHIND 1205-1239 18 ST NW; 1216-1240 18A ST NW	95,925.98	259.54	0.00	369.60	95,925.98	0.00	30.96	8,035.36
1	1										
2021-655-017		07	LANEWAY BEHIND 2604-2642 6 AV NW; 2603-2641 7 AV NW	120,319.58	325.54	0.00	369.60	120,319.58	0.00	30.96	10,078.72
1	1										
TOTAL				944,889.78	2,556.52	0.00		944,889.78	0.00		79,149.87

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 08								
			Asphalt Paving 6.1m laneway								
2021-655-005 1	1	08	LANEWAY BEHIND 1515 46 AV SW; 4703-5019 14A ST SW; 4708-5024 15 ST SW.	283,830.62	767.94	0.00	369.60	283,830.62	0.00	30.96	23,775.42
2021-655-007 1	1	08	LANEWAY BEHIND 4604 16 ST SW; 1632-1636 ALTADORE AV SW; 1623-1631 45 AV SW	43,705.20	118.25	0.00	369.60	43,705.20	0.00	30.96	3,661.02
2021-655-008 1	1	08	LANEWAY BEHIND 3108 & 3178 20 ST SW; 2001-2039 30 AV W; 2002-2040 31 AV SW	113,116.08	306.05	0.00	369.60	113,116.08	0.00	30.96	9,475.31
2021-655-009 1	1	08	LANEWAY BEHIND 1907 37 AV SW; 3803-3821 18 ST SW; 3804-3824 19 ST SW	66,239.71	179.22	0.00	369.60	66,239.71	0.00	30.96	5,548.65
2021-655-018 1	1	08	LANEWAY BEHIND 1906 & 1960 40 AV SW; 4001-4019 18 ST SW; 4002-4020 19 ST SW	70,745.14	191.41	0.00	369.60	70,745.14	0.00	30.96	5,926.05
			Driveway Crossing - Residential								
2021-700-026 1	2	08	2444 SOVEREIGN CR SW	2,700.00	4.20	0.00	642.86	2,700.00	0.00	53.86	226.21
2021-700-030 1	2	08	3015 & 3017 25 AV SW	5,600.00	9.40	0.00	595.74	5,600.00	0.00	49.91	469.15
TOTAL				585,936.75	1,576.47	0.00		585,936.75	0.00		49,081.81

PROPOSED

THE CITY OF CALGARY
LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 09								
			Asphalt Paving 6.1m laneway								
2021-655-014 1	1	09	LANEWAY BEHIND 408-480 36 AV SE & 3620 BLACKBURN RD SE	96,912.82	262.21	0.00	369.60	96,912.82	0.00	30.96	8,118.02
			Driveway Crossing - Residential								
2021-700-035 2	2	09	104 LYNNVIEW WY SE	2,000.00	3.00	0.00	666.67	2,000.00	0.00	55.85	167.55
TOTAL				98,912.82	265.21	0.00		98,912.82	0.00		8,285.57

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 10								
			Asphalt Paving 6.1m laneway								
2021-655-019 1	1	10	LANEWAY BEHIND 517-547 WHITELAND DR NE	49,725.98	134.54	0.00	369.60	49,725.98	0.00	30.96	4,165.36
			Asphalt Paving 9.14m laneway								
2021-660-001 1	1	10	LANEWAY BEHIND 1043-1083 MAITLAND DR NE; 916-1027 MAITLAND WY NE	193,074.57	443.34	0.00	435.50	193,074.57	0.00	36.49	16,177.48
2021-660-008 1	1	10	LANEWAY BEHIND 3700-3932 WHITEHORN DR NE; 21-31 WHITAKER BA NE; 120-156 WHITAKER CL NE	205,730.20	472.40	0.00	435.50	205,730.20	0.00	36.49	17,237.88
			Driveway Crossing - Residential								
2021-700-019 1	2	10	3527 42 ST NE	1,300.00	3.00	0.00	433.33	1,300.00	0.00	36.30	108.90
TOTAL				449,830.75	1,053.28	0.00		449,830.75	0.00		37,689.62

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 11								
			Asphalt Paving 9.14m laneway								
2021-660-002 1	1	11	LANEWAY BEHIND 5924 LOCKINVAR RD SW; 5807-5931 LONDONDERRY CR SW.	66,557.47	152.83	0.00	435.50	66,557.47	0.00	36.49	5,576.77
			Laneway Paving								
2021-661-001 1	2	11	LANEWAY BEHIND 412-524 46 AVENUE SW AND BEHIND 4612 5 ST SW.	94,700.00	14.00	0.00	6,764.29	94,700.00	0.00	566.63	7,932.82
			Driveway Crossing - Residential								
2021-700-013 1	2	11	49 HAYSBORO CR SW	4,000.00	6.40	0.00	625.00	4,000.00	0.00	52.36	335.10
2021-700-020 1	2	11	1219 BEVERLEY BV SW	4,400.00	7.80	0.00	564.10	4,400.00	0.00	47.26	368.63
2021-700-022 1	2	11	10403 MAPLEMONT RD SE	3,100.00	5.40	0.00	574.07	3,100.00	0.00	48.09	259.69
2021-700-024 1	2	11	1036 KERFOOT CR SW	5,100.00	9.30	0.00	548.39	5,100.00	0.00	45.94	427.24
2021-700-027 1	2	11	640 WILDERNESS DR SE	4,400.00	7.90	0.00	556.96	4,400.00	0.00	46.66	368.61
2021-700-028 1	2	11	1119 89 AV SW	1,500.00	3.80	0.00	394.74	1,500.00	0.00	33.07	125.67
2021-700-029 1	2	11	1115 89 AV SW	1,600.00	4.00	0.00	400.00	1,600.00	0.00	33.51	134.04
TOTAL				185,357.47	211.43	0.00		185,357.47	0.00		15,528.57

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 12								
			Asphalt Paving 6.1m laneway								
2021-655-015 1	1	12	LANEWAY BEHIND 262 --290 MARQUIS CO SE; 307-331 MARQUIS CO SE	58,452.24	158.15	0.00	369.60	58,452.24	0.00	30.96	4,896.32
			Asphalt Paving 8m laneway								
2021-656-006 1	1	12	LANEWAY PAVING BEHIND 551-579 MAHOGANY BV SE; 148-168 MARQUIS GR SE; 16-44 MARQUIS GR SE	88,136.49	202.38	0.00	435.50	88,136.49	0.00	36.49	7,384.85
2021-656-007 1	1	12	LANEWAY BEHIND 17-41 MARQUIS HT SE; 24-44 MARQUIS LI SE; 463-491 MAHOGANY BV SE.	85,675.92	196.73	0.00	435.50	85,675.92	0.00	36.49	7,178.68
2021-656-010 1	1	12	LANEWAY BEHIND 102-166 AUBURN MEADOWS WK SE; 140-224 AUBURN MEADOWS BV SE	121,060.29	277.98	0.00	435.50	121,060.29	0.00	36.49	10,143.49
2021-656-011 1	1	12	LANEWAY BEHIND 24 COPPERSTONE HE SE; 80-184 COPPERPOND PR SE; 92-172 COPPERSTONE GD SE	194,141.54	445.79	0.00	435.50	194,141.54	0.00	36.49	16,266.88
2021-656-012 1	1	12	LANEWAY BEHIND 41-89 NEW BRIGHTON HT SE; 1629-1677 NEW BRIGHTON DR SE	94,568.83	217.15	0.00	435.50	94,568.83	0.00	36.49	7,923.80
2021-656-013 1	1	12	LANEWAY BEHIND 5-57 COPPERPOND AV SE; 171-227 COPPERPOND ST SE	114,122.77	262.05	0.00	435.50	114,122.77	0.00	36.49	9,562.20
TOTAL				756,158.08	1,760.23	0.00		756,158.08	0.00		63,356.22

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 13								
			Asphalt Paving 8m laneway								
2021-656-009 1	1	13	LANEWAY BEHIND 67-127 BRIDLECREST MR SW; 4-64 BRIDLECREST ST SW.	136,659.90	313.80	0.00	435.50	136,659.90	0.00	36.49	11,450.56
			Asphalt Paving 9.14m laneway								
2021-660-003 1	1	13	LANEWAY BEHIND 5-45 SHAWBROOKE BA SW; 61-97 SHAWBROOKE CI SW; 133-137 SHAWBROOKE CI SW; 227-451 SHAWBROOKE CI SW	244,916.49	562.38	0.00	435.50	244,916.49	0.00	36.49	20,521.25
			Driveway Crossing - Residential								
2021-700-016 1	2	13	113 SHANNON CR SW	3,500.00	9.30	0.00	376.34	3,500.00	0.00	31.53	293.23
TOTAL				385,076.39	885.48	0.00		385,076.39	0.00		32,265.04

PROPOSED

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

BYLAW NUMBER 2R2022

PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	ASSESSABLE METRE FRONTAGE	ASSESSABLE METRE FLANKAGE	PROPERTY PAYOUT RATE (PER METRE)	PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 14								
			Asphalt Paving 8m laneway								
2021-656-008 1	1	14	LANEWAY BEHIND 12-60 LEGACY MAIN ST SE; 16-104 LEGACY ME SE; 150-238 LEGACY ME SE	172,240.25	395.50	0.00	435.50	172,240.25	0.00	36.49	14,431.80
2021-656-016 1	1	14	LANEWAY BEHIND 151-259 LEGACY ME SE; 3-53 LEGACY GA SE	182,295.94	418.59	0.00	435.50	182,295.94	0.00	36.49	15,274.35
			Driveway Crossing - Residential								
2021-700-014 1	2	14	404 129 AV SE	3,900.00	12.40	0.00	314.52	3,900.00	0.00	26.35	326.74
2021-700-018 1	2	14	1168 LAKE PLACID DR SE	3,500.00	6.20	0.00	564.52	3,500.00	0.00	47.29	293.20
2021-700-021 1	2	14	12335 LAKE MORAINE RI SE	3,500.00	6.10	0.00	573.77	3,500.00	0.00	48.07	293.23
2021-700-025 1	2	14	111 LAKE MEAD PL SE	6,500.00	12.60	0.00	515.87	6,500.00	0.00	43.22	544.57
2021-700-032 1	2	14	107 LAKE LUCERNE CR SE	3,600.00	6.30	0.00	571.43	3,600.00	0.00	47.87	301.58
TOTAL				375,536.19	857.69	0.00		375,536.19	0.00		31,465.47
GRAND TOTAL				5,897,634.31	14,160.50	0.00		5,897,634.31	0.00		494,105.82

PROPOSED

BYLAW NUMBER 2R2022

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

FINANCING SUMMARY

TOTAL LOCAL IMPROVEMENT FINANCING REQUIRED FOR	
PROPERTY OWNERS SHARE	5,897,634.31*
CITY SHARE	0.00*
TOTAL ESTIMATED CONSTRUCTION COST	5,897,634.31*
TOTAL LEVY AUTHORIZED BYLAW NO. 2R2022	5,897,634.31*

* Amount rounded to nearest dollar

PROPOSED

BYLAW NUMBER 2R2022

THE CITY OF CALGARY
LOCAL IMPROVEMENTS SYSTEM
AUDIT TRAIL
PETITION SUMMARY
BYLAW 1R2022

NUMBER OF PROJECTS PETITIONED AGAINST:	13
NUMBER OF PETITIONS AGAINST VALIDATED:	0
NUMBER OF PETITIONS AGAINST NOT VALIDATED:	13

PROPOSED

BYLAW NUMBER 2R2022

THE CITY OF CALGARY

LOCAL IMPROVEMENTS SYSTEM

2022 PETITION AGAINST SUMMARY

BYLAW 1R2022

PROJECT NUMBER	PETITION AGAINST	DATE RECEIVED	WARD NO.	TYPE OF IMPROVEMENT LOCATION REFERENCE	VALID SIGN. %	VALID LAND %	STATUS

PROPOSED

THE CITY OF CALGARY **BYLAW NUMBER 2R2022**

LOCAL IMPROVEMENTS SYSTEM

2022 OUTSTANDING PETITION AGAINST SUMMARY

BYLAW 1R2022

PROJECT NUMBER	PETITION NUMBER	DEADLINE DATE	DESCRIPTION
2021-660-011	2021-12-019	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED
2021-655-013	2022-01-006	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED
2021-655-017	2022-01-001	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED
2021-655-005	2021-12-017	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED
2021-655-018	2021-12-003	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED
2021-655-014	2022-01-002	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED
2021-660-001	2021-12-009	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED
2021-660-002	2021-12-004	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED
2021-656-012	2021-12-006	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED
2021-656-009	2021-12-020	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED
2021-660-003	2021-12-010	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED
2021-656-008	2021-12-005	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED
2021-656-016	2021-12-025	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED

BYLAW NUMBER 1R2022

BEING A BYLAW OF THE CITY OF CALGARY TO AUTHORIZE:

- **THE CONSTRUCTION OF THE LOCAL IMPROVEMENTS AS DESCRIBED WITHIN THE ATTACHED SCHEDULE "A'; AND**
- **THE IMPOSING OF A SPECIAL ASSESSMENT AGAINST THE PROPERTIES AFFECTED BY THE CONSTRUCTION OF THE LOCAL IMPROVEMENTS; AND**
- **THE ISSUING OF A DEBENTURE OR DEBENTURES NOT EXCEEDING A CUMULATIVE VALUE OF$5,376,957**

*** ***

WHEREAS the Council of The City of Calgary ("**Council**") has determined it is advisable to pass a bylaw pursuant to Sections 251, 263, and 397 of *The Municipal Government Act* R.S.A. 2000 c.M-26 ("**the Act**") to authorize the financing, undertaking and completing of the local improvements described in the attached Schedule "A";

AND WHEREAS the total cost of constructing the local improvements is estimated to be $5,376,957 to be paid by the affected property owners;

AND WHEREAS in order to construct and complete the said local improvements, it will be necessary for The City of Calgary ("**The City**") to borrow the sum of $5,376,957 from the Province of Alberta (the "**Province**") or other lenders to finance the property owners' share of the construction of the local improvements on the terms and conditions referred to in this Bylaw;

AND WHEREAS the estimated lifetime of the local improvements described within the attached Schedule "A" is equal to or in excess of 15 years;

AND WHEREAS the amount of the long term debt of The City as at 2020 December 31 (audited) is $2,845 million with $401 million being tax supported debt, $214 million being self-sufficient tax supported debt and $2,229 million being self-supported debt and no part of the principal or interest is in arrears;

AND WHEREAS all required approvals for the local improvements have been obtained and the local improvements are in compliance with all acts and regulations of the Province of Alberta;

AND WHEREAS The City has, pursuant to Section 396(1) of the Act, given proper notice of intention to undertake and complete the construction of the local improvements at the locations described in the attached Schedule "A". The cost or a portion thereof to be assessed against abutting (or benefiting) owners shall be in accordance with the attached Schedule "A"

BYLAW NUMBER 1R2022

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. The proper officers of The City are hereby authorized to oversee the construction of the local improvement work as set forth in the attached Schedule "A", and to impose a special frontage assessment against the parcels of land abutting or benefiting the constructed improvements.

2. The proper officers of The City are hereby authorized to issue a debenture or debentures on behalf of The City in an amount not exceeding a cumulative value of $5,376,957 to finance the property owners' share of the construction of the local improvements.

3. The City shall repay the indebtedness over 15 years in semi-annual equal principal and interest installments calculated at a rate not exceeding the rate fixed by the lender on the date of the of the borrowing, up to a maximum rate of 8%.

4. The City shall levy and raise in each year an amount by way of municipal taxes sufficient to pay the annual principal and interest on the indebtedness.

5. In addition to all rates and taxes, The City shall annually levy the special assessment on all lands affected by the local improvements to cover the property owners' portion of costs set forth in the attached Schedule "A".

6. The indebtedness shall be contracted on the credit and security of The City.

7. The net amount borrowed under this Bylaw shall be applied only to the local improvements specified by this Bylaw.

8. Schedule "A" attached hereto is hereby declared to form part of this Bylaw.

9. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON MARCH 08, 2022

READ A SECOND TIME, AS AMENDED, ON MARCH 08, 2022

READ A THIRD TIME, AS AMENDED, ON MARCH 08, 2022

MAYOR
SIGNED ON MARCH 17, 2022

CITY CLERK
SIGNED ON MARCH 17, 2022

SCHEDULE "A" **BYLAW NUMBER 1R2022**

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

INDEX OF INITIATION/WITHDRAWAL CODES (I/W)

1. PROJECT INITIATED AT REQUEST OF PROPERTY OWNER(S)

INDEX OF SPECIAL ASSESSMENT CODES (S.A.)

1. UNIFORM TAX RATE PROJECT
2. COST PROJECT

NOTES APPLICABLE TO 2022 LOCAL IMPROVEMENT PROJECTS

- INTEREST RATE FACTOR 15 YEARS AT 3% = (APPLICABLE TO UNIFORM TAX RATE PROJECTS ONLY)
- FORMULA FOR DETERMINING ASSESSABLE FRONTAGE OF IRREGULAR SHAPED LOTS:
  SHORTEST WIDTH + (35% X (LONGEST WIDTH - SHORTEST WIDTH) EXCEPT FOR 'COST' TYPE PROJECTS WHICH WILL USE ACTUAL FRONTAGE MEASUREMENTS

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THE CITY OF CALGARY
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PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	EST.ASSESSABLE METRE FRONTAGE	EST.ASSESSABLE METRE FLANKAGE	EST PROPERTY PAYOUT RATE (PER METRE)	EST. PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
Ward Number - 01											
Driveway Crossing - Residential											
2021-700-023 1	2	01	115 SILVER SPRINGS RI NW	5,200.00	9.50	0.00	547.37	5,200.00	0.00	45.86	435.67
TOTAL				5,200.00	9.50	0.00		5,200.00	0.00		435.67

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PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	EST. ASSESSABLE METRE FRONTAGE	EST. ASSESSABLE METRE FLANKAGE	EST.PROPERTY PAYOUT RATE (PER METRE)	EST.PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 02								
			Asphalt Paving 8m laneway								
2021-656-015		02	LANEWAY BEHIND 297-413 NOLANFIELD WY NW. BEHIND 10-70 NOLANFIELD HT NW AND BEHIND 246-334 NOLAN HILL DR NW	264,174.91	667.26	0.00	435.50	264,174.91	0.00	36.49	24,348.32
1	1										
2021-656-017		02	LANEWAY BEHIND 5-85 NOLANFIELD LN NW; 5-89 NOLANFIELD WY NW; 102-130 NOLAN HILL DR NW	179,038.42	452.22	0.00	435.50	179,038.42	0.00	36.49	16,501.51
1	1										
TOTAL				443,213.33	1,119.48	0.00		443,213.33	0.00		40,849.83

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			Ward Number - 03								
			Asphalt Paving 8m laneway								
2021-656-014		03	LANEWAY BEHIND 2-30 COVEMEADOW CR NE; 66-110 COVEMEADOW CR NE; 146-178 COVEMEADOW CR NE; 222-290 COVEMEADOW CR NE	175,772.16	443.97	0.00	435.50	175,772.16	0.00	36.49	16,200.47
1	1										
TOTAL				175,772.16	443.97	0.00		175,772.16	0.00		16,200.47

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PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	EST. ASSESSABLE METRE FRONTAGE	EST. ASSESSABLE METRE FLANKAGE	EST. PROPERTY PAYOUT RATE (PER METRE)	EST. PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 04								
			Driveway Crossing - Residential								
2021-700-031	1 2	04	5864 DALFORD HL NW	2,600.00	5.70	0.00	456.14	2,600.00	0.00	38.21	217.80
2021-700-034	1 2	04	3211 CONRAD CR NW	2,900.00	5.00	0.00	580.00	2,900.00	0.00	48.59	242.95
TOTAL				5,500.00	10.70	0.00		5,500.00	0.00		460.75

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PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	EST. ASSESSABLE METRE FRONTAGE	EST. ASSESSABLE METRE FLANKAGE	EST. PROPERTY PAYOUT RATE (PER METRE)	EST. PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 05								
			Asphalt Paving 6.1m laneway								
2021-655-004	1	05	LANEWAY BEHIND 8-160 CORNERSTONE AV NE; 224-304 CORNERSTONE PS NE	150,175.20	446.95	0.00	369.60	150,175.20	0.00	30.96	13,837.57
2021-655-010	1	05	LANEWAY BEHIND 505-593 SAVANNA BV NE; 168-268 SAVANNA RD NE; 105-165 SAVANNA ST NE	165,920.16	493.81	0.00	369.60	165,920.16	0.00	30.96	15,288.36
			Asphalt Paving 9.14m laneway								
2021-660-004	1	05	LANEWAY BEHIND 4-30 SADDLETREE CL NE; 68-104 SADDLETREE CL NE; 113-149 SADDLETREE CL NE	109,069.25	275.49	0.00	435.50	109,069.25	0.00	36.49	10,052.63
2021-660-006	1	05	LANEWAY BEHIND 1-49 MARTINDALE CR NE; 69A-97 MARTINVIEW CR NE	123,139.89	311.03	0.00	435.50	123,139.89	0.00	36.49	11,349.48
2021-660-007	1	05	PAVING BEHIND 14-106 SADDLEMEAD CL NE; 126-218 SADDLEMEAD GR NE	174,560.68	440.91	0.00	435.50	174,560.68	0.00	36.49	16,088.81
2021-660-009	1	05	LANEWAY BEHIND 6029-6047 MARTINGROVE RD NE; 5-27 MARTINGROVE PL NE; 12-32 MARTINGROVE ME NE	118,495.86	299.30	0.00	435.50	118,495.86	0.00	36.49	10,921.46
2021-660-010	1	05	LANEWAY PAVING BEHIND 36- 84 FALMERE CO NE AND BEHIND 172-238 FALMERE WY NE	183,650.77	463.87	0.00	435.50	183,650.77	0.00	36.49	16,926.62
2021-660-011	1	05	LANEWAY BEHIND 70-110 SADDLETREE DR NE; 5-105 SADDLETREE CL NE; 8382-8482 SADDLERIDGE DR NE	265,766.46	671.28	0.00	435.50	265,766.46	0.00	36.49	24,495.01
TOTAL				1,290,778.27	3,402.64	0.00		1,290,778.27	0.00		118,959.94

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			Ward Number - 06								
			Driveway Crossing - Residential								
2021-700-015		06	163 ASPEN SUMMIT VW SW	4,500.00	7.90	0.00	569.62	4,500.00	0.00	47.72	376.99
1	2										
TOTAL				4,500.00	7.90	0.00		4,500.00	0.00		376.99

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PROJECT NUMBER I/W Code	PROJECT NUMBER S.A. Code	WARD NO.	LOCATION DESCRIPTION	TOTAL EST. CONSTRUCTION COST	EST. ASSESSABLE METRE FRONTAGE	EST. ASSESSABLE METRE FLANKAGE	EST. PROPERTY PAYOUT RATE (PER METRE)	EST. PROPERTY SHARE (EXCL. INT.)	CITY SHARE (EXCL. INT.)	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER METRE	PROPERTY OWNERS ANNUAL RATE INCL INTEREST FOR 15 YEARS AT 3 % PER YEAR
			Ward Number - 07								
			Asphalt Paving 4.88m laneway								
2021-650-002	1	07	LANEWAY BEHIND 602-658 27 AV NW; 601-657 28 AV NW	147,688.80	439.55	0.00	369.60	147,688.80	0.00	30.96	13,608.47
			Asphalt Paving 6.1m laneway								
2021-655-006	1	07	LANEWAY BEHIND 2326-2440 7 AV NW; 2203-2419 9 AV NW	167,912.64	499.74	0.00	369.60	167,912.64	0.00	30.96	15,471.95
2021-655-012	1	07	LANEWAY BEHIND 11-23 17 ST NW; 1812-1918 WESTMOUNT BV NW; 1801-1915 BROADVIEW RD NW	168,705.60	502.10	0.00	369.60	168,705.60	0.00	30.96	15,545.02
2021-655-013	1	07	LANEWAY BEHIND 2905 2 ST NW; 402-470 28 AV NW; 405-465 29 AV NW	178,096.80	530.05	0.00	369.60	178,096.80	0.00	30.96	16,410.35
2021-655-016	1	07	LANEWAY BEHIND 1205-1239 18 ST NW; 1216-1240 18A ST NW	87,205.44	259.54	0.00	369.60	87,205.44	0.00	30.96	8,035.36
2021-655-017	1	07	LANEWAY BEHIND 2604-2642 6 AV NW; 2603-2641 7 AV NW	109,381.44	325.54	0.00	369.60	109,381.44	0.00	30.96	10,078.72
TOTAL				858,990.72	2,556.52	0.00		858,990.72	0.00		79,149.87

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			Ward Number - 08								
			Asphalt Paving 6.1m laneway								
2021-655-005	1	08	LANEWAY BEHIND 1515 46 AV SW; 4703-5019 14A ST SW; 4708-5024 15 ST SW.	258,027.84	767.94	0.00	369.60	258,027.84	0.00	30.96	23,775.42
2021-655-007	1	08	LANEWAY BEHIND 4604 16 ST SW; 1632-1636 ALTADORE AV SW; 1623-1631 45 AV SW	39,732.00	118.25	0.00	369.60	39,732.00	0.00	30.96	3,661.02
2021-655-008	1	08	LANEWAY BEHIND 3108 & 3178 20 ST SW; 2001-2039 30 AV W; 2002-2040 31 AV SW	102,832.80	306.05	0.00	369.60	102,832.80	0.00	30.96	9,475.31
2021-655-009	1	08	LANEWAY BEHIND 1907 37 AV SW; 3803-3821 18 ST SW; 3804-3824 19 ST SW	60,217.92	179.22	0.00	369.60	60,217.92	0.00	30.96	5,548.65
2021-655-018	1	08	LANEWAY BEHIND 1906 & 1960 40 AV SW; 4001-4019 18 ST SW; 4002-4020 19 ST SW	64,313.76	191.41	0.00	369.60	64,313.76	0.00	30.96	5,926.05
			Driveway Crossing - Residential								
2021-700-026	2	08	2444 SOVEREIGN CR SW	2,700.00	4.20	0.00	642.86	2,700.00	0.00	53.86	226.21
2021-700-030	2	08	3015 & 3017 25 AV SW	5,600.00	9.40	0.00	595.74	5,600.00	0.00	49.91	469.15
TOTAL				533,424.32	1,576.47	0.00		533,424.32	0.00		49,081.81

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			Ward Number - 09								
			Asphalt Paving 6.1m laneway								
2021-655-014 1	1	09	LANEWAY BEHIND 408-480 36 AV SE & 3620 BLACKBURN RD SE	88,102.56	262.21	0.00	369.60	88,102.56	0.00	30.96	8,118.02
			Driveway Crossing - Residential								
2021-700-035 1	2	09	104 LYNNVIEW WY SE	2,000.00	3.00	0.00	666.67	2,000.00	0.00	55.85	167.55
TOTAL				90,102.56	265.21	0.00		90,102.56	0.00		8,285.57

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			Ward Number - 10								
			Asphalt Paving 6.1m laneway								
2021-655-019 1	1	10	LANEWAY BEHIND 517-547 WHITELAND DR NE	45,205.44	134.54	0.00	369.60	45,205.44	0.00	30.96	4,165.36
			Asphalt Paving 9.14m laneway								
2021-660-001 1	1	10	LANEWAY BEHIND 1043-1083 MAITLAND DR NE; 916-1027 MAITLAND WY NE	175,522.74	443.34	0.00	435.50	175,522.74	0.00	36.49	16,177.48
2021-660-008 1	1	10	LANEWAY BEHIND 3700-3932 WHITEHORN DR NE; 21-31 WHITAKER BA NE; 120-156 WHITAKER CL NE	187,027.88	472.40	0.00	435.50	187,027.88	0.00	36.49	17,237.88
			Driveway Crossing - Residential								
2021-700-019 1	2	10	3527 42 ST NE	1,300.00	3.00	0.00	433.33	1,300.00	0.00	36.30	108.90
TOTAL				409,056.06	1,053.28	0.00		409,056.06	0.00		37,689.62

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			Ward Number - 11								
			Asphalt Paving 9.14m laneway								
2021-660-002 1	1	11	LANEWAY BEHIND 5924 LOCKINVAR RD SW; 5807-5931 LONDONDERRY CR SW.	60,506.93	152.83	0.00	435.50	60,506.93	0.00	36.49	5,576.77
			Laneway Paving								
2021-661-001 1	2	11	LANEWAY BEHIND 412-524 46 AVENUE SW AND BEHIND 4612 5 ST SW.	94,700.00	14.00	0.00	6,764.29	94,700.00	0.00	566.63	7,932.82
			Driveway Crossing - Residential								
2021-700-013 1	2	11	49 HAYSBORO CR SW	4,000.00	6.40	0.00	625.00	4,000.00	0.00	52.36	335.10
2021-700-020 1	2	11	1219 BEVERLEY BV SW	4,400.00	7.80	0.00	564.10	4,400.00	0.00	47.26	368.63
2021-700-022 1	2	11	10403 MAPLEMONT RD SE	3,100.00	5.40	0.00	574.07	3,100.00	0.00	48.09	259.69
2021-700-024 1	2	11	1036 KERFOOT CR SW	5,100.00	9.30	0.00	548.39	5,100.00	0.00	45.94	427.24
2021-700-027 1	2	11	640 WILDERNESS DR SE	4,400.00	7.90	0.00	556.96	4,400.00	0.00	46.66	368.61
2021-700-028 1	2	11	1119 89 AV SW	1,500.00	3.80	0.00	394.74	1,500.00	0.00	33.07	125.67
2021-700-029 1	2	11	1115 89 AV SW	1,600.00	4.00	0.00	400.00	1,600.00	0.00	33.51	134.04
TOTAL				179,306.93	211.43	0.00		179,306.93	0.00		15,528.57

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			Ward Number - 12								
			Asphalt Paving 6.1m laneway								
2021-655-015	1	12	LANEWAY BEHIND 262 --290 MARQUIS CO SE; 307-331 MARQUIS CO SE	53,138.40	158.15	0.00	369.60	53,138.40	0.00	30.96	4,896.32
			Asphalt Paving 8m laneway								
2021-656-006	1	12	LANEWAY PAVING BEHIND 551-579 MAHOGANY BV SE; 148-168 MARQUIS GR SE; 16-44 MARQUIS GR SE	80,124.27	202.38	0.00	435.50	80,124.27	0.00	36.49	7,384.85
2021-656-007	1	12	LANEWAY BEHIND 17-41 MARQUIS HT SE; 24-44 MARQUIS LI SE; 463-491 MAHOGANY BV SE.	77,887.37	196.73	0.00	435.50	77,887.37	0.00	36.49	7,178.68
2021-656-010	1	12	LANEWAY BEHIND 102-166 AUBURN MEADOWS WK SE; 140-224 AUBURN MEADOWS BV SE	110,055.06	277.98	0.00	435.50	110,055.06	0.00	36.49	10,143.49
2021-656-011	1	12	LANEWAY BEHIND 24 COPPERSTONE HE SE; 80-184 COPPERPOND PR SE; 92-172 COPPERSTONE GD SE	176,492.72	445.79	0.00	435.50	176,492.72	0.00	36.49	16,266.88
2021-656-012	1	12	LANEWAY BEHIND 41-89 NEW BRIGHTON HT SE; 1629-1677 NEW BRIGHTON DR SE	85,971.86	217.15	0.00	435.50	85,971.86	0.00	36.49	7,923.80
2021-656-013	1	12	LANEWAY BEHIND 5-57 COPPERPOND AV SE; 171-227 COPPERPOND ST SE	103,748.22	262.05	0.00	435.50	103,748.22	0.00	36.49	9,562.20
TOTAL				687,417.90	1,760.23	0.00		687,417.90	0.00		63,356.22

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			Ward Number - 13								
			Asphalt Paving 8m laneway								
2021-656-009 1	1	13	LANEWAY BEHIND 67-127 BRIDLECREST MR SW; 4-64 BRIDLECREST ST SW.	124,236.56	313.80	0.00	435.50	124,236.56	0.00	36.49	11,450.56
			Asphalt Paving 9.14m laneway								
2021-660-003 1	1	13	LANEWAY BEHIND 5-45 SHAWBROOKE BA SW; 61-97 SHAWBROOKE CI SW; 133-137 SHAWBROOKE CI SW; 227-451 SHAWBROOKE CI SW	222,651.87	562.38	0.00	435.50	222,651.87	0.00	36.49	20,521.25
			Driveway Crossing - Residential								
2021-700-016 1	2	13	113 SHANNON CR SW	3,500.00	9.30	0.00	376.34	3,500.00	0.00	31.53	293.23
TOTAL				350,388.43	885.48	0.00		350,388.43	0.00		32,265.04

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			Ward Number - 14								
			Asphalt Paving 8m laneway								
2021-656-008		14	LANEWAY BEHIND 12-60 LEGACY MAIN ST SE; 16-104 LEGACY ME SE; 150-238 LEGACY ME SE	156,582.41	395.50	0.00	435.50	156,582.41	0.00	36.49	14,431.80
1	1										
2021-656-016		14	LANEWAY BEHIND 151-259 LEGACY ME SE; 3-53 LEGACY GA SE	165,723.97	418.59	0.00	435.50	165,723.97	0.00	36.49	15,274.35
1	1										
			Driveway Crossing - Residential								
2021-700-014		14	404 129 AV SE	3,900.00	12.40	0.00	314.52	3,900.00	0.00	26.35	326.74
1	2										
2021-700-018		14	1168 LAKE PLACID DR SE	3,500.00	6.20	0.00	564.52	3,500.00	0.00	47.29	293.20
1	2										
2021-700-021		14	12335 LAKE MORAINE RI SE	3,500.00	6.10	0.00	573.77	3,500.00	0.00	48.07	293.23
1	2										
2021-700-025		14	111 LAKE MEAD PL SE	6,500.00	12.60	0.00	515.87	6,500.00	0.00	43.22	544.57
1	2										
2021-700-032		14	107 LAKE LUCERNE CR SE	3,600.00	6.30	0.00	571.43	3,600.00	0.00	47.87	301.58
1	2										
TOTAL				343,306.38	857.69	0.00		343,306.38	0.00		31,465.47
GRAND TOTAL				5,376,957.00	14,465.30	0.00		5,376,957.00	0.00		503,542.43

BYLAW NUMBER 1R2022

THE CITY OF CALGARY

LOCAL IMPROVEMENT BYLAW 1R2022

FINANCING SUMMARY

TOTAL LOCAL IMPROVEMENT FINANCING REQUIRED FOR	
PROPERTY OWNERS SHARE	5,376,957 *
CITY SHARE	0.00* *
TOTAL ESTIMATED CONSTRUCTION COST	5,376,957*
TOTAL LEVY AUTHORIZED BYLAW NO. 1R2022	5,376,957 *

* Amount rounded to nearest dollar

BYLAW NUMBER 1R2022

THE CITY OF CALGARY
LOCAL IMPROVEMENTS SYSTEM
AUDIT TRAIL
PETITION SUMMARY
BYLAW 1R2022

NUMBER OF PROJECTS PETITIONED AGAINST:	14
NUMBER OF PETITIONS AGAINST VALIDATED:	1
NUMBER OF PETITIONS AGAINST NOT VALIDATED:	13

BYLAW NUMBER 1R2022

THE CITY OF CALGARY

LOCAL IMPROVEMENTS SYSTEM

2022 PETITION AGAINST SUMMARY

BYLAW 1R2022

PROJECT NUMBER	PETITION AGAINST	DATE RECEIVED	WARD NO.	TYPE OF IMPROVEMENT LOCATION REFERENCE	VALID SIGN. %	VALID LAND %	STATUS
2021-655-011	2021-12-007	2022-01-07	09	Asphalt Paving 6.1m laneway LANEWAY BEHIND 902 21 ST SE; 2101-2139 8 AV SE; 2104-2138 9 AV SE	54.17	53.71	INVALID

THE CITY OF CALGARY

BYLAW NUMBER 1R2022

LOCAL IMPROVEMENTS SYSTEM

2022 OUTSTANDING PETITION AGAINST SUMMARY

BYLAW 1R2022

PROJECT NUMBER	PETITION NUMBER	DEADLINE DATE	DESCRIPTION
2021-660-011	2021-12-019	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION
2021-655-013	2022-01-006	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION
2021-655-017	2022-01-001	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION
2021-655-005	2021-12-017	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION
2021-655-018	2021-12-003	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION
2021-655-014	2022-01-002	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION
2021-660-001	2021-12-009	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION
2021-660-002	2021-12-004	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION
2021-656-012	2021-12-006	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION
2021-656-009	2021-12-020	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION
2021-660-003	2021-12-010	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION
2021-656-008	2021-12-005	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION
2021-656-016	2021-12-025	2022-01-07	PETITION AGAINST HAS NOT BEEN RETURNED FOR VALIDATION

CITY OF CALGARY
2022 LOCAL IMPROVEMENT UNIFORM TAX RATES
FOR PROJECTS UP TO AND INCLUDING 2022 May 31

RESIDENTIAL CONSTRUCTION

LOCAL IMPROVEMENT TYPE CODE	DESCRIPTION OF IMPROVEMENT	PERIOD OF ASSESSMENT YEARS	UNIFORM TAX RATE PER ASSESSABLE METRE	PROPERTY OWNERS' SHARE PER ASSESSABLE METRE	ANNUAL LEVY PER ASSESSABLE METRE	PROPERTY OWNERS' LEVY PER ASSESSABLE METRE
	Asphalt Work – New Construction		**$/m**	**$/m**	**$/m**	**$/m**
650/655	Less than or equal to 7 Metres wide	15	369.60	369.60	30.96	30.96
656/660	Greater than 7 Metres wide	15	435.50	435.50	36.49	36.49

SUMMARY OF FINANCIAL IMPACT

Program 147 – 148 / Activity 432395 – Local Improvement Paving and Driveway Crossings

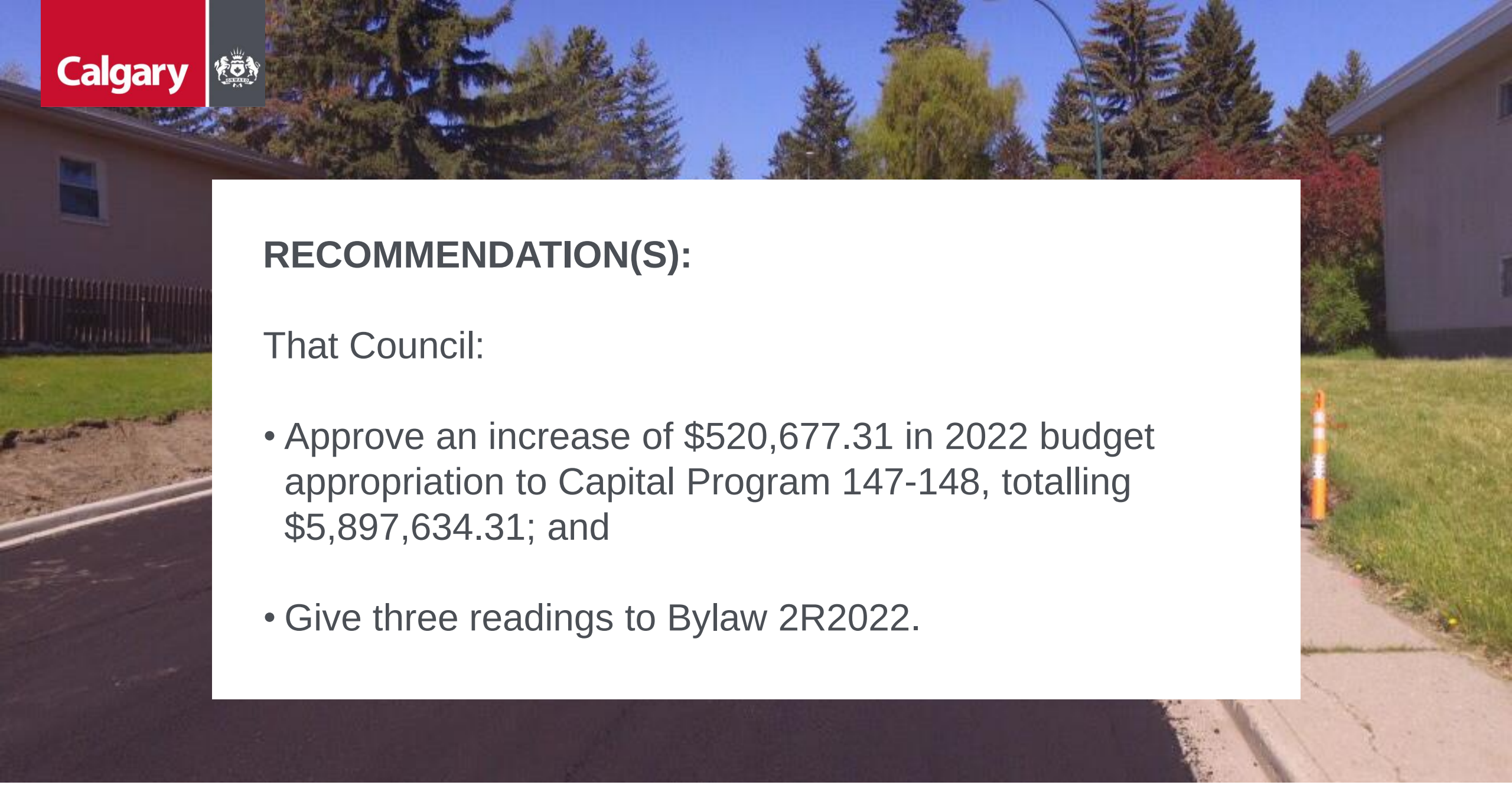
Funded by Property Owners

Group One Bylaws Requiring Debenture Borrowing

Description	**Estimated Total Cost**
Total Funding Required	$5,897,634.31
Approved 1R2022	$5,376,957.00
Increase In Budget Required	$520,677.31
Total Bylaw Requirement	**$5,897,634.31**

2022 Group One Local Improvement Projects – Amended
C2023-0098

2023 January 24



RECOMMENDATION(S):

That Council:

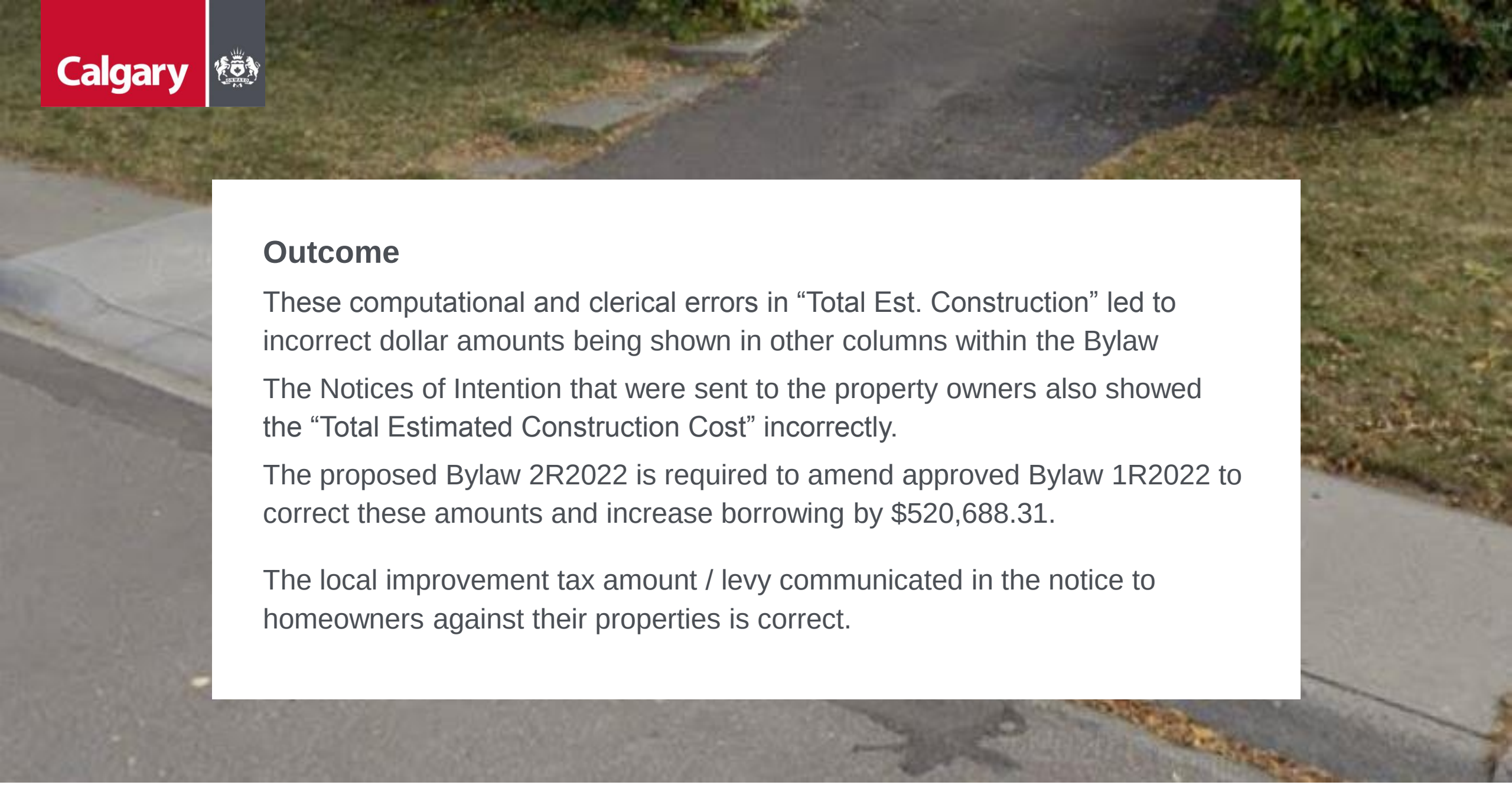
- Approve an increase of $520,677.31 in 2022 budget appropriation to Capital Program 147-148, totalling $5,897,634.31; and

- Give three readings to Bylaw 2R2022.

Background

In March 2022, Council passed Bylaw 1R2022 to authorize the financing, undertaking, and completing of the lane paving in residential areas.

Administration subsequently discovered that some dollar amounts within Bylaw 1R2022 were incorrect due to computational and clerical errors.



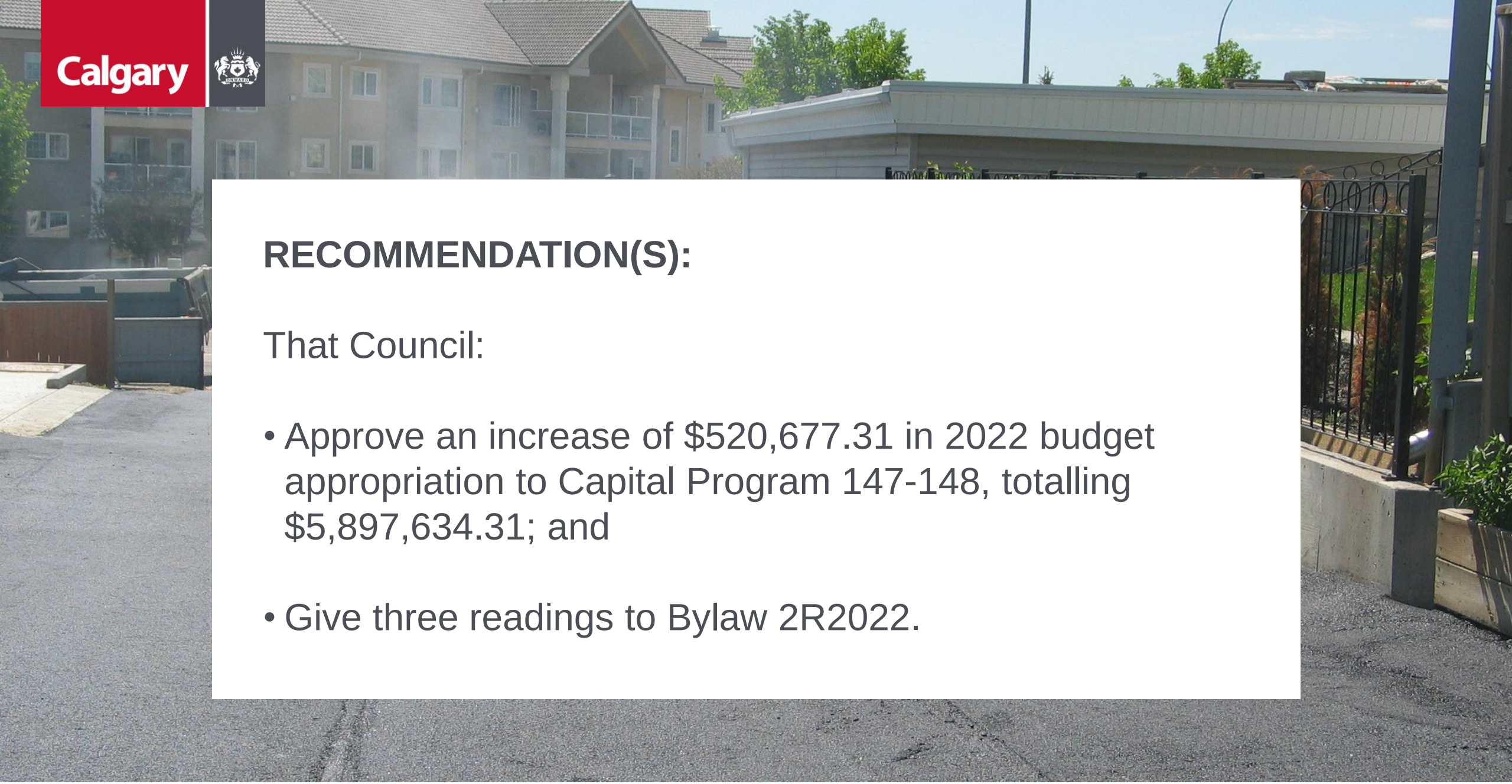
Outcome

These computational and clerical errors in “Total Est. Construction” led to incorrect dollar amounts being shown in other columns within the Bylaw

The Notices of Intention that were sent to the property owners also showed the “Total Estimated Construction Cost” incorrectly.

The proposed Bylaw 2R2022 is required to amend approved Bylaw 1R2022 to correct these amounts and increase borrowing by $520,688.31.

The local improvement tax amount / levy communicated in the notice to homeowners against their properties is correct.



RECOMMENDATION(S):

That Council:

- Approve an increase of $520,677.31 in 2022 budget appropriation to Capital Program 147-148, totalling $5,897,634.31; and

- Give three readings to Bylaw 2R2022.

Report Number: EC2022-1371

Meeting: Executive Committee

Meeting Date: 2022 December 14

NOTICE OF MOTION

RE: Establishment of a Remuneration and Expense Policy for Council-established Boards, Commissions and Committees

Sponsoring Councillor(s): Penner

WHEREAS there are approximately 85 Boards, Commissions, and Committees ("BCCs") that serve The City of Calgary; and

WHEREAS BCCs rely on Public Member volunteers who are appointed by Council according to varying terms of reference, and following an application or nomination process, or who have been nominated by an external organization; and

WHEREAS Public Members provide valuable expertise, perspectives and contributions to good governance and services for Calgarians; and

WHEREAS There is no consistent policy for Public Member remuneration, including honoraria, meals, parking, travel reimbursement, gifts and recognitions, and other expenses; and

WHEREAS Funding for some BCCs is provided by the business units which are responsible for liaison between the BCC, Administration and Council, and in these cases, decisions about the payment of Public member remuneration and expenses are made at the discretion of these business units; and

WHEREAS BCCs operate under a broad variety of mandates, terms of reference and legislated requirements that need to be considered in decisions about the payment of remuneration and expenses for Public Members; and, further

WHEREAS not all BCCs are active and should be reviewed to determine if they should be disbanded;

NOW THEREFORE BE IT RESOLVED THAT COUNCIL

1. Direct Administration to return to Executive Committee by Q1 2024 with an equitable remuneration and expense policy applying to all Council-established BCCs that have Public Members appointed by Council where The City is responsible for the payment of renumeration and expense which incorporates:
    - A consideration of the unique mandates, terms of reference and legislated requirements that apply to tribunals and other BCCs; and

- Best practices identified through a scan of remuneration and expense policies and practices for volunteer Public Members in comparable jurisdictions and organizations; and
- Input from Boards, Commissions, and Committees on the draft policy, before it is presented to Council;

And further be it resolved,

That Council directs Administration to return to Council through Executive Committee no later than Q2 2023 with a list of BCCs to be considered for disbandment.

Attachment:

1. Notice of Motion Checklist

Notice of Motion Checklist

The checklist is a tool intended to support the sponsor(s) of a Notice of Motion. The items listed below are important considerations when crafting and submitting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor(s) to:

- Consider what advice might be helpful to them in formulating their proposal; and
- Share key points about the advice received with their council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor(s) to decide with whom to consult and what information to include.

Title of the Motion:

There are two classifications of a Notice of Motion (Check the one that applies):

☐Regular

☐ Urgent (Include details in Urgency Rationale box below)

☐ Is this Notice of Motion Confidential? (Include details in procedural box below)

Financial and Other Resource Capacity
Clerks has been instrumental in the crafting of this NoM and thus the timelines indicated are feasible by their work plan and capacity.
Legal/Legislative
Clerks will be leading this work and are aware of the legal frameworks for BCCs including our tribunal boards and this will be considered in the crafting of the policy.

Technical Content
Procedural (Include reasons for confidentiality)
Other Considerations
This NoM has been circulated through all GMs and concerns were all addressed in the language of the NoM
Urgency Rationale

Report Number: EC2022-1373
Meeting: Executive Committee
Meeting Date: 2022 December 14

NOTICE OF MOTION

RE: Unattached Catalytic Converters

Sponsoring Councillor (s): Councillor Peter Demong, Councillor Walcott, Councillor Chabot, Councillor Spencer, Councillor Mian, Councillor Pootmans and Councillor Dhaliwal

WHEREAS catalytic converter theft is a major issue in Calgary, as it is in many other Canadian cities;

AND WHEREAS the Calgary Police Service does not have the ability to charge people in possession of a disconnected catalytic converter;

AND WHEREAS the Province has enacted the Scrap Metal Dealers and Recyclers Identification Act[1] and the Scrap Metal Dealers and Recyclers Regulation;

AND WHEREAS pursuant to the Regulation as of 2020 September 1, all scrap metal dealers and recyclers in Alberta must require anyone selling scrap metal to provide valid photo identification, and as of 2020 November 1, all scrap metal dealers and recyclers must enter the seller's information, and scrap metal description into a provincial database which is accessible by law enforcement;[2]

AND WHEREAS the aforementioned seller information must include photo, name, signature, date of birth, unique identification number, and be put forth on an original document;[3]

AND WHEREAS the scrap metal recycler must also record the seller's other identifying information, including address, first name and surname, the unique government-issued identification number provided by the seller, the name of the person's business (if applicable), and the identifying information from the transaction, including the date and time the scrap metal was acquired, a brief description of the metal, the weight, and the specific make, model, color, and license plate number of the vehicle in which it was delivered;

AND WHEREAS a peace officer or a law enforcement agency may require a scrap metal dealer or recycler to hold metal that a scrap metal dealer or recycler, peace officer, or law enforcement agency suspects is stolen property for a period of 30 days;

AND WHEREAS the cost of vehicle catalytic converter replacement ranges from $1300-$3400 CAD;[4]

[1] Scrap Metal Dealers & Recyclers Regulation, July 23, 2020

[2] Ibid
[3] Ibid
[4] https://carbrain.com/Blog/catalytic-converter-replacement-cost
[5] https://www.leducrep.com/news/local-news/city-requiring-proof-of-ownership-for-unattached-catalytic-converters

AND WHEREAS the City of Leduc has recently passed bylaw amendments that would fine any persons in possession of unattached catalytic converters within their jurisdiction, except for those with a valid business license for automotive repair or auto parts supply, or those who have a permit from the City of Leduc;[5]

NOW THEREFORE BE IT RESOLVED THAT COUNCIL that Council direct Administration to return no later than Q2 2023 to:

1. Bring forward amendments to the Business License Bylaw and other regulations as appropriate, to regulate any person or business in possession of a catalytic converter, including establishing a fine amount that is an effective deterrent and is proportionate to the severity of the problem of a stolen catalytic converter.
2. Bring forward any other strategies or programs to reduce the theft of catalytic converters.

Attachment (s):

1. Notice of Motion Checklist
2. Scrap Metal Dealers & Recyclers Regulation, July 23, 2020.

Attachment 1
EC2022-1373

NOTICE OF MOTION CHECKLIST

The checklist is a tool intended to support the sponsor(s) of a Notice of Motion. The items listed below are important considerations when crafting and submitting a Notice of Motion. It is also intended to support other Members of Council, as the same considerations are important when reaching a decision on a Notice of Motion.

The checklist is therefore an opportunity for the sponsor(s) to:

- consider what advice might be helpful to them in formulating their proposal; and
- share key points about the advice received with their Council colleagues, to inform their deliberations.

This document is recommended to be provided to City Clerks alongside every Notice of Motion and will become part of the Corporate record. It is at the discretion of the sponsor**(s)** to decide with whom to consult and what information to include.

Title of the Motion: Unattached Catalytic Converters

There are two classifications of a Notice of Motion (Check the one that applies):

- ■ Regular
- ☐ Urgent (Include details in Urgency Rationale box below)

☐ Is this Notice of Motion Confidential? (Include details in Procedural box below)

Financial and Other Resource Capacity
Legal / Legislative
The legal department was consulted, and supports the time period for the review.

Technical Content
Several departments contributed to the context of this NoM. Building Services, Members of the CPS team, Business approvals development, Facility management, Community Standards and Emergency Management Community Safety. Months of meetings were held together to ensure the content was accurate.
Procedural (Including reasons for confidentiality)
N/A
Other Considerations
N/A
Urgency Rationale
N/A

Attachment 2
EC2022-1373

O.C. 229/2020

JUL 23 2020

Province of Alberta
Order in Council

ORDER IN COUNCIL

Approved and ordered:

Lieutenant Governor
or
Administrator

The Lieutenant Governor in Council makes the Scrap Metal Dealers and Recyclers Regulation set out in the attached Appendix.

CHAIR

FILED UNDER
THE REGULATIONS ACT
as ALBERTA REGULATION 124/2020
ON July 23 20 20
DEPUTY REGISTRAR OF REGULATIONS

For Information only

Recommended by: Minister of Justice and Solicitor General

Authority: Scrap Metal Dealers and Recyclers Identification Act (section 10)

APPENDIX

Scrap Metal Dealers and Recyclers Identification Act

SCRAP METAL DEALERS AND RECYCLERS REGULATION

Table of Contents

1 Definitions
2 Identification
3 Information
4 Age eligibility requirement
5 Mandatory use of traceable currency
6 Stolen property
7 Exemption
8 Expiry
9 Coming into force

Definitions

1 For the purposes of the Act,

(a) "scrap metal" includes the following other metal or materials:

(i) copper cables and wires, including power lines, telecommunications cables and cable reels;

(ii) metal traffic control lights, signals and signs;

(iii) street lighting poles, wiring and fixtures;

(iv) sewer grates and manhole covers;

(v) metal guard rails and handrails;

(vi) metal grave markers, funeral vases, memorial plaques and monuments;

(vii) catalytic converters;

(viii) lead acid batteries;

(ix) restricted metal as defined in clause (b);

(b) "restricted metal" means

(i) materials containing copper, in any form,

(ii) materials containing bronze, in any form,

(iii) metal that bears distinguishing or identifying marks indicating ownership,

(iv) metallic wire that appears to have had insulation or casing removed from it, and

(v) the other metal or materials referred to in clause (a)(ii) to (viii).

Identification

2(1) A scrap metal dealer or recycler who purchases or receives scrap metal from a person must require the person to provide at the time of the transaction one piece of valid government-issued identification to the scrap metal dealer or recycler.

(2) The identification in subsection (1) must

(a) have a photo,

(b) have a name,

(c) have a signature,

(d) include the person's date of birth,

(e) have a unique identification number, and

(f) be the original identification document.

Information

3(1) A scrap metal dealer or recycler who purchases or receives scrap metal from a person must obtain and record at the time of the transaction the following information respecting the transaction:

(a) the person's identifying information, including

(i) the person's first name and surname,

(ii) the person's current address,

(iii) the unique identification number on the government-issued identification provided by the person, and

(iv) the name of the person's business, if applicable;

(b) the identifying information for the transaction, including

(i) the date and time of the day the scrap metal was acquired,

(ii) a brief description of the scrap metal,

(iii) the weight of the scrap metal, and

(iv) the specific make, model, colour and licence plate number of any vehicle in which the scrap metal was delivered.

(2) If a scrap metal dealer or recycler is purchasing or receiving restricted metal, the scrap metal dealer or recycler must provide the information recorded under subsection (1) electronically to a peace officer or law enforcement agency by entering the information into a database maintained on behalf of the Minister for the purposes of the Act.

(3) The Minister may require that peace officers and law enforcement agencies are granted access to the database referred to in subsection (2), provided that the disclosure of information in the database pertains to the discharge of the peace officer's or law enforcement agency's powers, duties or obligations under the Act.

Age eligibility requirement

4 No scrap metal dealer or recycler shall purchase or receive scrap metal from a person who fails to provide proof that the person is 18 years of age or older.

Mandatory use of traceable currency

5 For the purposes of section 3.1 of the Act, a scrap metal dealer or recycler must use traceable currency if the total value of a transaction is $0.01 or more.

Stolen property

6 For the purposes of section 4(2) of the Act, a peace officer or a law enforcement agency may require a scrap metal dealer or recycler to hold metal that a scrap metal dealer or recycler, peace officer or law enforcement agency suspects is stolen property for a period of 30 days.

Exemption

7 For the purposes of section 10(g) of the Act, the following entities are exempt from the application of the Act:

(a) a landfill as defined in the *Waste Control Regulation* (AR 192/96);

(b) a society as defined in the *Societies Act*;

(c) an association registered as a charitable association under Part 9 of the *Companies Act*;

(d) an entity incorporated as a not-for-profit corporation under the *Canada Not-for-profit Corporations Act* (Canada);

(e) an entity registered as a charity with the Canada Revenue Agency and that has a charitable registration number.

Expiry

8 For the purpose of ensuring that this Regulation is reviewed for ongoing relevancy and necessity, with the option that it may be repassed in its present or an amended form following a review, this Regulation expires on April 30, 2025.

Coming into force

9(1) Subject to subsection (2), this Regulation has effect on September 1, 2020.

(2) Sections 3(2) and (3), 5 and 6 have effect on November 1, 2020.

THE CITY OF CALGARY

TABULATION OF A BYLAW TO EXTEND THE TERM OF A MUNICIPAL LOAN TO BRIDGE ATTAINABLE HOUSING SOCIETY TO BE PRESENTED TO COUNCIL OF THE CITY OF CALGARY ON TUESDAY 2023 JANUARY 24

Loan Extension Bylaw Information

Bylaw	-	48M2022
Purpose	-	To amend the term of a municipal loan to Bridge Attainable Housing Society as set out in Bylaw 45M2010 from 15 years to 20 years
Borrowing authority	-	$6.3 million
Term	-	20 years
Type of debt	-	Tax-supported
Statutory references	-	*Municipal Government Act* - Section numbers
Loan authorization and advertising requirement		- 264 and 265
Amending of bylaw		- 191
Passing a bylaw		- 187

Loan authorization and advertising requirement:
Section 264(2)(a)
"The City may lend to a non-profit organization,
if the council considers that the money loaned will be used for a purpose that will benefit the municipality."

Section 265(1)
"A municipality may only lend money to a non-profit organization if the loan is authorized by bylaw.
(2) The bylaw authorizing the loan must set out
(a) the amount of money to be loaned and, in general terms, the purpose for which the money that is loaned is to be used;
(b) the minimum rate of interest, the term and the terms of repayment of the loan;
(c) the source or sources of the money to be loaned.
(3) The bylaw that authorizes the loan must be advertised."

Amending of bylaw:
191(1) "The power to pass a bylaw under this or any other enactment includes a power to amend or repeal the bylaw.
(2) The amendment or repeal must be made in the same way as the original bylaw and is subject to the same consents or conditions or advertising requirements that apply to the passing of the original bylaw, unless this or any other enactment provides otherwise."

Passing a bylaw:
Section 187(1) "Every proposed bylaw must have 3 distinct and separate readings." The readings of a bylaw must follow the legislated procedures set out in the *Municipal Government Act*.

THE CITY OF CALGARY

TABULATION OF A BYLAW TO EXTEND THE TERM OF A MUNICIPAL LOAN TO BRIDGE ATTAINABLE HOUSING SOCIETY TO BE PRESENTED TO COUNCIL OF THE CITY OF CALGARY ON TUESDAY 2023 JANUARY 24

Council's Authorizing Document - EC2022-1138

AFFIRMATIVE VOTES REQUIRED FOR PASSING OF A BYLAW - Majority of members present

ADMINISTRATIVE COMMENTS

In 2010, The City of Calgary ("The City") entered into a land sale and loan arrangement with Bridge Attainable Housing Society ("The Society") for the purpose of supporting qualified purchasers to attain home ownership, supporting a shared equity program and the development of McPherson Place. The City loan of $6.3 million to The Society was the value of the land and not a cash loan.

The Society then passed the loan through to qualified purchasers to assist them to purchase units in McPherson Place. Effectively, each unit owner would repay their portion of the municipal loan upon their unit's sale or refinancing in the future, and in the meantime a second mortgage secured the commitment for the municipal loan repayment.

Since 2010, anticipated increases in the value of the attainable residential condominium units sold by The Society has not occurred. **Therefore, The Society requires a 5-year extension of the existing Loan with The City which matures on 2025 September 30. The Loan extension will help ensure that the attainable home ownership objectives of The Society's shared equity program are met.**

The Loan extension does not require a cash injection by The City. Given the different parties' arrangements, the order of loan extensions means that The City's extension must occur first in order to provide an extension beyond 2025. The Society can then extend the maturity date of mortgage obligations with unit owners from 2023 March 31 up to 2028 March 31 within the existing mortgage agreements.

On 2022 December 6 Council gave first reading to Bylaw 48M2022 and pursuant to Section 231 of the *Municipal Government Act*, Bylaw 48M2022 was advertised in the Calgary Herald on 2022 December 15 and 2022 December 22. The 15-day statutory deadline for a petition asking for a vote on the bylaws was 2023 January 6. There were no valid petitions received.

RECOMMENDATION

That Council give:

1. Bylaw 48M2022 second and third readings

ATTACHMENT

1. Bylaw 48M2022

City Treasury Les Tochor, Manager Treasury Aaron Brown, Author Ron Albrecht

PROPOSED

C2023-0085
ATTACHMENT 1

BYLAW NUMBER 48M2022

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND THE TERM OF A MUNICIPAL LOAN TO BRIDGE ATTAINABLE HOUSING SOCIETY SET OUT IN LOAN BYLAW 45M2010

*** ***

WHEREAS Council of The City of Calgary ("**Council**") has approved Report EC2022-1138 relating to the extension of an interest-free loan previously granted by The City of Calgary ("**The City**") to Bridge Attainable Housing Society in the amount of $6.3 million (the "**Original Loan**");

AND WHEREAS Council duly passed Loan Bylaw Number 45M2010 ("Bylaw 45M2010") on 2010 July 19 authorizing the Original Loan for a term of fifteen (15) years;

AND WHEREAS Council desires to amend Bylaw 45M2010 by amending the term of the Original Loan from fifteen (15) years to twenty (20) years;

AND WHEREAS it is deemed expedient by Council to pass a bylaw pursuant to Sections 191, 264 and 265 of the *Municipal Government Act,* R.S.A. 2000 c. M-26, to amend the term of the Original Loan set out in Bylaw 45M2010;

NOW, THEREFORE, THE MUNICIPAL COUNCIL OF THE CITY OF CALGARY, DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. Bylaw 45M2010 is hereby amended by:

    a. deleting the words "fifteen (15) years" wherever they appear in the said bylaw and substituting the words "twenty (20) years" therefor; and

    b. deleting the words "2025 September 30" wherever they appear in the said bylaw and substituting the words "2030 September 30" therefor.

2. In all other respects, Bylaw 45M2010 shall remain in full force and effect.

3. The Chief Financial Officer of The City is hereby authorized to execute and deliver such agreements, instruments, certificates, and other documents, and do such further acts and things as may be reasonably necessary or as may be reasonably requested for the purpose of carrying out the extension of the Original Loan and performing The City's obligations under any associated agreements, instruments, certificates or other documents.

4. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON DECEMBER 06, 2022

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

_____
MAYOR

SIGNED ON _____

_____
CITY CLERK

SIGNED ON _____