



AGENDA

COMMUNITY DEVELOPMENT COMMITTEE

May 22, 2024, 9:30 AM
IN THE COUNCIL CHAMBER

Members

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

SPECIAL NOTES:

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

Members may be participating remotely.

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Community Development Committee, 2024 May 1
5. CONSENT AGENDA
 - 5.1 DEFERRALS AND PROCEDURAL REQUESTS
None
 - 5.2 Summary of Current Regulatory Proceedings, CD2024-0417
Held confidential pursuant to Sections 23 (Local public body confidences) and 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2025 May 22

6. POSTPONED REPORTS
(including related/supplemental reports)

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Home is Here: The City of Calgary's Housing Strategy 2024-2030 – 2024 Progress Update, CD2024-0225

7.2 Bylaw to Establish the Council Advisory Committee on Housing, CD2024-0224

7.3 Housing Accelerator Fund (Verbal), CD2024-0649

7.4 Secondary Suite Incentive Program, CD2024-0661

7.5 Vehicle-for-Hire Transitional Strategy, CD2024-0660

7.6 Festival and Event Policy Update, CD2024-0272

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS
None

8.2 NOTICE(S) OF MOTION
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

10.1.1 Regulatory Interventions and Municipally Owned Utilities, CD2024-0677
Held confidential pursuant to Section 24 (Advice from officials) of the *Freedom of Information and Protection of Privacy Act*.

Review By: 2028 April 30

10.2 URGENT BUSINESS

11. BRIEFINGS

11.1 Calgary Safer Mobility Plan 2024-2028, CD2024-0411

11.2 Hillhurst Sunnyside Community Amenity Fund Annual Update (2023), CD2024-0425

11.3 Q2 Industry Update on Electricity, Natural Gas and Telecommunications, CD2024-0418

12. ADJOURNMENT



MINUTES

COMMUNITY DEVELOPMENT COMMITTEE

**May 1, 2024, 9:30 AM
IN THE COUNCIL CHAMBER**

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

ABSENT: Councillor D. McLean (Personal)

ALSO PRESENT: General Manager K. Black
Senior Legislative Advisor A. de Grood
Legislative Advisor K. Picketts

1. **CALL TO ORDER**

Councillor Walcott called the meeting to order at 2:01 p.m.

ROLL CALL

Councillor Carra, Councillor Dhaliwal, Councillor Penner, Councillor Pootmans, Councillor Wong, Councillor Chabot, Councillor Mian, Councillor Spencer, and Councillor Walcott

Absent from Roll Call: Councillor McLean

2. **OPENING REMARKS**

Councillor Walcott provided opening remarks and a traditional land acknowledgement.

3. **CONFIRMATION OF AGENDA**

Moved by Councillor Pootmans

That the Agenda for the 2024 May 1 Regular Meeting of the Community Development Committee be confirmed.

MOTION CARRIED

Moved by Councillor Penner

That pursuant to Section 6(1) of Procedure Bylaw 35M2017, the Community Development Committee suspend Section 78(2)(b) to forego the afternoon recess to complete the Agenda.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

4.1 Minutes of the Regular Meeting of the Community Development Committee, 2024 March 20

Moved by Councillor Wong

That the Minutes of the 2024 March 20 Regular Meeting of the Community Development Committee be confirmed.

MOTION CARRIED

5. CONSENT AGENDA

5.1 DEFERRALS AND PROCEDURAL REQUESTS

None

6. POSTPONED REPORTS

None

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 2023 Civic Partner Annual Report, CD2024-0274

Councillor Sharp (Remote Member) joined the meeting at 2:12 p.m.

A document entitled "2023 Platform Calgary Year in Review" was distributed with respect to Report CD2024-0274.

The following Civic Partners addressed Committee with respect to Report CD2024-0274:

1. Evan Legate and Sarah Meilleur, Calgary Public Library
2. Brian Desjardins and John Alho, Aero-Space Museum Association of Calgary
3. Cindy Ady, Tourism Calgary
4. Brad Parry and Joe Lougheed, Calgary Economic Development Ltd.
5. Terry Rock, Platform Calgary

Councillor Chabot (Remote Member) left the meeting at 2:52 p.m.

Councillor Chabot (Remote Member) joined the meeting at 2:56 p.m.

- 6. Kurby Court, Calgary Convention Centre Authority
- 7. Lindsey Galloway, Lorne O'Reilly and Kevin Graham, Heritage Park Society
- 8. Barbara Conkie and Adrian Hamfelt, The Calgary Zoological Society
- 9. Roderick H. Tate, Calgary Science Centre Society
- 10. Jennifer Thompson and Brian Beck, Fort Calgary Preservation Society
- 11. Alex Sarian, Arts Commons
- 12. Hilary Zaharko and Sheila Taylor, The Parks Foundation Calgary
- 13. Josh Traptow, Heritage Calgary
- 14. Catriona Le May Doan and Jeff Booke, Calgary Sport Council Society

Councillor Chabot (Remote Member) left the meeting at 3:47 p.m.

- 15. Jeff Booke and Karen McGlone, Lindsay Park Sports Society
- 16. Patti Pon and Chima Nkemdirim, Calgary Arts Development Authority Ltd.
- 17. David Leinster, Carol Ryder, and Kelly Streit, Contemporary Calgary Arts Society
- 18. Arlene Adamson, Doug Ng, and Allan Mowbray, Silvera for Seniors
- 19. Leslie Evans and Tina Kakkar, Federation of Calgary Communities

Moved by Councillor Pootmans

That with respect to Report CD2024-0274, the following be approved:

That the Community Development Committee recommend that Council receive this report for the Corporate Record.

For: (8): Councillor Watcott, Councillor Wong, Councillor Carra, Councillor Dhaliwal, Councillor Penner, Councillor Pootmans, Councillor Spencer, and Mayor Gondek

MOTION CARRIED

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

None

8.2 NOTICE(S) OF MOTION

None

9. URGENT BUSINESS

None

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

10.2 URGENT BUSINESS

None

11. BRIEFINGS

None

12. ADJOURNMENT

Moved by Councillor Wong

That this meeting adjourn at 4:50p.m.

MOTION CARRIED

The following Item has been forwarded to the 2024 May 28 Regular Meeting of Council:

CONSENT

- 2023 Civic Partner Annual Report, CD2024-0274

The next Regular Meeting of the Community Development Committee is scheduled to be held on 2024 May 22 at 9:30 a.m.

CONFIRMED BY COMMITTEE ON

CHAIR

CITY CLERK

Community Services Report to
Community Development Committee
2024 May 22

ISC: UNRESTRICTED
CD2024-0225

Home is Here: The City of Calgary's Housing Strategy 2024-2030 – 2024 Progress Update

PURPOSE

This report provides a progress update on the implementation of *Home is Here: The City of Calgary's Housing Strategy 2024-2030* that will improve housing outcomes for all Calgarians.

PREVIOUS COUNCIL DIRECTION

Home is Here: The City of Calgary's Housing Strategy 2024-2030 was approved by Council on 2023 September 16. Administration was directed to bring an annual progress update starting in 2024 Q2.

RECOMMENDATION:

That the Community Development Committee recommend Council receive this 2024 Progress Update on *Home is Here: The City of Calgary's Housing Strategy 2024-2030* for information.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Katie Black concurs with this report. The Executive Leadership Team continues to provide the leadership required to implement the strategy and work together with Council to support Calgarians through this crisis.

HIGHLIGHTS

- *Home is Here: The City of Calgary's Housing Strategy 2024-2030* (the Strategy) outlines a comprehensive set of actions to address the housing crisis.
- The progress since the Strategy was approved demonstrates that The City is taking urgent action. A cross-corporate effort is underway to implement the actions. By the end of 2024, The City aims to have initiated approximately 80 per cent of the actions in the Strategy.
- Progress to date has included actions to:
 - Utilize City-owned land for affordable housing.
 - Secure funding for housing initiatives.
 - Make it easier to build housing.
 - Enhance support to the non-profit housing sector.

DISCUSSION

Attachment 2 provides a detailed summary of progress made to date, including metrics where possible. Many of the actions are in the early stages of implementation. More time is required to demonstrate key success measures towards the Strategy's outcomes.

Rapid implementation of the Strategy is critical to ensure a timely response to Calgary's housing crisis. Administration has been taking urgent, deliberate, and definitive action following Council's approval of the Strategy.

Key milestones achieved to date include:

Land for affordable housing:

Home is Here: The City of Calgary's Housing Strategy 2024-2030 – 2024 Progress Update

- Two City-owned sites at Light Rail Transit stations were awarded to create approximately 100 units of transitional housing for families experiencing or at risk of homelessness.
- Work to identify a site for a high complexity supportive housing facility is underway.
- Five parcels of land, plus the addition of up to \$75,000 per door in capital funding, will be awarded to non-profit housing providers to create nearly 300 homes as part of the *Non-Market Housing Land Sale Program*.
- Approximately 200 new homes at Franklin Light Rail Transit station are expected to be at the building permit stage by 2027.

New funding secured for housing:

- During the 2023 November Adjustments to the 2023-2026 Service Plans and Budgets (C2023-1148), Council approved an additional \$90M in capital and \$135M in operating and one-time funding over three years (2024-2026) to support actions in the Strategy. This includes the *Secondary Suites Incentive Program*, the *Housing Land Fund*, *One Window*, *Downtown Calgary Development Incentive Program*, *Indigenous Affordable Housing Funding Program*, programs to support equity-deserving populations, and support for the sector to leverage funding from other orders of government for the development of affordable housing. Since this funding was approved, programs have been initiated and implementation is planned for the latter part of 2024.
- \$228.5M from the federal Housing Accelerator Fund.

Making it easier to build housing:

- Of the various tools that can be leveraged to support housing supply growth, land use regulations rest solely within the jurisdiction of municipal governments. Council approved citywide rezoning with amendments on May 14, 2024. In addition to single detached houses, other types of low-density housing including semi-detached, rowhouses and townhouses are now allowed in new and established areas of the city, effective Aug 6, 2024.
- Developing the *Secondary Suites Incentive Program* which will create up to 400 legal suites per year with City funding.

Supporting the sector:

- Reboot of *One Window* is underway to facilitate a central intake process for people seeking affordable housing.
- Allocating grants to deliver programs and services to support successful tenancies through the *Home Program*.
- Funding to support non-profit housing providers through the refresh of the *Housing Incentive Program* and the *Indigenous Affordable Housing Funding Program*.
- Convened the non-profit housing sector to network, dialogue and inspire partnerships at a *National Housing Day Conference* in late 2023.

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Community Development Committee
2024 May 22

ISC: UNRESTRICTED
CD2024-0225

Home is Here: The City of Calgary's Housing Strategy 2024-2030 – 2024 Progress Update
EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken | <input type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

IMPLICATIONS

Social

At least one in five households cannot afford their housing. Calgary needs significantly more housing supply and diverse supply that is affordable to meet the needs of Calgarians. Based on the *Housing Needs Assessment* published in 2023, data indicates that housing affordability disproportionately impacts Indigenous people living in Calgary and equity-deserving populations such as youth and seniors. Implementation of the Strategy will help to slow the rate of housing need. Addressing housing affordability challenges takes time, progress in the first year of implementation demonstrates a running start.

Environmental

The lack of affordable housing options may cause people to seek housing away from the centre of our community, and outside our city's boundaries, increasing our collective environmental footprint. Administration's progress thus far supports the development of a variety of housing types, including in established communities, near transit routes which leverage existing infrastructure, enable active mobility, and will contribute to reducing Calgary's greenhouse gas emissions.

Economic

Housing affordability is a key component for propelling economic growth and prosperity. Implementing the actions in the Strategy will ensure that Calgarians have access to housing options that meet their needs. This will contribute to each household's economic resiliency. As a city, Calgary has held an advantage over other municipalities such as Toronto and Vancouver because of its comparatively low housing costs, quality jobs, and a high quality of life. This competitive advantage will ensure Calgary can continue to attract and retain talent for generations to come.

Service and Financial Implications

No anticipated financial impact

Council approved an additional funding for 2024-2026 to support the implementation of several actions in the Strategy that were previously unfunded.

RISK

Council and The City's Executive Leadership Team have acknowledged that Calgary is in a housing crisis and across the organization there is a commitment to urgently address housing affordability. Principal risks to successfully implementing the Strategy include:

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Community Development Committee
2024 May 22**

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CD2024-0225**

Home is Here: The City of Calgary’s Housing Strategy 2024-2030 – 2024 Progress Update

- The speed at which The City and its partners, including non-profit housing providers, can act considering capacity constraints, supply chain challenges, and increasing costs.
- The need for provincial and federal governments to partner effectively and provide significantly more predictable funding to preserve existing housing supply and significantly boost new supply to meet the demand.
- Anticipated population growth compounded by complex social challenges including addictions and mental health may further exacerbate the demand for housing and further widen the affordability gaps.
- Market conditions including low vacancy rates, higher than normal rent increases, escalating home prices, limited housing choice, rising inflation and interest rates will likely amplify housing insecurity.

These risks will be monitored and addressed through cross-corporate coordination and implementation of the Strategy. The City will continue to work with partners in the housing and non-profit sector to support collaboration, coordination and partnership. Finally, advocacy to other orders of government will continue to ensure funding and supports are targeted to the needs of Calgarians.

ATTACHMENTS

1. Background and Previous Council Direction
2. 2024 Progress Update
3. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katie Black	Community Services	Approve
Stuart Dalgleish	Chief Operating Office	Inform
Timothy Keane	Planning & Development Services	Inform
Michael Thompson	Infrastructure Services	Inform

Author: Partnerships business unit

Background and Previous Council Direction

Previous Council Direction

Date	Report Number	Direction/Description
2023 September 16	CD2023-0749	<p>Home is Here – The City of Calgary’s Housing Strategy 2024-2030 That with respect to Report CD2023-0749, the following be adopted:</p> <p>That Council</p> <ol style="list-style-type: none"> 1. Approve Home is Here: The City of Calgary’s Housing Strategy 2024-2030 (Attachment 2), as amended below, and rescind Foundations for Home – Calgary’s Corporate Affordable Housing Strategy (2016-2025): <ol style="list-style-type: none"> a. Amend the Objective 1A section as follows: <ol style="list-style-type: none"> i. Deleting Objective 1A wherever it appears and inserting the words “Make more City-owned real property assets (i.e., land, buildings, and strata) available for housing (market, non-market, subsidized, and housing co-op) in all communities.” in its place. ii. Deleting Action 1.A.1 from page 18 in its entirety and inserting the words “1.A.1. Dispose of City-owned real property assets as soon as possible within Transit-Oriented Development sites suitable for affordable market and non-market housing” in its place. b. Amending Section 1.A.1 on page 18 by inserting the following bullet after the words “HATF”: <ol style="list-style-type: none"> i. Dedicate two City-owned sites (at no cost) to develop an emergency housing program for families with children who are at risk of or are experiencing homelessness. In tandem with identifying the City- owned sites, work with modular or pre-fabricated housing providers, social service agencies, and government partners to explore the rapid establishment of temporary, transitional housing for these families. Administration will identify and support opportunities to expedite the approvals process and further investigate how the homelessness sector can work together to identify appropriate partners, budgets, clients supports and other important considerations required to see this project proceed and remain in place until the family homelessness crisis in Calgary is resolved. c. Deleting Action 1.A.2 on Page 18 in its entirety and inserting the following in its place: <ol style="list-style-type: none"> 1.A.2. Allocate an initial \$20M per year to the Housing Land Fund to acquire land, real estate, or provide existing City land for the creation of non-market and mixed-market housing and develop a strategy to progressively realize the Housing Land

Date	Report Number	Direction/Description
		<p>Fund's targeted \$100M per year balance. This strategy should include, but is not limited to:</p> <ul style="list-style-type: none"> I. Advocacy for matching funds from the Provincial and Federal Government; II. An exploration of municipal funding tools and sources; and III. Collaboration and consultation with market and non-market housing providers. <p>d. Amending Action 1.A.3 from page 18 by deleting the words "(minimum target of 1,000 units)"</p> <p>e. Deleting Action 1.A.6 from page 18 and inserting the following in its place:</p> <p>1.A.6. Allocate \$50M in funding, of which up to \$25 million is to be prioritized for post-secondary residential uses, to the Downtown Calgary Development Incentive Program as bridge funding until such time as additional funding is provided by the federal and provincial governments to make up the balance of the program requirements. Specifically, this funding requires:</p> <ul style="list-style-type: none"> I. Collaboration with post-secondary institution(s); II. Collaboration with federal and/or provincial governments; III. Delivery of non-market housing for qualifying post-secondary students; and IV. Creation of methodology by the partner post-secondary institution to ensure that international students have access to 25% of the non-market units created in this initiative. <p>The balance of the \$50 million in bridge funding not utilized by the post-secondary residential uses will be prioritized towards conversion incentives for post-secondary institutions, and residential conversion projects that include a meaningful amount of non-market housing for the general public as well as equity deserving and indigenous populations.</p> <p>f. Deleting Action 1.C.1 on Page 21 in its entirety and inserting the following in its place:</p> <p>Include policy in the Municipal Development Plan immediately that every community in Calgary should encourage a minimum of 15% of the total housing units to be non-market Affordable Housing (as defined by The City) to provide equal distribution across the city. This action does not mandate a minimum amount of non-market development. This is a signal to The City, public and Council that affordable housing is needed, wanted and acceptable throughout all communities.</p> <p>g. Inserting the following bullet "III" after bullet "II" in Action 1.C.4 on page 21:</p>

Date	Report Number	Direction/Description
		<p>III. Eliminate parking requirements for backyard suites.</p> <p>h. Amending Objective 1C section on Page 23 by inserting the following as Action 1.C.13:</p> <p>1.C.13 Commit to infrastructure upgrades, services and amenities related to increased housing opportunities by:</p> <p>I. Using existing tracking systems, and improving upon them as necessary, to identify which communities city-wide are receiving applications for land use change, development permits and building permits to facilitate more housing;</p> <p>II. Using the data from the tracking systems to understand the additional funding needed for these communities to have appropriate infrastructure, services and amenities to accommodate housing and population growth;</p> <p>III. Seeking opportunities to equitably share the costs and benefits of housing-enabling infrastructure (basic facilities, services, systems, and installations necessary or appropriate for the functioning of a housing community, including facilities, services, systems, and installations for water, sewage, power, communications, and transportation facilities such as roads, sidewalks, transit, and multimodal transportation options), services and amenities amongst impacted groups, including the public, the private sector, and the Provincial and Federal governments; and</p> <p>IV. Building upon Council approved investments in the amount of \$259 million made through the Citywide Growth Strategy (\$259 Million is based on 'Supporting Growth and Change Through City Programs' calculations which include: \$120M for Mainstreets, \$63M for Established Area Growth and Change programs, \$16M for Transit Oriented Development, \$20M for Local Area Planning, \$40M for 5A investments.), leverage the standing item on budget at Executive Committee to provide projected investment amounts reflective of anticipated acceleration of housing development and population growth, facilitating the need to deliver infrastructure, services, and amenities in growing communities.</p> <p>i. Inserting the following new Action 2.A.8 on page 26 under Action 2.A.7, as follows:</p> <p>2.A.8. Investigate options for expanded business licensing for residential landlords, including education requirements and a landlord registry, to improve landlords' awareness of their responsibilities and reduce rental accommodation fraud.</p>

Date	Report Number	Direction/Description
		<p>j. Deleting the Action 2.A.3 on page 25 in its entirety and inserting the following in its place:</p> <p style="padding-left: 40px;">2.A.3. Support tenants and government to address inadequate housing conditions by hosting a landlord-tenant forum to listen and understand to the challenges faced by landlords and tenants in Calgary’s rental market to develop and deliver a program that creates awareness of landlord and tenant rights through a similar to The City of Edmonton’s ‘Support for Tenants’ service.</p> <p>2. Direct Administration to:</p> <p style="padding-left: 20px;">a. Immediately begin work on implementing the Housing Strategy’s actions that do not need further Council direction or budget approval.</p> <p style="padding-left: 20px;">b. Prepare recommendations that have a budget implication to be included as part of the 2023 November Adjustments to the 2023-2026 Service Plans and Budgets.</p> <p style="padding-left: 20px;">c. Continue work progressing actions which, as indicated, require further public engagement, council deliberation and approval, and/or public hearing, and bring those forward to Council as work is ready for consideration;</p> <p>3. Direct Administration to provide annual progress updates on the Housing Strategy through the Community Development Committee starting in Q2 2024.</p> <p>4. Direct Administration to report to Community Development Committee annually, for the time duration of the current strategy that includes:</p> <p style="padding-left: 20px;">a. Updates on any new process costs or significant process changes for applicants resulting from the Housing Strategy’s implementation across the planning continuum;</p> <p style="padding-left: 20px;">b. Recommendations to:</p> <p style="padding-left: 40px;">i. mitigate any additional costs to applicants and ultimately to housing consumers;</p> <p style="padding-left: 40px;">ii. speed up approval processes as appropriate, in order to continue to support the construction of more housing;</p> <p style="padding-left: 20px;">c. Aggregated, third-party verified data points, sourced from both development industry and The City that demonstrate how savings are being passed onto consumers;</p> <p style="padding-left: 20px;">d. Relevant metrics on new housing starts and Planning & Development permit processing times, including City and Applicant times, alongside any related Measures of Success identified in the Housing Strategy;</p>

Date	Report Number	Direction/Description
		<p>5. Refer the report back on the Housing and Affordability Task Force Notice of Motion (EC2022-0638) item 1B regarding the Housing Security Commission to the 2023 October 31 Community Development Committee.</p> <p>6. Direct that three Confidential Distributions received by the City Clerk's Office up to the conclusion of the public submissions portion of the meeting be held confidential pursuant to Section 17 (Disclosure harmful to personal privacy) of the Freedom of Information and Protection of Privacy Act; and</p> <p>7. Direct that Confidential Distribution 1 be held confidential pursuant to Sections 16 (Disclosure harmful to business interests of a third party), Section 21 (Disclosure harmful to intergovernmental relations), Section 24 (Advice from officials) and Section 25 (Disclosure harmful to economic and other interests of a public body) of the Freedom of Information and Protection of Privacy Act until such time that all relevant agreements are executed or that The City agrees to disclose portions for communications purposes.</p>
2023 July 4	C2023-0688	<p>Housing and Affordability Task Force Recommendations Progress Update (Verbal)</p> <p>That with respect to Verbal Report C2023-0688, the following be adopted:</p> <p>That Council direct that Administration consider Council feedback to inform the Corporate Housing Strategy.</p>
2023 June 6	C2023-0415	<p>Housing and Affordability Task Force Recommendations</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Receive the Housing and Affordability Task Force Recommendations and Actions ("Recommendations") for information (Attachment 2); 2. Disband the Housing and Affordability Task Force and thank its members for their time and professional advice; 3. Direct Administration to incorporate the Housing and Affordability Task Force Recommendations and Actions into the revisions presently underway on the Corporate Affordable Housing Strategy, which is scheduled to return to Community Development Committee in September 2023; 4. Direct Administration, as part of the September 2023 Committee presentation, to clearly identify which Housing and Affordability Task Force Recommendations and Actions were incorporated into the Corporate Affordable Housing Strategy, the corporate-wide implications (including but not limited to changes to base land use district, parking requirements, or funding for the

Date	Report Number	Direction/Description
		<p>downtown incentive program), and the decisions required from Council as a result;</p> <ol style="list-style-type: none"> 5. Direct Administration to bring forward specific actions for further consideration and deliberation through committee to Council, including those that require additional budget resources to the monthly standing Executive Committee item "Strategic Discussion on Building and Delivering on Plans and Budgets". 6. Direct Administration to report on the status of the implementation of the updated Corporate Affordable Housing Strategy on a quarterly basis, through Community Development Committee to Council, commencing in Q4 2023
2023 June 06	CD2023-0239	<p>Indigenous Affordable Housing Recommendations</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Endorse Attachment 2 and direct Administration to begin immediate implementation of actions that have no new funding requirement. 2. Consider the recommendations of the Housing and Affordability Task Force (C2023- 0415) at the 2023 June 6 Regular Meeting of Council as they relate to and align with this report; and 1. 3. Direct Administration to bring forward funding requests to the next four-year budget cycle, if required, to implement the medium- and long-term actions in Attachment 2.
2022 June 07	CD2022-0706	<p>Affordable Housing for Urban Indigenous Calgarians</p> <p>The City of Calgary's Affordable Housing division with the support of the Indigenous Relations Office, conducted extensive voluntary engagement from June 2020 to December 2021, to better understand affordable housing challenges for urban Indigenous people living in Calgary and how to begin addressing these needs. Results of the engagement were presented to Council on 2022 June 7.</p> <p>Council approved the What we heard: Community engagement and research report C2022- 0706 and directed Administration to, "engage relevant business units on the results of the What we heard report and; bring the Recommendations Report to Council for consideration and approval by Q2 2023".</p>
2022 May 17	EC2022-0638	<p>Housing and Affordability Task Force</p> <p>That Council Direct Administration to:</p> <ol style="list-style-type: none"> 1. a) 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

Date	Report Number	Direction/Description
		<p>housing continuum, including a survey/review of existing programs, policies, and solutions both locally and in other relevant jurisdictions;</p> <p>b) An exploration of models for the creation of a "Housing Security Commission" to work in collaboration with The City, supportive housing providers, non-market housing providers, Calgary Housing Company, attainable homeownership providers, emergency shelters, the provincial and federal governments, to increase equitable outcomes for Calgarians seeking safe, affordable, and supportive housing; and</p> <p>c) Address these considerations as a part of the refreshed Corporate Affordable Housing Strategy.</p> <p>2. Report back to Council by 2023 Q1 with</p> <p>a) 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; and</p> <p>b) Strategies 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.</p>
2022 April 27	CD2022-0478	<p>Corporate Affordable Housing Strategy Q2 2022 Update</p> <p>That the Community Development Committee recommend that Council:</p> <ol style="list-style-type: none"> 1. Endorse the investigation of the ideas presented in Attachment 2 – Affordable Housing Opportunities, and; 2. Direct Administration to develop a refreshed Corporate Affordable Housing Strategy to be brought to the Community Development Committee by 2023 Q3.
2016 June 28	PFC2016-0512	<p>Corporate Affordable Housing Strategy</p> <ol style="list-style-type: none"> 1. Approve the Corporate Affordable Housing Strategy and confirm affordable housing as a Council Priority; 2. Approve the Implementation Plan in principle and direct Administration to bring forward budget recommendations for 2017 and 2018 for Council consideration through Action Plan mid-cycle adjustments; 3. Direct Administration to provide a progress update on the Implementation Plan to Council through the Priorities and Finance Committee by Q2 in 2017 and 2018; 4. Rescind the 2002 Corporate Affordable Housing Strategy (Council Policy CS007).

Home is Here

The City of Calgary's Housing Strategy 2024-2030

2024 Progress Update



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Land Acknowledgement

The city of Calgary, where the Bow and Elbow rivers meet, was historically a place of confluence where the sharing of resources, ideas and opportunities naturally come together. Long before Scottish settlers named it Calgary, the original Indigenous Nations of this area had their own names for the land. In the Blackfoot language, it is called Moh-kins-tsis. The Îethka Nakoda Wîcastabi First Nations refer this place as Wicispa Oyade and the people of the Tsuut'ina nation call it Guts-ists-I. The Métis call the Calgary area Otos-kwunee.

We would like to take this opportunity to appreciate and acknowledge that we are gathered on the ancestral and traditional territory of the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapipiikani and Kainai First Nations; the Îethka Nakoda Wîcastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation. The city of Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, Métis Nation Battle River Territory (Nose Hill Métis District 5 and Elbow Métis District 6). We acknowledge all Indigenous people who have made Calgary their home.

Executive Summary

Calgary's housing crisis has continued to worsen due to a variety of socio-economic pressures. Since The Housing Strategy was approved in September 2023, as at the end of Q1 2024:

- Population increased by an estimated 35,000 people.
- Median residential housing price for all housing types escalated 11 per cent from \$503,000 to \$557,000.
- Average market rent for a 2-bedroom unit increased by 12 per cent from \$2,367 to \$2,653.

At minimum, 1 in 5 households in Calgary cannot afford where they currently live, and that number is likely under-estimated considering the drastic increases and strains on market housing factors.

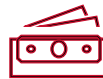
Home is Here - The City of Calgary Housing Strategy 2024-2030 is delivering programs and policies to build more housing supply, support the non-profit housing sector, enable City-owned housing subsidiaries, and create more housing and supports for Indigenous people and equity-deserving populations.

We are four months into the first year of implementation and The City is making good progress.

Highlights of progress to date in 2024 include:



Eight parcels of City-owned land have been allocated for the development of approximately 440 new non-market homes.



City Council approved \$90M in capital and \$135M in operating and one-time funding for 2024-2026. In addition, The City secured \$228M from the Housing Accelerator Fund.



Approximately 80 per cent of the actions in the Housing Strategy will be initiated by the end of 2024.

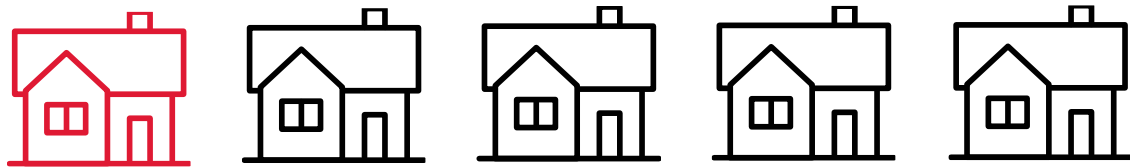


Housing Need in Calgary

According to The City of Calgary's definition, a household is in need of affordable housing when it earns less than 65 per cent of Calgary's median income and spends more than 30 per cent of that income on shelter.

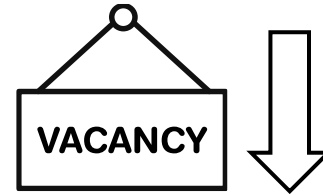
The 2023 Housing Needs Assessment used data from the 2021 Federal Census to determine housing need in Calgary. According to this data and in line with The City's definition at least 84,600 households are in need of affordable housing options. That number is likely under-estimated considering the drastic changes to market housing factors since 2021.

Based on Calgary's forecasted population growth and the historical rate of housing need, the number of households in need of affordable housing is expected to reach close to 100,000 by 2026.



At least **one in five** households in Calgary cannot afford their housing.

Market housing conditions have worsened since our last report in September 2023:



Rental vacancy rates are forecasted to have declined to **1.1 per cent** in early 2024 according to CMHC.



Average rent for a two-bedroom unit has **increased 12 per cent** to over \$2,650.



Median residential housing price for all housing types **increased by 11 per cent**.

The median price for a single detached home is **\$718,400**.

Home is Here – The City of Calgary’s Housing Strategy

Vision: Everyone in Calgary has an affordable place to call home.



Outcome 1

Increase the supply of housing to meet demand and increase affordability.

Objectives

- A.** Make more City-owned real property assets (i.e., land, buildings, and strata) available for housing (market, non-market, subsidized, and housing co-op) in all communities.
- B.** Use The City’s funding tools to leverage partnerships with government and get more housing built.
- C.** Amend and streamline planning policy and process to allow for diverse housing.



Outcome 2

Support affordable housing providers to deliver services that make a positive impact.

Objectives

- A.** Advance City-led programs that support affordable housing providers and residents.
- B.** Conduct research and convene affordable housing providers to support the sector’s growth.
- C.** Advocate to other orders of government to ensure adequate supports for housing.



Outcome 3

Enable The City’s housing subsidiaries to improve service delivery.

Objectives

- A.** Leverage funding and land for the development and redevelopment of City-owned assets.
- B.** Support subsidiaries to deliver on their strategic plans.



Outcome 4

Ensure diverse housing choice to meet the needs of equity-deserving populations.

Objectives

- A.** Develop and implement programs that reduce barriers and increase housing supports.
- B.** Incentivize the creation or modification of housing to meet the needs of equity-deserving populations.



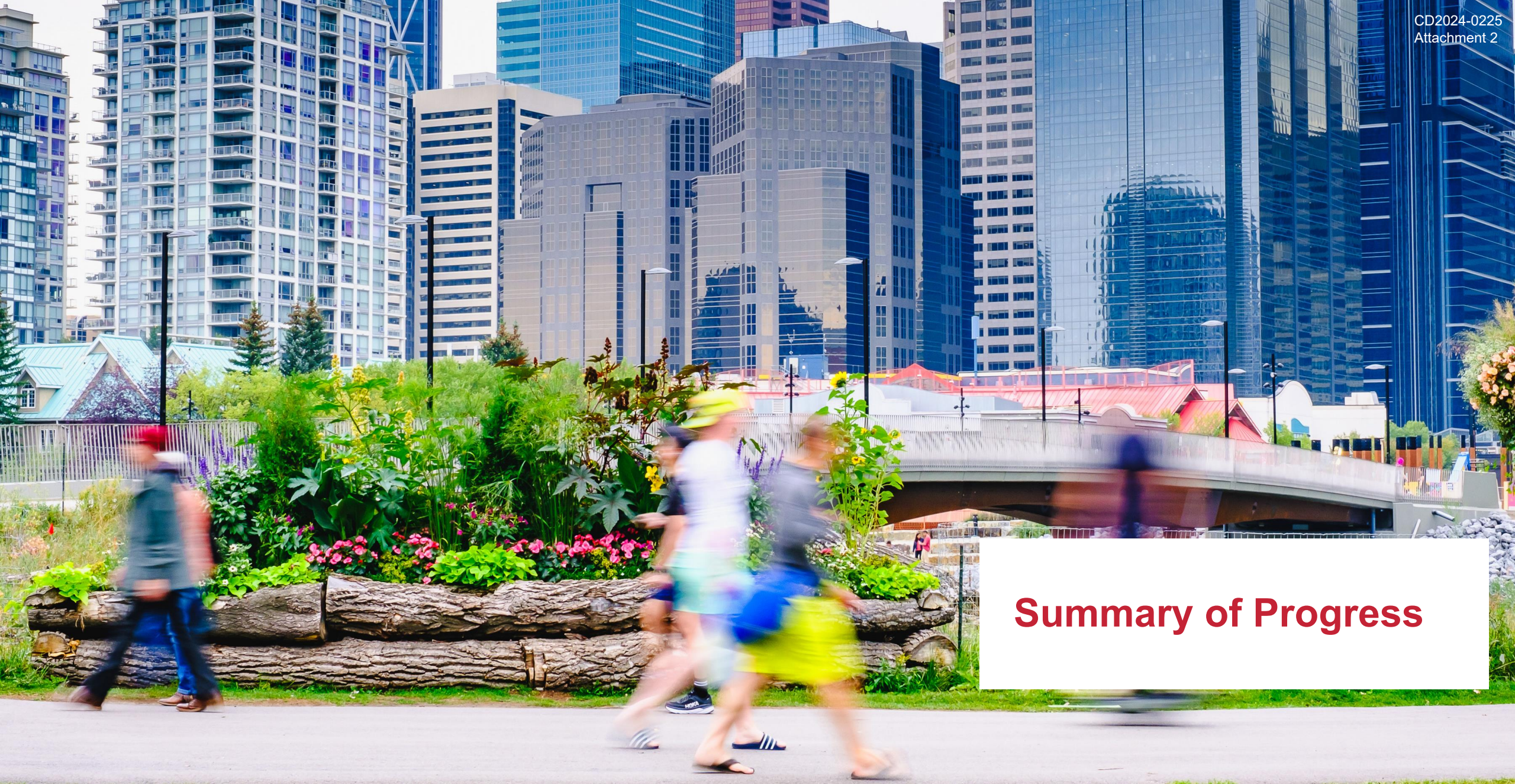
Outcome 5

Address the affordable housing needs of Indigenous people living in Calgary.

Objectives

- A.** Fulfill commitments to ReconciliACTION by implementing the actions within:
“The Ways Forward: Affordable Housing for Indigenous Calgarians Through a Holistic Plan.”





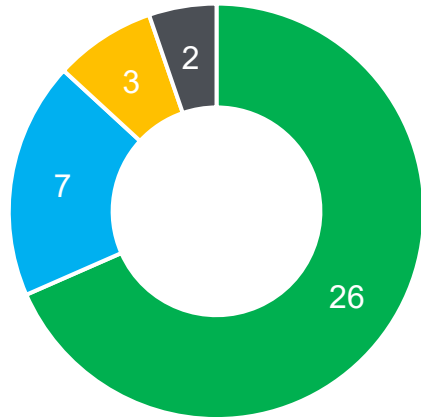
Summary of Progress



Outcome 1: Summary of Progress

Increase the supply of housing to meet demand and increase affordability.

38 Actions



- Progressing as planned
- Progressing ahead of schedule
- Not Started (planned for 2024)
- Next Action (planned for 2025)

Highlights

1. Approximately 100 family housing units on two parcels of City-owned land at Whitehorn and Fish Creek Lacombe LRT stations expected by the end of 2025.
2. A potential site for high complexity supportive housing facility has been identified and work is underway to determine the viability of the site.
3. Advancing Transit Oriented Development at Franklin Station to create approximately 200 new homes. **HAF**
4. Non-Market Land Sale #4 released five sites and up to \$75,000 per door funding. Expecting up to 290 homes by 2028. **HAF**
5. Secondary suites incentive program design is underway to create up to 400 legal suites per year with City funding. **HAF**
6. Council approved citywide rezoning to allow single family, semi-detached, rowhouses, and townhouses in new and established areas.
7. Implementation of the Housing Land Fund to acquire or prepare land and assets for affordable housing development is underway.

HAF This action is supported through City funding and Housing Accelerator (HAF) funding.



Outcome 1: Status of Actions

Increase the supply of housing to meet demand and increase affordability.

Progressing Ahead of Schedule

- 1.A.1.i. Dispose of City-owned real property assets as soon as possible within Transit-Oriented Development sites suitable for affordable market and non-market housing. Dedicate two City-owned sites (at no cost) to develop an emergency housing program for families with children who are at risk of or are experiencing homelessness. In tandem with identifying the City-owned sites, work with modular or pre-fabricated housing providers, social service agencies, and government partners to explore the rapid establishment.
- 1.A.8. In line with provider capacity, increase the amount of land provided to Indigenous housing providers through the Non-Market Housing Land Disposition Policy.
- 1.C.3. Enable diverse housing types by incorporating the full spectrum of Neighbourhood Urban Form categories in each Local Area Plan.
- 1.C.5.ii. In the new Land Use Bylaw: Make dwelling units in all multi-residential land use districts Permitted Use to enable simplified approvals processes.
- 1.C.6. Complete City-initiated land use redesignations by Q2 2024 to R-CG as the base residential district across Calgary.
- 1.C.7. Implement over time, City-initiated land use redesignations for Housing-Ground Oriented (H-GO) in completed Local Area Plans where appropriate.
- 1.C.8.i. Create incentives for more affordable non-market and market units: Establish an incentive program of at least \$10,000 per unit for secondary suites, to produce at least 400 net new secondary suites each year.

Progressing as Planned

- 1.A.2.i. Allocate an initial \$20M per year to the Housing Land Fund to acquire land, real estate, or provide existing City land for the creation of non-market and mixed-market housing and develop a strategy to progressively realize the Housing Land Fund's targeted \$100M per year balance. This strategy should include, but is not limited to: Advocacy for matching funds from the Provincial and Federal Government.
- 1.A.2.ii. Allocate an initial \$20M per year to the Housing Land Fund to acquire land, real estate, or provide existing City land for the creation of non-market and mixed-market housing and develop a strategy to progressively realize the Housing Land Fund's targeted \$100M per year balance. This strategy should include but is not limited to: An exploration of municipal funding tools and sources.
- 1.A.3. Identify City-owned parcels of land that collectively can be made shovel-ready for Affordable Housing. Business Units may need to rationalize future use of said lands that are not needed, in whole or in part, for their intended primary use.
- 1.A.4. Develop a program and framework to provide opportunities for land leasing or land trusts to non-profit housing providers, in addition to the Non-Market Housing Land Disposition Policy.



Outcome 1: Status of Actions

Increase the supply of housing to meet demand and increase affordability.

Progressing as Planned

11.A.6. Allocate \$50M in funding, of which up to \$25 million is to be prioritized for post-secondary residential uses, to the Downtown Calgary Development Incentive Program as bridge funding until such time as additional funding is provided by the federal and provincial governments to make up the balance of the program requirements. Specifically, this funding requires:

- i. Collaboration with post-secondary institution(s);
- ii. Collaboration with federal and/or provincial governments;
- iii. Delivery of non-market housing for qualifying post-secondary students; and
- iv. Creation of methodology by the partner post-secondary institution to ensure that international students have access to 25% of the non-market units created in this initiative.

The balance of the \$50 million in bridge funding not utilized by the post-secondary residential uses will be prioritized towards conversion incentives for post-secondary institutions, and residential conversion projects that include a meaningful amount of non-market housing for the general public as well as equity deserving and Indigenous populations.

1.A.7. Implement an ongoing pre-qualifying process for providers accessing City-owned land through the Non-Market Housing Land Disposition Policy program. This will eliminate duplication of time and effort with each round of land disposition, creating a more equitable process for providers.

Progressing as Planned

1.A.10. Continue to support the development of an urban Indigenous Community Land Trust through in-kind investment.

1.A.12. As part of the ongoing evaluation of City-owned land, place a high priority on the development of non-market housing.

1.A.13. Advance the Non-Market Housing Land Disposition Policy that provides city-owned land at below market value for non-market housing.

1.B.1.i. Advocate to: The provincial government to dedicate a portion of the Municipal Reserve for the purpose of establishing land banks in all new communities for Affordable Housing. (Example: 1/5 of the overall 10% dedication).

1.B.1.ii. Advocate to: The provincial and federal governments to allocate 1% of provincial and federal tax revenues to municipalities as funding specifically for the creation and maintenance of Affordable Housing.

1.B.2. Administer federal and provincial programs that provide funding through municipalities to get more housing built.

1.C.1. Include policy in the Municipal Development Plan immediately that every community in Calgary should encourage a minimum of 15% of the total housing units to be non-market Affordable Housing (as defined by The City) to provide equal distribution across the city. This action does not mandate a minimum amount of non-market development. This is a signal to The City, public and Council that affordable housing is needed, wanted and acceptable throughout all communities.

1.C.2. Rescind the Single Detached Special Policy Area in the Guide to Local Area Planning and relevant statutory plans, immediately.



Outcome 1: Status of Actions

Increase the supply of housing to meet demand and increase affordability.

Progressing as Planned

1.C.4.i. Prepare the necessary bylaws to immediately: Make the base residential district Rowhouse-Ground Oriented (R-CG) with guidance for single, semi-detached, row and townhouses into a single land use district.

1.C.4.ii. Prepare the necessary bylaws to immediately: Enable secondary suites and backyard suites on one parcel of land.

1.C.4.iii. Prepare the necessary bylaws to immediately: Eliminate parking requirements for backyard suites.

1.C.5.i. In the new Land Use Bylaw: Ensure parking minimums do not act as a barrier to affordability, including considering location and different residential land use districts in evaluating reducing or eliminating minimums.

1.C.8.ii Create incentives for more affordable non-market and market units: Amend city-wide, local and land use regulation to exempt non-market affordable housing from multi-residential and mixed-use density calculations, in particular non-market units with three or more bedrooms to accommodate large or multi-generational family units.

1.C.10. Ensure housing and housing affordability are considered when reviewing or updating City planning policies, bylaws, and legislation (such as the Municipal Development Plan, Land Use Bylaw, Local Area Plans, Station Area Plans, etc.) with the goal of increasing affordable housing supply and diverse housing options in every community.

1.C.11. Maintain and expand increased customer service and support to affordable housing developers and providers through dedicated planning resources, active from the predevelopment stage, to facilitate a shorter and easier planning approval process.

1.C.12. Continue participation in the next engagement process regarding development levies to ensure affordable housing impacts are considered and mitigation strategies are developed.

Progressing as Planned

1.C.13.i. Commit to infrastructure upgrades, services and amenities related to increased housing opportunities by: Using existing tracking systems, and improving upon them as necessary, to identify which communities city-wide are receiving applications for land use change, development permits and building permits to facilitate more housing.

1.C.13.ii. Commit to infrastructure upgrades, services and amenities related to increased housing opportunities by: Using the data from the tracking systems to understand the additional funding needed for these communities to have appropriate infrastructure, services and amenities to accommodate housing and population growth.

1.C.13.iii. Commit to infrastructure upgrades, services and amenities related to increased housing opportunities by: Seeking opportunities to equitably share the costs and benefits of housing-enabling infrastructure (basic facilities, services, systems, and installations necessary or appropriate for the functioning of a housing community, including facilities, services, systems, and installations for water, sewage, power, communications, and transportation facilities such as roads, sidewalks, transit, and multi-modal transportation options), services and amenities amongst impacted groups, including the public, the private sector, and the Provincial and Federal governments.

1.C.13.iv. Commit to infrastructure upgrades, services and amenities related to increased housing opportunities by: Building upon Council approved investments in the amount of \$259 million made through the Citywide Growth Strategy (\$259 Million is based on 'Supporting Growth and Change Through City Programs' calculations which include: \$120M for Mainstreets, \$63M for Established Area Growth and Change programs, \$16M for Transit Oriented Development, \$20M for Local Area Planning, \$40M for 5A investments.), leverage the standing item on budget at Executive Committee to provide projected investment amounts reflective of anticipated acceleration of housing development and population growth, facilitating the need to deliver infrastructure, services, and amenities in growing communities.



Outcome 1: Status of Actions

Increase the supply of housing to meet demand and increase affordability.

Not Started

1.A.2.iii. Allocate an initial \$20M per year to the Housing Land Fund to acquire land, real estate, or provide existing City land for the creation of non-market and mixed-market housing and develop a strategy to progressively realize the Housing Land Fund's targeted \$100M per year balance. This strategy should include, but is not limited to: Collaboration and consultation with market and non-market housing providers.

1.A.5. Collaborate with the Joint Use Coordinating Committee and the school boards, to review all Joint Use and surplus school sites to determine if land is available for housing.

1.C.9. Support co-op housing, co-housing and other alternative housing forms that create cooperative living options to be included in The City of Calgary's existing programs to support non-market housing.

Next Action – Planned for 2025

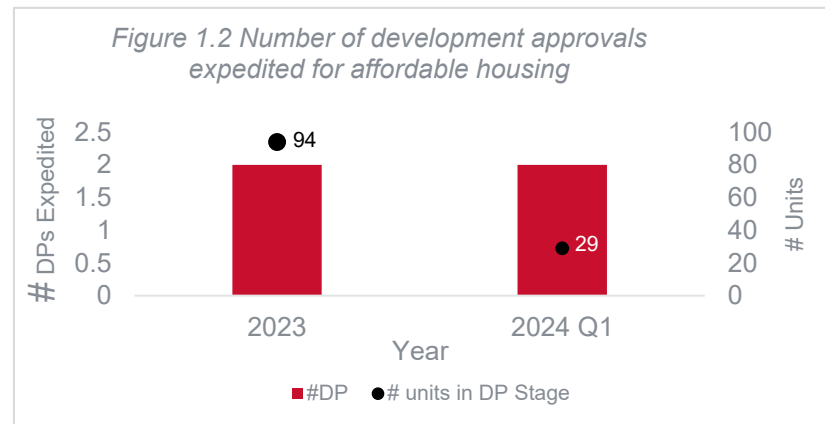
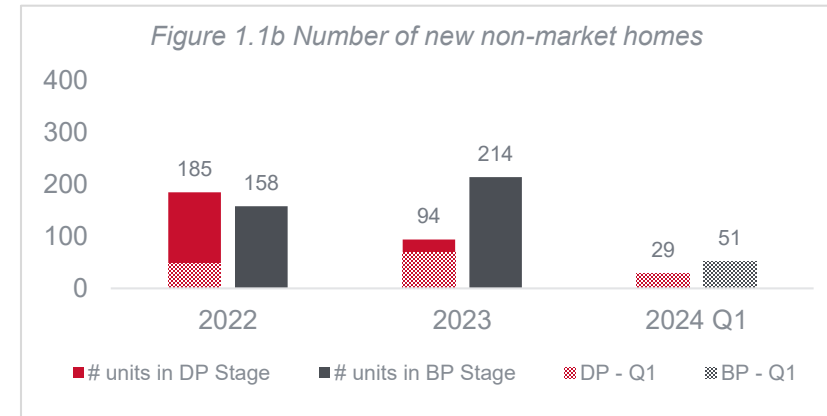
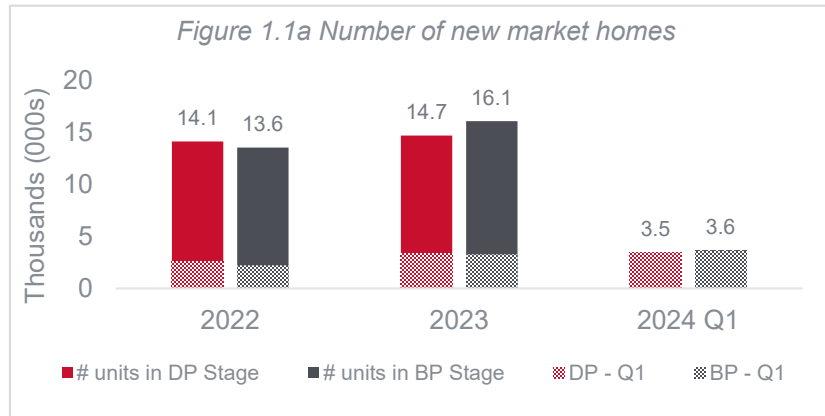
1.A.9. Utilize the Housing Land Fund to provide land to Indigenous housing providers at nominal value.

1.A.11. Develop and implement a new program by Q4 2024 to facilitate a private/public partnership where The City would provide City-owned land to the private sector and others to build affordable housing. Housing would be managed by qualified partners to operate and maintain for no less than 40 years.



Outcome 1: Key Success Measures

Increase the supply of housing to meet demand and increase affordability.



About the measures

Market Homes (Figure 1.1a)

Within the first quarter of 2024, Calgary is creating new market homes (which includes legal secondary suites) at a slightly higher pace when development and building permits issued are compared year over year.

Non-Market Homes (Figure 1.1b)

As of Q1 2024, 29 units are in the development permit stage. Considering the number of City-led initiatives, including to allocate eight parcels of land to non-profit providers to create over 400 non-market units, the number of units in the development permit stage is expected to increase throughout the rest of 2024.

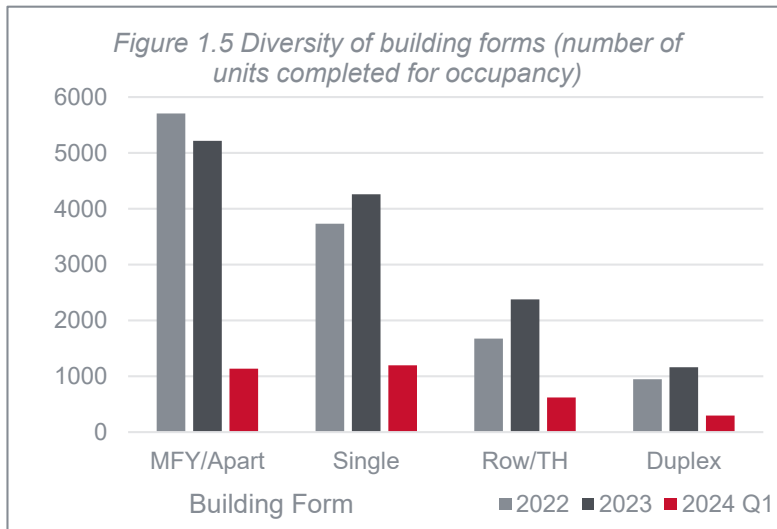
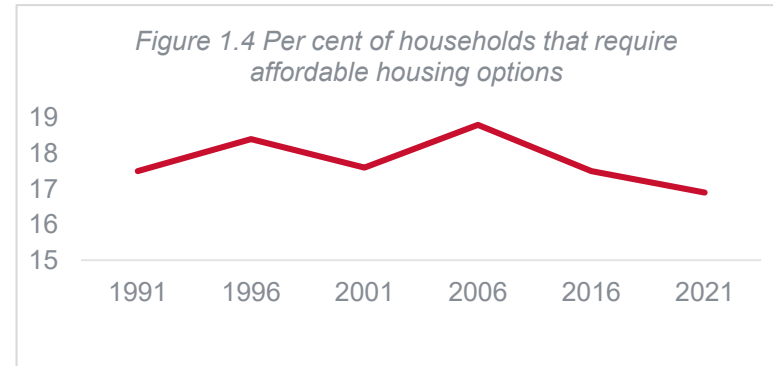
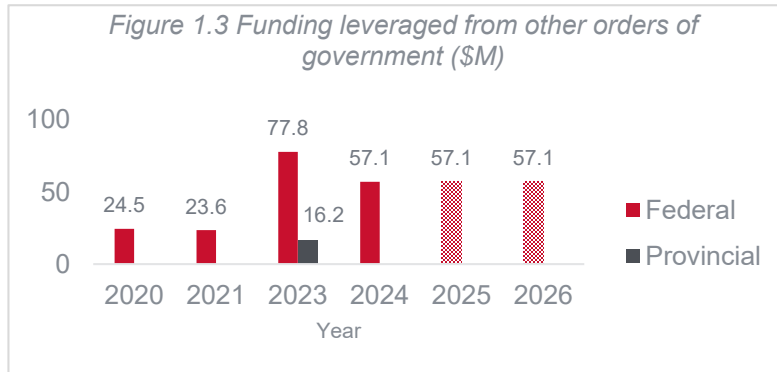
Number of development approvals expedited (Figure 1.2)

As of Q1 2024, there are two development approvals being expedited compared to two expedited in all of 2023. The City anticipates the number of development permit applications for affordable housing to increase throughout the remainder of 2024.



Outcome 1: Key Success Measures

Increase the supply of housing to meet demand and increase affordability.



About the measures:

Funding Leveraged (Figure 1.3)

Since 2020, The City has entered into funding agreements totaling over \$295M in federal funding for housing through the Rapid Housing Initiative and the Housing Accelerator Fund. \$16M has been leveraged through the Provincial Government's Affordable Housing Partnership Program.

Housing Need (Figure 1.4)

Housing need in Calgary has remained relatively constant between 17-18 per cent since 1991, however the total number of households in need has doubled as the population has grown. Considering Calgary's market housing conditions, particularly increases in housing prices and rent, the current level of housing need is expected to be higher. However, this will not be determined until the next federal census in 2026.

Housing Forms (Figure 1.5)

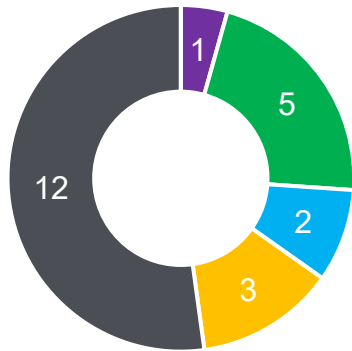
In 2023 apartment/multi-family as well as single family homes made up most of the new housing supply. There are several actions in the Housing Strategy that aim to increase the diversity of housing forms, including rowhouses, townhomes and duplexes so that Calgarians have choice and so that the increased supply can meet demand and increase affordability.



Outcome 2: Summary of Progress

Support affordable housing providers to deliver services that make a positive impact.

23 Actions



- Completed
- Progressing as planned
- Progressing ahead of schedule
- Not Started (planned for 2024)
- Next Action (planned for 2025)

Highlights

1. Reboot of One Window is underway to facilitate a central intake process for people seeking affordable housing.
2. In recognition of National Housing Day, a half day conference was organized that brought together over 200 participants in the sector to network, dialogue and inspire partnerships.
3. The Housing Incentive Program is being updated to better support the sector, including organizations developing affordable housing that serve Indigenous and equity-deserving populations.
4. Through partnership funding with the United Way of Calgary and the Calgary Homeless Foundation, a total of \$640K was provided to the Basic Needs Fund to pilot a program that supports households to access funding for first and last month rent obligations. The program supported approximately 450 households to secure housing to date.
5. Housing Dashboard will be launched in Q2 2024 on The City's website. Further efforts to expand research and data efforts are underway.



Outcome 2: Status of Actions

Support affordable housing providers to deliver services that make a positive impact.

Completed

2.A.5.i. Support existing programming and be a partner at collaborative funding tables to strategically plan, evaluate, and invest to improve services for those in affordable housing and experiencing homelessness. Specific programs could include: Partner and invest seed funding (\$600K) in existing community programs that support individuals in housing need to access funding for first/last rent obligations.

Progressing Ahead of Schedule

2.A.1. Update and fund the One Window proposal that facilitates all participating housing and service partners through one intake process for individuals to access.

2.A.2. Enact a municipal bylaw under s. 364 of the Municipal Government Act to exempt properties held by non-profit organizations providing non-market housing from the municipal portion of property tax.

Not Started

2.B.2.i. Convene a group of partners from the housing sector to: Collaborate and develop clear priorities for an advocacy plan for Calgary to improve housing that includes supports for organizations, non-profit employees, and those in need of housing.

2.B.2.ii. Convene a group of partners from the housing sector to: Create an awareness campaign that reduces stigma for affordable housing, permanent supportive housing, and regarding those experiencing homelessness.

2.B.2.iii. Convene a group of partners from the housing sector to: Identify innovative collaboration opportunities, that are based on the housing needs in Calgary, to ensure those with the highest need have housing.

Progressing as Planned

2.A.4. Amend the terms of reference for the Housing Incentive Program to create a separate funding stream dedicated to organizations prioritizing housing needs for specific populations.

2.A.7. Continue and expand programming and grant programs that support individuals in affordable housing.

2.B.3. Expand research efforts to support housing outcomes along the continuum, housing need, and affordability concerns.

2.C.1. Advocate to the Government of Alberta for legislative change to the Municipal Government Act to allow affordable housing to be defined in a manner that exempts it from certain planning process requirements such as public hearing, which increases certainty and reduces timelines for developers and providers.

2.C.5. Expand intergovernmental relations and advocate to other orders of government to support the affordable housing sector including but not limited to recommending legislative changes or providing City leadership regarding housing solutions that address Calgary's housing need.



Outcome 2: Status of Actions

Support affordable housing providers to deliver services that make a positive impact.

Next Action – Planned for 2025

2.A.3. Support tenants and government to address inadequate housing conditions by hosting a landlord-tenant forum to listen and understand to the challenges faced by landlords and tenants in Calgary’s rental market to develop and deliver a program that creates awareness of landlord and tenant rights through a similar program to The City of Edmonton’s ‘Support for Tenants’ service.

2.A.5.ii. Support existing programming and be a partner at collaborative funding tables to strategically plan, evaluate, and invest to improve services for those in affordable housing and experiencing homelessness. Specific programs could include: Provide seed funding for community programs that can prevent Calgarians from becoming unhoused such as landlords’ mediation, or support for rental arrears.

2.A.6. Develop and implement an Affordable Housing Sector Capacity Plan through collaboration and development with partners with the goal to strengthen the sector.

2.A.8. Investigate options for expanded business licensing for residential landlords, including education requirements and a landlord registry, to improve landlords’ awareness of their responsibilities and reduce rental accommodation fraud.

2.B.1. Create a program that connects developers and non-profit housing providers to develop partnerships when building new affordable homes, including for residents requiring deep subsidy.

2.C.2. Advocate to the province to exempt properties held by non-profit organizations that are providing non-market housing from the provincial portion of property tax.

Next Action – Planned for 2025

2.C.3.i. Advocate to the province to: Increase number of Public Health inspectors available to inspect properties allowing for inspections to be completed within 1 week.

2.C.3.ii. Advocate to the province to: Revise the Residential Tenancies Act to protect tenants from unfounded evictions if a complaint is made to Alberta Health Services or any other public serving agency.

2.C.3.iii. Advocate to the province to: Provide financial supports for alternative temporary accommodations, for tenants unable to find or afford alternative accommodations, while rental properties are being repaired from unsafe or inadequate conditions.

2.C.3.iv. Advocate to the province to: Review and enhance the Minimum Health and Housing Standards to ensure that tenants are protected from substandard housing, review and adjust the standard occupancy rates to accommodate culturally appropriate housing.

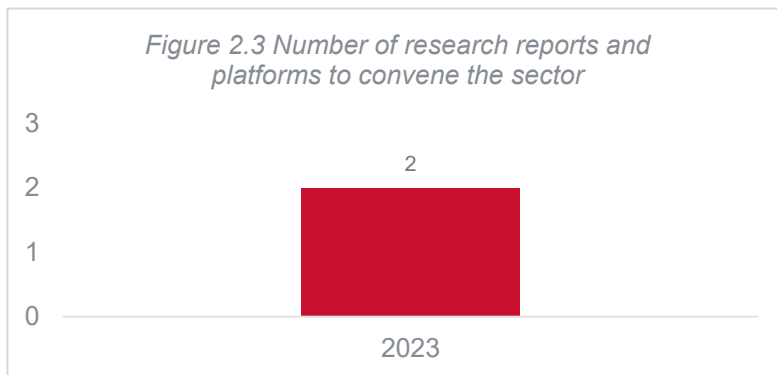
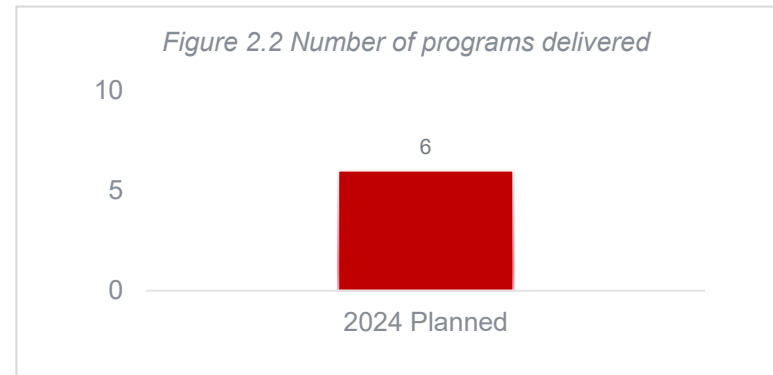
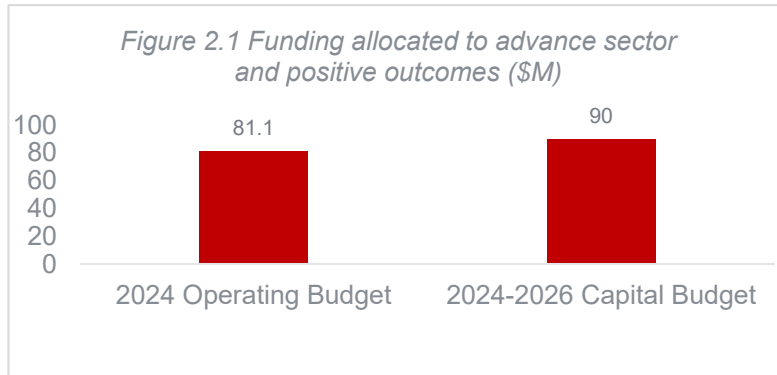
2.C.3.v. Advocate to the province to: Investigate and resolve non-contractual or legal complaints of discrimination, mistreatment, or substandard housing, through the creation of a Housing Ombudsperson that can serve all landlords operating and residents living in rental housing in Calgary.

2.C.4. To support residents in rental housing experiencing higher than normal increases in rent, investigate rent control models used in other jurisdictions, and provide The Government of Alberta with a summary of the findings.



Outcome 2: Key Success Measures

Support affordable housing providers to deliver services that make a positive impact.



About the measures:

City Funding and Programming (Figure 2.1 and 2.2)

In 2024, The City will provide \$81M in funding to support affordable housing providers and non-profits to increase supply, advance the sector and facilitate positive resident outcomes. This includes funding for the following programs: Home, Housing Incentive, Housing Land Fund, One-Window and Downtown Incentive. Also \$90M in capital funding has been allocated to support new affordable housing development throughout 2024-2026.

Reports and Platforms (Figure 2.3)

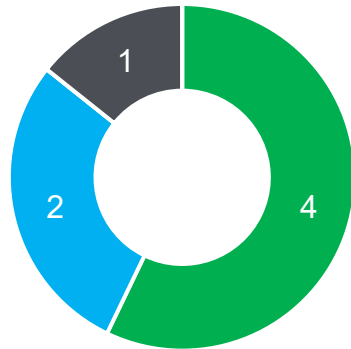
The City delivered the Housing Needs Assessment research report which provided critical data points on the housing need and the severity of the housing crisis. The City also hosted a housing conference which provided opportunities for networking, partnership and the exchange of best practice ideas. Additional opportunities to convene and support the sector are being explored throughout 2024.



Outcome 3: Summary of Progress

Enable The City's housing subsidiaries to improve service delivery.

7 Actions



- Progressing as planned
- Progressing ahead of schedule
- Next Action (initiated in 2025)

Highlights

1. Calgary Housing Company is advancing The City's affordable housing capital program with approximately 340 units currently under development.
2. Finalizing agreements between The City and Calgary Housing Company to support the creation of a real estate strategy and implementation of a strategic asset management program for City-owned housing assets.
3. Working with Attainable Homes to support delivery of affordable housing in alignment with its strategic plan.



Outcome 3: Status of Actions

Enable The City's housing subsidiaries to improve service delivery.

Progressing Ahead of Schedule

3.A.3. Continue to support Calgary Housing Company to carry out energy efficient retrofits, renovations, development and re-development of City-owned assets by leveraging funding programs from other orders of governments.

3.B.2. Guide discussions for City-owned housing assets transitioning from existing federal and provincial social housing agreements to mixed-income with the goal to preserve the existing supply.

Progressing as Planned

3.A.1. Identify opportunities for Attainable Homes Calgary Corporation to develop housing on behalf of The City of Calgary.

3.A.2. Continue to support Calgary Housing Company to deliver on The City of Calgary's Affordable Housing Capital Program by identifying land, funding and other supports.

3.A.4. Continue to support Calgary Housing Company to create a strategic asset management program for City-owned housing assets.

3.B.3. Support advocacy that results in City of Calgary subsidiaries and Silvera for Seniors being supported with adequate funding.

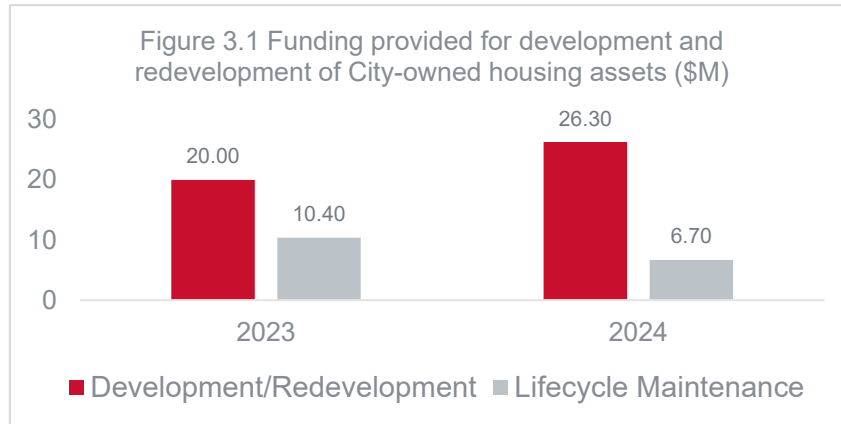
Next Action – Planned for 2025

3.B.1. Support the capital development programs for both City of Calgary housing subsidiaries, as appropriate and aligned with their respective strategic plans. This includes identifying land, funding and other tools.



Outcome 3: Key Success Measures

Enable The City's housing subsidiaries to improve service delivery.



About the measures:

Funding for Development and Redevelopment (Figure 3.1)

The City continues to provide funding for the creation of City-owned affordable housing projects. Funding is also allocated for maintenance to extend the life of existing City-owned affordable housing supply.

In 2024, The City allocated \$32.7M for City-owned and CHC-owned affordable housing supply.

Success Measure 3.2 Subsidiaries are Successfully Meeting their Goals:

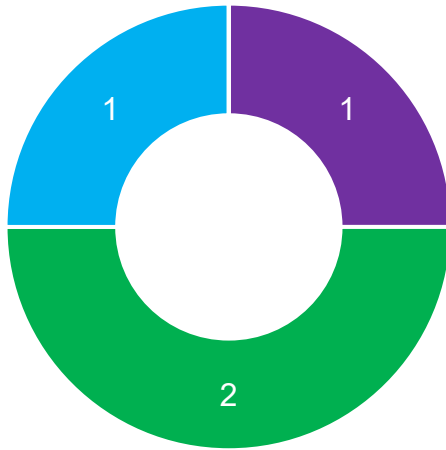
Actions to support this outcome are early in implementation. Data will be reported in future years.



Outcome 4: Summary of Progress

Ensure diverse housing choice to meet the needs of equity-deserving populations.

4 Actions



- Completed
- Progressing as planned
- Progressing ahead of schedule

Highlights

1. City Council approved \$30M in capital funding for 2024-2026 to build housing for Indigenous and equity-deserving populations.
2. Partnering with City departments to explore research topics that will contribute to reducing barriers to housing for equity-deserving populations.



Outcome 4: Status of Actions

Ensure diverse housing choice to meet the needs of equity-deserving populations.

Completed

4.A.1. Ensure that The City of Calgary's Housing Strategy has actions to address the housing needs of and reduce the barriers to housing for Indigenous people and equity-deserving populations.

Progressing Ahead of Schedule

4.B.1. Allocate \$10M per year in capital funding to organizations prioritizing specific housing needs to build housing for Indigenous and equity-deserving populations.

Progressing as Planned

4.A.2. Collaborate with City departments and external partners to research and implement programs and policies that reduce systemic barriers to housing for equity-deserving populations..

4.B.2. Explore incentives and opportunities for changes to the land use bylaw for visitable and adaptable built form of market and non-market housing units to support aging in community and the accessibility needs of tenants/owners and visitors over time.



Outcome 4: Key Success Measures

Ensure diverse housing choice to meet the needs of equity-deserving populations.

Actions to support this outcome are early in implementation. Data will be reported in future years on the following measures:

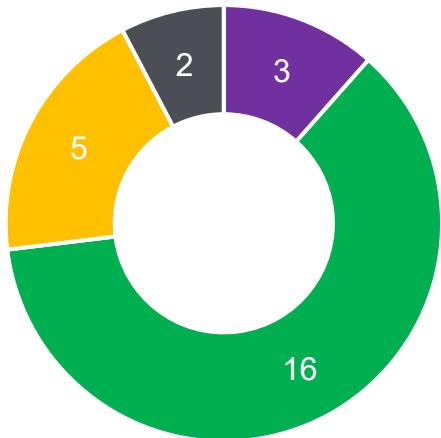
1. Number of homes created or modified through City of Calgary programming to support the housing needs of equity-deserving populations.
2. Amount of funding allocated to programs that reduce barriers and increase housing supports for equity-deserving populations.
3. The proportion of equity-deserving households in housing need decreases over time.



Outcome 5: Summary of Progress

Address the affordable housing needs of Indigenous people living in Calgary.

26 Actions



- Completed
- Progressing as Planned
- Not Started (planned for 2024)
- Next Action (planned for 2025)

Highlights

1. Indigenous non-profit organizations were prioritized in the fourth non-market land sale application process.^{HAF}
2. The Indigenous Affordable Housing Funding Program round 2 will launch September 2024.
3. Prioritized Home Program funding applications for projects led by and or supporting Indigenous peoples living in Calgary to have successful tenancies.
4. Council approved \$30M in capital funding for 2024-2026 to support projects for Indigenous and equity-deserving populations.
5. Initiated work on Indigenous Land Trust.

^{HAF} This action is supported through City funding and Housing Accelerator Fund (HAF) funding.



Outcome 5: Status of Actions

Address the affordable housing needs of Indigenous people living in Calgary.

Completed

5.A.0 Fulfill commitments to ReconcillACTION by implementing the 25 actions within: *The Ways Forward: Affordable Housing for Indigenous Calgarians Through a Holistic Plan*.

5.A.3. Revision of the 2023 Non-Market Land Disposition Policy: Adding Indigenous direction that will inform mid- and long-term actions such as the provisions for land to be sold at below market value specifically for Indigenous housing providers, and a commitment to working with Indigenous specific non-profit housing providers to arrange for the purchase of City-owned property and other assets that will be suitable for the creation or renovation of Indigenous specific non-Market housing. Communicate changes to Non-Market Housing Land Disposition Policy to community.

5.A.12. Prioritize Indigenous Applications: As part of the 2023 Home Program implementation, applications aligned to Indigenous outcomes and objective(s) will be prioritized during the evaluation process. Specifically, projects under the Home Program priorities of:

- Seeking to understand the root causes of housing instability for Indigenous peoples at a systems level.
- Seeking to change systems, policies and other legislation that maintains housing instability for Indigenous peoples at a systems level. Engagement with previously funded, current Home Program non-profit organizations (both eligible and funded organizations) as well as other Indigenous non-profit organizations operating within Calgary will be required to explore opportunities under these new objectives, and to track progress on advancing these objectives.

Progressing as Planned

5.A.1. Non-Market Land Sale: Facilitate conversations with Real Estate and Development Services around existing City-owned property that is suitable for Indigenous non-market housing and with the guidance of the City of Calgary Housing Solutions Elders Advisory Council to identify appropriate sites, including both surplus land and buildings that are deemed culturally suitable for the development and renovation of Indigenous Non-Market Housing.

Notify Nations, Indigenous housing networks and urban Indigenous housing and social service providers, such as the Aboriginal Standing Committee on Housing and Homelessness, Blackfoot Confederacy & G4, Métis Nation of Alberta, Calgary offices and housing departments of upcoming Non-Market Land Sale for potential participation.

Investigate financial options to support the sale of City-owned land & City-owned assets to Indigenous housing providers at nominal value.

5.A.2. Community Land Trust: Work with the Aboriginal Standing Committee on Housing and Homelessness and community-based groups to identify opportunities to build and resource an Indigenous community land-trust so that it can participate in open and transparent processes to secure land and housing inventory, including through existing City support programs.



Outcome 5: Status of Actions

Address the affordable housing needs of Indigenous people living in Calgary.

Progressing as Planned

5.A.4. Property Tax Relief: Consider development of a bylaw to exempt non-profit affordable housing providers, including those serving Indigenous peoples, from property tax. Continue to advocate to the provincial government for this exemption to be extended province-wide through amendments to the Municipal Government Act, its regulations or other legislation.

5.A.5. Create a separate Non-Market Housing Land Disposition Policy for Indigenous Housing: Incorporate changes with the current policy and create a separate policy addressing the specific needs of the Indigenous community. Work collaboratively to seek real estate, and other City-owned assets such as public buildings, gardens and parkland for Indigenous ceremonial, cultural, commemorative activities, as well as healing that are key to successful housing. This policy will address:

- Land designated through The City of Calgary's Non-Market Housing Land Sale has not been culturally relevant nor appropriate to accommodate the preferences of Indigenous built forms, such as large communal housing or housing close to significant land or cultural sites.
- Co-create with Indigenous communities opportunities to access the Non-Market Housing Land Sale program to reclaim City-owned lands for the purpose of affordable housing.

Progressing as Planned

5.A.6. Engagement: This change will involve engaging all Indigenous groups in Calgary including The City of Calgary's Housing Solutions Elders Advisory Council as it relates to changes to the Non-Market Housing Land Disposition Policy. This work will take a dedicated team to compile necessary information, so The City of Calgary is able to build an accurate representation of the requirements to ensure the success of the program Housing Solutions. The team will need to be prepared for future Non-Market Housing Land sales. Support will be required over the long term.

5.A.7. Planning & Development Services Equity Audit Framework and Assessment Tool (City and Regional Planning): Explore opportunities to implement the Planning & Development Services equity audit framework and assessment tool as part of all future planning initiatives with a specific lens on Indigenous planning and affordable housing. Note: The equity audit framework will highlight opportunities to review policy that will address this call to action. Implementing the equity audit tool and framework will require training and capacity building on Indigenous issues, intercultural competency, conflict resolution, human rights, and anti-racism. Pilot through the update of the Municipal Development Plan and Calgary Transportation Plan (the Calgary Plan), the Land Use Bylaw renewal, and Complete Streets program of work



Outcome 5: Status of Actions

Address the affordable housing needs of Indigenous people living in Calgary.

Progressing as Planned

5.A.8.

Indigenous Lens to the Calgary Plan Initiative: Use findings from the 2023 equity audit of the Municipal Development Plan and Land Use Bylaw to apply an Indigenous lens to the Calgary Plan initiative. The equity audit will provide an assessment of the Municipal Development Plan and highlight policy gaps to be addressed. This will include but is not limited to policy and/or land use bylaw regulatory changes to address considerations such as urban reserves, housing, and consideration of spaces for cultural and traditional practices possibly within parks and open space. No additional resources required. Engagement will be undertaken as part of the Calgary Plan project

5.A.9. Engagement: Undertake meaningful Indigenous engagement as part of City Building program (Calgary Plan, Land Use Bylaw renewal, Complete Streets are three projects being completed as a program) especially around housing topics. Engagement will allow Administration to better understand how best planning and policy, regulations and guidelines can be used to address this call to action. Planning & Development Services received funding as part of the 2023-2026 budget which includes money to hire a consultant to undertake engagement and communications for the program including Indigenous engagement.

As part of the on-going Local Area Planning initiative currently underway, Land Acknowledgements are included in all public engagement presentations as well as within the statutory local area plan documents. Other approaches that will be sustained include: i) sharing information about the history of the local area, including an emphasis on the Indigenous history; and ii) ensuring awareness and engagement with Indigenous Calgarians by promoting The City's work through channels such as Wind Speaker Radio.

Progressing as Planned

5.A.10. Review Triple Bottom Line: Undertake meaningful Indigenous engagement as part of the review of the 'Triple Bottom Line' Council policy and framework. This will explore potential opportunities to incorporate an Indigenous world view and Natural law into the policy. Engagement will allow Administration to better understand how best planning and policy regulations and guidelines can be used to address this call to action. Currently exploring opportunities to coordinate with the Calgary Plan on engagement

5.A.11. Recognize the Impacts of Planning Practices: Explore how to better incorporate acknowledgement and recognition of the impacts of planning practices on Indigenous peoples in and surrounding Calgary beyond the land acknowledgments included in the Municipal Development Plan and other planning documents today. This will include an interjurisdictional review/scan of how other municipalities are undertaking this work. Engagement will be undertaken as part of the Calgary Plan, Land Use Bylaw renewal, and Complete Streets program of work. Engagement will allow Administration to better understand how best planning and policy, regulations, and guidelines will be used to address this call to action. Pilot through the Calgary Plan, Land Use Bylaw renewal, and Complete Streets program of work.



Outcome 5: Status of Actions

Address the affordable housing needs of Indigenous people living in Calgary.

Progressing as Planned

5.A.15. Indigenous Affordable Housing Funding Program: Develop an Indigenous Affordable Housing Funding Program to support urban Indigenous housing providers. The program would award Indigenous housing providers up to 20 per cent of funding for their projects, subject to a regular open and competitive process.

5.A.16. Partnerships & Leveraging: Work with federal and provincial governments and Indigenous partners to leverage funds for Indigenous Affordable Housing projects. Ensure there is alignment between programs to support directing funds into Calgary to support For Indigenous-by-Indigenous projects.

5.A.17. Communication: Ensure there is a communication and partnership approach with Indigenous communities as it relates to the affordable housing programs within The City. Our regular business needs to ensure we are building community, building trust, and continuing to foster partnership with the urban Indigenous communities.

Progressing as Planned

5.A.20. Housing & Funding Advocacy. Advocate to the federal government for Calgary to receive proportionate funding from the Urban, Rural, and Northern Indigenous Housing Strategy so that Calgary-based Indigenous housing providers and organizations can create affordable housing options for Indigenous peoples. The City will continue to advocate for investments as outlined in the budget recommendation letters. Particularly, for enhanced Family & Community Support Services funding to allow for municipalities, like Calgary, to fund the wrap-around supports needed for Indigenous housing. Additional advocacy to address the need for capital to renovate current housing to allow for cultural practices, such as smudging and ceremony. This will require a narrative change on the part of The City which will be incorporated into future advocacy as it relates to affordable housing.

5.A.23. Work with The Aboriginal Standing Committee on Housing and Homelessness Continue to work on and support Aboriginal Standing Committee on Housing and Homelessness and other community and Nation affordable housing projects/ initiatives.

5.A.24. Engage with the Elders: With the guidance of The City of Calgary's Housing Solutions Elders Advisory Council, identify additional opportunities for City-owned buildings (Calgary Housing Company) to address systemic racism, policy gaps and building & neighborhood NIMBYISM (Not in my Backyard).



Outcome 5: Status of Actions

Address the affordable housing needs of Indigenous people living in Calgary.

Not Started

5.A.13. Explore Changes to the Home Program: Explore and implement changes to the Home Program to address the findings from the equity analysis project's Indigenous report and Home Program report, particularly related to the potential creation of an Indigenous stream of Home Program funding that builds on the pilot outcomes of opportunity #1 as well as emphasizing relationality and the experiences, perspectives and world views Indigenous peoples. *See Completed Action 5.A.12*

5.A.14. Create an Indigenous stream of the Housing Incentive Program: Co-create an Indigenous stream as part of the Housing Incentive Program refresh. Co-creation needs to occur with Urban Indigenous non-profit housing providers and elders to ensure program requirements accommodate needs, and barriers are removed. Connecting with Indigenous communities through Indigenous relations consultants to understand where we are at, and the needs and expectations, will be critical.

5.A.21.

Anti-Racism Program Contributions: Upon request, Housing Solutions and Indigenous and non-Indigenous staff will work with the Anti-Racism Program to:

- Review the programs, guideline, policies, and process in Calgary Housing Company, and/or not for profit Indigenous and non-Indigenous affordable housing complexes through an anti-racism lens
- Provide training to Calgary Housing Company, and/or not for profit Indigenous and non-Indigenous affordable housing complexes through an anti-racism lens.
- Provide training on anti-racism to Calgary Housing Company and City of Calgary employees.
- Create capacity for information sharing using mechanisms to hear from Indigenous service users; their lived and living experiences in affordable housing.

Not Started

5.A.22. Build Relationships with Private Sector Landlords. Participate in the 2023 Aboriginal Standing Committee on Housing and Homelessness Landlord Learning Series and other training being developed.

5.A.25. Work to Expand Opportunities for Smudging Work with partners to expand opportunities for smudging in:

- CHC-operated affordable housing buildings
- City owned buildings (e.g. Indigenous ceremonial meeting space in City Hall)
- Smudging in new affordable housing builds and renovations

Next Action – Planned for 2025

5.A.18. Research and Engagement Working with the Indigenous community and social service sector partners, identify and understand the wrap-around supports currently available, gaps and needs of Indigenous affordable housing residents.

5.A.19. Development: Based on the analysis and development work above, and with the guidance of The City of Calgary's Housing Solutions Elders Advisory Council, City business units and community partners:

- Develop solutions to the gaps and needs identified.
- Review community and City housing and funding programs and explore the possibility of a parallel Indigenous funding stream or changes to existing funding streams, that provides the identified wrap-around supports required for Indigenous residents.
- At the appropriate time, bring forward a funding request to Council to fund this work; including resources for a project lead connected to Housing Solutions and the Indigenous Relations Office.



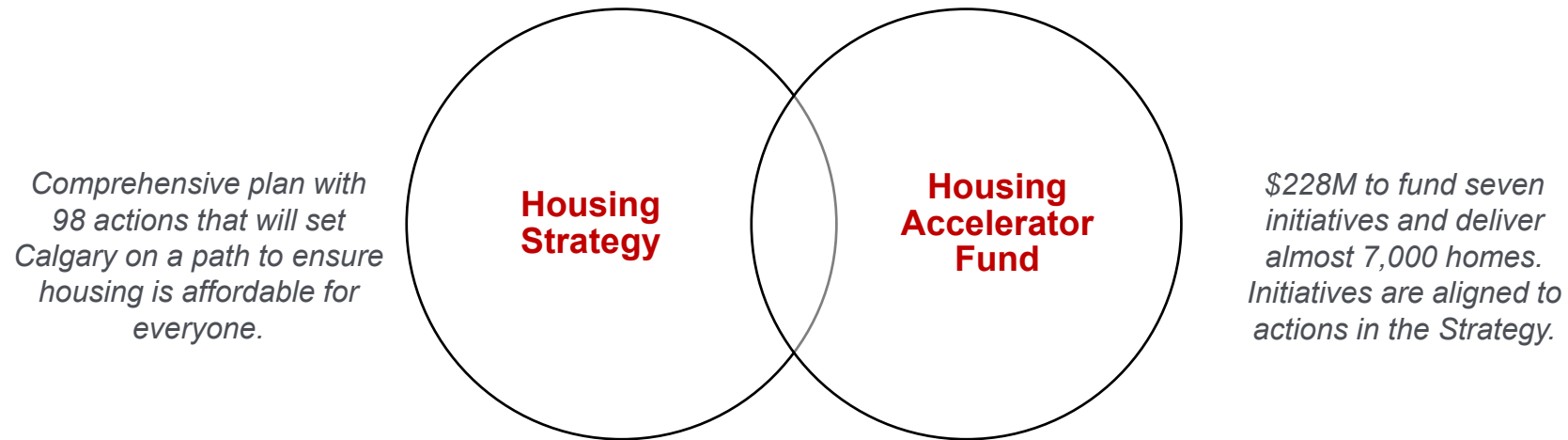
Outcome 5: Key Success Measures

Address the affordable housing needs of Indigenous people living in Calgary.

Actions to support this outcome are early in implementation. Data will be reported in future years on the following measures:

1. Number of new culturally relevant, affordable and supportive Indigenous homes created in Calgary.
2. Percentage of City of Calgary land allocated to Indigenous housing providers as per the policy.
3. Number of policy reforms to reduce barriers to building and operationalizing housing for Indigenous housing providers in Calgary.
4. The proportion of Indigenous People living in Calgary facing housing need and homelessness decreases over time.

Connection to the Housing Accelerator Fund (HAF)



Action updates that are aligned to HAF initiatives are marked in this report with this symbol: **HAF**

Housing Accelerator Fund Initiatives

1. Accelerate housing delivery in the downtown to support the conversion of surplus office space to residential units.
2. Streamline approvals to increase housing supply to promote housing development in all neighbourhoods throughout the city.
3. Missing middle land use districts to encourage the delivery of more missing middle housing by reducing barriers associated with on-site utility requirements by providing a stormwater incentive program in new communities.
4. Secondary suites incentive program to enable safe, legal homes for Calgarians of all income levels and support aging in place.
5. Enable housing growth in established areas by lowering barriers to development associated with infrastructure costs and requirements and investing in facilities and public realm improvements.
6. Invest in Transit Oriented Development to support new housing around transit stations that are well suited for development.
7. Build inclusive affordable housing programs by creating new funding programs to provide much needed financial resources to build capacity in the affordable housing sector, especially for Indigenous and equity-deserving groups.

Progress Reporting

When the Strategy was approved, Calgary City Council directed Administration to:

1. Provide annual Progress updates on the Housing Strategy through the Community Development Committee starting in Q2 2024.
2. Report to Community Development Committee annually, for the time duration of the current strategy that includes:
 - a. Updates on any new process costs or significant process changes for applicants resulting from the Housing Strategy's implementation across the planning continuum;
 - b. Recommendations to:
 - c. Mitigate any additional costs to applicants and ultimately to housing consumers;
 - a. Speed up approval processes as appropriate, in order to continue to support the construction of more housing;
 - d. Aggregated, third-party verified data points, sourced from both development industry and The City that demonstrate how savings are being passed on to consumers;
 - e. Relevant metrics on new housing starts and Planning & Development permit processing times, including City and Applicant times, alongside any related Measures of Success identified in the Housing Strategy.

Actions and measures for #2 will be brought forward in future years.



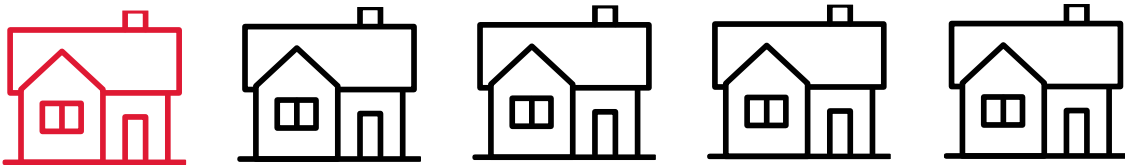


Home is Here: The City of Calgary's Housing Strategy 2024-2030 2024 Progress Update

CD2024-0225
2024 May 22

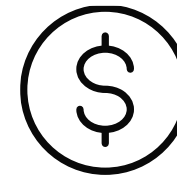
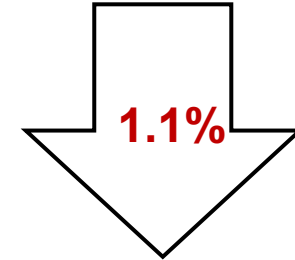


That the Community Development Committee recommend Council receive this 2024 Progress Update on Home is Here - The City of Calgary's Housing Strategy 2024-2030 for information.

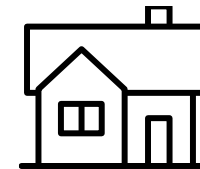
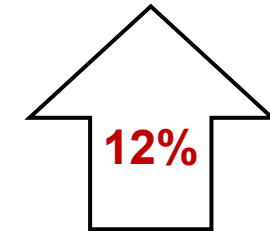


At least **one in five** households in Calgary cannot afford their housing.

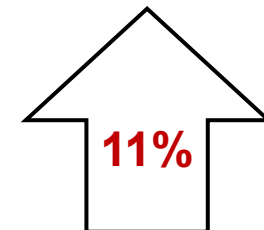
Market housing conditions have worsened since the Strategy was approved:



RENT



RESIDENTIAL
HOUSING PRICES





Vision: Everyone in Calgary has an affordable place to call home.



Outcome 1

Increase the supply of housing to meet demand and increase affordability.



Outcome 2

Support affordable housing providers to deliver services that make a positive impact.



Outcome 3

Enable The City's housing subsidiaries to improve service delivery.



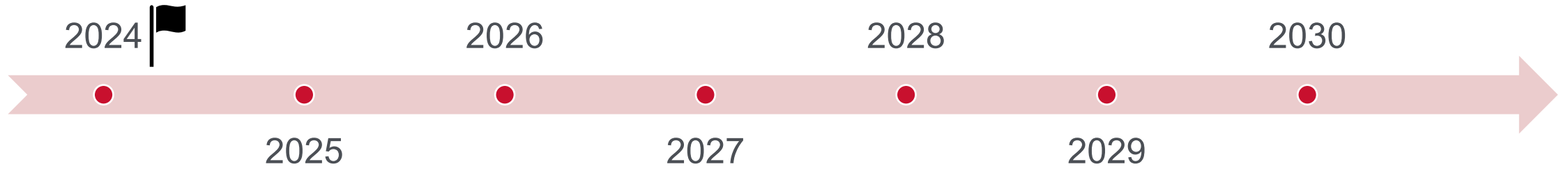
Outcome 4

Ensure diverse housing choice to meet the needs of equity-deserving populations.

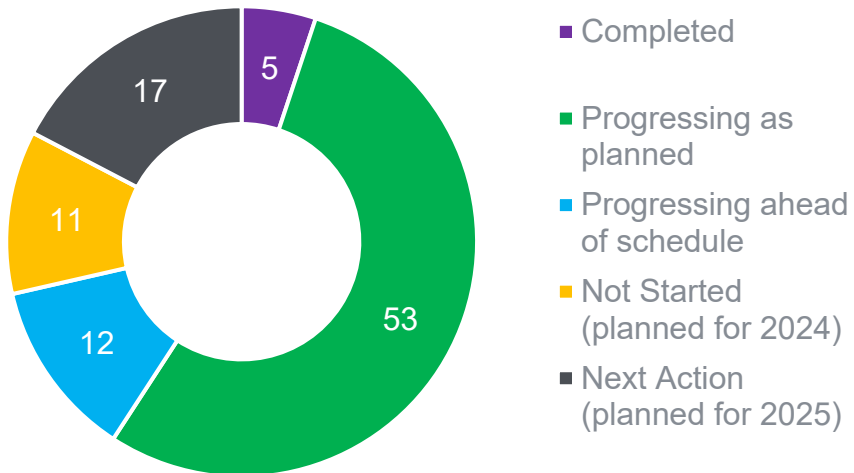


Outcome 5

Address the affordable housing needs of Indigenous people living in Calgary.



98 Actions



2024-2026 Funding:

- City of Calgary
 - \$90M in capital funding
 - \$135M in operating funding
- Government of Canada
 - \$228.5M from Housing Accelerator Fund



2024 Highlights to Date



Outcome 1

Increase the supply of housing to meet demand and increase affordability.

- 8 parcels of City-owned land
- Citywide rezoning
- Secondary suites
- \$20M Housing Land Fund



Outcome 2

Support affordable housing providers to deliver services that make a positive impact.

- One Window project reboot
- Strengthening funding programs
- Research & support for the sector



Outcome 3

Enable The City's housing subsidiaries to improve service delivery.

- Advancement of The City's affordable housing program
- Strengthening relationships



Outcome 4

Ensure diverse housing choice to meet the needs of equity-deserving populations.

- Research planned
- Funding secured



Outcome 5

Address the affordable housing needs of Indigenous people living in Calgary.

- Prioritized applications for Non-Market Land Sale #4 & Home Program
- Indigenous Affordable Housing Funding Program



That the Community Development Committee recommend Council receive this 2024 Progress Update on Home is Here - The City of Calgary's Housing Strategy 2024-2030 for information.

Community Services Report to
Community Development Committee
2024 May 22

ISC: UNRESTRICTED
CD2024-0224

Bylaw to Establish the Council Advisory Committee on Housing

PURPOSE

This report requests three readings of the proposed Bylaw to establish a Council Advisory Committee on Housing.

PREVIOUS COUNCIL DIRECTION

On 2023 November 28, Council approved the establishment of a Council Advisory Committee on Housing and directed Administration to return to Council with the required Bylaw.

RECOMMENDATIONS:

That the Community Development Committee recommend that Council:

1. Give three readings to the Council Advisory Committee on Housing Bylaw (Attachment 2).
2. Direct Administration to recruit members through The City Clerk's Office Boards, Commissions and Committees annual recruitment campaign.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

GM Katie Black concurs with the content of this report. A Council Advisory Committee on Housing contributes to independent feedback on The City's implementation of Home is Here: The City of Calgary's Housing Strategy 2024-2030 as well as other Council approved housing initiatives.

HIGHLIGHTS

- Council directed the establishment of a Council Advisory Committee on Housing (the Committee) in response to an exploration of various models that could be considered for a "Housing Security Commission".
- The Committee's mandate will be to provide Council with:
 - advice and recommendations on previously approved Council initiatives which address the housing crisis.
 - independent monitoring and feedback on The City's progress towards addressing housing affordability.
 - support for collaboration and advocacy between City Administration, Council, other orders of government, professionals within the housing sector and Calgarians.
- Boards, Commissions and Committees strengthen decision-making by providing an opportunity for diverse representation and opportunities to take part in shaping our city's future direction.
- The Committee will bring together voices from across the housing sector and from Calgarians with lived experience.

Bylaw to Establish the Council Advisory Committee on Housing

DISCUSSION

Calgary is in a housing crisis. Responding to this crisis requires sustained and focused collaboration and monitoring. The Committee is complementary to Administration's ongoing commitment to housing as a priority and will ensure continued focus on this key issue.

The Committee shall consist of a minimum of nine members and a maximum of 15 members from:

- (a) housing developers;
- (b) market rental housing operators;
- (c) non-market housing developers and operators;
- (d) homeless-serving agencies, second stage shelters and transitional housing operators;
- (e) Indigenous People living in Calgary;
- (f) Calgarians with lived experience related to homelessness, housing precarity, and non-market tenancies;
- (g) Calgarians with knowledge of or lived experience related to housing for seniors, post-secondary students, and families with children;
- (h) Calgarians with knowledge of or lived experience related to universal access design standards and housing for equity deserving communities including newcomers.

In addition, the Director of Partnerships will be a member of the Committee.

Council's approval of the Bylaw is required to establish the Committee. If approved, Administration will recruit members through the annual Boards, Commissions and Committee's recruitment process for Council's consideration and approval at the fall Council Organizational Meeting.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken | <input type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

IMPLICATIONS

Social

Boards, Commissions, and Committees strengthen our community through diverse representation and by providing Calgarians the opportunity to take part in our city's future direction. A Council Advisory Committee on Housing will bring together voices from across the housing sector and from Calgarians with lived experience to increase equitable outcomes for Calgarians seeking safe, affordable, and supportive housing.

Environmental

None.

Community Services Report to
Community Development Committee
2024 May 22

ISC: UNRESTRICTED
CD2024-0224

Bylaw to Establish the Council Advisory Committee on Housing

Economic

The Committee's advice and recommendations will inform decision-making to address Calgary's housing crisis, which in turn will have a positive impact on Calgary's economic growth and prosperity.

Service and Financial Implications

Existing operating funding - base

The new Board, Commission and Committee Public Member Remuneration and Expense Policy requires business units to remunerate and reimburse expenses to public members. This was estimated to be \$93,000 per year for the Council Advisory Committee on Housing.

Resources exist in the previously approved Affordable Housing line of service budget.

RISK

The Bylaw for the Committee will ensure that risks related to governance, clarity of roles and responsibilities, scope and decision making are managed effectively.

Risks related to the Committee member recruitment process will be mitigated by following the Council policy on Governance and Appointments of Board, Commissions and Committees (CP2016-03).

ATTACHMENTS

1. Previous Council Direction and Background
2. Proposed Text for Discussion: Bylaw for the Council Advisory Committee on Housing
3. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katie Black	Community Services	Approve
Jill Floen	Law and Legislative Services	Consult
Stuart Dalgleish	Chief Operating Officer	Inform

Author: Partnerships business unit

Background and Previous Council Direction

Previous Council Direction

Date	Report Number	Direction/Description
2023 November 28	CD2023-0909	<p>Council Advisory Committee on Housing</p> <p>That with respect to Report CD2023-0909, the following be approved, as amended:</p> <p>That the Community Development Committee recommend that Council:</p> <ol style="list-style-type: none"> 1. Approve the establishment of a Council Advisory Committee on Housing; and 2. Direct Administration to return to Council with the required bylaw to establish a Council Advisory Committee on Housing that incorporates the proposed Terms of Reference (Amended Attachment 3) for approval no later than Q2 2024.
2022 June 7	EC2022-0638	<p>Housing and Affordability Task Force Notice of Motion</p> <p>That Council Direct Administration to:</p> <ol style="list-style-type: none"> 1. Return to Council during the 2023-2026 budget discussions with a workplan and budget request to support the work for a report to Council by 2023 Q3 considering: <ol style="list-style-type: none"> a) The development of a "Housing and Affordability Task Force," that would report to Council with advice and policy recommendations relating to increasing, measuring, and managing Housing Affordability and Affordable Housing along the entire housing continuum, including a survey/review of existing programs, policies, and solutions both locally and in other relevant jurisdictions: b) An exploration of models for the creation of a "Housing Security Commission" to work in collaboration with The City, supportive housing providers, non-market housing providers, Calgary Housing Company, attainable homeownership providers, emergency shelters, the provincial and federal governments, to increase equitable outcomes for Calgarians seeking safe, affordable, and supportive housing; and c) Address these considerations as a part of the refreshed Corporate Affordable Housing Strategy.

Date	Report Number	Direction/Description
		<p>2. Report back to Council by 2023 Q1 with:</p> <p>a) 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; and</p> <p>b) Strategies 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.</p>

Bylaws, Regulations, Council Policies

Code of Conduct for Public Members on Council Established Boards Commissions and Committees, CP2022-5.

Proposed Text for Discussion: Bylaw for the Council Advisory Committee on Housing

1. This Bylaw may be cited as the “Council Advisory Committee on Housing Bylaw”.
2. (1) In this Bylaw,
 - (a) “*Committee*” means the Council Advisory Committee on Housing established by this Bylaw;
 - (b) “*Council*” means the municipal council of the *City*;
 - (c) “*City*” means the municipal corporation of The City of Calgary;
- (2) If this Bylaw refers to any statutes, regulations or bylaw, the reference is to the statute, regulation or bylaw as amended, whether amended before or after the commencement of this Bylaw, and includes reference to any statutes, regulation or bylaw that may be substituted in its place.

ESTABLISHMENT

3. The Council Advisory Committee on Housing is hereby established as a committee of *Council*.

MANDATE

4. (1) The goal of the Council Advisory Committee on Housing is to increase equitable outcomes for Calgarians seeking safe, affordable, and supportive housing.
- (2) The *Committee* will provide *Council* with:
 - (a) advice and recommendations on previously approved *Council* initiatives which address the housing crisis;
 - (b) independent monitoring and feedback on The *City*’s progress towards addressing housing affordability;
 - (c) support for collaboration and advocacy between *City* administration, *Council*, other orders of government and professionals within the housing sector and Calgarians.

RESPONSIBILITIES

5. The *Committee*’s responsibilities include:
 - (a) providing advice and input on previously approved *Council* initiatives which address the housing crisis and housing affordability.
 - (b) providing input on systemic, social, financial, and policy barriers that Calgarians face in securing and maintaining housing;

- (c) supporting advocacy for housing to other orders of government to secure funding and in alignment with *Council*-approved housing initiatives;
- (d) providing specific recommendations to support *Council's* decision-making, communications, engagement, and advocacy efforts for the implementation of the previously approved *Council* initiatives related to housing, and other related actions, policy, regulations, and procedures;
- (e) sharing housing research findings, best practices, and trends to provide advice and recommendations to *Council*;
- (f) building connections across the affordable housing sector to collaborate on opportunities to increase housing supply and supportive programs across the housing continuum;
- (g) providing independent monitoring and feedback on The *City's* progress towards addressing housing affordability.

REPORTS

- 6. (1) The *Committee* reports to *Council* through the Community Development Committee.
- (2) The *Committee* will provide *Council* with an annual progress report. Additional reporting may occur as matters arise.

COMPOSITION OF THE COMMITTEE

- 7. (1) The *Committee* shall consist of a minimum of 9 members and a maximum of 15 members:
- (2) Membership should include members from:
 - (a) housing developers;
 - (b) market rental housing operators;
 - (c) non-market housing developers and operators;
 - (d) homeless-serving agencies, second stage shelters and transitional housing operators;
 - (e) Indigenous people living in Calgary;
 - (f) Calgarians with lived experience related to homelessness, housing precarity, and non-market tenancies;
 - (g) Calgarians with knowledge of or lived experience related to housing for seniors, post-secondary students, and families with children;

- (h) Calgarians with knowledge of or lived experience related to universal access design standards and housing for equity deserving communities including newcomers.

The overall membership composition must reflect a range of housing subject areas to ensure broad expertise and representation. Diversity, equity, and inclusivity must be considered when selecting members.

- (3) Members will be appointed by resolution of *Council* at the annual Organizational Meeting of *Council*.
- (4)
 - (a) The Director, Partnerships is a member of the committee.
 - (b) The Director, Partnerships shall not count towards the minimum and maximum limits for members of the *Committee* as set out in subsection (1);
 - (c) The Director, Partnerships may send a delegate to attend *Committee* meetings on their behalf.
- (5) Other than the member set out in subsection (4), members shall not be *City* employees.

TERM

- 8.
 - (1) Terms are 2 years.
 - (2) Despite subsection (1), *Council* may appoint some members for 1-year terms in order to stagger term expiries.
 - (3) A member may serve a maximum of 6 consecutive years.
 - (4) Despite the above, a member may serve more than 6 consecutive years if authorized by a 2/3 vote of *Council*.
 - (5) Despite the above, a member may serve until their successor is appointed. The service of a member beyond the appointed term shall not count towards the limit on the length of service set out above if the additional service is 1 year or less.

VACANCIES

- 9. When an appointment is made to fill a member vacancy:
 - (a) if the balance of the term to be served is 1 year or less, that service shall not count towards the limit on the length of service; and
 - (b) if the balance of the term to be served is more than 1 year, that service shall count towards the limit on the length of service.

QUORUM

10. Quorum for the *Committee* is a majority (greater than 50%) of the membership of the voting body.

CHAIR AND VICE CHAIR

11. (1) The Chair and Vice Chair are elected by the *Committee* and may serve up to two consecutive terms.
- (2) The Chair and Vice-Chair, in consultation with Administration, will establish the agenda for the *Committee* meetings and lead meetings.

MEETINGS

12. (1) The *Committee* will meet monthly, or as determined appropriate by the *Committee* to meet a given timeline for an initiative.
- (2) Notice of meetings must comply with sections 195 and 196(2) of the *Municipal Government Act*. Notice by email to *Committee* members is permitted.
- (3) Meetings are open to the public. However, the *Committee*, by majority vote, will decide when it is appropriate to meet in a closed meeting and shall give reasons for doing so in accordance with the *Freedom of Information and Protection of Privacy Act* (Alberta). The confidentiality of closed meetings will comply with the applicable provisions of the *Municipal Government Act* (Alberta) and the *Freedom of Information and Protection of Privacy Act* (Alberta)
- (4) A meeting may be called or cancelled at the call of the Chair or Vice Chair and notice provided via email.

MEETING SUPPORT

13. (1) The Manager of Housing Solutions will act as a resource to the *Committee*.
- (2) The Manager of Housing Solutions will arrange venues, agendas and minutes for meetings in consultation with the Chair and will distribute required materials to members.
- (3) Minutes will be prepared by City Administration staff and will be published externally on the *City's* website.

PROCEDURE

14. The *Committee* will follow the Procedure Bylaw 35M2017 and may establish its own policies and procedures not inconsistent with that Bylaw. The *Committee* must pass a resolution in order to establish policies and procedures, and the resolution must be documented in minutes.

CODE OF CONDUCT

15. Members must abide by the *Council* policy on the *Code of Conduct for Public Members Appointed to Council Established Boards, Commissions and Committees* (CP2022-05).

COMING INTO FORCE

16. This Bylaw comes into force on the day it is passed.

Text for Discussion



Bylaw to Establish the Council Advisory Committee on Housing

CD2024-0224

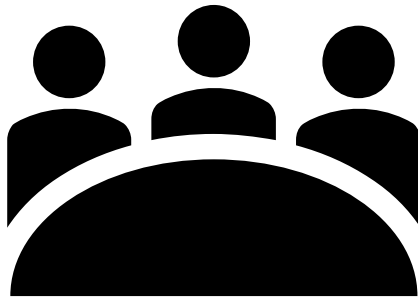
2024 May 22

Recommendations

That the Community Development Committee recommend that Council:

1. Give three readings to the Council Advisory Committee on Housing Bylaw (Attachment 2).
2. Direct Administration to recruit members through The City Clerk's Office Boards, Commissions and Committees annual recruitment campaign.

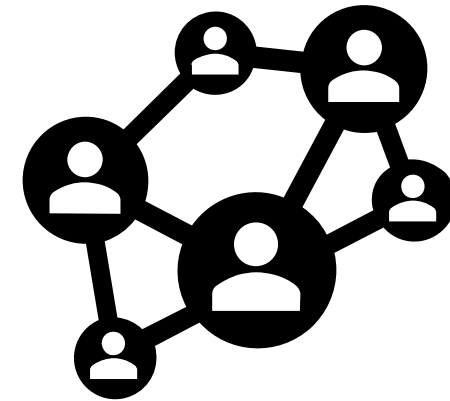
Purpose of Committee



Provide advice & recommendations



Independently monitor & provide feedback



Support collaboration & advocacy



Home is Here: The City of Calgary's Housing Strategy

Vision: Everyone in Calgary has an affordable place to call home.



Outcome 1

Increase the supply of housing to meet demand and increase affordability.



Outcome 2

Support affordable housing providers to deliver services that make a positive impact.



Outcome 3

Enable The City's housing subsidiaries to improve service delivery.



Outcome 4

Ensure diverse housing choice to meet the needs of equity-deserving populations.



Outcome 5

Address the affordable housing needs of Indigenous people living in Calgary.

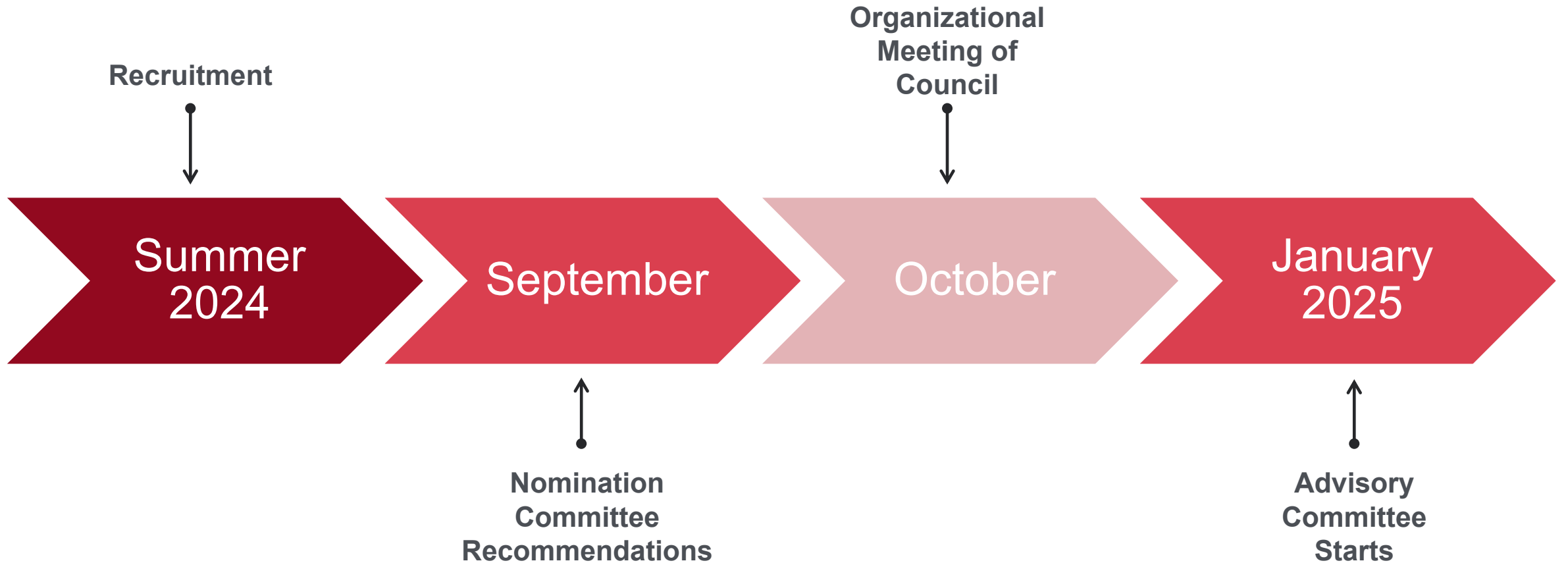


Membership





Recruitment Timeline



Recommendations

That the Community Development Committee recommend that Council:

1. Give three readings to the Council Advisory Committee on Housing Bylaw (Attachment 2).
2. Direct Administration to recruit members through The City Clerk's Office Boards, Commissions and Committees annual recruitment campaign.



Housing Accelerator Fund Verbal Update

Community Development Committee – May 22, 2024

CD2024-0649

Recommendation

That the Community Development Committee recommend that Council receive the verbal report for the Corporate record.



Home is Here: The City's Housing Strategy

Vision: Everyone in Calgary has an affordable place to call home.



Outcome 1

Increase the supply of housing to meet demand and increase affordability.



Outcome 2

Support affordable housing providers to deliver services that make a positive impact.



Outcome 3

Enable The City's housing subsidiaries to improve service delivery.



Outcome 4

Ensure diverse housing choice to meet the needs of equity-deserving populations.



Outcome 5

Address the affordable housing needs of Indigenous people living in Calgary.



Housing Accelerator Fund Program



\$4 billion

until 2026-2027

100,000

Net new permitted housing units
Canada-wide

Objectives and supported priorities



Implementation of initiatives to get **more homes built faster**



Speed up approvals and building processes



Development of **complete** communities



Development of **affordable, inclusive, equitable** and **diverse** communities



Development of **low-carbon** and **climate-resilient** communities.



Contribution Agreement Highlights

Key Commitments



Submit a **housing needs assessment** (Complete).

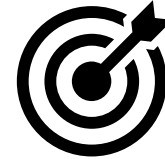


Complete **all 7 initiatives in the action plan.**



Commitment to achieve the Housing supply growth targets.

Key Funding Terms & Conditions



Achieve the overall housing supply growth targets of 41,858 units. HAF incented target of 6,825 units.

A+

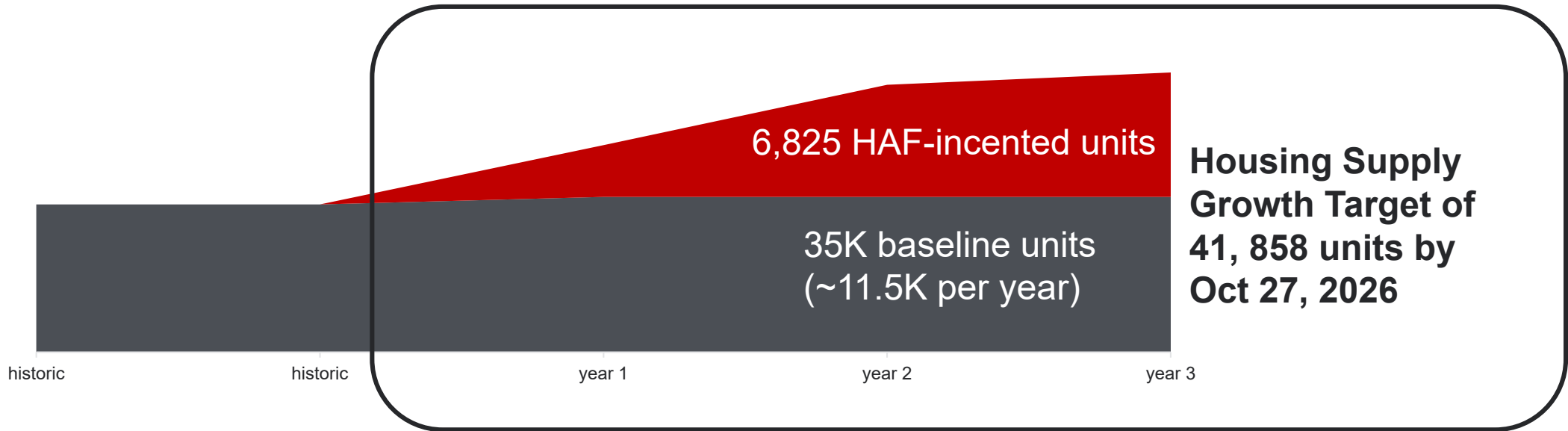
Submit **Progress reports twice a year acceptable** to Canda Mortgage & Housing Corporation standard.



Spend entire amount of funding on permitted uses by Oct 27, 2027.



Housing Supply Growth Targets



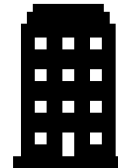
Additional Targets:



~10,000 multi-unit housing units near transit



~16,000 missing middle housing units



~4,000 other multi-unit housing units



1.77 per cent of growth target as affordable units (~ 740 units)



City of Calgary Approach

PHASE 1 – Create

PHASE 2 - Develop

PHASE 3 - Execute



Prepare & submit application



Develop process to allocate funds



Implementation & monitoring

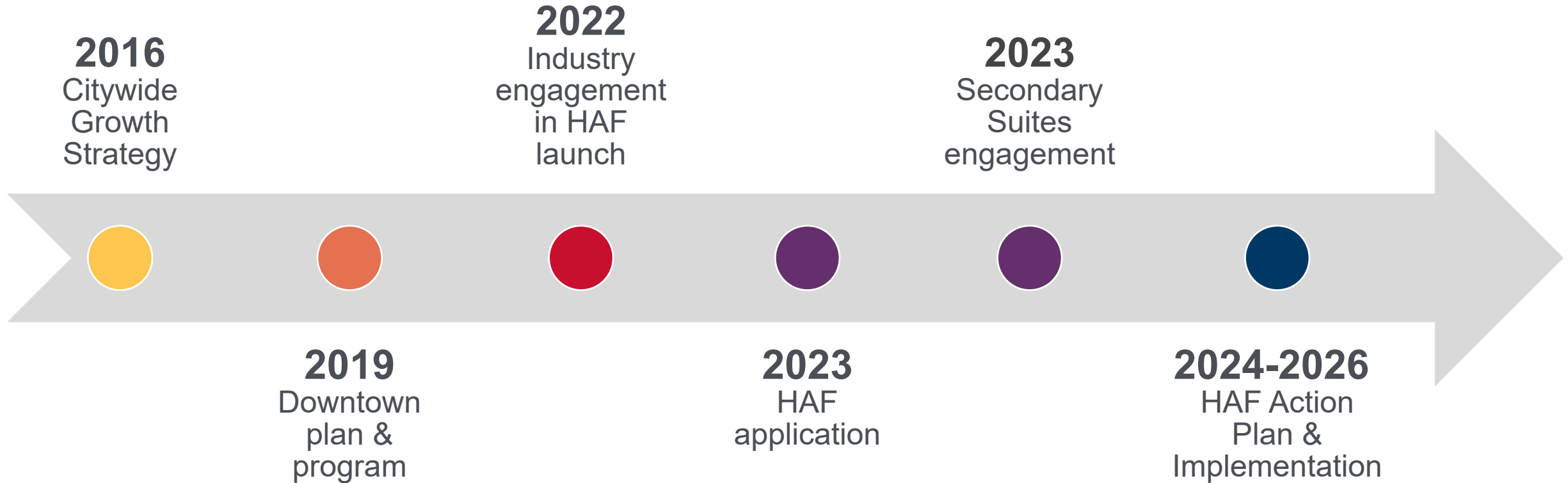
Timeline: March – June 2023

June – Dec 2023

Jan 2024 – Fall 2026



How we are working with Partners





The City's HAF Approved Action Plan



Initiatives

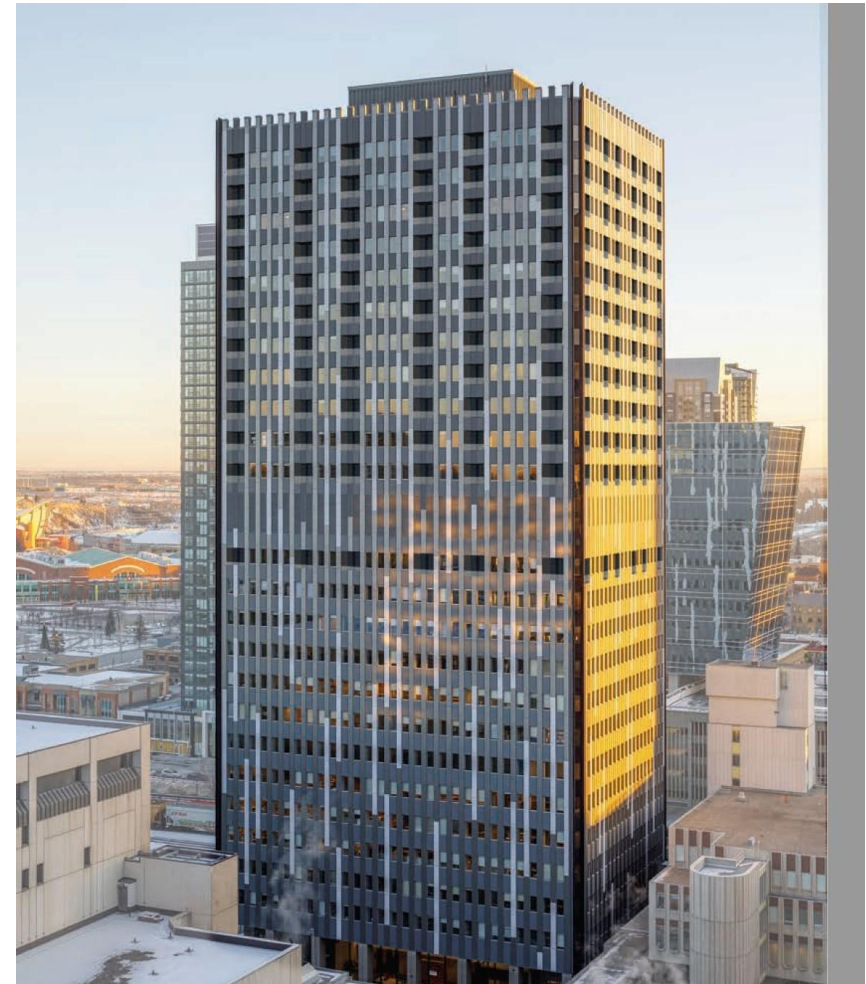
1. Accelerate housing downtown
2. Streamline approvals
3. Promote missing middle land use
4. Incentivize legal secondary suites
5. Enable growth in established areas
6. Invest in transit-oriented development
7. Build inclusive affordable housing programs



1. Accelerate housing downtown

- Downtown Calgary Development Incentive Program.
- Supporting the conversion of surplus office space to residential units.
- Terms of Reference & Program guide to launch in Summer 2024.

Led by Downtown Strategy



Palliser One Office to Residential Conversion Project



2. Streamline approvals to increase housing supply

- Undertake City initiated city-wide redesignations to allow for increased density and increase allowable building forms.
- Allow landowners to directly apply for a development permit.
- Approved by Council May 14, 2024.

Led by City & Regional Planning



Example of R-CG Home



3. Promote missing middle land use

- New H-GO land use district to increase a variety of housing options.
- Launch of a Stormwater Incentive Program to support storage requirements for four or more units of multi-residential development.

Led by City & Regional Planning



Example of a stormwater grate



4. Incentivize legal secondary suites

- Secondary Suites Incentive Program.
- Up to \$10,000 per suite, plus additional energy efficiency and accessibility funding.
- Joint funding from The City and HAF.

Led by Development Business & Building Services



Example of a Secondary Suite



5. Enable growth in established areas

- The launch of five programs will support:
 - reducing redevelopment barriers.
 - target investment programs.

Led by City & Regional Planning

Main Street Upgrades & Redevelopment



Established Area Growth & Change Funding



Stormwater & Housing Impacts Project



Established Area Linear Levy Pilot



Shallow Utility Relocation Program

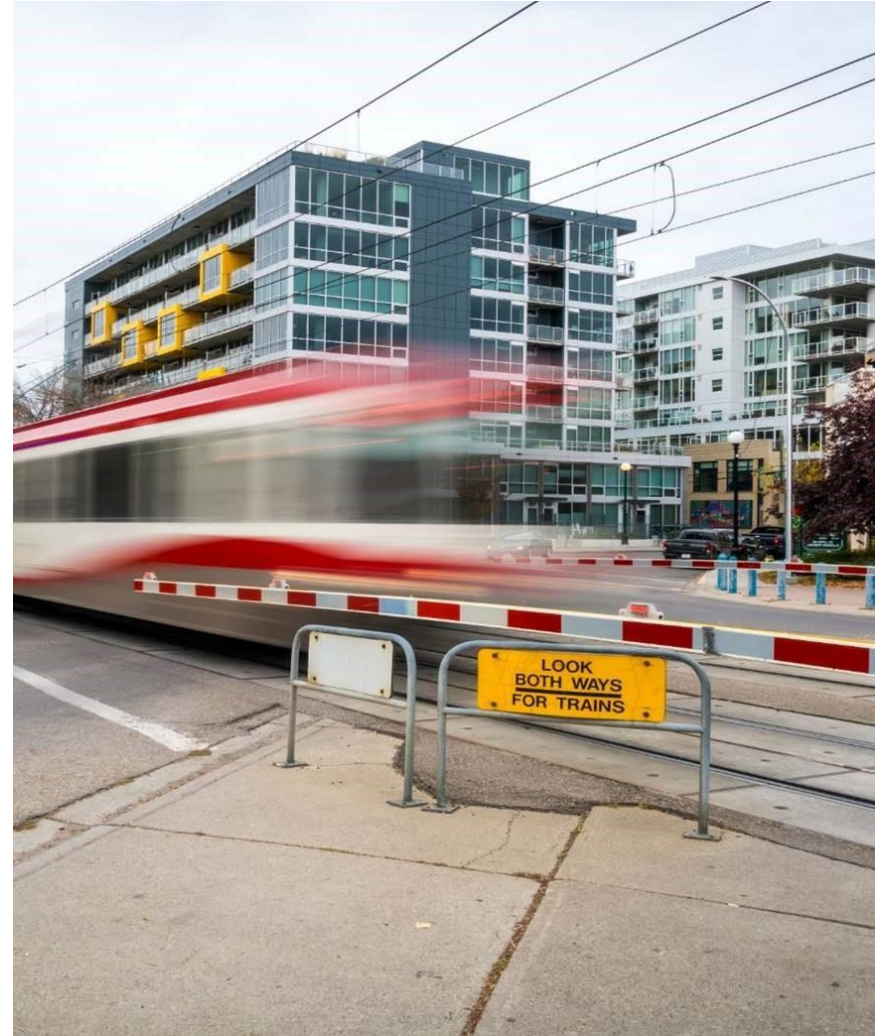




6. Invest in Transit-Oriented Development

- Supporting redevelopment adjacent to transit stations by removing policy barriers and preparing sites for disposition to industry and the sector.
- Two sites are selected to support new housing development around Ramsay-Inglewood & Franklin LRT stations.

Led by City & Regional Planning



Sunnyside Station
15



7. Build inclusive affordable housing programs

- New funding programs targeting the non-profit sector to increase number of housing and build capacity.
- E.g., Launch of up to \$75,000 per door as part of this round of the Non-Market land sale program.

Led by Partnerships



Example: ATCO Veterans Village by Homes for Heroes Foundation



Implementing The City's HAF Program



Private sector developers



Non-profit organizations



Homeowners

Recommendation

That the Community Development Committee recommend that Council receive the verbal report for the Corporate record.

Planning & Development Services Report to
Community Development Committee
2024 May 22

ISC: UNRESTRICTED
CD2024-0661

Secondary Suite Incentive Program

PURPOSE

The purpose of this report is to seek approval for the Terms of Reference for the Secondary Suite Incentive Program.

PREVIOUS COUNCIL DIRECTION

Home is Here: The City of Calgary's Housing Strategy 2024-2030 (CD2023-0749), directed Administration to create a program to incentivize legal secondary suites to increase the supply of housing, meet demand and increase affordability.

RECOMMENDATIONS:

That Community Development Committee recommend that Council:

1. Approve the Secondary Suite Incentive Program Terms of Reference as proposed in Attachment 2.
2. Forward these recommendations to the 2024 May 28 Regular Meeting of Council as an item of Urgent Business.

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

General Manager Tim Keane concurs with this report. The Secondary Suite Incentive Program will help to create more safe and legal secondary suites for Calgarians. The Program supports the implementation of Home is Here: The City of Calgary's Housing Strategy, specifically:

- Outcome 1: Increase the supply of housing to meet demand and increase affordability
- Outcome 4: Ensure diverse housing choice to meet the needs of equity-deserving populations

HIGHLIGHTS

- The Secondary Suite Incentive Program will incentivize the development of secondary suites, increasing both housing supply to meet demand and affordability for Calgarians.
- Through the Program, The City will provide up to \$10,000 for the registration of a secondary suite to homeowners who qualify, with an additional \$5,000 for suites meeting listed accessibility standards and up to \$1,250 for improvements in energy efficiency.
- The program is designed to provide incentives for up to 3,000 suites during the first year, which is expected to increase registrations by 50% above 2023 levels.

DISCUSSION

Calgary faces a critical challenge to its housing affordability. On 2023 September 16, Council took a decisive step toward alleviating Calgary's housing deficit with the adoption of "Home is Here: The City of Calgary's Housing Strategy 2024-2030 (CD2023-0749)." A key action in this strategy is the Secondary Suite Incentive Program.

Secondary Suite Incentive Program

The Program's comprehensive approach of education, personalized customer service and financial incentives encourages applicants to construct secondary suites that meet safety, environmental and accessibility requirements.

Safety, transparency and equity form the bedrock of this initiative. Drawing from best practices and The City's own experience, the Program's operational and financial processes ensure an accessible program to the majority of homeowners. From intake procedure to expense reviews and fund disbursement, every step ensures the responsible stewardship of public funds.

The Program leverages multiple funding sources to enable more housing options for Calgarians and their families, including funding from The City and the Housing Accelerator Fund.

Program details:

- Money would be allocated only to a successfully registered suite owner.
- The applicant's incentive amount will be determined based on the cost of required safety items, up to \$10,000.
- There are additional amounts available for energy efficiency and accessibility.
- Receipts for eligible expenses must be made available to The City prior to funds being transferred.

Incentive qualifications:

- Maximum of one incentive per person.
- The applicant must be the owner of the property located in Calgary city limits.
- The homeowner or contractor must complete an online education program and knowledge assessment.
- A building permit for the secondary suite must be submitted and paid for in full.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken | <input type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

IMPLICATIONS

Social

Secondary suites accommodate a wide range of households, including Calgarians who need housing at a lower cost, families looking to accommodate multi-generational living and young families struggling to afford mortgage rates. More registered suites mean more safe places to live, more inclusive neighborhoods and a better city for Calgarians.

The addition of suites contributes to a more robust and diverse housing market, promoting accessibility and improving affordability for all Calgarians.

Environmental

Secondary Suite Incentive Program

Secondary suites provide opportunities to use existing community infrastructure to meet the varied needs of different households. Adding suites to existing houses provides an environmentally conscious way to provide more homes without producing the same levels of green house gas emissions from the construction of new buildings. The Secondary Suite Incentive Program will also actively promote climate resilient homes. It will provide extra incentives through a secondary suite energy efficiency bonus.

Economic

Suites facilitate a path to safer and more affordable housing in Calgary, with basement suites serving as one of the most cost-effective means to increase the number of homes. The addition of secondary suites contributes to a more robust and diverse housing market, improving affordability for Calgarians.

The creation of new or the upgrading of existing secondary suites can enable homeowners to generate additional income. It may enable prospective home buyers to afford a home when their incomes would have otherwise limited their options.

Service and Financial Implications

Other: Multiple Funding Streams

Approval of the Terms of Reference has no direct financial implications. Funding for incentives up to \$4 million was approved through 2023 November budget adjustments.

On 2023 June 8, Council endorsed CD2023-0585 and an application was submitted to Canada Mortgage and Housing Corporation (CMHC) on 2023 June 14. As a result, the Secondary Suite Incentive Program will also receive funding from the Housing Accelerator Fund.

The Program is designed to be scalable with additional funding.

RISK

Over subscription would lead to delays in applications and permits, along with funds being depleted quickly. The Program design focuses on individual homeowners to distribute funds equitably. The City will monitor application volumes and funding availability to limit approvals when funding is oversubscribed. A dedicated Administration team is being formed in order to avoid delays and backlogs.

Undersubscription would indicate the financial incentive we are offering is not enough to bring applicants forward. The TOR allows Administration to make adjustments in order to expand the reach of the Program to additional market segments in this event.

ATTACHMENT(S)

1. Background and Previous Council Direction
2. Secondary Suite Incentive Program Terms of Reference
3. Presentation

**Planning & Development Services Report to
Community Development Committee
2024 May 22**

ISC: UNRESTRICTED
CD2024-0661

Secondary Suite Incentive Program

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Tim Keane	Planning & Development Services	Approve
Carla Male	Finance	Consult
Jill Floen	Law	Consult

Author: Joshua Howes, Development, Business and Building Services

Background and Previous Council Direction

Background

The Secondary Suite Incentive Program is a crucial component of Home is Here: The City of Calgary's Housing Strategy 2024 – 2030 (CD2023-0749). The Program aims to increase the supply of housing to address affordability challenges in Calgary.

Since the spring of 2018, The City of Calgary has been adjusting the regulatory environment and pioneering initiatives to encourage the development of safe secondary suites. Administration has leveraged the Council-approved Secondary Suite Amnesty Program to encourage the registration of safe legal suites. Rather than The City searching for illegal suites and enforcing requirements, a program was developed that encouraged property owners to approach The City voluntarily.

An Advisory Bulletin on the building code interpretation for existing secondary suites was also developed in the spring of 2018 and communicated to the public. Suites that were built prior to March 2018 must comply with the building code and are considered existing. The primary focus is to meet four minimum life safety requirements:

- Proper egress window from bedrooms
- Interconnected, hard-wired smoke alarms
- Proper smoke separations between suites and common areas
- Proper egress to the exterior (stairwells with smoke separation, protection of exterior exit stairs, etc.)

The amnesty program centered on an education first approach, included the waived development permit and registry fee, and partnered with the building code interpretation.

Previous Council Direction

Secondary Suite Program Timeline

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2023 September 16	CD2023-0749	Home is Here – The City of Calgary’s Housing Strategy 2024 – 2030 Action 1.C.8. Create incentives for more affordable non-market and market units: i. Establish an incentive program of at least \$10,000 per unit for secondary suites, to produce at least 400 net new secondary suites each year.
2023 June 08	CD2023-0585	Housing Accelerator Fund Action Plan The Secondary Suite Incentive Program, through initiative 4 “Incentivize legal secondary suites,” is approved for funding by Council through the endorsement of the application to the Federal Housing Accelerator Fund.
2023 November 28	IP2023-1177	Secondary Suite Amnesty Extension Extended the amnesty to 31 December 2026
2021 December 01	IP2021-1614	Extension of Secondary Suite Amnesty Extended the amnesty to 31 December 2023
2020 April 06	PUD2020-0407	Secondary Suites Amnesty Period Extension Extended the amnesty to 31 December 2021
2018 March 12	C2018-0128	Secondary Suite Process Reform Council approved the mandatory registration of a secondary suite as per the Suite Registry Bylaw 11M2018. Council also approved the Amnesty Program which focuses on education and removes development and registry fees.

Terms of Reference:

The Secondary Suite Incentive Program

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Objectives	3
Program applicability	4
Program criteria	4
Application process	5
Decision making	6
Monitoring and reporting	6
Effective date	6
Confidentiality	6
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Overview

On September 16, 2023, Council adopted "Home is Here: The City of Calgary's Housing Strategy" to respond to Calgary's housing and affordability crisis. One of the key actions of this strategy calls for the creation of the Secondary Suite Incentive Program. This initiative will empower The City to proactively tackle the escalating demand for housing, enhance housing affordability, improve safety, and expand the array of housing alternatives within the city.

The Secondary Suite Incentive Program ("the Program") strategically leverages funding to drive results and increase affordability for Calgarians. Designed to increase safe secondary suite development and registration, the Program offers incentive funding of up to \$10,000 per qualifying applicant.

The Program will also actively promote accessibility and climate resiliency. To enhance climate and environmental resilience, the Program will provide extra incentives through a secondary suite energy efficiency bonus tied to improvements in specific asset categories. The maximum incentive for the energy efficiency bonus per participant will be \$1,250. An additional up to \$5,000 is available if a secondary suite meets the requirement for accessibility. A breakdown of the details and amounts can be found in Appendix A.

Through streamlined processes and focused initiatives, the Program intends to maximize the impact of local and federal government investments on Council priority and results areas by incentivizing legal secondary suites.

Purpose

These Terms of Reference authorize the Program's launch and implementation. Terms of Reference outline applicability criteria, guiding principles, application process, accountabilities, and monitoring and reporting for the Program.

Guiding Principles

Transparency, fairness, equity, and clarity serve as foundational principles for this initiative. The Program adheres to best practices and previous City learnings for its efficient execution, including a clear intake process, proof of expenses, efficient fund disbursement and a safety inspection process, to ensure full transparency, equity, accountability, and responsible stewardship of tax dollars.

Program objectives

The Program's streamlined approach ensures fairness, transparency, fiscal discipline, and the most optimal use of public funds to drive lasting benefits for Calgary. Direct feedback from engagement with Calgarians in Q4 of 2023 has informed the design of this Program. Through a thoughtful and multifaceted approach, the Program will seek the following objectives:

- **Affordability:** The addition of legal secondary suites contributes to a more robust and diverse housing market, improving affordability for Calgarians.
- **Safety:** By combining education with sensible financial incentives, the Program enables applicants to construct secondary suites that meet safety standards.
- **Inspiring action:** For those contemplating suite development, the Program provides the impetus and resources to take the crucial next step.
- **Accessibility focus:** The Program will actively promote the construction of accessible suites, ensuring housing options that cater to diverse needs.

- **Climate responsibility:** The Program's enhanced incentives encourage green building choices, aligning with Calgary's climate strategies.
- **Inclusivity:** The Program is accessible to qualifying homeowners and stewards tax dollars to ensure community-wide participation while actively promoting transparency and fairness.

Program applicability

All applicants will have equal access to funding opportunities, provided they meet the specified criteria. Funding is available to property owners within Calgary city limits.

- **Eligibility:** The incentive funding is open to all qualifying applicants.
- **Ownership limit:** Each applicant can receive the incentive funding only once.
- **Land title requirement:** Applicants must be listed on the land title both at time of incentive application and suite registration.
- **Education:** Applicants, or their contractor(s), must successfully complete the required e-learning course.
- **Building permit application:** A building permit application for the secondary suite must be submitted and paid for in full.

Eligibility criteria will be reviewed for the duration of the Program to ensure equity and inclusion. Review for expansion of eligibility is planned for one (1) year after launch. If required, adjustments will be made on the basis of learnings from the first year of the Program. This may expand the reach of the Program to additional market segments based on the availability of funds.

Program criteria

Application criteria

Applicants must provide the permit number at the time of application. Applicants should seek conditional approval into the Program before commencing work to upgrade an existing suite or construct a new one. Conditional approvals are valid for **six (6) months** from the approval date. All Program requirements must be fulfilled within the approved time period.

- **Extensions:** At the conclusion of the 6-month conditional approval phase, The City may or may not grant further extensions.
- **Reactivations:** expired applications can be reactivated on the discretion of The City.
- **Safety requirements:** Only relevant items on the Program's Safety Requirements List qualify for application approval.

Funding Release Criteria

The funding available to each applicant is directly tied to specific building code elements identified at application and/or during the initial inspection. During the application process, The City will provide an eligible Safety Requirements List and Accessibility Standard. Properties owned by municipal, provincial or federal governments, or any of their subsidiaries or affiliates, are not eligible. Backyard/laneway suites or any dwelling units without a secondary suite directly attached to the main dwelling are not eligible. In addition:

1. **E-Learning course completion:** The applicant or a licensed contractor performing the work must successfully complete the required e-learning course explaining the safety elements of the secondary suite.
2. **Home ownership requirement:** Applicants must be the property owner at the time of incentive application and must maintain ownership through to registration of the suite. An individual may only receive the incentive funding for one suite registration for the duration of the Program.
3. **Tax arrears consideration:**

- If an applicant is in a state of tax arrears on the subject property, the incentive funding may not be issued upon completion of the work.
 - At the sole discretion of The City, the incentive funding may first be used to settle outstanding property tax arrears, with any remaining amount paid to the homeowner.
 - “A state of tax arrears” means there are taxes that remain unpaid after December 31 of the year in which they are imposed.
- 4. Money owed to The City of Calgary**
- If an applicant owes The City of Calgary money in any capacity, at the sole discretion of The City, the incentive funding may first be used to settle such outstanding debts, with any remaining amount paid to the homeowner.
- 5. Cost limitation:**
- The funding amount must not exceed the construction costs of a safe registered suite.
 - Homeowners must provide proof that the total costs related to the construction of the suite matches or exceeds the approved incentive funding.
 - Proof must be provided to The City in the form of receipts or paid invoices.
 - All expenses related to safe suite construction, energy efficiency and/or accessibility are eligible to contribute to the total cost.

Application process

- 1. Access to information:**
- In addition to marketing efforts, comprehensive and transparent information about the Secondary Suite Incentive Program, including detailed guidelines, eligibility criteria and application procedures, will be made available on The City’s website.
- 2. Application intake:**
- A detailed application process, available in multiple languages, will be available to ensure equal opportunity for as many applicants as possible.
 - Applicants must complete the online application process. If unable to use the online application form, applicants must visit the Planning Services Counter on the third floor of the Municipal building to fill out a paper application with a Planning Services Technician.
 - Translation services are also available via 311.
- 3. Application review:**
- The City will review applications impartially, adhering to principles of equity, inclusion, and diversity, and will respond to applicants in a timely manner.
 - Each application will be evaluated for approval or refusal based on completeness and eligibility.
- 4. Funding availability**
- The City will diligently monitor application volumes and funding availability, the pre-approval process helps ensure no one will be relying on funding that is being exhausted.
 - Applications will be reviewed on a first come first served basis.
- 5. Decisions:**
- All decisions related to applications under this Program rest with the Director of Development, Business and Building Services or delegate(s).
 - Approvals made within this Program do not imply the granting of any official approval or permit required by the Municipal Government Act (Alberta) or other provincial legislation.
 - Upon approval, the applicant agrees that funding will be provided only if all Program requirements outlined in the Terms of Reference are met.
 - Failure to meet these requirements may result in funding being withheld, at The City’s discretion.
 - Successful applicants must adhere to Terms of Reference provisions to receive funding.
- 6. Release of funds:**
- The incentive funding will be payable upon the fulfilment of all applicable requirements listed in the Terms of Reference, including placement of the secondary suite on the Secondary Suite Registry and the submission of proof of costs.
- 7. Adjustments to Terms of Reference:**

- Regular reviews will be conducted to assess Program effectiveness, equity, transparency, and accountability.
- Any necessary adjustments or alterations to the Program's Terms of Reference will be documented and communicated publicly.
- The City of Calgary reserves the right to make these adjustments at any time during the duration of the Program.

8. Changes to eligibility:

- If eligibility criteria are modified (e.g., reducing qualifications), the final approval authority rests with the General Manager of Planning and Development Services or delegate(s).
- Decisions regarding individual eligibility will be made at the discretion of the Director of Development, Business and Building Services or delegate(s).

Decision making

All decisions related to applications under this program rest with the Director of Development, Business and Building Services or delegate(s).

Monitoring and reporting

The administrative processes outlined in these Terms of Reference will be continuously monitored to ensure alignment to key Program principles of clarity, and respect for transparency, equity, inclusion, and diversity. Administration teams leading the Program will provide reports as required on the results and financial status of the Program. Additionally, recommendations to execute improvements to administrative processes will be made to the Director of Development, Business and Building Services for final approval.

Effective date

The Secondary Suite Incentive Program will take effect on 2024 June 3 following approval by Council. These Terms of Reference will apply to applications submitted on or after 2024 June 3.

Confidentiality

For the purpose of this section, "Confidential Information" means information proprietary to an applicant and disclosed to The City pursuant to this Program, and includes all material, statistics and information (regardless of form and whether or not the same is protected by copyright, patent, or other applicable law) which is not available to the public. "Confidential Information" does not include any information that: (i) is now in or subsequently enters the public domain through means other than by the direct or indirect disclosure by The City; (ii) is already in the possession of The City; (iii) is lawfully communicated to The City, free of any confidentiality obligation; (iv) The City has received the applicant's prior written approval to disclose; or (v) The City is required to disclose pursuant to the Municipal Government Act (Alberta), the Freedom of Information and Protection of Privacy Act ("FOIP Act"), or any subsequent legislation of similar effect, or The City is required to disclose pursuant to any law or order of a court having jurisdiction over the matter.

If an application contains Confidential Information, applicants should mark it as such and The City will make all reasonable efforts to maintain in confidence the Confidential Information. Without limiting the generality of the foregoing, The City will make reasonable efforts to keep, file and store all Confidential Information, together with any notes of other material incorporating or relating to the Confidential Information, in a manner consistent with the FOIP Act, as well as in a manner consistent with its confidential nature and to take all reasonable action, whether by instruction, agreement or otherwise, to ensure that its employees do not disclose or use the Confidential Information directly or indirectly, for any purpose other than the purposes for which it was provided.

Notwithstanding the foregoing, The City may be required to disclose Confidential Information pursuant to its public disclosure obligations as contained in the FOIP Act. Should such disclosure be required, The City shall use its reasonable efforts to limit that disclosure and, in any event, shall make that disclosure only to the extent required. The City hereby advises all applicants that any disclosure of Confidential Information pursuant to The City's obligations under the FOIP Act does not constitute a breach of an obligation of confidentiality that may exist between The City and the applicant.

Appendix A

Safety requirements and available add-ons

The amount each applicant is eligible for will be directly related to the safety elements listed below absent upon application or first inspection.

Example: a bedroom with an existing regulation egress window will not qualify for the \$1,500 associated with that safety requirement.

Safety Requirements List*		
Item	Description	Amount
Egress windows	Replacing at least one bedroom window to meet required egress standards. All bedrooms must have egress, but this item amount can only be added once.	\$1,500
Hardwired and interconnected smoke and carbon monoxide alarms	Wiring and installing interconnected smoke and carbon monoxide alarms in the correct locations, as required.	\$1,000
Protected exiting	Building a roof structure, replacing a window with wired glass window/glass block with non-combustible frame, or relocating the suite door to provide a protected exit for the suite is required.	\$1,000
Smoke-tight barrier	Drywalling and sealing of the furnace room and/or other areas and installing solid core doors with a self-closing device as required.	\$4,000
Split heat/separate air	Installing a separate heat source and/or a makeup air unit.	\$6,000

*Maximum eligibility for safety items is \$10,000 per home.

Additional Category: Accessibility

Accessibility	A minimum standard of accessibility must be met as outlined below.	\$5,000
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Accessibility standard

Applicants wanting to qualify for accessibility funding will need to provide the following:

- Wheelchair accessible entrance to the suite, either by an at grade suite entrance (walk out suite scenario and alley in the back) or with a wheelchair lift (exterior or interior).
- Exterior door threshold no more than 50 mm in height.
- Minimum 1.5 m turning diameter in the living area, kitchen and bedroom.
- Minimum path of travel width of 920 mm throughout.
- Minimum doorway sizes of 850 mm in fully open position (3' doors) throughout.
- Curbless or transition free shower.
- Ability to pull a wheelchair alongside a toilet for transfer (may not necessarily need a 1.5 m turning diameter but space to do a three-point turn is needed at a minimum).
- A bedroom with no measurement smaller than 3 m to allow for wheelchair access and transfer.
- Grab bars installed in key locations (beside toilet, within shower any other areas where transfer is needed).
- Non-slip flooring.
- Lever style door hardware.

Additional Category: Energy Efficiency**		
Item category	Eligible energy efficient measure	Amount
Egress windows	ENERGY STAR Certified Windows	\$50/Rough opening (\$250 cap)
Split heat/separate air	Natural Gas Furnace – ENERGY STAR	\$500 flat rate
Split heat/separate air	Heat/Energy Recovery Ventilator (HRV/ERV) – ENERGY STAR	\$150 flat rate
Split heat/separate air	Heat Pump (Ductless Mini-split) – ENERGY STAR	\$250 flat rate
Split heat/separate air	Heat Pump (Air Source/Ground Source) – ENERGY STAR	\$1,000 flat rate

**Maximum addition to incentive is \$1,250 per home.

If there is a situation that prevents full compliance of the list of requirements in the Accessibility section, The City holds the right to allow for alternatives to be considered based on their discretion.

Calgary



Secondary Suite Incentive Program

CD2024-0661

2024 May 22

Incentive Program Recommendations

RECOMMENDATIONS:

That Community Development Committee recommend that Council:

1. Approve the Secondary Suite Incentive Program Terms of Reference as proposed in Attachment 2.
2. Forward these recommendations to the 2024 May 28 Regular Meeting of Council as an item of Urgent Business.

Home is Here: The City of Calgary's Housing Strategy

Vision: Everyone in Calgary has an affordable place to call home.



Outcome 1

Increase the supply of housing to meet demand and increase affordability.



Outcome 2

Support affordable housing providers to deliver services that make a positive impact.



Outcome 3

Enable The City's housing subsidiaries to improve service delivery.



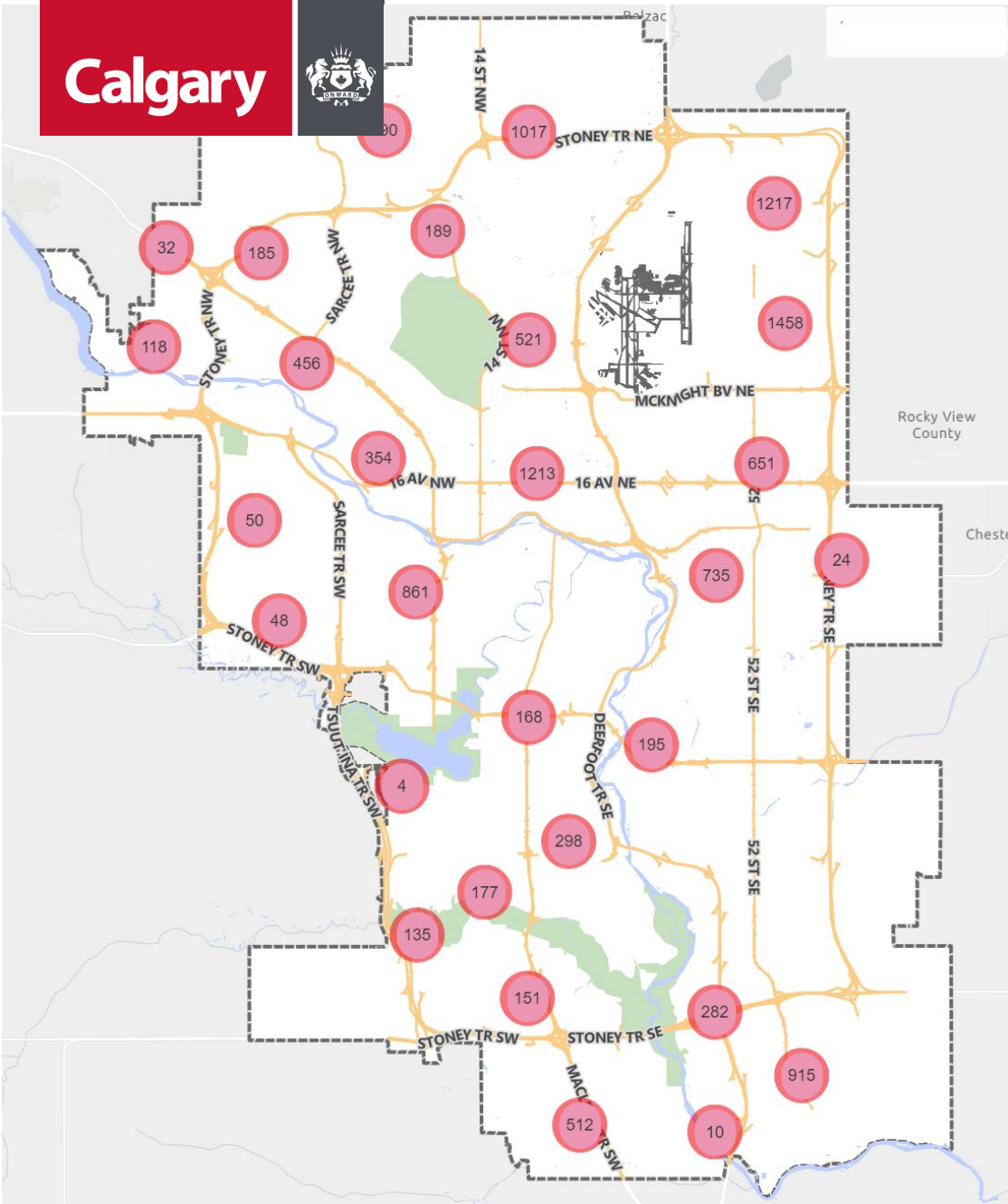
Outcome 4

Ensure diverse housing choice to meet the needs of equity-deserving populations.



Outcome 5

Address the affordable housing needs of Indigenous people living in Calgary.



Program Highlights

- Safe suites
- Improved customer services model
- Anticipated increase of registrations by 50%
- Maximizing impact of funds
- Easily accessible

Incentive Funding

Applicants qualify for up to **\$10,000** in incentives by achieving compliance with specific safety elements.

Additionally

- Up to **\$1,250** for Energy Efficient rated products
- Up to **\$5,000** for achieving the accessibility standards



Secondary Suite Incentive Program

Qualifications

Building permit

Limited to one per owner

Property ownership throughout application

Mandatory e-Learning



The graphic features the Calgary logo at the top left. Below it is a white line-art icon of a house with a checkmark inside a circle above the roofline. The text 'Registered secondary suite' is prominently displayed in a large, bold, white font. Below this, in a smaller white font, is the instruction 'Verify by visiting calgary.ca/suites or contact 311'. At the bottom of the graphic is a white rectangular button.

Incentive Program Recommendations

RECOMMENDATIONS:

That Community Development Committee recommend that Council:

1. Approve the Secondary Suite Incentive Program Terms of Reference as proposed in Attachment 2.
2. Forward these recommendations to the 2024 May 28 Regular Meeting of Council as an item of Urgent Business.

**Community Services Report to
Community Development Committee
2024 May 22**

**ISC: UNRESTRICTED
CD2024-0660**

Vehicle-for-Hire Transitional Strategy

PURPOSE

Provide an opportunity for Council to approve the Vehicle-for-Hire Transitional Strategy that provides a framework for an evolving industry.

PREVIOUS COUNCIL DIRECTION

On 2024 April 30, Council directed Administration to report back with the Vehicle-for-Hire Transitional Strategy. In addition, on 2023 October 17, Council directed Administration to undertake a review of the Livery Transport Bylaw 20M2021. Background and Previous Council Direction is included as Attachment 1.

RECOMMENDATIONS:

That the Community Development Committee recommends that Council:

1. Approve the Vehicle-for-Hire Transitional Strategy as outlined in Attachment 2.
2. Direct Administration to draft proposed amendments to the Livery Transport Bylaw 20M2021 and report back to Council by Q4 2024.

GENERAL MANAGER COMMENTS

General Manager Katie Black endorses the transitional strategy as a foundation to modernize the services provided by the Vehicle-for Hire program and enable all Calgarians to live their lives to their full capacity with a sense of belonging and connection.

HIGHLIGHTS

- Rapid changes in the vehicle-for-hire industry require thoughtful and responsive solutions to a complex and evolving industry.
- This transitional strategy will provide a framework for planned policy changes that will help address opportunities for improvement.
- Administration is committed to continuing its engagement efforts in the vehicle-for-hire industry to ensure the needs and concerns of all interested parties are understood.
- The City of Calgary, in its role as the industry regulator, will continue to foster a mobility system that is safe, accessible, connected and responsive.

DISCUSSION

The development of the Vehicle-for-Hire Transitional Strategy (Attachment 2) was guided by Council direction, a review of the current Vehicle-for-Hire program, a jurisdictional scan of other municipalities (Appendix A of the transitional strategy), and feedback and engagement from the vehicle-for-hire industry (Appendix B of the transitional strategy). These findings help shape our

Vehicle-for-Hire Transitional Strategy

vision, mission and the path for further improvements and modernization of the Vehicle-for-Hire program.

Over the past eight years the vehicle-for-hire industry has dramatically changed with the introduction of transportation network companies to the licensed market in 2016. Despite the recent review of the Livery Transport Bylaw in 2021, there is an increased desire to ensure The City of Calgary, as the regulator, provides a modernized approach to regulating a rapidly changing industry. This transitional strategy is Administration's plan for what we will do, how we will measure success and what we are continuing to watch. This is outlined through our three focus areas: Licensing, Safety and Accessibility.

- **Focus Area 1: Licensing**

As the regulator, The City of Calgary is committed to responsible and responsive regulation. The City will further modernize the Vehicle-for-Hire program by expanding the use of technology, using engagement feedback, monitoring data and measuring successes to continually improve service. Initiatives we can implement now include but are not limited to: coordinating licence renewals with plate renewals (as identified by Council on 2023 January 24); allowing drivers to virtually provide licensing documentation; and exploring potential pilot projects and funding opportunities that incentivize the use of electric vehicles.

- **Focus Area 2: Safety**

Paramount to any transportation network is the protection and well-being of both the traveling public and the vehicle-for-hire industry drivers. An education-first approach is embedded within the safety focus area and encourages safe, responsible and respectful behaviour. The safety focus area also promotes an equitable, anti-racist, inclusive and welcoming environment where people of all backgrounds, identities and experiences have access to safe, respectful and inclusive vehicle-for-hire services. Some examples of how The City will do this include: exploring options to streamline the police information check process to provide consistency for all vehicle-for-hire industry members; promoting respectful and inclusive behaviour through the expansion of education outreach in the community; and introducing upfront payment options for all industry service providers.

- **Focus Area 3: Accessibility**

Strengthening our accessibility program, advancing equity, and removing barriers for consumers with mobility challenges is at the forefront of this focus area. The City is committed to creating an environment that encourages accessible services to better meet the needs of consumers, while creating incentives for drivers to deliver accessible services. Some of the initiatives include: providing an online training module for drivers to become re-certified in providing wheelchair accessible services to consumers; exploring Wheelchair Accessible Vehicle Calgary upgrades; and strengthening the partnership with The City's Advisory Committee on Accessibility.

Council's direction from 2023 January 24, which identifies seven areas for improvement to modernize the mandate of the Vehicle-for-Hire program, is included as Attachment 3 with the response by Administration related to each suggested area for improvement and where these responses fit within the transitional strategy.

Vehicle-for-Hire Transitional Strategy

Through its review, Administration has concluded that Council's recommendation #5 regarding the viability of creating a central dispatch model for taxis as vehicles-for-hire is not a feasible option. The reasons for this include the fact that the costs to initiate and operate a central dispatch model would require a significant increase to fees for drivers that might be passed on to the consumer. In addition, this would undermine the efforts of companies who have invested significantly to operate their own dispatch services.

As part of implementing this transitional strategy, the Vehicle-for-Hire program will continue to engage with all interested participants in the industry and our partners. This will allow The City to continue to improve and to be responsive to the needs of this complex and changing industry. The transitional strategy's implementation road map is in Appendix C of the transitional strategy and provides a timeline for each action.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required |

Internal and external subject matter experts were consulted to provide multiple perspectives. Previous and current feedback from vehicle-for-hire industry surveys, open houses and other engagements provided insights into developing the transitional strategy's focus areas and key initiatives. The City is committed to continue working with industry participants through engagement to understand needs and concerns.

IMPLICATIONS

Social

Calgary's demographics and the needs of Calgarians are increasingly diverse and complex. Many Calgarians, especially those with mobility challenges, need the support of a robust vehicle-for-hire industry to assist them in achieving independence in their daily lives. To support these challenges, the Vehicle-For-Hire program provides all Calgarians with equitable and safe, connected, accessible, responsive and convenient alternatives to driving.

Environmental

The Vehicle-for-Hire Transitional Strategy supports the use of environmentally-friendly modes of personal transportation through an integrated network that does not require vehicle ownership. Many taxis and transportation network companies in Calgary have introduced low-emission vehicles into their fleets. In 2023, 40 per cent of Calgary's licensed taxis were hybrid and 11 per cent of transportation network company vehicles were either hybrid or electric. The transitional strategy proposes actions to support net-zero goals including working with industry and The City's strategic partners, particularly the Calgary Climate Strategy – Pathways to 2050, to

Vehicle-for-Hire Transitional Strategy

explore potential pilot projects and funding opportunities to incentivize the use of electric vehicles.

Economic

The vehicle-for-hire industry contributes to our city's economic development by encouraging Calgarians and visitors to explore all areas of our city, and to supporting local businesses using economically friendly modes of transportation. The City's Vehicle-for-Hire program supports employment opportunities for existing and new industry members. This transitional strategy supports our comprehensive mobility network, helping to ensure that Calgary continues to be one of the most livable cities in the world.

Service and Financial Implications

Existing operating funding - base

There is no anticipated impact to the operating budget from endorsing this transitional strategy. Costs associated with some of the actions listed in the transitional strategy that require bylaw amendments prior to implementation can be absorbed by the existing rates and fees collected through the Livery Transport Bylaw 20M2021. Any adjustments to rates and fees for 2026 will be considered through the regulatory review process.

RISK

As The City of Calgary prepares for changes to the Vehicle-for-Hire program, this transitional strategy would serve to guide Administration in organizing and prioritizing its work. In the absence of a Council-approved transitional strategy, there is a risk that Administration's work may not align with Council's priorities. In addition, if the transitional strategy is not approved, The City would miss out on an opportunity to clarify its regulatory role in relation to this complex, evolving industry. Approval of the Vehicle-for-Hire Transitional Strategy today would support The City to further enable improvement and modernization of the program in the future.

ATTACHMENTS

1. Background and Previous Council Direction
2. Vehicle-for-Hire Transitional Strategy
3. Council Direction from 2023 January 24 and Actions Taken
4. Presentation

Community Services Report to
Community Development Committee
2024 May 22

ISC: UNRESTRICTED
CD2024-0660

Vehicle-for-Hire Transitional Strategy

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Iain Bushell	Director, Emergency Management & Community Safety	Approve
Erendira Cervantes-Altamirano	Director, Community Strategies	Consult
Linda Kongnetiman	Managing Lead, Anti-Racism Program	Consult
Jill Floen	City Solicitor, Law Department	Consult

Author: Lorna Kearnes, Community Strategies

Background and Previous Council Direction

Background

The recommendations in the cover report and the attached Vehicle-for-Hire Transitional Strategy incorporate the direction from Council on 2023 January 24 and subsequent verbal updates. The Report and Attachments reflect the need for changes to the vehicle-for-hire industry and how The City of Calgary, as the regulator, can address the challenges facing this complex, evolving industry.

Previous Council Direction

DATE	REPORT NUMBER	DESCRIPTION
2024/04/30	CD2024-0387	<p>Vehicle-for-Hire Strategy (Verbal Update)</p> <p>That Council direct Administration to report back to the Community Development Committee with the Vehicle-for-Hire Transitional Strategy on 2024 May 22.</p>
2023/10/23	CD2023-1084	<p>Vehicle-for-Hire Program (Verbal Update)</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Direct Administration to report back to Community Development Committee with a strategy for improving the Vehicle-for-Hire program through regulatory review with a focus on further enabling equity by removing barriers for drivers, brokers, and private vehicle for hire companies by end of Q1 2024; and 2. Undertake a review of the Livery Transport Bylaw 20M2021.
2023/01/24	CD2023-0089	<p>Vehicle-for-Hire Update Presentation (Verbal)</p> <p>That Council:</p> <p>Direct Administration to undertake a review of Livery Transport Services to modernize the mandate of the business unit and identify areas for improvement, including, but not limited to:</p> <ul style="list-style-type: none"> • Viability and legality of creating equity through a driver-only plate system that removes plate ownership by brokers; • Coordination of licence renewals with plate renewals; • Creation of an Industry-City working group (similar to the Planning & Development model) to ensure that lived experience of drivers is incorporated into decision-making; • Strengthening the accessible vehicle model to further serve the needs of riders with mobility challenges; • Viability of creating a central dispatch model for taxis as vehicles for hire;

		<ul style="list-style-type: none"> • Addressing the gap between vehicle-for-hire options – specifically taxis and transportation network company (TNC) vehicles through ideas like dispatching models, technology systems, fare prices, upfront pricing or platform sharing; and, • Predictive modelling identifying the relationship between vehicle for hire providers (taxis, TNC vehicles, wheelchair accessible vehicles, Calgary Transit Access, specialized transportation providers) and The City of Calgary as a regulator; <p>returning to Community Development Committee with recommendations for improvement by end of Q3 2023.</p>
2021/03/22	CPS2021-0367	<p>Livery Transport Bylaw Review</p> <p>That Council give three readings to Proposed Bylaw 20M2021, Livery Transport Bylaw and replace Livery Transport Bylaw 6M2007.</p>
2020/07/28	CPS2020-0708	<p>Livery Regulatory Framework Options</p> <p>Council approved several regulatory framework recommendations for Administration to guide a detailed review and update of the Livery Transport Bylaw 6M2007, including:</p> <ol style="list-style-type: none"> a) Continue the current hybrid open/closed entry approach to livery fleet size; b) Investigate opportunities to streamline processes for issuing taxi plates that reduce Administration costs and Council involvement; c) Allow taxi companies the option to offer upfront pricing to all street hailed and dispatch customers, instead of the taxi meter rate; d) Create a unified taxi/limousine driver's licence and retain the separate Transportation Network Company driver's licence; e) Standardize the vehicle age limit to a maximum of 10 years for all livery vehicles subject to exceptions approved by the Chief Livery Inspector and standardize the inspection frequency to every 12 months for all livery industry vehicles; f) Allow more flexibility in vehicle marking requirements for taxis while still meeting safety requirements and require TNC vehicles to include a visible company decal on the rear windshield and a company decal or beacon in the front windshield; g) Add requirements for any livery vehicle with a camera to have visible notification to customers that camera footage is being recorded; and,

		<p>h) Explore the possibility of regulating Stand Rents for Taxi Plate-holders who affiliate with a Taxi Brokerage. Additionally, a Motion Arising was passed directing Administration to advance anti-racism initiatives into the Bylaw Review, as stated below:</p> <ul style="list-style-type: none">• Incorporate identification of systemic racism and advancement of anti-racism initiatives into the review/update of the Bylaw including but not limited to:<ol style="list-style-type: none">a) Industry engagement,b) Driver training,c) Related City licensing and enforcement practices, andd) Communication and awareness initiatives; and• Ensure approaches to discuss and address systemic racism align with the ongoing corporate-wide work to advance anti-racism.
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Calgary



CD2024-0660
Attachment 2



The City of Calgary

Vehicle-for-Hire Transitional Strategy

Contents

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Land acknowledgement



The Calgary area, where the Bow and Elbow rivers meet, is a place of confluence where the sharing of resources, ideas and opportunities naturally come together. Indigenous peoples have their own names that have been in use long before Scottish settlers named this place Calgary. In the Blackfoot language, they call this place, Moh-kins-tsis. The Îethka Nakoda Wicastabi First Nations refer to the Calgary area as Wicispa Oyade and the people of the Tsuut'ina nation call this area Guts-ists-l. The Métis call the Calgary area Otos-kwunee.

The Vehicle-for-Hire project team would like to take this opportunity to appreciate and acknowledge that we are gathered on the ancestral and traditional territory of the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapipiikani and Kainai First Nations; the Îethka Nakoda Wicastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation. Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak (Oti-pe-MES-se-wa) Métis Government, Métis Nation Battle River Territory (Nose Hill Métis District 5 and Elbow Métis District 6). We acknowledge all Indigenous people who have made Calgary their home.

We acknowledge all Indigenous community members as experts in their own lives and that those lives are impacted by the policies and structures we are creating with this transitional strategy. We further acknowledge the ongoing work required to collaborate with our Indigenous colleagues, neighbours and friends to address changes in a complex industry. We are committed to continuing to listen, learn and act.

Introduction

Vehicle-for-Hire is a program with diverse and integrated services, including licensing, inspections, public and industry education, industry training, and bylaw enforcement. The program works with other City services to help strengthen the mobility network and on-demand transportation service options which enables people to be well-connected in our city.

The vehicle-for-hire industry includes transportation network companies, brokers (taxi and limousine) and drivers. The City of Calgary is committed to working with all industry participants through continued engagement to understand their needs and concerns. The City is also committed to the protection and safety of the traveling public, which we do through responsive regulations and services that put people first.

The entry of licensed transportation network companies into the sector in 2016 has introduced more app-based services where drivers use their personal vehicles, has marked a significant shift in the vehicle-for-hire industry. Transportation network companies have become well-used and now provide more annual trips than taxis in Calgary. With the environment changing so dramatically, The City’s Vehicle-for-Hire program needs to evolve. This transitional strategy will provide a framework for planned policy changes that will help address opportunities for improvement. This includes identifying the opportunities, challenges, trade-offs and decisions that will enable us to be responsive to the evolving needs of Calgarians and the vehicle-for-hire industry.

As part of our journey to develop the transitional strategy, we completed a review of the Vehicle-for-Hire program. We assessed the current state, including strengths, gaps and improvement opportunities. We engaged with industry, employees and partners, and completed jurisdictional scans of other municipalities to better understand opportunities, challenges and leading practices to inform the strategy.

Through the actions presented in the strategy, The City will continue to regulate and enable on-demand vehicle-for-hire options that are safe and accessible, welcoming and responsive to the evolving needs of Calgarians. The transitional strategy outlines our path forward and builds on program successes, expands on current initiatives and creates new opportunities for improvement.

The strategic framework in the transitional strategy features **three focus areas**:



Licensing



Safety



Accessibility¹

The **Licensing Focus Area** outlines the Vehicle-for-Hire program’s commitment to responsible and responsive regulation. This focus area also emphasizes how we will modernize our services through innovation and continuous improvement.








The **Safety Focus Area** highlights our commitment to protect the safety and well-being of both the traveling public and the vehicle-for-hire industry drivers. In addition, this focus area demonstrates how the Vehicle-for-Hire program will foster an equitable anti-racist, inclusive and welcoming environment for the entire industry.

Lastly, our **Accessibility Focus Area** concentrates on how we are advancing equity for riders with mobility challenges by removing barriers to service while also providing drivers with incentives to deliver these services.

The framework emphasizes the alignment between vision, strategy and actions, as outlined in our implementation road map found in *Appendix C* ensuring the efforts of Vehicle-for-Hire and our partners contribute to achieving our vision.

¹ The Accessibility Focus Area in the transitional strategy will focus on increasing access for wheel-chair users to ramp-equipped vehicles-for-hire.

Engagement with the industry and opportunities for improvement

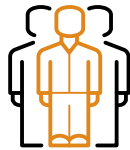
 Engagement with the industry	 What we did	 The opportunity	 The desired result
<p>Enable further alignment in the vehicle-for-hire industry and opportunities that benefit drivers and the industry through review of the Livery Transport Bylaw.</p> <p>Expand and improve access to virtual platforms and services to enhance driver experience and promote efficiency.</p> <p>Ensure everyone can participate and provide feedback.</p>	<p>Completed jurisdiction scan of comparable municipalities to learn about services they offer, including virtual services, for the industry.</p>	<p>Conduct a bylaw and regulatory review with proposed options to respond to continued growth of the city and industry.</p> <p>Expand virtual services in licensing and application submissions, while offering in-person service for drivers that require extra help.</p>	 <h3>Licensing</h3> <p>Responsible and responsive regulations.</p> <p>Drivers have access to more virtual services, enhancing driver experience and promoting efficiency.</p>
<p>Ensure that all people who access and provide on-demand vehicle-for-hire services experience safety, security, respect, dignity and inclusion.</p>	<p>Reviewed program and safety initiatives to identify strengths and opportunities to build upon.</p> <p>Completed jurisdictional scan of comparable municipalities to learn about safety initiatives and leading practices.</p> <p>Engaged The City's Anti-Racism Program Team and Equity program to identify ways to further promote inclusion and equity and racial justice.</p>	<p>Expand education and communication to promote anti-racist, hate-free, welcoming and inclusive environments.</p> <p>Align language in the Livery Transport Bylaw with the strategic actions in The City's Public Safety Anti-Racism Action Strategy to educate and ensure safe, responsible and respectful behaviours. Enforce stricter penalties for non-compliance.</p>	 <h3>Safety</h3> <p>Safety and well-being of all people who access and provide Vehicle-for-Hire services.</p> <p>An inclusive community that honours and respects people of all backgrounds, identities and experiences.</p>
<p>Strengthen the accessibility program and encourage more drivers to provide wheelchair accessible service. Create more awareness of the Wheelchair Accessible Vehicles (WAV) Calgary platform.</p>	<p>Completed jurisdictional scan of comparable municipalities to learn about initiatives and leading practices for the accessible services they provide.</p> <p>Reviewed the Accessible Taxi Incentive Program (ATIP) framework for opportunities to offer more monetary incentives to the industry.</p>	<p>Enhance accessibility training for drivers of wheelchair accessible vehicles to ensure all passengers are safe and secure.</p> <p>Build on the successes of the Wheelchair Accessible Vehicle service offered through WAV Calgary by creating more awareness of the program.</p> <p>Encourage more drivers to offer wheelchair accessible service through incentives, and cost-sharing for operating and fitting vehicles to be wheelchair accessible.</p>	 <h3>Accessibility</h3> <p>Consumers are aware of and connected to accessible on-demand vehicle-for-hire transportation options.</p>

Further detail on our engagement with the industry are outlined more fully in *Appendix B*.

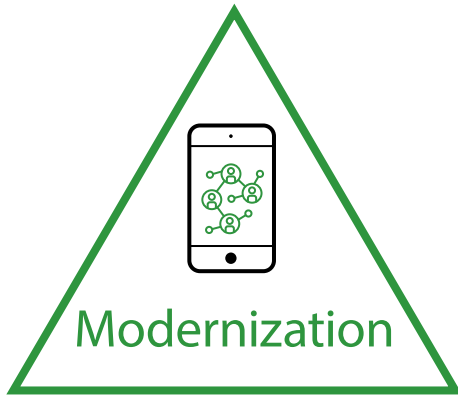
Strategic framework for Vehicle-for-Hire

Vision

Responsible and responsive regulation of taxis, limousines and transportation network companies so Calgarians can access safe on-demand transportation.



Licensing



Modernization



Accessibility



Safety

Licensing

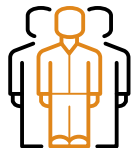
We are committed to responsible and responsive regulation. We are committed to further modernizing the Vehicle-for-Hire program by expanding use of technology, using data and engagement feedback and monitoring and measuring success to continuously improve and add service value.

Safety

We are committed to protecting the safety and well-being of the traveling public and vehicle-for-hire industry in the community. We use leading practices in education, training, communication, incident analysis and responsible enforcement to continually improve safety and encourage safe, responsible and respectful behaviour. We are committed to further building and fostering an equitable, anti-racist, inclusive and welcoming environment where people of all backgrounds, identities and experiences have access to a safe, respectful and inclusive vehicle-for-hire industry.

Accessibility

We are committed to strengthening the accessibility program and supporting riders with mobility challenges in our community. We will further improve programs and services by creating incentives for drivers to provide more accessible service for consumers with mobility challenges.



Licensing

As the regulator, The City of Calgary is committed to responsible and responsive regulation of the vehicle-for-hire industry. The City regulates the industry through effective implementation and compliance with the Livery Transport Bylaw, following exacting standards and operating procedures and through licensing services. The City is committed to reviewing and adapting its regulatory framework to be responsive to the evolving needs of Calgarians and the vehicle-for-hire industry.

We are committed to further modernizing the Vehicle-for-Hire program by expanding use of technology, using data and engagement feedback and monitoring and measuring success to continuously improve and add service value. We collaborate with internal and external partners to optimize processes, promote efficiencies, enhance consumer experience and continue to evolve our program.

Previous successes

2023

Six successful engagement sessions held with the vehicle-for-hire industry.



What we will do

- Conduct a regulatory review, including rates and fees, and propose amendments to the Livery Transport Bylaw.
- Begin the process to release more accessible taxi plate licences no later than 2025. This will increase the availability of wheelchair accessible taxis to service the clients who rely on accessible means of transportation.
- Introduce a new process, including virtual options, to coordinate licence renewals with plate renewals, provide licensing documentation online, and deliver online-proctored exams.
- Commit to have quarterly touchpoint engagement sessions with all interested parties in the sector to hear lived-experience and give opportunities to provide feedback on the Vehicle-for-Hire program.
- Explore potential pilot projects and funding opportunities that



Benefits

- Further enabling equity in the industry and opportunities that benefit consumers and the industry.
- Optimization of systems, processes and resources to promote efficiency.
- Ability to anticipate and respond to growth.
- Enhanced consumer access, satisfaction and experience.
- Improved industry-City relations and more opportunities for exchanging ideas and identifying challenges and opportunities.



Measuring success

- Consumer satisfaction with online licensing.
- Engagement opportunities are well attended.
- Industry participants can identify and use resources to experience safety, respect, dignity and inclusion.



What we're watching

Growth and the regulatory landscape

As the city and consumer demand grow, and the vehicle-for-hire industry evolves, we will continue to review our licensing and regulatory framework. We will monitor the supply and allotment of driver licences and taxi/limousine vehicle plates, and regulate Vehicle-for-Hire services to balance growth with demand.

Understanding that inflationary pressures impact the operating costs for drivers, we will continue to assess regulated meter-rates to ensure consistent availability of service.

Technology and virtual service advancements

We will continue to evaluate and review our online services and adoption, improve use of technology and promote awareness of online services, to increase operational efficiency, provide convenience for consumers, enhance consumer experience and further modernize our program.



Leading practices

We will continue to monitor practices in other jurisdictions as we review our regulatory framework (see *Appendix A*). Benefits, risks and trade-offs that are inherent in balancing city growth and consumer and industry demand must be considered to ensure we are developing solutions that are in the best interests of Calgarians. We will apply lessons learned, coupled with data analysis, to inform our regulatory review.





Safety

We actively promote and protect the safety and well-being of the traveling public through an integrated safety model that utilizes leading practices in education, training, communication, inspections and enforcement. Our model focuses on creating safety awareness for the traveling public through education outreach that encourages safe, responsible and respectful behaviour from the consumer.

We are committed to promoting and supporting a respectful, hate-free, inclusive and welcoming community that honours and protects everyone's well-being. This means we will treat all industry participants fairly, objectively, respectfully and consistently in delivering our services. Working with City partners, we will promote a welcoming community by developing anti-racist safe spaces and processes and cultural diversity education campaigns and communications to promote equitable participation and reduce barriers.

Previous successes

Translated our industry surveys in 7 different languages (Punjabi, Arabic, Urdu, Somali, Hindi, Amharic and French).



What we will do

- Explore options to streamline the police information check process to provide consistency for all vehicle-for-hire industry members.
- Promote respectful and inclusive behaviour through the expansion of education outreach in the community.
- Continue to build partnerships, internally and externally, with Indigenous, Black and diverse Racialized Peoples to identify anti-racism actions.
- Align language in the Livery Transport Bylaw with the strategic actions in The City's Public Safety Anti-Racism Action Strategy with expectations for practicing safe, responsible, respectful behaviours to promote inclusivity and address racism.
- Introduce upfront payment options for all industry service providers.



Benefits

- Increased awareness of safe behaviours and fewer safety incidents.
- People feel welcome and included.
- Racism is addressed in partnership with The City of Calgary's Public Safety Anti-Racism Action Strategy.
- Decrease in fare-evasion incidents for drivers and enhanced payment convenience for consumers.



Measuring success

- Reduced safety incident response time.
- Drivers reporting fewer incidents of racism.
- Number of taxi fare-evasion incidents reduced.



What we're watching

Improved technical systems, coordination with our industry partners and effective resource management will support our efforts to continue to be responsive and address complaints in a timely manner. We are tracking safety incidents and complaints to ensure that safety campaigns, training and communications for consumers and the industry create awareness about common issues and reduce incidents.

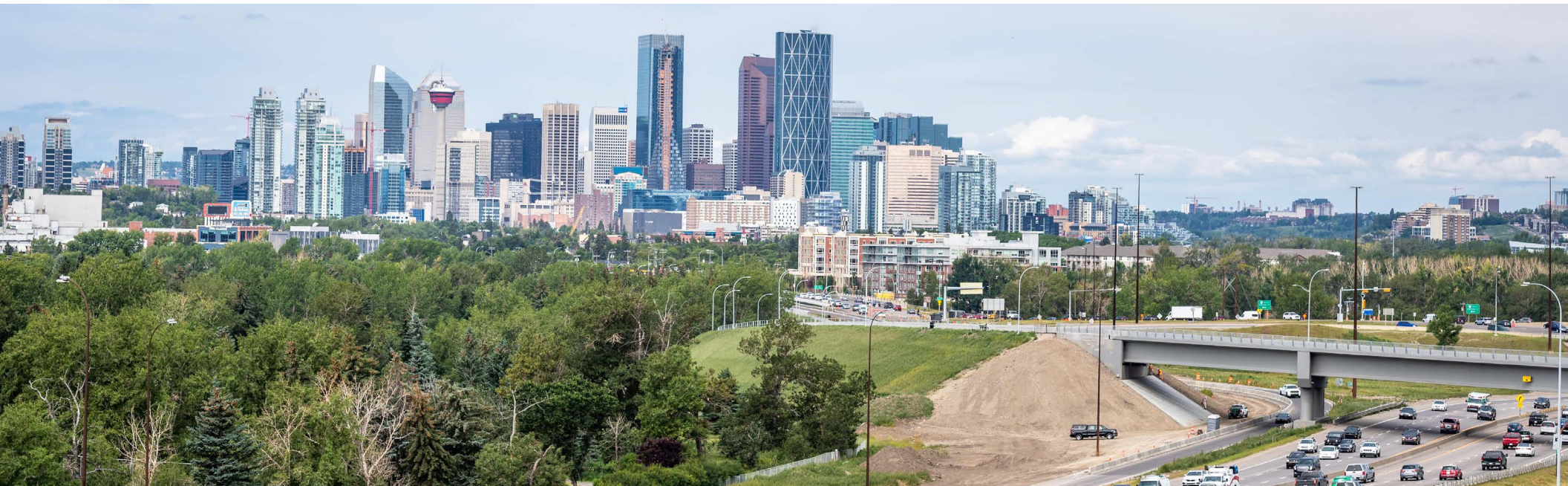
As we implement our strategy and modernize our program, we will use engagement feedback to identify topics for educational campaigns and develop tailored communications plans to further promote safe, respectful and inclusive behaviour.



Leading practices

Jurisdictional scans reveal that Canadian municipalities continue to evolve their enforcement practices. Resourcing requirements can differ based on internal organizational structures, regulatory frameworks and municipal priorities. We will continue to use an education-first approach to strengthen our incident prevention efforts and promote shared responsibility for safety. We will continue to enhance our safety practices by collecting input from the industry, our partners, Calgarians and external research on leading practices for safety and security measures in the vehicle-for-hire industry.

We will continue to research and implement leading practices from other jurisdictions, educational institutions and professional associations (such as the International Association of Transportation Regulators) to develop quality, responsive, inclusive and accessible engagement strategies. We will continue to use leading practices and The City of Calgary's Anti-Racism initiatives and resources to inform our educational initiatives, policies and bylaws to promote inclusion and address systemic racism. We are watching leading practices in engagement to reduce barriers to participation. Tactics include translation of surveys into multiple languages.





Accessibility

We are committed to strengthening our accessibility program, advancing equity and removing barriers for consumers with mobility challenges. We will do this through the Wheelchair Accessible Vehicle (WAV) Calgary program and advancing initiatives made possible through The City's Accessible Taxi Incentive Program (ATIP). We will leverage partnerships, expand our use of data, enhance our training and create incentives to encourage more drivers to deliver accessible vehicle services.

Previous successes

Calgary is a leader in the accessible vehicle industry. Our WAV Calgary program is a model for accessible vehicles services in the industry.



What we will do

- Provide an online training module for drivers to become re-certified in providing wheelchair-accessible services to consumers.
- Explore WAV Calgary upgrades to improve customer booking, enhance safety and maximize trips.
- Increase frequency of WAV Calgary awareness campaigns.
- Expand education and strengthen partnership with The City's Advisory Committee on Accessibility.
- Require all accessible vehicles be on the WAV Calgary platform.



Benefits

- Enhanced safety and practices for transporting riders with mobility challenges.
- Additional drivers will become providers of wheelchair-accessible services.
- Greater access to wheelchair-accessible service.
- Improved customer experience with increased service capacity and reduced wait times.
- Increased awareness of on-demand mobility options in the community.
- Leverage partnerships to increase awareness of on-demand mobility options in the community.



Measuring success

- Increase in the number of accessible trips provided through WAV Calgary.
- Increase in the number of accessible licences issued.
- Customer satisfaction with WAV Calgary.
- Consumer wait-time for trips.



What we're watching

Equity

Residents of Calgary and industry workers come from diverse backgrounds and may have multiple intersecting identities that impact their ability to access and benefit from programs designed to support them in using and providing on-demand transportation options. This strategy embeds a commitment to ensuring that needs of people from diverse backgrounds and mobility challenges are a priority in program design and initiatives as much as possible.

Licensing and service levels

As with our **Licensing Focus Area**, we will continue to monitor licence renewal volumes for accessible taxi licences and new licences issued, as well as trip data and subsequent impact on service levels.

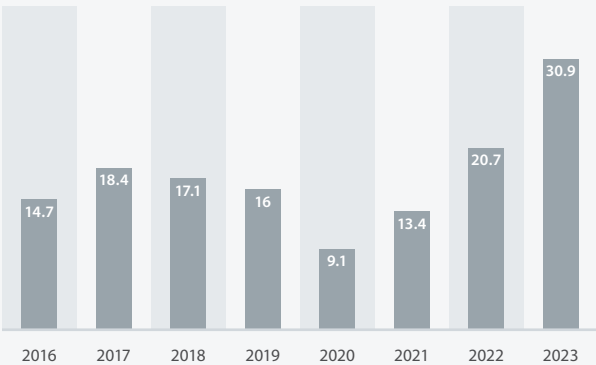
We will continue to collect and analyze customer data and use engagement feedback to enhance on-demand wheelchair accessible vehicle service and improvement opportunities for WAV Calgary.



Leading practices

Data from the jurisdictional review indicates that Calgary is a leader in providing accessible on-demand taxi service through WAV dispatched through Calgary's centralized dispatch platform. This platform offers convenient booking by calling one phone number, using the website or the WAV Calgary app. This service is important for consumers who require a vehicle to accommodate wheelchairs or other mobility devices. This service results in shorter consumer wait times and confidence that once booked, wheelchair accessible taxis will arrive when expected. Since the implementation of WAV Calgary, accessible taxi trips have grown substantially. This indicates that riders with mobility challenges are using WAV Calgary to book their trips more often.

Annual accessible taxi trips (thousands)



Appendix A: Jurisdictional scan

A comprehensive jurisdictional scan was completed as part of the strategy development process. The scan involved examining and analyzing the practices, initiatives and approaches of Vehicle-for-Hire programs in other Canadian jurisdictions and provided valuable insights into lessons learned. It enabled us to better understand program strengths as well as concerns facing Canadian municipalities and approaches being taken to address them.

Calgary, and other major municipalities included in this scan, are members of the International Association of Transportation Regulators. This non-profit, professional association of government officials is primarily an educational organization that shares best practices for the vehicle-for-hire industry.



Transportation network company regulation

To ensure the high level of safety for transportation network companies passengers, Calgary regulates transportation network companies more tightly than other Canadian municipalities. Calgary requires a licence for each individual driver, additional training and reporting requirements. These requirements are not mandatory for all Canadian municipalities.

Fees

Calgary's fee structure is in line with those of other municipalities that are running their own regulatory bodies such as Edmonton, Toronto, and Winnipeg.

Enforcement

Enforcement activities pertaining to the vehicle-for-hire industry vary by municipality. Some have dedicated enforcement teams, while others have vehicle-for-hire enforcement activities included in the duties of bylaw officers and some are handled at the provincial level. In Calgary, we have dedicated enforcement teams that utilize enforcement and education methods to ensure the success of the program, as outlined in our [Safety Focus Area](#).

Net-zero emission goals

Municipalities are working towards net-zero emission goals and this shift has a great impact on the vehicle-for-hire industry. Municipalities are looking at many options that include the utilization of only zero emission vehicles, and capping the number of drivers that operate for transportation network companies.

Appendix A: Jurisdictional scan

Comparative Analysis

Municipality	Population (millions)	Taxi plates capped	Taxi plates issued	Taxi plate fees	Taxi driver licence fee	Transportation Network Company (TNC) drivers capped?	TNC drivers fee	TNC driver numbers	Accessible plates capped?	Accessible plates issued	Accessible taxi plate fee	Accessible taxi incentive program
Vancouver	2.65M		1,041	\$ 171	\$ 271*	X	\$ 305	27,036	Provincially decided	146	\$ 0	Under development
Edmonton	1.1M	✓	1,291	\$ 423	\$ 64	X	\$ 64	Unknown	✓	65	\$ 423	No
Calgary	1.36M	✓	1,881	\$ 495	\$ 219	X	\$ 135	6,388	✓	189	\$ 0	Yes
Saskatoon	0.34M	✓	221	\$ 525	\$ 50	X	Collected by TNC	Unknown	✓	26	\$ 25	Yes
Winnipeg	0.75M	✓	600	\$ 600	\$ 70	X	Collected by TNC	Unknown	✓	130	\$ 130	Yes
Toronto	2.89M	✓	4,939	\$ 1,250*	\$ 216**	X	Collected by TNC	78,904	✓	327	\$ 0	Yes
Montreal	1.7M	X	3,654	\$ 171	\$ 171	X	\$ 171	12,155	X	250	\$ 171	No (provincial grants are available)

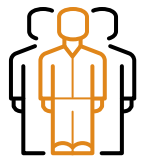
Provincially regulated Vehicle-for-Hire

* Reduced fees for zero-emission vehicle

** Reduced fee for accessible vehicle

Appendix B: What we heard

Learning from those who have lived experience working in the industry is integral to providing a modern and responsive Vehicle-for-Hire program that ensures the service is responsive to the people who provide it and the people in the Calgary community who rely on it. The Vehicle-for-Hire Project Team collaborated with The City of Calgary’s Engage Resource Unit and conducted two online surveys with vehicle-for-hire industry members. The members who participated included taxi drivers, transportation network company drivers, taxi and limousine brokers and transportation network company representatives. The surveys were conducted from September 11-24, 2023, and from December 28, 2023–January 12, 2024. Survey questions covered topics related to all three focus areas of the transitional strategy.



Licensing



Safety



Accessibility

Percentages shown below reflect the percentage of surveyed participants in the September and December surveys.



76%

would support coordinating licence renewals with plate renewals.



77%

support only one police information check being required for licences.



50%

think there are “too many” taxi plates available in Calgary.



79%

were in favour of supporting up-front taxi fare payment.



Safety concerns

from the drivers were outlined as follows (drivers were allowed to choose from multiple selections):

Aggressive behaviour from passengers (**59%**)

Operating in poor weather conditions (**53%**)

Fare-evasion (**40%**)

Racist behaviour from passengers (**37%**)



48%

believe stricter fines for unacceptable passenger behaviour would improve safety.



67%

were not aware of the incentives for being an accessible driver through WAV Calgary.



47%

would be interested in providing accessible trips through WAV Calgary if The City helped to cover some of the accessible vehicle costs.

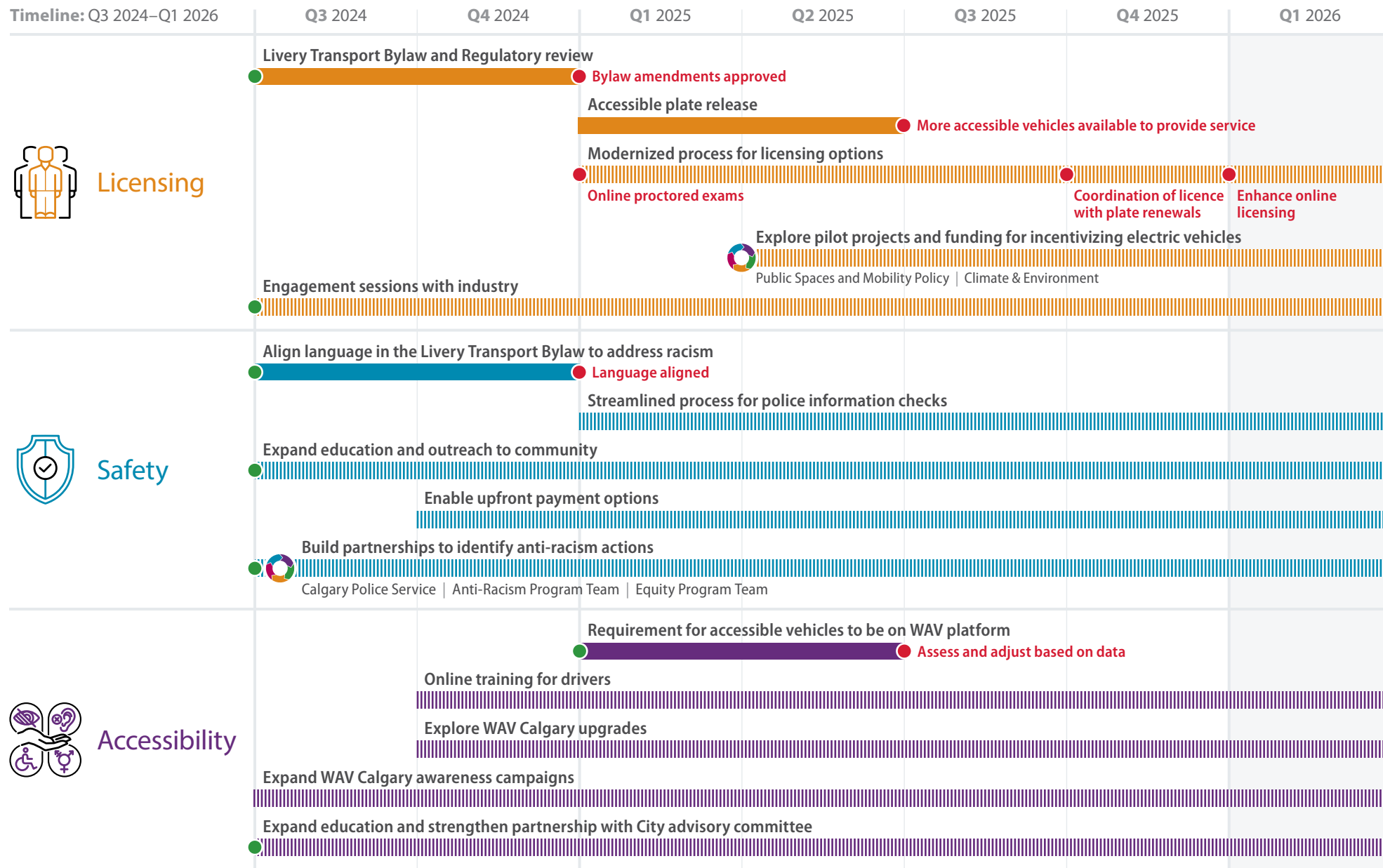


59%

are interested in becoming an accessible driver.

Appendix C: Vehicle-for-Hire Transitional Strategy road map

Timeline: Q3 2024–Q1 2026








LEGEND ■ Implementation | |||| Ongoing actions | ● Started | ● Partnership initiative | ● Milestone



Calgary






Council Direction from 2023 January 24 and Actions Taken¹

Area for Improvement	Response	Focus Area
1. Viability and legality of creating equity through a driver-only plate system that removes plate ownership by brokers.	Administration is currently already in a hybrid model where all new plate releases are released to drivers only as per sections 56 and 57 of the Livery Transport Bylaw 20M2021.	 Licensing
2. Coordination of licence renewals with plate renewals.	Administration is introducing a new process to coordinate licence renewals with plate renewals under the Licensing Focus Area of the Strategy. This process will be implemented in Q1 of 2025 and progress will be evaluated ongoing.	 Licensing
3. Creation of an Industry-City working group (similar to the Planning & Development model) to ensure that lived experience of drivers is incorporated into decision-making.	Administration is committed to continue having quarterly touchpoint engagement sessions with all interested parties in the sector to hear lived-experience and give opportunities to provide feedback on the Vehicle-for-Hire program. Implementation of this remains ongoing and is spotlighted in our Licensing Focus Area . Administration is committed to reporting back to Council on what we have heard from the industry during our proposed report back in Q4 of 2024.	 Licensing
4. Strengthening the accessible vehicle model to further serve the needs of riders with mobility challenges.	<p>There are several initiatives Administration will implement under the Accessibility Focus Area and our Licensing Focus Area to continue serving the needs of consumers who have mobility challenges. These include:</p> <p>Accessibility Focus Area <i>Can be implemented immediately:</i></p> <ul style="list-style-type: none"> • Provide an online training module for drivers to become re-certified in providing wheelchair accessible services to consumers. • Explore Wheelchair Accessible Vehicle (WAV) Calgary upgrades to improve customer booking, enhance safety and maximize trips. 	 Accessibility  Licensing

¹ This list is not exhaustive of the changes Administration will make to modernize and improve the Vehicle-for-Hire program. We have identified several other areas of improvement we are already making or intend to make that are listed more fully in the Vehicle-for-Hire Transitional Strategy (Attachment 2).

	<ul style="list-style-type: none"> • Increase frequency of WAV Calgary awareness campaigns. • Expand education and strengthen partnership with The City’s Advisory Committee on Accessibility. <p><i>Will need bylaw amendments to be implemented:</i></p> <ul style="list-style-type: none"> • Require all accessible vehicles be on the WAV Calgary platform. <p>Licensing Focus Area</p> <p><i>Can be implemented immediately:</i></p> <ul style="list-style-type: none"> • Begin process to release more accessible taxi plate licences no later than 2025. This will increase the availability of wheelchair accessible taxis to service the clients who rely on accessible means of transportation. <p>We are committed to reporting back to Council by Q4 2024 with an update on progress for all the above initiatives that can be implemented immediately.</p>	
<p>5. Viability of creating a central dispatch model for taxis as vehicles for hire.</p>	<p>Administration will not be moving forward with this recommendation. The feasibility of this recommendation is outlined more fully in the Report.</p>	
<p>6. Addressing the gap between vehicle-for-hire options – specifically taxis and transportation network company vehicles, through ideas like dispatching models, technology systems, fare prices, upfront pricing or platform sharing.</p>	<p>Administration has several initiatives we will be moving forward with under our Licensing Focus Area and our Safety Focus Area. These include:</p> <p>Licensing Focus Area</p> <p><i>Can be implemented immediately:</i></p> <ul style="list-style-type: none"> • Introduce a new process, including virtual options, to coordinate licence renewals with plate renewals, provide licensing documentation online, and deliver online-proctored exams. <p>Safety Focus Area:</p> <p><i>Will need bylaw amendments to be implemented:</i></p> <ul style="list-style-type: none"> • Explore options to streamline the police information check process to provide consistency for all vehicle-for-hire industry members. • Introduce upfront payment options for all industry service providers. 	 <p>Licensing</p>  <p>Safety</p>

<p>7. Predictive modelling identifying the relationship between vehicle-for-hire providers (taxis, transportation network company vehicles, wheelchair accessible vehicles, Calgary Transit Access, specialized transportation providers) and the role of The City of Calgary as a regulator.</p>	<p>Administration will expand the use of data, predictive modeling and performance measures to identify and understand the trends, forecast demand, and continue to evolve our program and respond to growth. With this Transitional Strategy we have captured the current state of the Vehicle-for-Hire industry in all three focus areas. We are committed to our continued work with our colleagues in demographics and evaluation to refine what is required in the industry and we will report back to Council with any updates in our proposed report-back schedule of Q4 of 2024.</p>	 <p>Licensing</p>  <p>Safety</p>  <p>Accessibility</p>
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Vehicle-for-Hire Transitional Strategy

CD2024-0660

2024 May 22

Previous Council Direction

2024 Apr 30:

- Report back with the Vehicle-for-Hire Transitional Strategy on 2024 May 22.

2023 Oct 23:

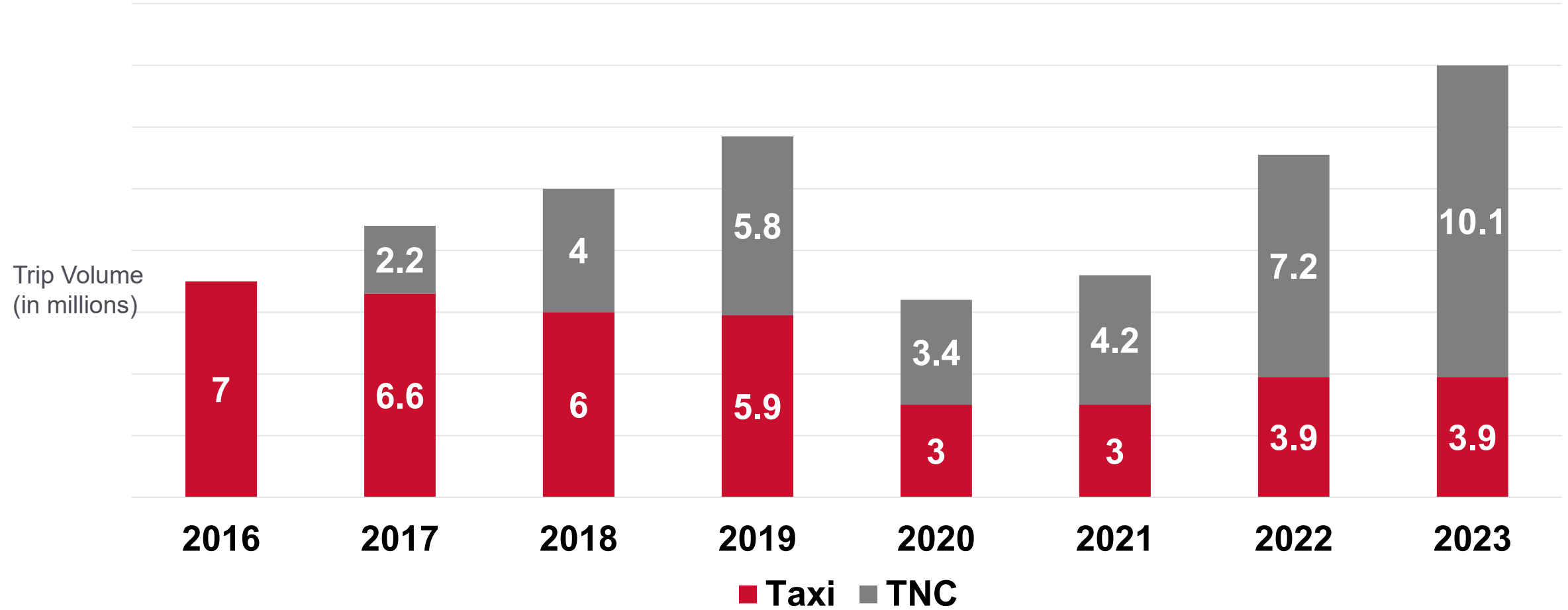
- Report back with a strategy for improving the Vehicle-for-Hire program through regulatory review with a focus on further enabling equity by removing barriers for drivers, brokers, and private vehicle for hire companies.
- To undertake a review of the Livery Transport Bylaw.

That the Community Development Committee recommends that Council:

1. Approve the Vehicle-for-Hire Transitional Strategy as outlined in Attachment 2.
2. Direct Administration to draft proposed amendments to the Livery Transport Bylaw 20M2021 and report back to Council by Q4 2024.

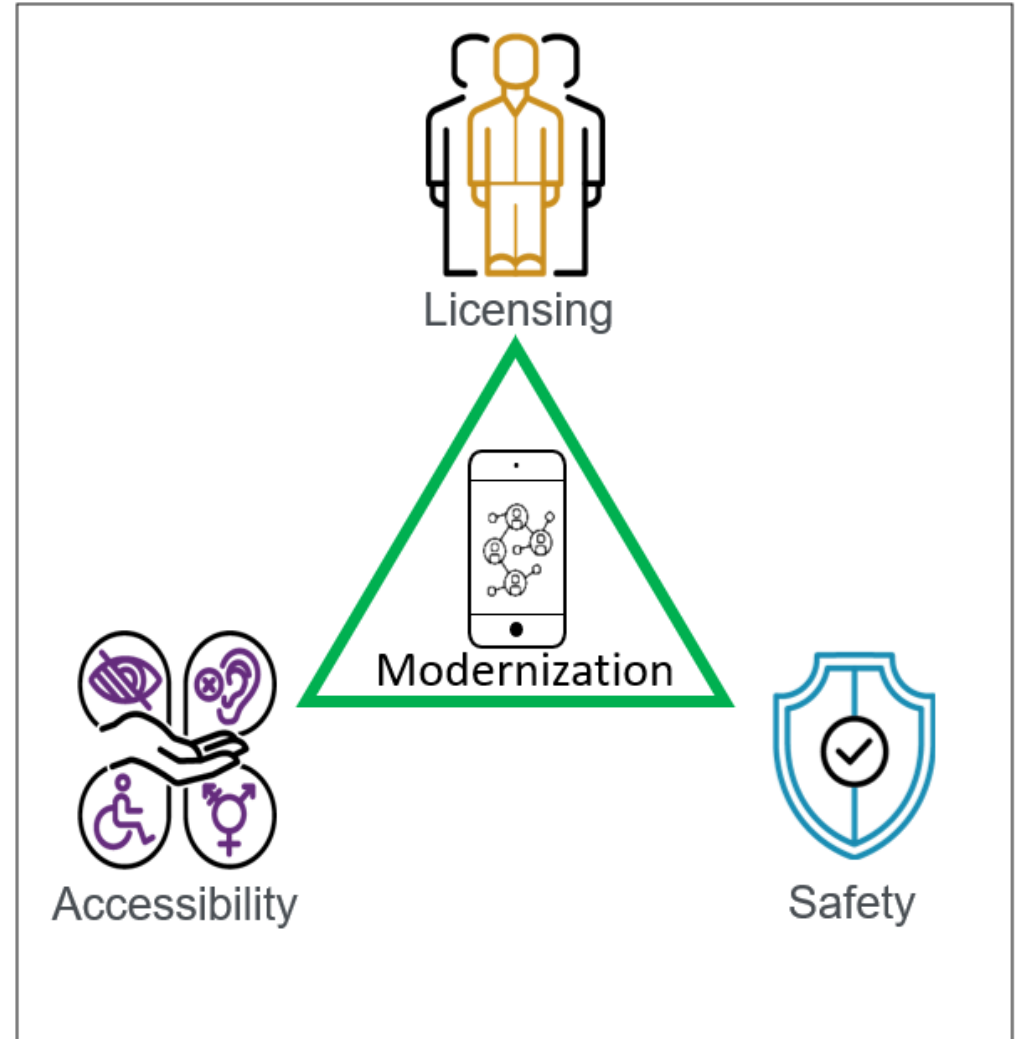


Vehicle-for-Hire Trip Volumes (in Millions)



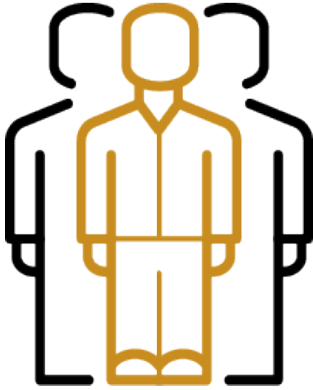


Strategic Framework for the Vehicle-for Hire Transitional Strategy



Ongoing Engagement and Opportunities for Improvement

Licensing



What We Heard:

Enable further alignment in the industry.

Safety



What We Heard:

Ensure everyone feels safe, secure, respected, and included.

Accessibility



What We Heard:

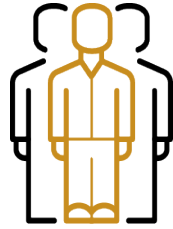
Strengthen the accessibility program.



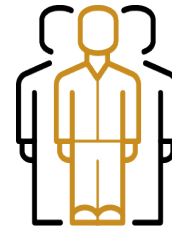
Council Direction from 2023 January 24



Changes to plate system



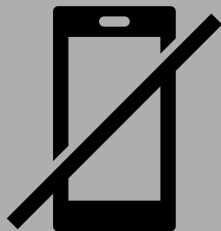
Coordination of licence and plate renewals



Continuous ongoing engagement



Strengthening accessibility



Centralized dispatch



Addressing gaps



Data-informed decision making

That the Community Development Committee recommends that Council:

1. Approve the Vehicle-for-Hire Transitional Strategy as outlined in Attachment 2.
2. Direct Administration to draft proposed amendments to the Livery Transport Bylaw 20M2021 and report back to Council by Q4 2024.

Community Services Report to
Community Development Committee
2024 May 22

ISC: UNRESTRICTED
CD2024-0272

Festival and Event Policy Update

PURPOSE

This report updates the Festival and Event Policy (CSPS032) (the Policy) to reflect changes in governance due to corporate realignment, eliminate outdated process descriptions, and improve alignment with existing City strategies.

PREVIOUS COUNCIL DIRECTION

The content of the Policy has remained mostly unchanged since first approved by Council on 2010 February 9 (CPS2010-07). The Policy was previously updated in 2016 with a minor administrative change to reflect the corporate structure at the time.

RECOMMENDATION:

That the Community Development Committee recommend that Council approve the updated Festival and Event Policy (Attachment 2).

CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS

GM Katie Black concurs with the contents of this report.

HIGHLIGHTS

- Festivals and events showcase Calgary as a destination of choice and contribute to economic growth and diversity. The City's Arts & Culture service supports a program of nearly 300 festivals and events each year with \$3.3M annually enabling these festivals and events in our community.
- The updated Policy provides a stronger foundation for Administration's effective management of festivals and events in Calgary. It clarifies Administration's support for festival and event organizers by better defining the groups which qualify for subsidy funding and describing the grant program which sets the course for growth of more diverse festivals and events in Calgary.
- By ensuring equitable and consistent access to funding and services, the proposed Policy demonstrates continuous improvements in meeting the needs of organizers and supports a more vibrant festival and event community for Calgarians and visitors.

DISCUSSION

Festivals and events support Calgary being a vibrant place to live, work and play, and advance social equity, inclusion and belonging. Festivals and events animate and activate all corners of Calgary, and in particular support the revitalization of the downtown while promoting Calgary's global reputation.

The City's processes are key to supporting festival and event organizers, which is described in the Policy. Proposed updates to the Policy reflect process streamlining and improvements requested by festival and event organizers as part of Administration's ongoing research and engagement activities. Key Policy updates include:

- Aligned with the guiding principles of the *Eventful City Strategy*.

Festival and Event Policy Update

- Expanded policy statement and descriptions of the value of festivals and events to Calgary.
- Clarified definitions of a festival or event, and how to obtain support.
- Updated definitions of the external advisory group and the internal City group providing oversight.
- Expanded description of the *Festivals and Events Subsidy Program*.

Next steps will include implementing the new *Festivals and Events Subsidy Program* direction described in the updated Policy, which enable The City to provide more equitable, transparent, and sustainable support to festival and event organizers. Administration will communicate these changes and will work with festival and event organizers as appropriate to implement them.

EXTERNAL ENGAGEMENT AND COMMUNICATION

- | | |
|---|---|
| <input type="checkbox"/> Public engagement was undertaken | <input checked="" type="checkbox"/> Dialogue with interested parties was undertaken |
| <input checked="" type="checkbox"/> Public/interested parties were informed | <input type="checkbox"/> Public communication or engagement was not required |

External engagement and communication related to City support of the festival and event industry has been ongoing since 2020. This has included:

- 2023 - Festival and event organizers providing feedback on future priorities for festival and event administration during the Festivals and Events 101 networking event.
- 2023 - External consultant's report determining priorities of City support for festivals and events through interviews with service providers in comparable jurisdictions, local event organizations, and City service providers who contribute to festivals and events.
- 2021 - A survey of nearly 400 members of the public reviewing the *Festivals and Events Subsidy Program* conducted by an external consultant.
- 2021 - Two workshops with representatives from community-based organizations, including Civic Partners, completed to review and validate the *Eventful City Strategy's* vision, outcomes, goals and identify actions for implementation. The workshop participants later completed a validation survey to prioritize actions.
- 2020-2021 - Two citizen surveys providing insight on citizen behaviour, expectations and preferences related to winter activities and informing the *Winter City Strategy*. Close to 2,000 respondents participated.

IMPLICATIONS

Social

The proposed Policy enables a strategic, customer-focused approach to delivering festivals and events in Calgary. This reduces barriers for equity-deserving communities, and encourages gathering and connection, which supports the development of community and social cohesion. The proposed Policy aligns with the Social Wellbeing Policy (CP2019-01) principles.

Environmental

The proposed Policy supports critical environmental issues detailed in the *Eventful City Strategy*, such as encouraging the reduction of the environmental impact of festivals and events, including effective waste management. Festivals and events follow City best practices

**Community Services Report to
Community Development Committee
2024 May 22**

**ISC: UNRESTRICTED
CD2024-0272**

Festival and Event Policy Update

and comply with environmental standards and requirements. The proposed Policy aligns with The City of Calgary's Environmental Policy (UEP001).

Economic

The proposed Policy supports the continued investment in festivals and events, which diversifies the economy by strengthening cultural industries, supporting local businesses and artists, and driving economic investment into the downtown. Festivals and events are key to the growth of tourism and improving Calgary's global reputation.

Service and Financial Implications

No anticipated financial impact

N/A

RISK

No significant risks identified.

ATTACHMENTS

1. Background and Previous Council Direction
2. Proposed Festival and Event Policy
3. Summary of Festival and Event Policy Changes
4. Rationale for Festival and Event Policy Changes
5. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Katie Black	Community Services	Approve
Doug Morgan	Operational Services	Consult
Jill Floen	Law, Legislative Services & Security	Consult

Author: Partnerships business unit

Background and Previous Council Direction

Background

There is a need to update the content of the Festival and Event Policy (CSPS032) as the governance groups are no longer in alignment with current practice due to corporate realignment. This need was confirmed through customer and staff engagement. Additionally, feedback from the Eventful City Strategy development indicated that the Guiding Principles need to be updated to align. Updated definitions are required to reflect recent trends and clarify scope of the policy.

Previous Council Direction

Previous versions of the Festival and Event Policy:

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2016 February 01	N/A	Business unit name change Recreation changed to Calgary Recreation.
2010 February 09	CPS2010-07	Effective date of the policy The content has not been significantly updated since.

Council Policy

Policy Title: Festival and Event Policy
Policy Number: (City Clerk's will fill in)
Report Number: CD2024-0272
Adopted by/Date: 2010 February 09
Effective Date: 2010 February 09
Last Amended: 2024 June 18
Policy Owner: Arts & Culture

1. POLICY STATEMENT

1.1 The Festival and Event Policy (The Policy) provides a foundation for the effective development and management of festivals and events throughout Calgary. The Policy directs transparent allocation of City of Calgary resources and fosters the growth of vibrant and innovative festivals and events in Calgary.

1.1.1 The Policy aligns with The City's values for enhancing the quality of life by providing Calgarians and visitors with a vibrant place to live. It is achieved by being a vital ingredient in Calgary's ongoing development as an eventful city, as well as providing opportunities for people to enjoy an innovative, creative city through year-round art, sport, community and cultural festivals and events.

1.1.2 The Policy aligns with The City's values for inclusive communities by investing and facilitating a spectrum of cultural events which are accessible to all Calgarians and provide outlets for creative expression. The policy provides opportunities for new, emerging and established events to thrive.

1.1.3 The Policy supports Calgary's global reputation, which attracts tourism, new investment and new Calgarians. By supporting the delivery of year-round local festivals and events, while setting the stage to attract events of an international caliber. This includes City of Calgary investment in creative industries, strategic partners and civic infrastructure. It is also a driver of economic diversity, which enables a healthy creative and cultural sector.

2. PURPOSE

2.1 The Policy establishes a clear definition of Festivals and Events supported by The City of Calgary, as well as what activities are not considered a festival or event under this policy.

2.2 The Policy establishes procedures for how The City of Calgary provides support to the organizers of publicly accessible festivals and events, including identifying which City of Calgary requirements are applicable.

2.3 The Policy establishes procedures for a Festival and Event Subsidy Program (FESP). See also 3.8.

2.4 The Policy establishes procedures for the reduction of financial barriers for event organizers who meet the definition under 5.1.3.

2.5 The Policy does not establish procedures for evaluating, bidding and hosting “partner-bid events” for Calgary, and/or bids for events led by City Council or City Administration. The formal bid process is out of scope for The Policy. See also 3.11.

3. **DEFINITIONS**

3.1 “Appeal process” means a method for an organization to have a second assessment for event approvals and/or financial support. Details are outlined in the Management Framework.

3.2 “Arts & Culture” means the division in the Partnerships business unit with the authority for the administration and implementation of all elements of The Policy.

3.3 “Corporate Event Steering Committee” means a group within City Administration which provides oversight to The City of Calgary Festivals and Events process. The representation of the committee, as well as the related processes are detailed in the Management Framework.

3.4 “Corporate rates and fees” means the standard user fees City business units charge for services provided to the public. These rates may differ from the Fee Schedule for Festivals and Events. See also 3.6, 3.16 and 5.1.7, and the Management Framework.

3.5 “Cultural Leadership Council” (CLC) means an external advisory group to City Administration. The purpose of the CLC is to provide guidance and expertise on cultural development work at The City of Calgary to ensure diverse perspectives are represented and heard. The CLC is also a champion for the local cultural sector, to promote the advancement of arts and cultural plans, initiatives and strategies, along with the Cultural Plan for Calgary.

3.6 “Fee Schedule for Festivals and Events” means the list of user fees charged to Arts & Culture, by business units, for services provided to festival and event organizers. This may differ from the “Corporate rates and fees” schedule. See also 3.4, 3.16 and 5.1.7 and the Management Framework.

3.7 “Festival” or “Event” means an organized gathering of people for the primary purpose of supporting art, sport, community and/or cultural experience within a limited period of time, and which is available to the public.

3.7.1 The definition of festival or event includes a parade of people and/or animals, and/or vehicles which will travel in unison for the purpose of celebration.

3.7.2 To meet the definition of festival or event that must be approved through Arts & Culture as per this policy, a festival or event must (i) need the support and/or services from two or more City of Calgary business units, and/or (ii) have

a significant impact on public property, public facilities and/or public safety that triggers a review by the Interdepartmental Event Team, such as any one of the following:

- (a) serving alcohol and/or cannabis on public land, if permitted under the policies provided by provincial legislation for Alberta Gaming, Liquor and Cannabis (unless the activity falls within exception conditions defined by The City of Calgary);
- (b) using fireworks or other types of pyrotechnic displays on public land (note that there may be restrictions or permissions required for using fireworks or other types of pyrotechnic displays on private land, but this is out of scope for this policy);
- (c) setting up one or more temporary occupiable structures (such as tents or stages) on public land that require a Building Permit (note that requirements or permissions needed for setting up temporary structures on private land, only apply if there is more than one business unit involved, otherwise they are out of scope for this policy), or
- (d) utilizing roadways or sidewalks on public land that triggers the need for a review by the Interdepartmental Event Team.

3.7.2.1 If a festival or event organizer is unsure whether their proposed festival or event must be approved through Arts & Culture, it is recommended they follow the intake process described on The City's website (Calgary.ca) to obtain guidance.

3.7.3 Activities which are out of scope for this policy include protests and/or demonstrations. For clarity, protests include specified protests as defined in Bylaw 17M2023.

3.7.3.1 An activity meeting the definition for a festival or event may be evaluated to confirm if the festival or event actually held fell outside the scope of this policy. Such an event may be prevented from receiving support in the future, as outlined in The Policy. Refer to the Management Framework for details.

3.7.4 Festival or event applications from organizations who are not in good standing with The City of Calgary will not be accepted by Arts & Culture, as per the escalation processes listed in the Management Framework. These applicants can request permits and services directly through impacted business units.

3.7.5 Any conduct that is contradictory to the requirements for a festival or event approved through Arts & Culture may result in the event being asked to conclude their activities immediately and/or may be prevented from being an approved festival or event in the future.

3.7.6 The following non-commercial, film-related activities are compliant with this policy: presentation of a film as part of the program of events, film production activities that are accessible and for the benefit of the public, filming of a festival or event where the filming is secondary to the production of a public festival or event, and hosting of a festival focused on film.

3.7.6.1 Film industry movie and/or television productions and activities for commercial purposes are out of scope for The Policy.

3.7.7 Activities which are out of scope for Arts & Culture's approved festivals and events can still request services directly from other City of Calgary business units who will determine if permissions and/or permits are required.

3.8 "Festivals and Events Subsidy Program" (FESP) means the City Administration program, led by Arts & Culture, which ensures the reduction of City of Calgary financial barriers for event organizers to support a thriving festival and event industry. See also 5.1.

3.9 "Interdepartmental Event Team" (IET) means a group of subject matter experts who are requested to provide services, approvals and/or support to festivals and events in Calgary. This includes business unit representatives in City Administration and external partners. See also 5.3.3.

3.10 "Management Framework" means a document City Administration is responsible for developing that will contribute to the overall direction and priorities determined by Council and act as a blueprint for the implementation and administration of The Policy. The Management Framework will continue to evolve over time as practices, standards, administrative processes and outcome measures are developed and evaluated.

3.11 "Partner-bid events" means events that were successfully awarded to Calgary through a formal bid process. See also 2.5.

3.12 "Partnerships" means the business unit with the authority for administration and implementation of all elements of The Policy.

3.13 "Subsidized support" means the reduction or absorption of user fees for festival and event organizers who qualify. Subsidized support is reflected in the reduced amount of the invoice billed by Arts & Culture to festival and event organizers. See also 5.1.

3.14 "Subsidy" means the difference between the user fees charged to Arts & Culture by business unit service providers and the charge to event organizers who qualify for subsidized support. See also 5.1.

3.15 "Subsidy funding" means the budget dollars approved by Council used to reduce costs for festivals and events which qualify for subsidized support or grants. See also 5.1.

3.16 “User fees” means the cost of City of Calgary services related to the delivery of festivals and events which are charged to festival and event organizers. Depending on the service, user fees may be standard, as found on the Corporate Rates and Fees list, or may be reduced for festival and event organizers by the originating business unit. This reduction will be shown on the Fee Schedule for Festivals and Events and is in addition to any FESP subsidies provided by the Arts & Culture division. See also 3.4 and 3.6 and the Management Framework.

4. APPLICABILITY

4.1 The Policy applies to:

- (a) City departments and business units who provide support or services for festivals and events. See also 3.7;
- (b) all City departments and business units who could impact the efficient delivery of festivals and events in Calgary, including business units who could impact event sites, event infrastructure and/or access to event sites. See also 5.3.3;
- (c) all festival and event organizers who meet the definition in 3.7. See also 3.7.7.

5. PROCEDURE

5.1 “Subsidy funding” strategy

5.1.1 The Festivals and Events Subsidy Program (FESP) receives operating funds from Council each year as a result of the four-year Service Plans and Budgets cycle.

5.1.2 Subsidy funding will be used to cover costs related to the following:

- (a) Internal recoveries for business unit expenses specific to supporting City-approved festivals and events which qualify for subsidy. See 5.1.7 for exclusions.
- (b) Grants that support the festival and event industry.

5.1.3 Recipients who qualify for FESP financial support include event organizers who are registered not-for-profits, charitable organizations, or business improvement areas.

5.1.4 The City of Calgary will develop and maintain a fee schedule specifically for festivals and events which lists approved business unit expenses which qualify for internal recovery.

5.1.5 City business units that provide services to festivals and events will attempt to minimize fees charged to festival and event organizers, where possible.

5.1.6 Approved business unit expenses which qualify for internal recovery are listed on the Fee Schedule for Festivals and Events. Details are outlined in the Management Framework.

5.1.7 Certain user fees listed in the Corporate Rates and Fees schedule (for services provided by business units to festival or event organizers who qualify for the Festival and Event Subsidy Program (FESP)) are ineligible for internal recoveries via Arts & Culture. These fees are considered to be “waived” or “absorbed” by the related business unit.

(a) Business unit expenses which do not qualify for internal recovery as per 5.1.7 are detailed in the Management Framework. Examples include, but are not limited to, transactional fees (City processing fees which are not an additional cost to the business unit) including Parks and Open Spaces permitting fees, Street Use Permits, and City Administration fees, and Risk Management Fees.

(b) The related business unit cannot charge waived/absorbed fees directly to the festivals and events organizers who qualify for subsidized support.

5.1.8 Festivals and Events which qualify for subsidized support will only be charged a portion of the standard service user fees.

5.1.8.1 “Subsidized support” allocation process: the amount of subsidized support for each festival and event organizer who qualifies is dependent on Arts & Culture’s budget as approved by Council as per processes detailed in the Management Framework.

5.1.9 Festivals and Events which do not qualify for subsidized support will be charged all applicable service fees, as per processes detailed in the Management Framework.

5.1.9.1 Festivals and Events organizers who do not qualify for subsidized support can follow the appeal process.

5.2 Roles and responsibilities: festival and event organizers

5.2.1 Organizers of festivals and events approved by The City of Calgary are required to enter into appropriate legal agreements with The City.

5.3 Roles and responsibilities: City of Calgary

5.3.1 Arts & Culture division, Partnerships business unit

(a) Arts & Culture is the policy owner responsible for The Policy.

(b) Arts & Culture is responsible to lead the management of festivals and events as defined within this policy for The City of Calgary.

(c) Arts & Culture is responsible to develop the “Fee Schedule for Festivals and Events.”

(d) Arts & Culture is responsible to develop and maintain the Management Framework.

(e) The Cultural Leadership Council (CLC) provides guidance and expertise to Arts & Culture, including the implementation of The Policy and Management Framework. The CLC is responsible to ensure diverse perspectives are represented and heard.

5.3.2 Corporate Event Steering Committee (CESC)

(a) The Corporate Event Steering Committee is responsible to provide oversight to The City of Calgary Festival and Event process.

5.3.3 Interdepartmental Event Team

(a) Business units and external partners involved in providing support and services to festivals and events must participate in an Interdepartmental Event Team (IET).

(b) The IET will complete technical and tactical reviews of each festival and event application, as assigned. The reviews will determine the type and level of services and support required for each festival and event.

(c) The City of Calgary will assume the responsibility for providing or requiring appropriate services, equipment, facilities, safety requirements and sites for approved festivals and events which meet the definition in section 3.7.

(d) The IET is responsible to determine if the event application does not meet the standards for appropriate use of City venues or assets.

5.3.4 City departments and business units who could impact event sites, event infrastructure and/or access to event sites

(a) The City of Calgary will mitigate impacts that corporate projects or service changes have on event sites, infrastructure and/or access.

(b) Mitigating impacts to festivals and events will be incorporated into the corporate planning of service changes or capital projects. Arts & Culture will be included as an audience engaged in the planning phase.

(c) When impacts to festivals and events cannot be (or were not) mitigated, related costs will be the responsibility of the business unit initiating the impacts, or a cost-sharing plan will be negotiated with Arts & Culture.

5.6 Guiding Principles

- (a) The Policy aligns with the Guiding Principles developed as part of the Eventful City Strategy. See Schedule 1.

5.7 Management Framework. A Management Framework:

- (a) will be developed and stewarded by City Administration;
- (b) provides a list of current priorities for City Administration's role in festivals and events;
- (c) provides a list of guiding documents;
- (d) outlines day-to-day processes and procedures;
- (e) outlines process for "Open and Transparent Evaluation Process," as defined in Schedule 1
- (f) will be reviewed, at minimum, each time The Policy is reviewed.

6. SCHEDULE

Schedule 1 - Guiding Principles from the Eventful City Strategy

- (a) **Value:** The City of Calgary recognizes the contributions festivals and events make to our quality of life and in building complete communities through socials, cultural and economic benefits.
- (b) **Open and Transparent Evaluation Process:** The City of Calgary will lead in developing event-friendly principles and processes to evaluate, assess, measure and support events and festivals. They will be guided by equitable and respectful decision-making.
- (c) **Tracking and Reporting:** The City of Calgary will work collaboratively to collect annual data to be evaluated against a comprehensive model of shared and aligned principles, policies and strategies to inform reports to Council and the community regarding key aspects of the industry. The City is committed to community consultation to monitor implementation, measure progress and commit to continuous improvement.
- (d) **Accessibility and Inclusion:** The City of Calgary will work to support an environment in which all people can participate in Calgary's cultural, social and economic life through the festivals and events The City supports, regardless of a person's geographic location, affiliation and demographics.
- (e) **Economic and Environmental Sustainability and Resilience:** The City of Calgary, in collaboration with community partners, will support events that meet community and

Council priorities and provide tools and education for those who are seeking support in order to see ongoing innovation and resilience in the industry.

8. AMENDMENTS

Date of Council Decision	Report/By-Law	Description
2016 February 01	N/A	Recreation became Calgary Recreation. The title was updated in the policy.
2024 June 18	CD2024-0272	Updated to current Council template. Key changes are related to updating definitions, defining scope and updating organizational structure.

9. REVIEW

Date of Policy Owner's Review	Description
2022 October 05	Arts & Culture review resulted in decision to amend Council Policy CSPS032.

SUMMARY OF FESTIVAL AND EVENT POLICY CHANGES

Highlights

- The scope of the policy was updated for what a festival or event is, and what is out of scope, including:
 - Partner-bid events
 - Film-friendly support
 - Specified protests
- Content specific to day-to-day operational activities was moved to the Management Framework.

Out-of-date procedures were corrected, including:

- Updated business unit to align with 2023 reorganization of City Administration.
- Changes to external advisory group – the Event Advisory Committee was replaced by the Cultural Leadership Council.

Edits to improve specificity and provide clarification for procedures that did not change:

- The Policy statement, including values.
- The name of the “Event Steering Committee” was updated to the “Corporate Event Steering Committee”.
- Definition for the “Festivals and Events Subsidy Program” (FESP).
- The definitions and procedures related to subsidy funding including what it will be used for and who qualifies to receive it.
- Fee schedule for Festivals and Events and its relation to the Corporate rates and fees schedule.
- Procedures for internal recovery of funds.
- Roles related to mitigating impacts to event sites.

Alignment to the Council-approved Eventful City Strategy:

- Guiding principles.

Content moved to the Management Framework:

- Appeals process.
- Service Standard Agreement.

Content added or deleted to align with the updated Council Policy Template (2023):

- Applicability (added).
- Purpose statement (updated).
- Background (deleted).

RATIONALE FOR FESTIVAL AND EVENT POLICY CHANGES

#	CURRENT FESTIVAL AND EVENT POLICY CSPS032	PROPOSED REVISIONS	ALIGNMENT TO INTENDED OUTCOMES & REASONING
1	Policy Title: Festival and Event Policy Policy Number: CSPS032 Report Number: CPS2010-07 Approved by: Council Effective Date: 2010 February 9 Business Unit: Calgary Recreation	Policy Title: Festival and Event Policy Policy Number: (City Clerk's will fill in) Report Number: CD2024-0272 Adopted by/Date: 2010 February 09 Effective Date: 2010 February 09 Last Amended: 2024 June 18 Policy Owner: Arts & Culture	Alignment to new Council Policy template Re. policy number – City Clerk's indicated a new policy number will be provided after Council's approval of the update. Re. policy owner – updated as per Administration reorganization.
2	BACKGROUND The City of Calgary has a long history of hosting festivals and events in sport, culture and entertainment.	<Deleted>	Alignment to new Council Policy template No background is to be included, as per the template.
3	Festivals and Events enhance the quality of life in Calgary and are an essential element in creating complete communities.	<Policy Statement> 1.1.1 The Policy aligns with The City's values for enhancing the quality of life by providing Calgarians and visitors with a vibrant place to live. It is achieved by being a vital ingredient in Calgary's ongoing development as an eventful city, as well as providing opportunities for people to enjoy an innovative, creative city through year-round art, sport, community and cultural festivals and events.	Improves specificity and provides clarification Alignment to Council-approved strategy Aligns with the Eventful City Strategy
4	These experiences are recognized to have significant value by citizens and visitors and are a vital ingredient in	<Policy Statement> 1.1.2 The Policy aligns with The City's values for	Improves specificity and provides clarification

	Calgary's on-going development as an active and creative city.	inclusive communities by investing and facilitating a spectrum of cultural events which are accessible to all Calgarians and provide outlets for creative expression. The policy provides opportunities for new, emerging and established events to thrive.	Alignment to Council-approved strategy Aligns with the Eventful City Strategy
5	City service support to events and festivals is part of core business for The City of Calgary. Events and festivals are integral to the implementation of many City initiatives.	<Deleted>	Eliminate extraneous or vague information.
6	This policy has been aligned with key City policies and priorities, including the Triple Bottom Line Policy, Fair Calgary principles, the Environmental Policy, the Civic Arts Policy, the Civic Sports Policy and the mandate of the Calgary Sport Tourism Authority.	<Moved to Management Framework>	Alignment to new Council Policy template No policy alignment section is included in the body of the document, as per the template.
7	PURPOSE This policy will contribute to fostering increased vibrancy in Calgary. Through this policy, The City of Calgary is committed to supporting: <ul style="list-style-type: none"> • an exciting and vibrant range of festivals and events; • our diverse cultural character and celebrating our living heritage; • the growth of volunteerism; • the growth of tourism; 	<Moved to Policy Statement> 1.1.3 The Policy supports Calgary's global reputation, which attracts tourism, new investment and new Calgarians. By supporting the delivery of year-round local festivals and events, while setting the stage to attract events of an international caliber. This includes City of Calgary investment in creative industries, strategic partners and civic infrastructure. It is also a driver of economic diversity, which enables a healthy creative and cultural sector.	Eliminate duplicated information. See also sections 1.1, 1.1.1 and 1.1.2 in the proposed updates. Eliminate extraneous or vague information. Re. the growth of volunteerism: this policy does not have direct impact to this benefit.

	<ul style="list-style-type: none"> • the attraction of businesses and workers interested in active communities; • safe communities. 		Improves specificity and provides clarification
8	<p>This policy provides a foundation for the effective development, management and resource allocation of services throughout The City of Calgary by:</p> <ul style="list-style-type: none"> • articulating a clear definition of Festivals and Events supported by The City of Calgary; • providing guiding principles that ensure consistent implementation of the policy across the corporation; • clarifying funding strategies; • outlining a management and approvals process for operations and services of events and festivals that involve two or more City business units; • providing a transparent and open system for evaluating, bidding and hosting major events involving The City of Calgary. 	<p>2. PURPOSE</p> <p>2.1 The Policy establishes a clear definition of Festivals and Events supported by The City of Calgary, as well as what activities are not considered a festival or event under this policy.</p> <p>2.2 The Policy establishes procedures for how The City of Calgary provides support to the organizers of publicly accessible festivals and events, including identifying which City of Calgary requirements are applicable.</p> <p>2.3 The Policy establishes procedures for a Festival and Event Subsidy Program (FESP). See also 3.8.</p> <p>2.4 The Policy establishes procedures for the reduction of financial barriers for event organizers who meet the definition under 5.1.3.</p> <p>2.5 The Policy does not establish procedures for evaluating, bidding and hosting “partner-bid events” for Calgary, and/or bids for events led by City Council or City Administration. The formal bid process is out of scope for The Policy. See also 3.11.</p>	Improves specificity and provides clarification
9	<p>Policy Statement</p> <p>The Festival and Event Policy serves as the guiding document to</p>	<p>1. POLICY STATEMENT</p> <p>1.1 The Festival and Event Policy (The Policy) provides a foundation for the effective</p>	Alignment to new Council Policy template

	<p>direct the management, maintenance and growth of vibrant Festivals and Events that provide maximum benefit for The City and its citizens.</p>	<p>development and management of festivals and events throughout Calgary. The Policy directs transparent allocation of City of Calgary resources and fosters the growth of vibrant and innovative festivals and events in Calgary.</p>	<p>Policy Statement moved to top of document.</p> <p>Improves specificity and provides clarification</p> <p>See also 1.1.1, 1.1.2, 1.1.3 for value statements.</p>
<p>10</p>	<p>This policy and the supporting management and approvals process will apply to the following definition of a Festival or Event:</p> <ul style="list-style-type: none"> a.) an organized gathering of people for primary purpose of supporting a community, cultural, recreational or sport experience within a limited period of time and available to the general public; b.) a parade of people, and or animals, and or vehicles which will travel in unison for the purpose of celebration; c.) a sport competition or recreational or cultural activity that is sanctioned by a recognized authority, such as City Council and/or its designated authority; d.) any such activity that would have a significant impact on public property, facilities and/or public safety; 	<p><Definitions section></p> <p>3.7 “Festival” or “Event” means an organized gathering of people for the primary purpose of supporting art, sport, community and/or cultural experience within a limited period of time, and which is available to the public.</p> <p>3.7.1 The definition of festival or event includes a parade of people and/or animals, and/or vehicles which will travel in unison for the purpose of celebration.</p> <p>3.7.2 To meet the definition of festival or event that must be approved through Arts & Culture as per this policy, a festival or event must (i) need the support and/or services from two or more City of Calgary business units, and/or (ii) have a significant impact on public property, public facilities and/or public safety that triggers a review by the Interdepartmental Event Team, such as any one of the following:</p> <p>(a) serving alcohol and/or cannabis on public land, if permitted under the policies provided by provincial legislation for Alberta Gaming, Liquor and Cannabis (unless the activity falls within</p>	<p>Alignment to Council-approved strategy</p> <p>Aligns with the Eventful City Strategy</p>

	<p>e.) any such activity that would involve the support and/or services of two or more Business Units of The City of Calgary.</p>	<p>exception conditions defined by The City of Calgary;</p> <p>(b) using fireworks or other types of pyrotechnic displays on public land (note that there may be restrictions or permissions required for using fireworks or other types of pyrotechnic displays on private land, but this is out of scope for this policy);</p> <p>(c) setting up one or more temporary occupiable structures (such as tents or stages) on public land that require a Building Permit (note that requirements or permissions needed for setting up temporary structures on private land, only apply if there is more than one business unit involved, otherwise they are out of scope for this policy), or</p> <p>(d) utilizing roadways or sidewalks on public land that triggers the need for a review by the Interdepartmental Event Team.</p> <p>3.7.2.1 If a festival or event organizer is unsure whether their proposed festival or event must be approved through Arts & Culture, it is recommended they follow the intake process described on The City’s website (Calgary.ca) to obtain guidance.</p> <p>3.7.3 Activities which are out of scope for this policy include protests and/or demonstrations. For clarity, protests include specified protests as defined in Bylaw 17M2023.</p>	
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		<p>3.7.3.1 An activity meeting the definition for a festival or event may be evaluated to confirm if the festival or event actually held fell outside the scope of this policy. Such an event may be prevented from receiving support in the future, as outlined in The Policy. Refer to the Management Framework for details.</p> <p>3.7.4 Festival or event applications from organizations who are not in good standing with The City of Calgary will not be accepted by Arts & Culture, as per the escalation processes listed in the Management Framework. These applicants can request permits and services directly through impacted business units.</p> <p>3.7.5 Any conduct that is contradictory to the requirements for a festival or event approved through Arts & Culture may result in the event being asked to conclude their activities immediately and/or may be prevented from being an approved festival or event in the future.</p> <p>3.7.6 The following non-commercial, film-related activities are compliant with this policy: presentation of a film as part of the program of events, film production activities that are accessible and for the benefit of the public, filming of a festival or event where the filming is secondary to the production of a public festival or event, and hosting of a festival focused on film.</p> <p>3.7.6.1 Film industry movie and/or television productions and activities for commercial purposes are out of scope for The Policy.</p>	
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		<p>3.7.7 Activities which are out of scope for Arts & Culture’s approved festivals and events can still request services directly from other City of Calgary business units who will determine if permissions and/or permits are required.</p>	
<p>11</p>	<p>Guiding Principles</p> <p>The City of Calgary supports Festivals and Events through adherence to the following guiding principles:</p> <p>Value</p> <ul style="list-style-type: none"> - The City of Calgary recognizes the contribution made by Festivals and Events to the quality of life and in building complete communities. <p>Open and Transparent Evaluation Process</p> <ul style="list-style-type: none"> - The City of Calgary will participate in an Event Advisory Committee to evaluate, assess, measure and recommend eligible events and festivals for subsidized City of Calgary support and services to ensure equitable and respectful decisions for all involved parties. <p>Community Input and Engagement</p> <ul style="list-style-type: none"> - Membership of the Event Advisory Committee will consist of representatives from the Calgary Sports Council, Calgary Sport Tourism Authority, Federation of 	<p>5.6 Guiding Principles</p> <p>(a) The Policy aligns with the Guiding Principles developed as part of the Eventful City Strategy. See Schedule 1.</p> <p>6. SCHEDULE</p> <p>Schedule 1 - Guiding Principles from the Eventful City Strategy</p> <p>(a) Value: The City of Calgary recognizes the contributions festivals and events make to our quality of life and in building complete communities through socials, cultural and economic benefits.</p> <p>(b) Open and Transparent Evaluation Process: The City of Calgary will lead in developing event-friendly principles and processes to evaluate, assess, measure and support events and festivals. They will be guided by equitable and respectful decision-making.</p> <p>(c) Tracking and Reporting: The City of Calgary will work collaboratively to collect annual data to be evaluated against a comprehensive model of shared and aligned principles, policies and</p>	<p>Alignment to Council-approved strategy</p> <p>Aligns with the Eventful City Strategy</p>

<p>Calgary Business Improvement Zones, Tourism Calgary, Calgary Arts Development Authority, Calgary Economic Development and Administration.</p> <p>Responsibility - The City of Calgary will assume the responsibility for providing safe and as it determines, appropriate services, equipment, facilities and sites and will negotiate a Service Standard Agreement with each eligible event or festival to articulate the level of City services required to support these activities based on a technical review of all Festivals and Events by the Interdepartmental Event team on applications approved by the Event Advisory Committee.</p> <p>Sustainability - The City of Calgary, in collaboration with community partners, will develop, and be involved in implementing and updating a bi-annual community-wide strategic and business plan for the evolution and growth of Festivals and Events.</p> <p>Accessibility - Festival and Event opportunities will be accessible to all Calgarians regardless of their geographic location, affiliation and demographics. .</p>	<p>strategies to inform reports to Council and the community regarding key aspects of the industry. The City is committed to community consultation to monitor implementation, measure progress and commit to continuous improvement.</p> <p>(d) Accessibility and Inclusion: The City of Calgary will work to support an environment in which all people can participate in Calgary’s cultural, social and economic life through the festivals and events The City supports, regardless of a person’s geographic location, affiliation and demographics.</p> <p>(e) Economic and Environmental Sustainability and Resilience: The City of Calgary, in collaboration with community partners, will support events that meet community and Council priorities and provide tools and education for those who are seeking support in order to see ongoing innovation and resilience in the industry.</p>	
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	<p>Diversity of Opportunities</p> <ul style="list-style-type: none"> - Festivals and Events will be eligible to receive support and services whether they are local, international, new, emerging or established. 		
12	<p>PROCEDURES AND RESPONSIBILITIES</p> <p>Fee Schedule for Festivals and Events</p> <p>The City of Calgary will develop a fee schedule specifically for festivals and events:</p> <ul style="list-style-type: none"> • identify transactional service costs • establish rates for direct labour and material costs 	<p><Definitions section></p> <p>3.6 “Fee Schedule for Festivals and Events” means the list of user fees charged to Arts & Culture, by business units, for services provided to festival and event organizers. This may differ from the “Corporate rates and fees” schedule. See also 3.4, 3.16 and 5.1.7 and the Management Framework.</p> <p><Procedures section></p> <p>5.1.4 The City of Calgary will develop and maintain a fee schedule specifically for festivals and events which lists approved business unit expenses which qualify for internal recovery.</p>	<p>Improves specificity and provides clarification</p>
13	<p>Every attempt will be made to align this fee schedule with any policy for user fees as determined by The City of Calgary.</p>	<p><Definitions section></p> <p>3.4 “Corporate rates and fees” means the standard user fees City business units charge for services provided to the public. These rates may differ from the Fee Schedule for Festivals and Events. See also 3.6, 3.16 and 5.1.7, and the Management Framework.</p>	<p>Improves specificity and provides clarification</p>
14	<p>“Subsidy” or “subsidized support” as set out in this Policy means Council’s approved funding for festivals and events</p>	<p><Definitions section></p> <p>3.13 “Subsidized support” means the reduction or absorption of user fees for festival and event</p>	<p>Improves specificity and provides clarification</p>

	<p>of transactional and hard costs for services from The City of Calgary.</p>	<p>organizers who qualify. Subsidized support is reflected in the reduced amount of the invoice billed by Arts & Culture to festival and event organizers. See also 5.1.</p> <p>3.14 “Subsidy” means the difference between the user fees charged to Arts & Culture by business unit service providers and the charge to event organizers who qualify for subsidized support. See also 5.1.</p> <p>3.15 “Subsidy funding” means the budget dollars approved by Council used to reduce costs for festivals and events which qualify for subsidized support or grants. See also 5.1.</p> <p>3.16 “User fees” means the cost of City of Calgary services related to the delivery of festivals and events which are charged to festival and event organizers. Depending on the service, user fees may be standard, as found on the Corporate Rates and Fees list, or may be reduced for festival and event organizers by the originating business unit. This reduction will be shown on the Fee Schedule for Festivals and Events and is in addition to any FESP subsidies provided by the Arts & Culture division. See also 3.4 and 3.6 and the Management Framework.</p>	
<p>15</p>	<p>The subsidy program will be based on Council approved budget.</p>	<p>5. PROCEDURE</p> <p>5.1 “Subsidy funding” strategy</p> <p>5.1.1 The Festivals and Events Subsidy Program (FESP) receives operating funds from Council</p>	<p>Improves specificity and provides clarification</p>

		each year as a result of the four-year Service Plans and Budgets cycle.	
16	Festival and Event organizations that are recommended for subsidized support and services by the Event Advisory Committee and approved by The City of Calgary will not be charged these fees.	<p><Procedures section></p> <p>5.1.8 Festivals and Events which qualify for subsidized support will only be charged a portion of the standard service user fees.</p> <p>5.1.8.1 “Subsidized support” allocation process: the amount of subsidized support for each festival and event organizer who qualifies is dependent on Arts & Culture’s budget as approved by Council as per processes detailed in the Management Framework.</p>	Improves specificity and provides clarification
17	Festival and Event organizations that are not recommended for subsidized support and services by the Event Advisory Committee and approved by The City of Calgary will be charged all applicable fees.	<p><Procedures section></p> <p>5.1.9 Festivals and Events which do not qualify for subsidized support will be charged all applicable service fees, as per processes detailed in the Management Framework.</p> <p>5.1.9.1 Festivals and Events organizers who do not qualify for subsidized support can follow the appeal process.</p>	Improves specificity and provides clarification
18	Business Units that provide support and services to Festivals and Events will be encouraged to reschedule staff, wherever possible, to eliminate overtime to reduce costs.	<p><Procedures section></p> <p>5.1.5 City business units that provide services to festivals and events will attempt to minimize fees charged to festival and event organizers, where possible.</p>	Improves specificity and provides clarification
19	Costs that must be incurred to support Festivals and Events will be identified as eligible for internal recoveries from	<Procedures section>	Improves specificity and provides clarification

	<p>Calgary Recreation on an annual basis with a detailed submission of schedules.</p> <p>Transactional service costs (e.g., permits, licenses, inspections, foregone revenue) will be waived and are ineligible for internal recoveries.</p>	<p>5.1.6 Approved business unit expenses which qualify for internal recovery are listed on the Fee Schedule for Festivals and Events. Details are outlined in the Management Framework.</p> <p>5.1.7 Certain user fees listed in the Corporate Rates and Fees schedule (for services provided by business units to festival or event organizers who qualify for the Festival and Event Subsidy Program (FESP)) are ineligible for internal recoveries via Arts & Culture. These fees are considered to be “waived” or “absorbed” by the related business unit.</p> <p>(a) Business unit expenses which do not qualify for internal recovery as per 5.1.7 are detailed in the Management Framework. Examples include, but are not limited to, transactional fees (City processing fees which are not an additional cost to the business unit) including Parks and Open Spaces permitting fees, Street Use Permits, and City Administration fees, and Risk Management Fees.</p> <p>(b) The related business unit cannot charge waived/absorbed fees directly to the festivals and events organizers who qualify for subsidized support.</p>	
<p>20</p>	<p>Subsidy An Event Advisory Committee will evaluate, assess, measure and recommend eligible festivals and events, which are not under evaluation by the Calgary Sport Tourism Authority, for subsidized City of Calgary support and</p>	<p><See section 25, below.></p>	

	services (rates as defined in the Eligible Events and festivals Fee Schedule described above) based on an Event Impact Model (Schedule 1).		
21	<p>Service Standard Agreement Business Units involved in providing support and services will participate on an Interdepartmental Event Team (IET) for technical and tactical reviews of each Festival and Event application. Membership on this IET also includes Calgary Police Services, Alberta Health Services and Alberta Government Liquor Commission. Other external organizations may be brought to the IET for technical and tactical reviews, as necessary.</p> <p>Based on these reviews, a Service Standard Agreement will be negotiated with each Festival and Event organization summarizing all support and services provided by The City of Calgary.</p>	<p>5.2 Roles and responsibilities: festival and event organizers</p> <p>5.2.1 Organizers of festivals and events approved by The City of Calgary are required to enter into appropriate legal agreements with The City.</p>	Improves specificity and provides clarification
22	<p>MANAGEMENT FRAMEWORK Administration is responsible for developing a management framework that will contribute to the overall direction and priorities determined by Council and act as a blueprint for the implementation and administration of the Festivals and Events Policy.</p> <p>The management framework will clearly outline the subsidy mechanism, administrative processes and procedures, roles and responsibilities, lines of</p>	<p><Definitions section></p> <p>3.10 “Management Framework” means a document City Administration is responsible for developing that will contribute to the overall direction and priorities determined by Council and act as a blueprint for the implementation and administration of The Policy. The Management Framework will continue to evolve over time as practices, standards, administrative processes and outcome measures are developed and evaluated.</p>	Updated to align with current state

	<p>communication, accountability, defined outcomes and an appeals process (Schedule 2).</p> <p>The management framework will continue to evolve over time as practices, standards, administrative processes and outcome measures are developed and evaluated.</p>		
23	<p>Event Advisory Committee An advisory committee to Administration, it is responsible for the oversight of an annual open and transparent process to evaluate, assess and measure event and festival applications, and recommend eligible Festivals and Events for subsidized The City of Calgary support and services.</p> <p>In addition, the Event Advisory Committee will solicit two (2) Citizens at Large to join the Committee for a two-year term.</p>	<p><Definitions section></p> <p>3.5 “Cultural Leadership Council” (CLC) means an external advisory group to City Administration. The purpose of the CLC is to provide guidance and expertise on cultural development work at The City of Calgary to ensure diverse perspectives are represented and heard. The CLC is also a champion for the local cultural sector, to promote the advancement of arts and cultural plans, initiatives and strategies, along with the Cultural Plan for Calgary.</p>	Updated to align with current state
24	<p>Event Steering Committee A committee of Administration, led by the Director of Calgary Recreation, with representation by the Directors, or designates, of the main Business Units involved in providing services and support to Festivals and Events. It is responsible for the oversight and implementation of this policy throughout The City of Calgary.</p>	<p><Definitions section></p> <p>3.3 “Corporate Event Steering Committee” means a group within City Administration which provides oversight to The City of Calgary Festivals and Events process. The representation of the committee, as well as the related processes are detailed in the Management Framework.</p>	Day-to-day process moved to Management Framework

		<p><Procedures section: Roles and Responsibilities></p> <p>5.3.2 Corporate Event Steering Committee (CESC)</p> <p>(a) The Corporate Event Steering Committee is responsible to provide oversight to The City of Calgary Festival and Event process.</p>	
<p>25</p>	<p>Interdepartmental Event Team A committee of Administration, led by Calgary Recreation and its designated Division, will have representation by the technical staff of the main Business Units involved in providing services and support to Festivals and Events, including Calgary Police Services. It is responsible for providing a technical review of all Event and Festival event applications, as submitted via the Event Advisory Committee, to determine the type and level of services and support required for each Festival and Event, and providing schedules of those services for incorporation into the Service Standard Agreement</p>	<p><Definitions section></p> <p>3.9 “Interdepartmental Event Team” (IET) means a group of subject matter experts who are requested to provide services, approvals and/or support to festivals and events in Calgary. This includes business unit representatives in City Administration and external partners. See also 5.3.3.</p> <p><Procedures section: Roles and Responsibilities></p> <p>5.3.3 Interdepartmental Event Team</p> <p>(a) Business units and external partners involved in providing support and services to festivals and events must participate in an Interdepartmental Event Team (IET).</p> <p>(b) The IET will complete technical and tactical reviews of each festival and event application, as assigned. The reviews will determine the type and level of services and support required for each festival and event.</p>	<p>Improves specificity and provides clarification</p>

		<p>(c) The City of Calgary will assume the responsibility for providing or requiring appropriate services, equipment, facilities, safety requirements and sites for approved festivals and events which meet the definition in section 3.7.</p> <p>(d) The IET is responsible to determine if the event application does not meet the standards for appropriate use of City venues or assets.</p>	
<p>26</p>	<p>Calgary Recreation The Business Unit with the authority for implementation and execution of all elements of the policy.</p>	<p><Definitions section></p> <p>3.2 “Arts & Culture” means the division in the Partnerships business unit with the authority for the administration and implementation of all elements of The Policy.</p> <p><Definitions section></p> <p>3.12 “Partnerships” means the business unit with the authority for administration and implementation of all elements of The Policy.</p> <p><Procedures section></p> <p>5.3 Roles and responsibilities: City of Calgary</p> <p>5.3.1 Arts & Culture division, Partnerships business unit</p> <p>(a) Arts & Culture is the policy owner responsible for The Policy.</p>	<p>Updated to reflect new corporate alignment</p>

		<p>(b) Arts & Culture is responsible to lead the management of festivals and events as defined within this policy for The City of Calgary.</p> <p>(c) Arts & Culture is responsible to develop the “Fee Schedule for Festivals and Events.”</p> <p>(d) Arts & Culture is responsible to develop and maintain the Management Framework.</p> <p>(e) The Cultural Leadership Council (CLC) provides guidance and expertise to Arts & Culture, including the implementation of The Policy and Management Framework. The CLC is responsible to ensure diverse perspectives are represented and heard.</p>	
27	<p>Appeals Committee An Appeals Committee will be formed, as required, and will consist of two representatives of the Event Advisory Committee and two representatives of the Event Steering Committee, of which one representative will be the Director of Calgary Recreation. Representatives from the Business Units that may be involved in an appeal will be invited to participate in the process as non-voting members. The decisions of this committee will be deemed final.</p>	<p><Definitions section></p> <p>3. DEFINITIONS</p> <p>3.1 “Appeal process” means a method for an organization to have a second assessment for event approvals and/or financial support. Details are outlined in the Management Framework.</p>	<p>Day-to-day process moved to Management Framework</p>
28	<p>Calgary Sport Tourism Authority The Calgary Sport Tourism Authority has a mandate from City Council to actively win and attract major sporting events that benefit tourism, sport, economic</p>	<p><Definitions section></p> <p>3.11 “Partner-bid events” means events that were successfully awarded to Calgary through a formal bid process. See also 2.5.</p>	<p>Updated to align with current state</p>

	development and community vitality. The organization instils a high level of professionalism and due diligence in the evaluation, investment and bidding process of major sport events for The City of Calgary. The Calgary Sport Tourism Authority is recognized as such within the context of this Policy.		
29	<p>Statement of Cooperation on Bid Opportunities</p> <p>The Event Advisory Committee and the Calgary Sport Tourism Authority will share information relating to hosting and/or bidding on all event opportunities during the bid process to ensure alignment of resources, integrate calendars and alignment with any other plans and policies.</p> <p>The Event Advisory Committee, the Calgary Sport Tourism Authority, City Council and Administration will avoid duplication of efforts and will make every attempt to align festival and event bids.</p>	<Deleted>	Correct out-of-date procedures
30	Schedule 1 - Festival and Event Impact	<Moved to the Management Framework>	
31	Schedule 2 – Festival and Event Management Framework	<Moved to the Management Framework>	
32	<Missing from existing policy>	<p><Definitions section></p> <p>3.8 “Festivals and Events Subsidy Program” (FESP) means the City Administration program,</p>	Improves specificity and provides clarification

		led by Arts & Culture, which ensures the reduction of City of Calgary financial barriers for event organizers to support a thriving festival and event industry. See also 5.1.	
33	<Missing from existing policy>	<p>4. APPLICABILITY</p> <p>4.1 The Policy applies to:</p> <p>(a) City departments and business units who provide support or services for festivals and events. See also 3.7;</p> <p>(b) all City departments and business units who could impact the efficient delivery of festivals and events in Calgary, including business units who could impact event sites, event infrastructure and/or access to event sites. See also 5.3.3;</p> <p>(c) all festival and event organizers who meet the definition in 3.7. See also 3.7.7.</p>	Alignment to new Council Policy template
34	<Missing from existing policy>	<p><“Subsidy funding” strategy></p> <p>5.1.2 Subsidy funding will be used to cover costs related to the following:</p> <p>(a) Internal recoveries for business unit expenses specific to supporting City-approved festivals and events which qualify for subsidy. See 5.1.7 for exclusions.</p> <p>(b) Grants that support the festival and event industry.</p>	Improves specificity and provides clarification
35	<Missing from existing policy>	<“Subsidy funding” strategy>	Improves specificity and provides clarification

		5.1.3 Recipients who qualify for FESP financial support include event organizers who are registered not-for-profits, charitable organizations, or business improvement areas.	
36	<Missing from existing policy>	<p><Procedures section: Roles and Responsibilities></p> <p>5.3.4 City departments and business units who could impact event sites, event infrastructure and/or access to event sites</p> <p>(a) The City of Calgary will mitigate impacts that corporate projects or service changes have on event sites, infrastructure and/or access.</p> <p>(b) Mitigating impacts to festivals and events will be incorporated into the corporate planning of service changes or capital projects. Arts & Culture will be included as an audience engaged in the planning phase.</p> <p>(c) When impacts to festivals and events cannot be (or were not) mitigated, related costs will be the responsibility of the business unit initiating the impacts, or a cost-sharing plan will be negotiated with Arts & Culture.</p>	Improves specificity and provides clarification
37	<Missing from existing policy>	<p><Procedures section></p> <p>5.7 Management Framework. A Management Framework:</p> <p>(a) will be developed and stewarded by City Administration;</p>	Alignment to new Council Policy template

		<p>(b) provides a list of current priorities for City Administration’s role in festivals and events;</p> <p>(c) provides a list of guiding documents;</p> <p>(d) outlines day-to-day processes and procedures;</p> <p>(e) outlines process for “Open and Transparent Evaluation Process,” as defined in Schedule 1</p> <p>(f) will be reviewed, at minimum, each time The Policy is reviewed.</p>										
38	<Missing from existing policy>	<p>8. <u>AMENDMENTS</u></p> <table border="1"> <thead> <tr> <th>Date of Council Decision</th> <th>Report/By-Law</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>2016 February 01</td> <td>N/A</td> <td>Recreation became Calgary Recreation. The title was updated in the policy.</td> </tr> <tr> <td>2024 June 18</td> <td>CD2024-0272</td> <td>Updated to current Council template. Key changes are related to updating definitions, defining scope and updating organizational structure.</td> </tr> </tbody> </table>	Date of Council Decision	Report/By-Law	Description	2016 February 01	N/A	Recreation became Calgary Recreation. The title was updated in the policy.	2024 June 18	CD2024-0272	Updated to current Council template. Key changes are related to updating definitions, defining scope and updating organizational structure.	Alignment to new Council Policy template
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39	<Missing from existing policy>	<p>9. <u>REVIEW</u></p> <table border="1"> <thead> <tr> <th>Date of Policy Owner’s Review</th> <th>Description</th> </tr> </thead> <tbody> </tbody> </table>	Date of Policy Owner’s Review	Description	Alignment to new Council Policy template							
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		2022 October 05	Arts & Culture review resulted in decision to amend Council Policy CSPS032.	
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Festival and Event Policy Update

CD2024-0272

2024 May 22

Recommendation

That the Community Development Committee recommend that Council approve the updated Festival and Event Policy (Attachment 2).





Background



Value of Festivals & Events in Calgary



**Vibrant place
to live**



**Inclusive &
equitable**



**Global
reputation**

Proposed Policy Update Highlights

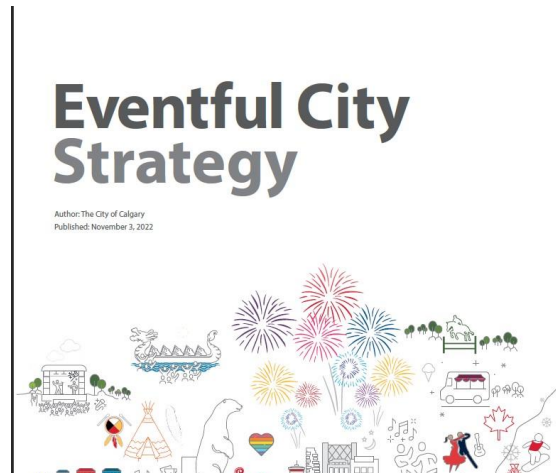
Governance



Definitions



Guiding Principles



What we heard



Recommendation

That the Community Development Committee recommend that Council approve the updated Festival and Event Policy (Attachment 2).



Operational Services Briefing to

Community Development Committee

2024 May 22

ISC: UNRESTRICTED

CD2024-0411

Calgary Safer Mobility Plan 2024-2028

PURPOSE OF BRIEFING

Mobility safety continues to be a top concern for Calgarians. This briefing presents the Calgary Safer Mobility Plan 2024-2028 which is the first unified plan between the City of Calgary (The City) and the Calgary Police Service (CPS). Every year more than 400 people suffer serious injury or death on our roadways and mobility networks. These injuries and fatalities are preventable through implementation of evidence-based strategies. The combined plan for 2024-2028 highlights the importance of a multi-disciplinary approach considering the six E's of Mobility Safety: Engagement, Equity, Engineering, Education, Enforcement and Evaluation.

Key points:

- First combined plan for the City and Calgary Police Service including internal and external mobility safety partners. High level vision document supported by detailed annual plans.
- Continuing with Vision Zero approach (mobility free of serious injuries and fatalities) with numerical targets of 25% injury and fatality reduction over the course of the plan.
- Equity lens added as sixth 'E' of mobility safety to compliment previous Engagement, Engineering, Education, Enforcement, Evaluation.
- Focus areas: school and community safety; serious injury/fatality corridors; safety for people walking, rolling and wheeling; speed and noise; legislative change and technology.

SUPPORTING INFORMATION

The Calgary Safer Mobility Plan 2024-2028, Safety in Motion, presents the vision, goals, approach and focus areas to improve safety for everyone in Calgary for whatever mode of travel they choose. Our Vision Zero statement is that "Walk, roll, drive or ride: everyone has the right to arrive safely." The plan outlines our vision to achieve mobility free of fatalities and major injuries. Vision Zero recognizes that people make mistakes, that they are vulnerable to harm, and that responsibility needs to be shared with overlapping measures to proactively improve safety. To achieve the vision, we will be using a Safe System approach considering safe land use planning, safe road design, safe speeds, safe road users, safe vehicles and post-crash care. Applying this approach we will transition to providing an efficient mobility system and ensuring that no one is seriously injured or killed and everyone arrives safely.

The vision and approach will be applied toward specific goals of 25% reduction in the number of people seriously injured or killed over the course of the five year plan for all modes of travel, and a goal of 25% reduction for vulnerable road users (pedestrians, cyclists, and motorcyclists).

Collaboration is key to the advancement of mobility safety in Calgary. No single department or organization is responsible for or can control all aspects of mobility safety. Therefore the plan highlights the importance of collaboration between the City and CPS, involving many internal teams, and also the critical role of external partner organizations in mobility safety. The City is in the process of establishing a Peace Officer Traffic Safety Team that will focus on education and enforcement in communities. This team is working collaboratively with the CPS Traffic Section to define a scope of work to support with noise issues and related mobility safety concerns in communities. Moving forward, there will be more intentional focus on collaboration

and engagement with supporting organizations and communities.

Collision reductions during the previous plan were tracking to be better than the 25% target for 2018-2021 but an increase in total injury and fatal collisions was observed in 2022; the reduction relative to the baseline was 14% when it should have been 20% at year 4 of the plan. This change is suspected to be in part due to an increase in speeding and distracted driving during COVID combined with traffic returning to pre-COVID levels; the collision pattern was also noted in data from the City of Edmonton. We are working closely with CPS using the six E's of mobility safety to reverse the trend. Final evaluations of previous plans for the City and CPS will be included in the annual report for 2024, presented to Council and the Police Commission.

Key focus areas have been identified for the plan and will form the basis for establishing annual action plans. These focus areas represent both concerns from communities and issues and risks identified through data analysis. The key focus areas identified are:

- School and community safety
- Improvements for serious injury/fatality corridors
- Safety of people walking, rolling and wheeling
- Speed and noise
- Legislative change to support new mobility technology and practices

Annual plans and reporting will include more details about specific tactics and actions as well as highlights of evaluations of work and progress toward collision reduction goals.

Application of the Safe System multi-disciplinary approach is illustrated through three case studies that share how Engagement, Equity, Engineering, Education, Enforcement and Evaluation are applied to address safety issues in a comprehensive way.

The Calgary Safer Mobility Plan 2024-2028 will continue to build on existing regular programs and activities and will introduce new initiatives including strengthening the use of data to inform our decisions, continued application of innovative measures such as in-roadway pedestrian signs and other crosswalk enhancements, advanced traffic signal controls and operations, and updates to our roadway standards through the new Streets Guide which is under development, all in collaboration with CPS. A greater focus on all aspects of the safe system approach will result in a more comprehensive approach than education, engineering or enforcement alone to deliver safer mobility for everyone in Calgary.

ATTACHMENT(

1. Calgary Safer Mobility Plan 2024-2028, Safety In Motion
2. Calgary Mobility Safety Programs and Initiatives
3. Safer Mobility Plan Annual Briefing 2023, C2023-1254

Author: Tony Churchill, Mobility

General Manager Doug Morgan concurs with the information in this Briefing.

SAFETY IN MOTION

CALGARY SAFER MOBILITY PLAN



2024-2028

INTRODUCTION

The Safer Mobility Plan of 2024-2028 is the first unified plan between the Calgary Police Service (CPS) and the City of Calgary (The City). These two organizations are joining forces as core partners working towards safer mobility and reducing harm on our roadways.

The new plan is built on past successes and principles of continuous improvement, as we aim to not only capture the momentum of our programs and amplify their impact, but also identify gaps and develop new programs and strategies to address them. The plan will also rely on support through our partnerships and collaboration with other safety partners, communities, and everyone moving around our city.



OUR VISION

Walk, roll, drive or ride: everyone has the right to arrive safely. The Calgary Police Service and the City of Calgary are committed to ensuring road safety for everyone in the community and to work collaboratively with community partners towards a common goal of Vision Zero – Mobility free of fatalities and major injuries.

The Transportation Association of Canada defines Vision Zero as “a philosophy that positions deaths and serious injuries as an unacceptable result of crashes and sets the ultimate goal of eliminating them.”

Globally, the World Health Organization and the United Nations are currently in the second decade of action for road safety, declared in 2020. A key aspect of the global plan to improve safety and achieve sustainable development goals is to apply the vision zero approach. The declaration called for a 50 per cent reduction in traffic deaths and injuries by 2030 and the targets laid out in this plan support that global effort. The current United Nation’s resolutions related to road safety can be found [here](#).



“

“A philosophy that positions deaths and serious injuries as an unacceptable result of crashes and sets the ultimate goal of eliminating them.”

”

-The Transportation Association of Canada defines Vision Zero

THE SAFE SYSTEM APPROACH

The Safe System Approach recognizes the interdependence of the safe system components: safe roads, safe speeds, safe road users and safe vehicles, and the actions that can be taken to achieve improvements across these components. The goal is to ensure if collisions occur, road users will not be seriously injured or killed. While road users should always try to interact safely, the Safe System Approach emphasizes the transportation system must be designed to accommodate human vulnerability and error. Therefore, the Safe System Approach places more responsibility on system designers and operators than on individual road users. The Canadian Council of Motor Transport Administrators oversee [Canada's Road Safety Strategy](#) and promote the adoption of the safe system approach to achieve the long-term goal of having the safest roads in the world; this plan supports the national effort by adopting the same approach.

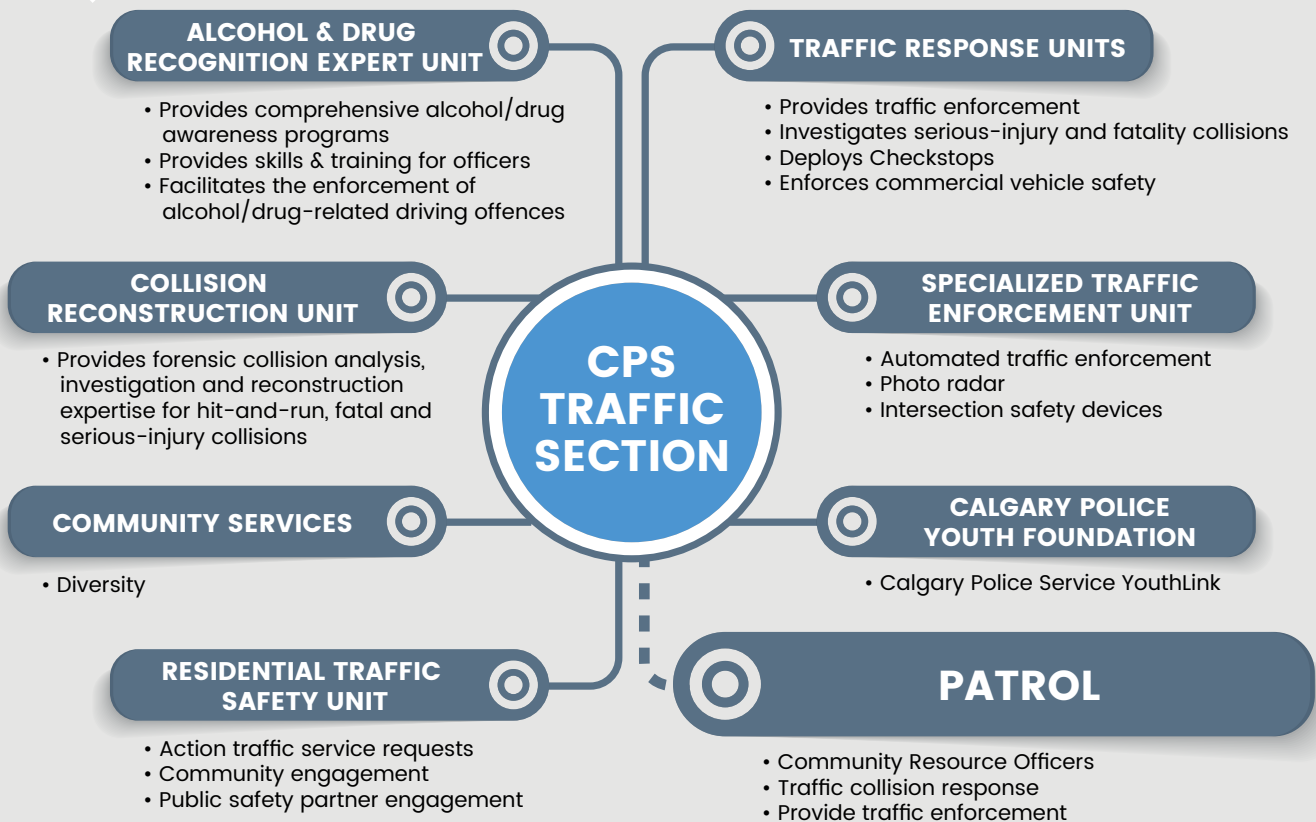
CANADA'S
ROAD SAFETY
STRATEGY 2025



LEADERSHIP AND COLLABORATION

Delivery of the Safer Mobility Plan will involve internal partners from across The City and CPS. Management of the plan will be overseen by a joint committee with representatives from The City and CPS. This team will establish and monitor annual activities and progress on mobility safety initiatives.

Core and supporting units within The City and CPS are shown below.



Collaboration with external partners focused on mobility safety will be an ongoing activity. Involvement of external partners will vary depending on partner capacity and focus area. The frequency of contact with partners can be assessed throughout the course of the plan.

Example external partners are shown below.



COMMUNITY SAFETY PARTNERS

Government of Alberta

- Alberta Transportation and Economic Corridors
- Alberta Health Services
- Service Alberta
- Justice/Solicitor General

Organizations and Community Groups

- Alberta Motor Transport Association (AMTA)
- Mothers Against Drunk Driving (MADD)
- Alberta Motor Association (AMA)
- Community Associations
- Federation of Calgary Communities
- Bike Calgary
- Safer Calgary
- Active Neighbourhoods
- Sustainable Calgary
- Accessibility committees

Calgary School Boards

- Calgary Board of Education (CBE)
- Calgary Catholic School District (CSSD)
- Private and Charter Schools

Law Enforcement Partners

- RCMP
- Tsuut'ina Nation Police Service
- Alberta Sheriffs
- Canadian Pacific Police
- Correctional Police Officers
- Edmonton Police Service

COMBINING THE VISIONS AND APPROACH

The combination of the vision and the approach is best presented in the Vision Zero and the Safe System Approach: a primer for Canada, written by road safety professionals across Canada, and illustrates the relationship between Vision Zero and the Safe System Approach, shown in Figure 1. This approach was developed to move toward consistent methodology and terminology to improve mobility safety.

VISION ZERO

The philosophy that road fatalities and serious injuries can and should be eliminated while increasing safe, healthy and equitable mobility for all road users

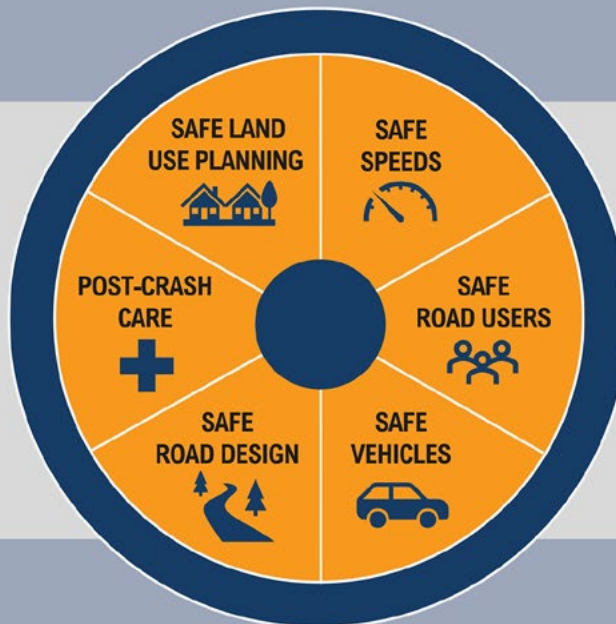
WHAT
HOW

SAFE SYSTEM APPROACH

An integrated and comprehensive process to improve the safety performance of the transportation system that makes allowance for errors, and eliminates predictable and preventable serious injuries and fatalities

PRINCIPLES

- Deaths and serious injuries are unacceptable
- Humans make mistakes
- Humans are vulnerable
- Responsibility is shared
- Safety is proactive
- Overlapping measures are crucial



ELEMENTS

- Data, research and evaluation
- Legislation and policy
- Cultural change
- Financing
- Licensing
- Leadership
- Capacity building
- Equity and inclusion
- Road rules and enforcement
- Coordination and cooperation



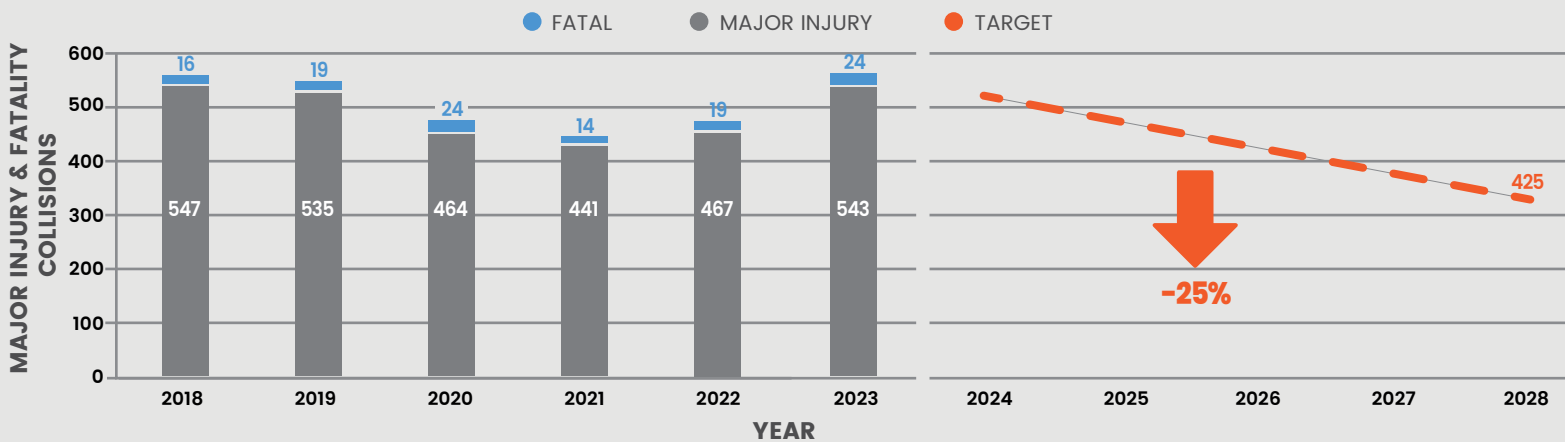
Transportation Association of Canada

2024-2028 COLLISIONS TARGETS

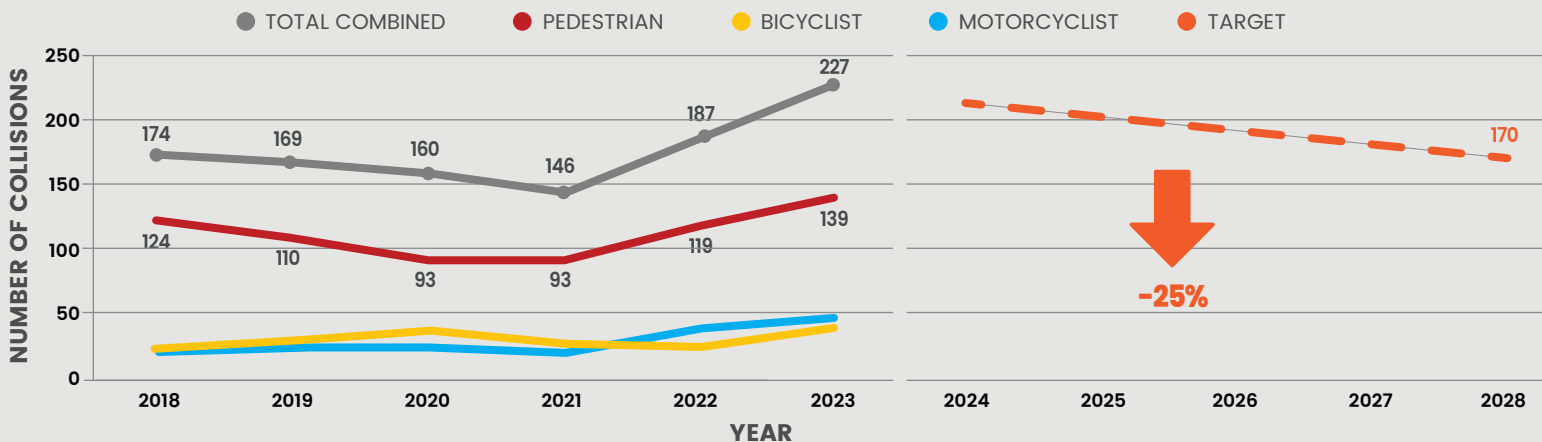
Clear collision reduction targets to achieve our vision have been carried forward from previous plans at provincial, national and global levels. The specific numeric targets to achieve a 25 per cent reduction over the course of the five-year plan are presented in Target 1 for all major injuries and fatalities and in Target 2 for road user major injuries and fatalities.

The City and CPS can influence the number of collisions but cannot control it. Ultimately, much of the responsibility for mobility safety rests with road users. Targets have been established for total number of injuries or fatalities to represent the personal impact of collisions; population-based rates, registered vehicle-based rates or other measures to normalize data may also be used for comparisons with other municipalities.

MAJOR-INJURY AND FATALITY COLLISION TARGET



VULNERABLE ROAD USER COLLISION TARGET



Specific activities will be identified in annual plans to allow flexibility to respond to changing trends in collisions and contributing factors.

THE SIX Es OF MOBILITY SAFETY

Rooted in the Vision Zero framework, the plan aims to apply the Safe Systems Approach by employing the six Es of mobility safety within each of the safe systems action areas. More detailed action plans will be developed annually outlining specific activities to address current issues.

1 Engagement

Work closely with Calgarians of all ages to build a culture of safety and empower them in creating safe and vibrant neighbourhoods.

- ▶ **Action:** Liaise with community-facing resources to increase the number of community connections, and to engage about mobility safety initiatives.
- ▶ **Action:** Connect with students and school communities through the Active and Safe Routes to School and other programs.

2 Equity

Enable and encourage contributions towards safer mobility from diverse communities. Focus efforts in those areas that need them most.

- ▶ **Action:** Work with community partners and increase translation of safety messaging to reach more Calgarians.
- ▶ **Action:** Use results of the *Calgary Equity Index* to prioritize engineering treatments in equity deserving communities.

3 Engineering

Use evidence-based approaches to create streets where safe behaviours are an inevitable outcome of design.

- ▶ **Action:** Implement engineering treatments at locations identified through network screening as having the highest risk and potential improvement.
- ▶ **Action:** *Safer Mobility Plan* partners will connect regularly to share information and support traffic safety through road design, traffic calming measures, signage, and other engineering approaches.
- ▶ **Action:** Review traffic safety initiatives such as traffic signal timing, traffic calming devices and road redesign/speed limit evaluation in conjunction with the use of photo radar and conventional enforcement.

4 Education

Implement initiatives to create awareness, educate the community, and encourage safer behaviours that contribute to mobility safety.

- ▶ **Action:** Explore and invest in alternate options for online and in person educational platforms to reach a wider audience of all ages including schools and community groups.
- ▶ **Action:** Increase online presence using social media to highlight traffic safety initiatives throughout the year based on the *Alberta Traffic Safety Calendar*.
- ▶ **Action:** Leverage community safety partnerships to maximize community educational opportunities.

5 Enforcement

Use the best available data to determine where enforcement can make the greatest impact on safety outcomes, and proactively deploy to address those issues.

- ▶ **Action:** Increase resource sharing with frontline resources and deployment in alignment with other enforcement partners based on data-driven deployment to maximize efficiency and impact.
- ▶ **Action:** Enhance use of data for targeted enforcement based on geographical distribution of collisions and requests for enforcement support.
- ▶ **Action:** Support the City of Calgary peace officer traffic enforcement program in addressing vehicular noise and equipment violations to free up police resources to focus on speed, distracted driving and impaired driving.
- ▶ **Action:** Deploy the resources of Automated Traffic Enforcement (ATE) program to approved sites including roadways near playground zones and sites with a documented history of collisions or speeding, and in response to citizen suggestions made through Traffic Service Requests.

6 Evaluation

Ensure programs and initiatives are providing high value and learn through new and innovative approaches.

- ▶ **Action:** Maximize information sharing with our community mobility safety partners to keep abreast of current mobility safety issues, emerging trends, and future concerns.
- ▶ **Action:** Use collision data to evaluate effectiveness of engineering measures and enforcement technology used at high-collision and high-speed locations.

AUTOMATED TRAFFIC ENFORCEMENT (ATE) PROGRAM

ATE includes mobile photo radar cameras and intersection safety devices, which monitor red-light and speed-on-green infractions. Studies from around the world indicate that ATE is effective at reducing vehicle speeds and the frequency and severity of collisions. Studies conducted by CPS also indicate that drivers reduce their speeds in areas targeted by ATE.

CPS deploys ATE to roadways near playground zones and sites with a documented history of collisions or speeding, and in response to citizen suggestions made through Traffic Service Requests. The CPS ATE program adheres to provincial guidelines to ensure ATE programs in Alberta are focused on improving safety outcomes and not revenue generation.



KEY FOCUS AREAS

A successful strategy must include a multifaceted approach that engages internal and external partners across many disciplines to achieve the desired goal of a safe system for all road users. In recent years, the focus of traffic safety efforts has been largely on operations and reactively addressing issues; our approach is being refocused to include increased efforts on planning and design of our systems for safer outcomes and requires increased contributions from across our organizations.

Focuses of action for the six Es will be adjusted annually.

Key Focus areas include:

- ▶ School and community safety
- ▶ Serious-injury/fatality corridors and contributing factors (speed, impairment, distraction)
- ▶ Safety of people walking, rolling and wheeling
- ▶ Speed and noise – quality of life and community livability
- ▶ Legislative change and technology including e-bikes and e-scooters

IMPORTANCE OF EQUITY

The City and CPS are both committed to working with our diverse communities to collaboratively ensure fair and equitable outcomes for Calgarians.

The *CPS Commitment to Anti-racism, Equity & Inclusion Report* outlines the framework for improvement which focuses on numerical data, policies, practices, decision-making processes, and organizational culture. Similarly, *The City's Equity, Diversity, Inclusion, and Belonging Corporate Framework and Strategy* outlines strategic objectives to advance our work through behaviour, culture, systems, and growth for both City employees and the Calgarians we serve. Efforts to advance mobility safety will be reviewed with our equity, diversity, inclusion, and belonging (EDIB) and anti-racism, equity & inclusion teams regularly to continue to improve the way we serve all who move around Calgary.



[Click for more information](#)

CASE STUDIES

CASE STUDY: SAFER SCHOOLS AND COMMUNITIES

CHALLENGE

Traffic safety has been a top concern for Calgarians, who want their children and families to be safe and freely engage with their communities.



Walking through their neighbourhood, to the

store or to school should not be dangerous. As a result, Calgarians have been asking for change, including more engagement, lower speeds and meaningful improvements.

CHANGE

To help facilitate change in communities across the city, several programs were introduced and delivered in collaboration between The City and CPS.



- Community Speed Watch is a CPS and City supported event where volunteers have an opportunity to measure speeds and interact with motorists.
- Active and Safe Routes to School is a program to empower students to shift their travel habits safely.
- Student Safe Travel Advisory Group (SSTAG) is a school-board led committee to address school area issues city-wide.
- Residential/collector speed reduction program used to review speeds and reduce speed limits where appropriate.

ISC: Unrestricted

OUTCOME

Our school and community safety programs are built on the six Es:

Engagement – empower our school and community partners by working together towards safe and vibrant communities.



Education – offer many opportunities to educate school-aged children and families.

Engineering – involve deployment of proven safety measures and speed reductions where appropriate.

Enforcement – support from CPS in ensuring safe behaviours.

Evaluation – ongoing evaluation of the impacts around Active and Safe Routes to School strategies and speed reductions to ensure we are achieving the highest possible impact.



Equity – ensuring our programs are delivered equitably and target all areas of the city.

CASE STUDY: SILVER SPRINGS

CHALLENGE

The goal of the Silver Springs neighbourhood streets program was to improve safety on the community's streets and create travel options for residents of all ages and abilities. Working with the Silver Springs Community Association, and based on input gathered from community residents, we heard concerns regarding traffic safety and vehicles speeding, particularly on Silver Springs Boulevard. N.W. We also heard there was a need for safer active travel options, improved crossings, and traffic calming. More information about the project: Neighbourhood Streets Silver Springs community planning (calgary.ca)



CHANGE

Following engagement, a design was developed to add wheeling lanes and improve pedestrian crossings along the corridor.

The narrowing of the roadway also reduced opportunities for unsafe passing and higher speeds.

Adjustments were also made to the temporary materials to address concerns and some permanent missing links were addressed near Nose Hill Drive N.W.



ISC: Unrestricted

OUTCOME

Since the installation of the wheeling lanes along Silver Springs Boulevard N.W., there has been a decrease in vehicles speeding along the corridor, with 34 per cent fewer vehicles driving 60 to 70 km/hr, 66 per cent fewer vehicles driving 70 to 80 km/hr, and 86 per cent fewer vehicles driving more than 80 km/hr. Many community members have expressed support and noted an increase in perceived safety. However, there are still concerns in the community about remaining safety issues and broader effects in the community, which illustrates the ongoing nature of mobility safety efforts in residential areas.

Engagement – communication with residents, selection of project as a case in the Neighbourhood Streets Program pilot and extensive analysis of data collected from 311 inquiries.

Education – outreach to the community, installing educational signage along the corridor and media relations.



Engineering – design of cycle lane, placement of curbs to align with turning movements and transit stops, signage and pavement marking.

Enforcement – Traffic Service Requests and Community Resource Officer support.

Evaluation – monitoring traffic volumes, travel times, pedestrian and cycling activity and speeds (lower speeds observed post-installation).

Equity – making active transportation through and across the community more welcoming and safer for transit users, pedestrians, and cyclists who previously experienced barriers to safe and comfortable mobility.

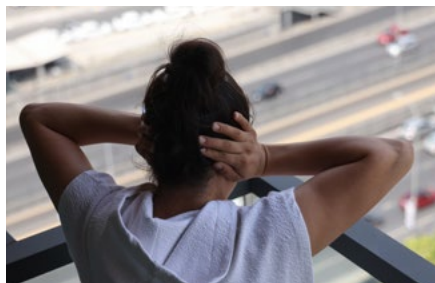
CASE STUDY: ESTABLISHMENT OF EMERGENCY MANAGEMENT & COMMUNITY SAFETY PEACE OFFICERS MOBILITY EDUCATION/ENFORCEMENT

Emergency Management & Community Safety peace officers currently focus on educating and enforcing road safety, covering areas such as transit safety, jaywalking at train crossings, directing traffic, taxi/limousine/vehicle inspections, handling animals at large, and other relevant bylaw offences. Meanwhile, vehicle-for-hire peace officers specifically address moving violations under the Traffic Safety Act, focusing on taxi, limousine, and vehicle-for-hire issues.

In November 2023, City Council approved a budget for a new Peace Officer Traffic Safety Team. This team will conduct traffic stops to address concerns like vehicle noise and collaborate with CPS on targeted traffic issues. These include speed enforcement in school and playground zones, unsecured loads, tracking mud on streets, and other moving vehicle bylaw violations. The team will also engage in joint enforcement operations and educational campaigns with CPS to raise community awareness about vehicle noise and traffic safety. Concentrating on these issues can potentially reduce serious vehicular offences, enhance public safety and quality of life, and enable CPS to address more severe traffic issues.

CHALLENGE

Community concerns regarding excessive noise and speed from motorists.



CHANGE

A new Peace Officer Traffic Safety Team will focus on reducing excessive noise and speed, with support from CPS.



OUTCOME

Citizens can feel safe and comfortable in their communities.

Engagement – community engagement will take place to understand the root causes of noise and speed issues.

Education – Bylaw officers will encourage better individual behaviours.

Engineering – measures will be explored to reduce speeds and the opportunity for non-compliant motorists to create nuisance noise.

Enforcement – Bylaw officers will issue tickets to offenders.

Evaluation – Systemic data collection will occur to ensure the program is leading to fewer concerns and objectively lower levels of noise compliance issues.

Equity – Deployment resources will be carefully spread, recognizing that concerns reported using 311 may not properly represent equity-deserving communities.

EVALUATION

The City and CPS will meet regularly to set annual tasks and tactics and evaluate the plan.

Annual Meetups:

- ▶ **Start of year** – set out tasks and tactics to align with goals
- ▶ **Throughout year** – meet on a monthly basis to evaluate progress and re-align actions as required
- ▶ **End of year** – review all actions against goals to evaluate successes, challenges and future goals



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

Calgary Mobility Safety Programs and Initiatives

Introduction

The City of Calgary has developed a wide repertoire of safety programs and initiatives through the course of the 2019-2023 Safer Mobility Plan (SMP) and prior. These are focused on engineering, education, encouragement, evaluation/innovation, and equity. We collaborate with our key partner, Calgary Police Service (CPS), and through the next 2024-2028 Safer Mobility Plan are laying the groundwork to build on the

current activities (outlined below).

- *Safer Mobility Operations Team (SMOT)*: Bi-monthly meeting where City staff, CPS, and other partners discuss emerging issues and community safety concerns.
- *Reconstruction Meetings*: Quarterly meeting with the collision reconstruction team to review recent incidents and identify potential solutions for appropriate engineering related countermeasures.
- *Community Speed Watch*: a popular [program](#) where CPS officers and Mobility Safety staff join community volunteers at a location of concern. Volunteers can use a radar gun to measure vehicle speeds and communicate a message to drivers using a paddle ('Thank you' or 'Slow Please').

Other important areas of collaboration include *Emergency Response Coordination* where CPS and the Mobility Operations Centre work together in coordinating emergency response and incident clearance activities.

Network Level and Spot Improvements

With the mandate to reduce the number of severe injuries and fatalities on Calgary's roadways, we ensure that our practices and strategies are data driven and evidence based. Our safety management process is outlined in the following sections.

Network-wide Safety Performance and Prioritization Activities. To achieve the highest possible collision reduction and obtain the maximum benefit from our limited resources, we undertake various network level safety studies to improve our understanding of the safety performance of our assets and the factors that influence them.

Identification and Implementation of Safety Improvements. We regularly conduct In-service Road Safety Reviews at high collision locations or internal Collision Reviews which are more limited in scope to understand site specific issues and identify most appropriate improvement

options. The findings have often been used by other project teams, implemented as part of the safety capital programs, or through other internal groups.

Evaluation of Countermeasures. As the knowledge base of the traffic safety field is continuously growing, safety performance of countermeasures is becoming better understood and we are using this information from other jurisdictions where possible. However, in many situations this information is not available or transferable, so we have been conducting evaluations to increase our knowledge base and aid in planning and predicting value of future investments.

- *Walking and cycling improvements* – we implement changes at locations with pedestrian collision patterns and implement changes to reduce risk. The deployment of Leading Pedestrian intervals, left turn arrows, medians/centreline hardening, and other countermeasures has resulted in pedestrian collision reductions of 50-100%.
- *Right turn improvements*– undertaken to prioritize our top right turn collision locations. The ongoing work has contributed to the reconstruction Calgary’s highest right turn collision locations. We have reconstructed and evaluated these locations with 60-90% reduction of collisions for traffic using the right turns.
- *Left turn across path improvements* – identifies and treats locations with left turn collision concerns typically resulting in installation of left turn arrows or other low-cost signal improvements. When appropriate, protected only left turn phasing can result in 85-95% collision reduction for left turn across path collisions.

Pilots and Innovation.

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

- *Video-Based Conflict Analysis.* We use newest technologies for the evaluation of high-ranking intersections and identification of most appropriate measures. We partnered with AVIVA and MicroTraffic to review our top 10 intersections and implemented changes at these locations.
- *Left turn calming pilot* (also called centerline hardening) is a temporary intersection treatment that reduces left turning vehicle speeds and improves pedestrian safety. Temporary rubber speed bumps and plastic posts are placed on the road centerline, which encourage drivers to make slower turns and pay more attention to their surroundings. We implemented left turn calming at three signalized intersections between Fall 2022 and Summer 2023. Since the treatments were installed, improvements in driver behavior were observed at all project locations. We are currently monitoring, collecting data on potential issues and treatment effectiveness.
- *Updating guidelines and best practices.* We collaborate on updating policies standardize best practices and develop city-wide programs for proven countermeasures. For example based on the success of the pilot of Leading Pedestrian Intervals we are updating the signal operation policies to expand its use, to safer outcomes for vulnerable road users.

School and Community Improvements

As traffic safety is a topic that many citizens are very concerned and passionate about, we have developed several ongoing programs to engage, educate and encourage the public, including:



In-Street Pedestrian Sign Initiative. Following a successful pilot in 2020, a city-wide deployment of this successful low-cost countermeasure was initiated. It is expected to be completed for all with grades 6 and younger by mid-2024.

Accessibility Improvements. To improve accessibility for Calgarians, together with our internal partners we install missing sidewalks, wheelchair ramps, and remove maze gates and sidewalks across the city. We continue to evaluate new materials such as the trial of temporary tactile walking surface indicators(TWSI) at “smart right” channelized turns.

Active and Safe Routes to School Program. In partnership with our facilitator, Ever Active Schools, this program engages with school children and staff to ensure the local roadway network is safe and supportive of active travel. The [Active and Safe Routes to School](#) program is initiated at 10 schools per year.

Speed Limit Reduction Program. In 2021, the City of Calgary reduced the standard speed limit from an unposted 50 km/h to 40 km/h. Currently citizens continue to request speed reductions for other roadways posted at 50 km/h. The criteria originally developed for the residential speed reduction are being used to review these locations. Moreover, we have undertaken a pilot to better understand the impact of reducing posted speed at locations that are on the boundary of what is currently considered appropriate for reduction. In 2023, 77 streets have been requested for a speed limit reduction of which data collection and review was completed at 35 locations with 31 approved for reduction to 40 km/h.

Mobility Safety Education Tool Kit. We developed a new educational resource for elementary-aged children and families, the Mobility Safety Education Tool Kit. The kit currently includes a new webpage, the Calgary in motion! Activity Book, Conversation Guide and Crosswalk Safety Video. In 2024, we will work to further expand our programs through partnership with schools to target distribution of activity books to one grade level annually,

expand “Staying Safe on City Streets” video series, translate resources into additional languages, and develop resources for older students (high schools).

Speed Hump Guidelines and Pilot. Existing speed humps were installed through the process outlined in the 2003 Traffic Calming Policy which has now been replaced with the 2022 Neighbourhood Streets Policy. We are currently developing a new process for evaluation of citizen requests. Thus far we have begun an extensive literature review and consulted with several jurisdictions about their practices and policies. The pilot to install speed humps is being developed for 2024. We received 81 speed hump requests in 2023.

Temporary Corridor Safety Improvements. We work closely with communities to deliver quick-deployment changes with temporary materials and address safety concerns in the short-term. This allows us to trial the changes and make any adjustments before the permanent measures are installed.

Public Safety Education and Awareness. We deliver quarterly public safety media campaigns including Distracted Driving and Back to School. The Report Impaired Driving program in partnership with MADD deploys educational signage twice per year (December and July). We also support our partners with various types of safety messaging.

SLOWs Speed Trailer Rotation Program. We deploy [speed trailers](#) at locations where citizens have brought concerns about speeding. The rotation is done in two week increments between May and November, weather permitting.

Residential Areas Educational Sandwich Board

Program. Citizens who live in a residential area where kids are at play, and have concerns about speeding or traffic safety, can request an [educational sandwich board sign](#).



Calgary Safer Mobility Plan – Annual Briefing 2023



...Mobility free of major injuries and fatalities

Introduction

Many of us have experienced near misses or minor fender benders that effect our mobility experience, but the impact of a mistake on our streets can be much more severe. In 2022, 457 people were seriously injured, and 16 people died in collisions on our roadways. As of November 2023, 19 people have tragically been killed in collisions this year so far. The post pandemic increase in travel and exposure is likely a contributing factor, and more deliberate action is needed to counteract these shifts.

Our 2019-2023 Safer Mobility Plan (SMP) outlines the long-term **vision of mobility free of major injuries and fatalities** with the short-term target of **25% reduction by 2023**. Reaching this target is dependent on many factors that influence the outcome, and we are continuing to work towards reducing harm on our roadways through data driven and evidence-based approaches, and increasing collaboration across disciplines and community-based programs. We have begun work to deliver the next 2024-2028 Safer Mobility Plan as the first joint plan between City of Calgary and Calgary Police Service to strengthen our partnership in the delivery of safety programs.

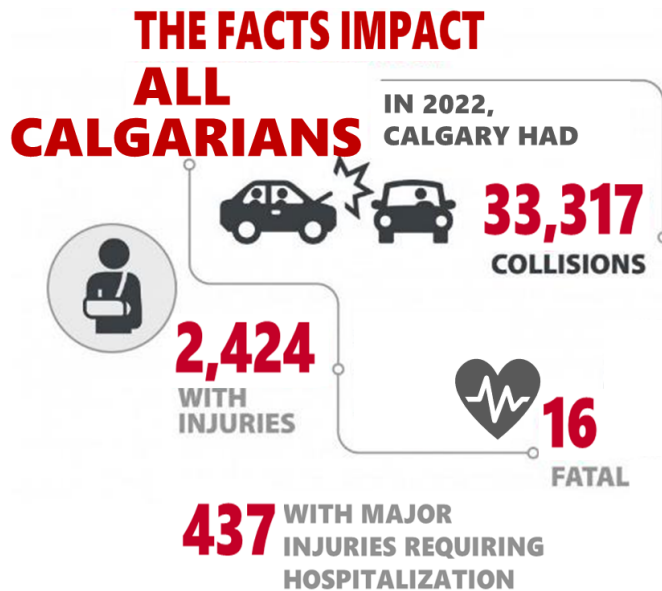
Collision Statistics

Calgary Safer Mobility Plan Indicator Statistics 2022

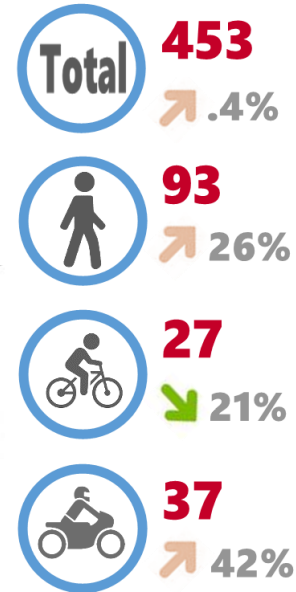
	2020	2021	2022	% Change (Year over Year)	2019-2021 Average	2022	% Change (3-year Average)
Fatal Collisions	24	14	16	14	19	16	-16
Major Injury Collisions	424	401	437	9	436	437	0
Pedestrian Involved Fatality+Major Injury Collisions	88	93	120	29	95	120	26
Bicyclist Involved Fatality+Major Injury Collisions	40	29	27	-7	34	27	-21
Motorcyclist Involved Fatality+Major Injury Collisions	29	21	37	76	26	37	42

In 2022, there were 16 fatal collisions (14 in 2021), 2,424 injury collisions (2,094 in 2021) and 30,877 property damage only collisions (24,483 in 2021) on Calgary roads. The 2022 societal cost of these

collisions was estimated to be \$1.2 billion. Pedestrians were involved in 4 fatal collisions (8 in 2021), and 116 major injury collisions (85 in 2021), while cyclists were involved in 27 major injury collisions (29 in 2021), with no fatal cyclist collisions (also 0 in 2021).



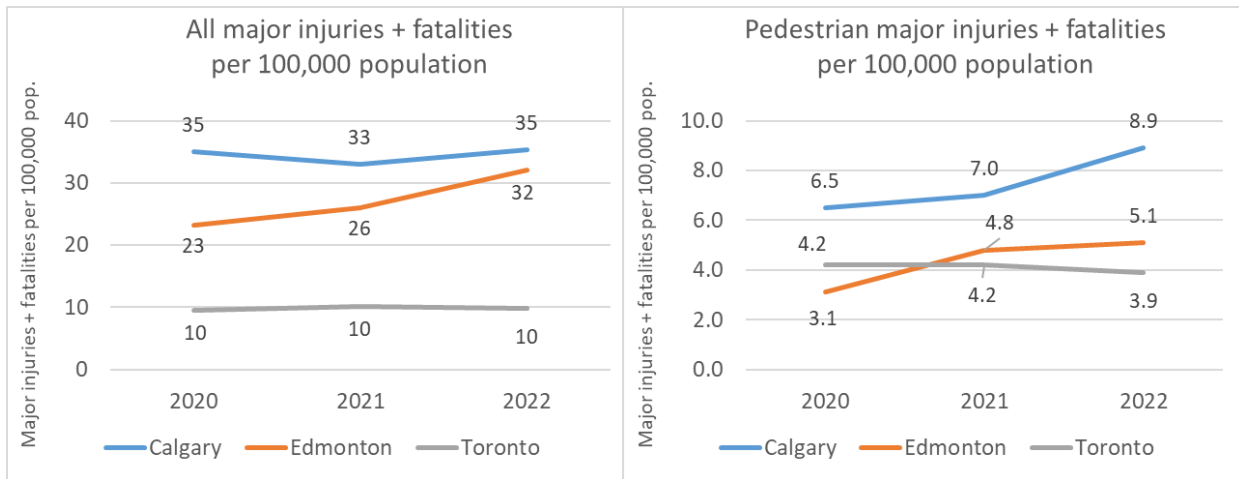
Major Injury and Fatal Collisions



Compared to the 2019-2021 annual average

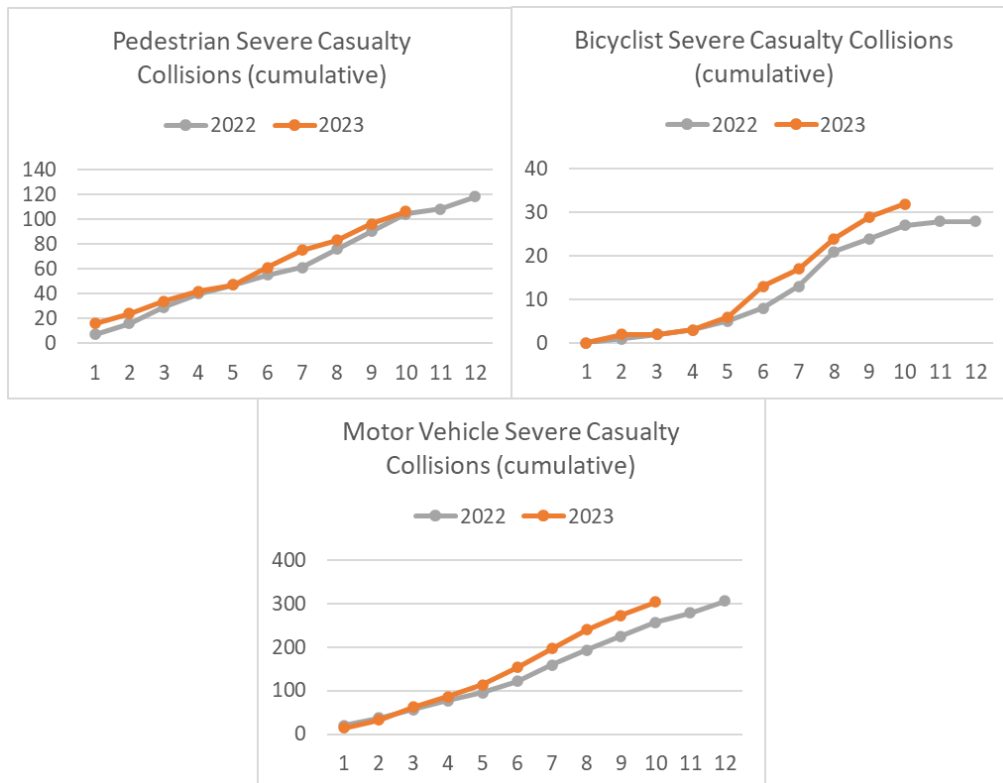
For comparison purposes, selected cities are shown in the table below, using the most recently available comparable data. While Calgary's performance has been relatively stable when considering all major collisions, pedestrian related major injury incidents have been increasing post-pandemic and further action is needed to close the gap to other major Canadian cities.

Summary of Traffic Injuries and Fatalities for Various Canadian Cities



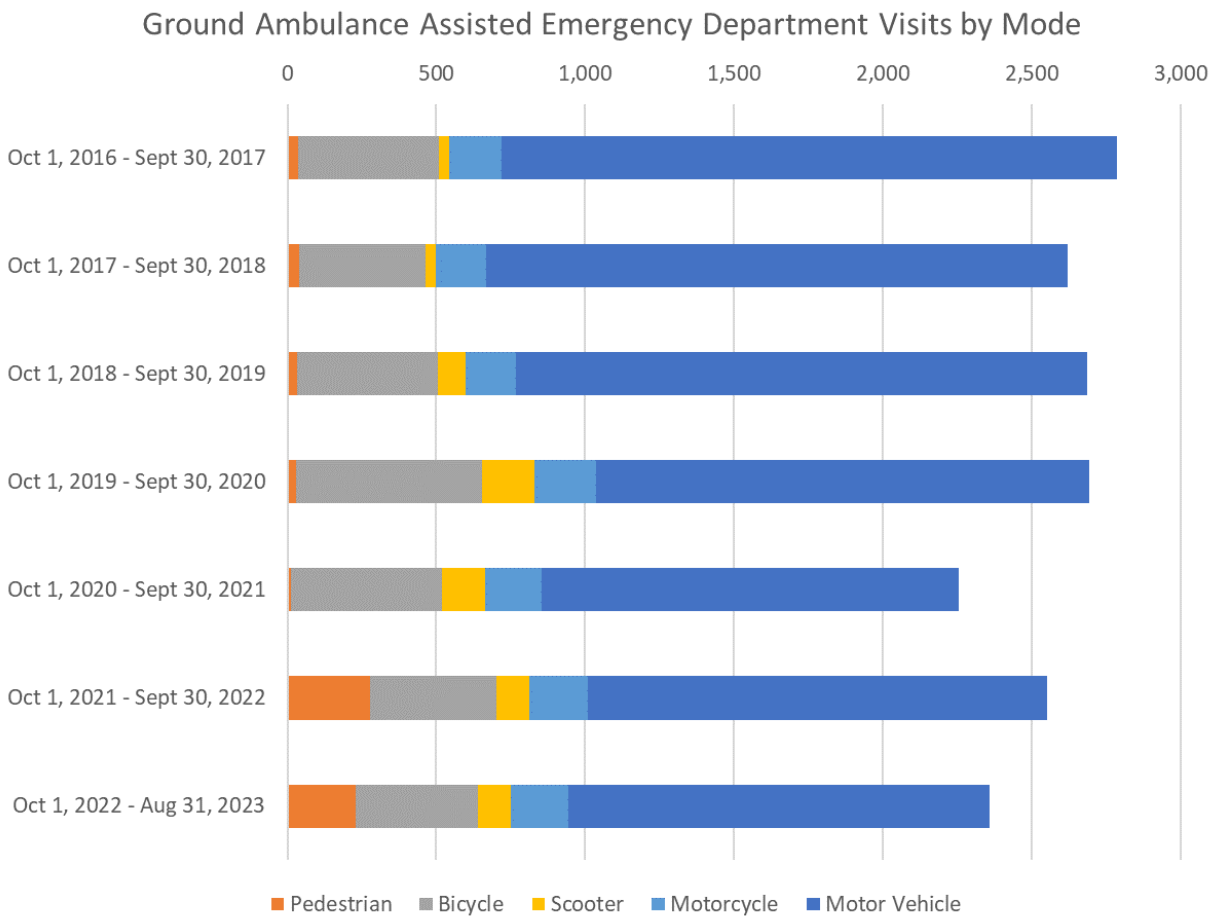
Based on preliminary data for the current year (2023), casualty collisions are generally trending slightly higher to 2022 for motor vehicle and bicyclist categories, however, the pedestrian category is trending above previous years. This may be related to decreased travel demand during the pandemic that is now increasing.

Cumulative Casualty Collisions (Fatal and Major Injury), Jan 2022 to Oct 2023



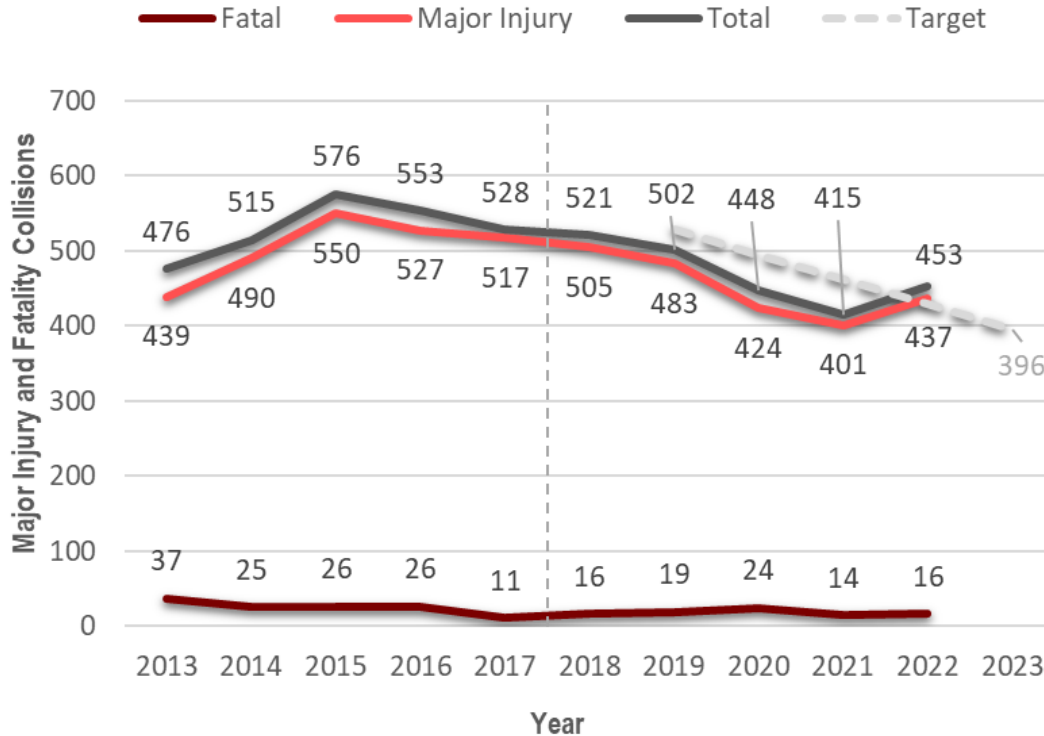
As police reported collisions only include incidents involving motor vehicles, the data provides little insight into collisions between two active modes or single bicycle/scooter incidents. Another indicator of safety is Alberta Health Services (AHS) data for all users including pedestrians, bicycle and scooter incidents that resulted in ambulance assisted hospital admissions shown below. The data shows that emergency department visits for active modes increased since the beginning of the pandemic while motor vehicle occupant visits decreased. In addition, bicyclist incidents account for 19% of emergency department visits, the highest category after motor vehicles and this proportion is significantly higher than the bicyclist proportion of police reported collisions indicating many bicyclist collisions may go unreported. In 2021/2022 there were approximately 110 emergency department visits resulting from a scooter incidents accounting for 4% of visits.

Summary of Alberta Health Services Emergency Department Visits (Oct 2016-Aug 2023)



Focus Area Targets

Target #1: Major Injury and Fatality Collision Target

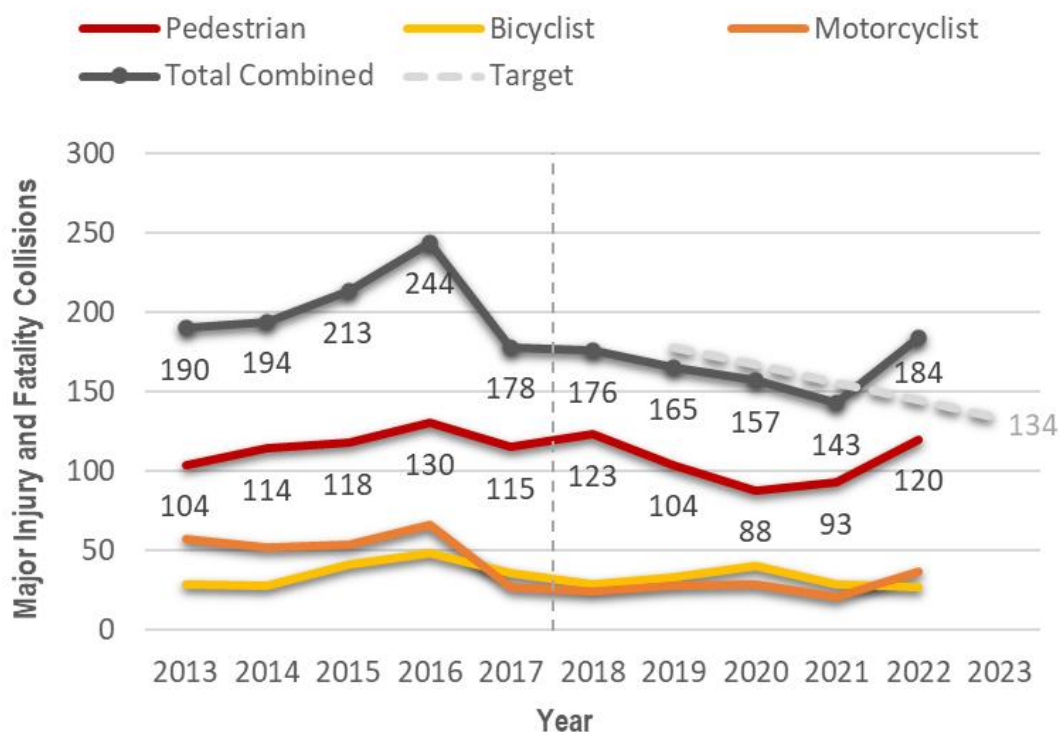


Target: 25% reduction in major injury and fatality collisions

Baseline: 528 major injury and fatality collisions (2017)

Progress summary: This briefing presents 2022 collision statistics and progress towards the targets for actions taken prior to 2022. In 2022, we had a notable increase in major injury collisions compared to previous year. This is mainly driven by the return to pre-pandemic conditions and traffic volumes. The longer-term trend has been decreasing with 14% fewer major injury collisions in 2022 compared to 2017. Fatal collisions increased by 14% year over year but are down by 16% when compared to a 3-year average.

Target #2: Vulnerable Road User Collision Target



Target: 25% reduction in major injury and fatality collisions

Baseline: 178 major injury and fatality collisions (2017)

Progress summary: Major injury collisions involving vulnerable road users reached a 5 year high in 2022. This is mainly driven by an increase in pedestrian and motorcyclist collisions, with a slight decrease in cyclist collisions.

Update on Neighbourhood Speed Limit Reduction

City of Calgary reduced unposted speed limit from 50 km/h to 40 km/h on May 31, 2021. Improving safety outcomes in neighbourhoods through lower operating speeds, was the main goal of the change and the approach taken was a low-cost, high-compliance option aimed at aligning speed limits with observed behaviour. Although this change was not anticipated to result in large changes in speed, it was viewed as a first step on the way to safer speeds.

Collision data are presented in the Table below for 2016 to 2022 to summarize five calendar years of 'before' data and one full calendar year of 'post implementation' data; 'casualty' refers to injury and fatal collisions combined. This data indicates an increase in casualty collisions on all classifications of roadways. It is also notable that the number of casualty collisions in 2022 is higher than the 5-year average for all roadway classifications except for Collector roadways and Skeletal roadways.

Total Casualty Collisions by Roadway Classification: 2016 to 2022

Year	2016	2017	2018	2019	2020	5-year before average	2022
Residential	140	139	152	170	134	147	187
Collector	406	370	373	402	300	370	356
Urban Boulevards	236	289	267	195	178	233	258
Arterial	779	779	738	703	541	708	734
Skeletal	653	708	619	576	410	593	548
Other	245	378	374	339	280	323	343

Notes: "Other" includes all Calgary Transportation Plan (CTP) roadway classifications not otherwise included in this study. Casualty collisions include both fatal and injury traffic collisions. Reported collisions used in this study occurred on the City of Calgary road network, private property and parking lot collisions were excluded. "Collector" includes Collector, Primary Collector, Activity Centre Street and Neighbourhood Boulevard CTP Road Classes. Casualty collisions during the second half of the year are often higher than the first half of the year with more summer and fall travel at higher speeds.

The changes to casualty collisions related to the speed limit change are likely muted by the more significant impact of travel pattern and behaviour changes due to the pandemic. Collision data can be influenced by many variables, and a longer period is required to draw stronger conclusions about the influence of these changes to better isolate the effect of the speed limit change. We will continue to monitor this as more data becomes available and post-pandemic travel behaviours continue to stabilize.

2023 Accomplishments and Planned Actions for 2024

2024 was a busy year with significant achievements by many groups throughout the organization. Highlighted below is a selection of actions that have been undertaken in 2023 through our regular ongoing programs and as specific initiatives.



477 Accessible Pedestrian Signals in operation (50 added)



93 Report Impaired Driving Educational Signs



SLOWS Mobile Speed Trailers
142 deployments



Video Analytics and Safety Review Studies 12 locations



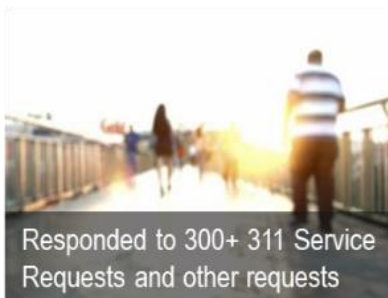
Crosswalk Upgrades
200 locations



Speed Reduction Reviews initiated at 77 locations



593,762 Public Education digital reach



Responded to 300+ 311 Service Requests and other requests



Deployment of 358 Traffic Calming Curbs

- **Safer Mobility Plan 2024-2028.** We have been working with Calgary Police Service on the development of the first unified plan as core partners working towards safer mobility and reducing harm on our roadways. The new plan will be built on our past successes and principles of continuous improvements and expanding collaboration with our partners and communities. We anticipate completion in 2024.
- **Maze gate removal.** To improve accessibility for Calgarians, we are in the process of removing maze gates across the city. The work is delivered by our Maintenance crews and we are prioritizing locations with prior requests. We are aiming to complete approximately 100 removals by the end of 2023 and continue in 2024.
- **Speed Limit Reduction Program.** In 2021, the City of Calgary reduced the standard speed limit from an unposted 50 km/h to 40 km/h. Currently citizens continue to request speed reductions for

other roadways posted at 50 km/h. The criteria originally developed for the residential speed reduction are being used to review these locations. Moreover, we have undertaken a pilot to better understand the impact of reducing posted speed at locations that are on the boundary of what is currently considered appropriate for reduction. In 2023, 77 streets have been requested for a speed limit reduction of which data collection and review was completed at 35 locations with 31 approved for reduction to 40 km/h.

- **Mobility Safety Education Tool Kit.** We developed a new educational resource for elementary-aged children and families, the Mobility Safety Education Tool Kit. The kit currently includes a new webpage, the Calgary in motion! Activity Book, Conversation Guide and Crosswalk Safety Video. In 2024, we will work to further expand our programs through partnership with schools to target distribution of activity books to one grade level annually, expand “Staying Safe on City Streets” video series, translate resources into additional languages, and develop resources for older students (high schools).



- **Speed Hump Guidelines and Pilot.** Existing speed humps were installed through the process outlined in the 2003 Traffic Calming Policy which has now been replaced with the 2022 Neighbourhood Streets Policy. We are currently developing a new process for evaluation of citizen requests. Thus far we have begun an extensive literature review and consulted with several jurisdictions about their practices and policies. The pilot to install speed humps is being developed for 2024. We received 81 speed hump requests in 2023.
- **Left turn calming** (also called centerline hardening) is a temporary intersection treatment that reduces left turning vehicle speeds and improves pedestrian safety. Temporary rubber speed bumps and plastic posts are placed on the road centerline, which encourage drivers to make slower turns and pay more attention to their surroundings. We implemented left turn calming at three signalized intersections between Fall 2022 and Summer 2023. Since the treatments were installed, improvements in driver behavior were observed at all project locations. We are currently monitoring, collecting data on potential issues and treatment effectiveness.

- **Pedestrian signal guidelines update.** Signals and Mobility Safety are collaborating on the development of a policy to systemically standardize pedestrian signal operations and safety experience at intersections. The policy is driven by our goal to achieve safer outcomes for vulnerable road users. The guiding principle is achieving a network wide impact through relatively low-cost proven interventions to improve pedestrian safety. This work will focus on refining pedestrian walk and clearance intervals and other operational features (right turn on red restrictions, leading pedestrian intervals, turn protection, and pedestrian scramble) to improve pedestrian safety. A draft of the policy is expected by the second quarter of 2024.

The 2023 achievements and planned actions for 2024 are identified for each area of focus. With more work to do, our focus in 2024 will be on implementing proven safety countermeasures, collaborating with our partners, and identifying new programs to create systemic change and gain momentum towards Vision Zero. Some new initiatives and upcoming actions are outlined below.



Engagement

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



Engagement

2023

- ✓ Supported over 20 Activate YYC projects
- ✓ Responded to nearly 300 311 Service Requests and other requests implemented process modifications
- ✓ 11 Community Speed Watch events in partnership with Calgary Police
- ✓ Traffic Tuesday safety messaging on variable message signs
- ✓ Regular engagement with student participants of City Hall School, Safety Expo and other opportunities to share safety messaging
- ✓ Redesigned mobility and active modes related webpages to reflect new programs and improve user friendliness

2024

- Deliver the unified City of Calgary and Calgary Police Service 2024-2028 Safer Mobility Plan
- Continue to respond to public 311 and other enquiries and supporting the Activate YYC program
- Monitor traffic safety and prepare Safer Mobility Plan Annual Report 2023
- Accessibility improvements to remove barriers for Calgarians (e.g. removal of maze gates, pole relocation, and installation of wheelchair ramps and missing links)
- Continued deployment of safer mobility programs

Engineering

In 2022 we were able to make progress on a number of important projects and initiatives that change the environment to reduce collisions. Projects with highest collision reduction potential particularly among more severe collisions were prioritized, including roadway geometry improvements, high entry angle right turns (smart rights), and pedestrian safety improvements. Highlights are included in the following figure.



Engineering

2023

Studies to support evidence-based approach:

- ✓ In-Service Road Safety Reviews and video-based conflict analysis at 12 locations
- ✓ Collision Reviews, Safety Assessments, and checks

Pedestrian crosswalk improvements:

- ✓ 15 new traffic signals
- ✓ 7 Rectangular Rapid Flashing Beacons (RRFBs)
- ✓ 8 new overhead flashers and begun upgrade of all existing locations with side-mounted beacons
- ✓ 25 marked/signed crosswalks
- ✓ 358 temporary curbs at 73 locations
- ✓ Street lighting improvements

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

- ✓ Kensington Road NW between 14 Street and Crowchild Trail
- ✓ Barlow Trail & 39 Avenue NE
- ✓ Blackfoot Trail & Heritage Drive SE
- ✓ Braeside Drive & 24 Street SW
- ✓ Macleod Trail and 58 Avenue SW
- ✓ 52 Street & 44 Avenue NE
- ✓ 17 Avenue & 4 Street SW
- ✓ Canyon Meadows Drive and 6 Street SW
- ✓ Southland Drive and Fairmont Drive SE

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

- ✓ Macleod Trail and Spiller Rd SE

Signal phasing/timing improvements:

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

- ✓ Ongoing traffic safety support and coordination of programs.

2024

- ❑ Implementation of safety review recommendations using permanent and temporary measures
- ❑ Implementation of In-Road Pedestrian Signs Program
- ❑ Continued implementation of improvements with projects at:
 - Macleod Trail S median barrier
 - 14 Street NW pedestrian safety improvements
 - Curb extensions at crosswalks
 - 36 Street & Memorial Drive right turns
 - 90 Avenue & 24 Street SW right turn
 - 64 Avenue & Centre Street N right turns
- ❑ Traffic signal and crosswalk improvements and update of the pedestrian signal policy
- ❑ Continued implementation of the Active and Safe Routes to School Program
- ❑ Identify high severity injury corridors and improvement options.
- ❑ Continued implementation of the Speed Limit Reduction program

Education

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



Education

2023

- ✓ Public media campaigns including Spring Safety and Back to School
- ✓ 142 SLOWS speed trailer rotations
- ✓ Deployment of Mobility Safety Education Toolkit for kids including **Calgary in Motion! Activity Book**
- ✓ Residential Sandwich Board program
- ✓ Hosting safety related webinars and 5A Network Training for city staff (including an eLearning module)
- ✓ Update and expansion of the “Report Impaired Driving” sign program in collaboration with MADD

2024

- Deploy Mobility Safety Education Toolkit in partnership with schools
- Regular sharing of public educational material with Ward offices for dissemination in communities
- Safety messaging to Calgarians of all ages at community and school events (Healthy Communities Initiative - Our Streets Our Spaces)
- Social media posts and web updates

Enforcement

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



Enforcement

2023

- ✓ Calgary Police Service deployment of high-visibility targeted enforcement
- ✓ Participation in CPS Collision Reconstruction review meetings and sharing of collision data analysis
- ✓ Safer Mobility Operations Team meetings to facilitate collaboration and coordination in the delivery of community improvements and initiatives
- ✓ Coordination of speed trailer deployment with speed enforcement
- ✓ Coordination on safety improvements near schools through the Safe Student Travel Advisory Group (SSTAG) with education/enforcement support from CPS

2024

- 2024-2028 Safer Mobility Plan development in partnership with Calgary Police
- Emergency response coordination improvements between CPS and Traffic Management Centre (TMC) and information sharing
- Continued collaboration in delivery of mobility safety programs

Evaluation and Innovation

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



Evaluation & Innovation

2023

- ✓ Pilot of temporary tactile walking surface indicators (TWSIs) at 'smart right channelized right turns
- ✓ Speed hump pilot to better understand the best use for deployment in Calgary
- ✓ Pilot Centreline Hardening at signalized intersections (in progress)
- ✓ Pilot of Accessible Pedestrian Signals (APS) at Overhead Flashers (in progress)
- ✓ Collision reduction evaluations to understand the impacts of countermeasures

2024

- Continue to evaluate speed impacts and collision reduction of mitigation measures and elements of the roadway environment to better understand their impact on safety
- Exploring opportunities to collaborate with partners to broaden safety data and understanding of incidents and near misses for all modes of travel (e.g. CapaCITY research program)
- Evaluate new signal hardware technologies to improve user experience such as accessible pedestrian signal features
- Pilot new and expand the use of proven countermeasures (speed humps, centreline hardening, in-street pedestrian signs, and others)

Planning and Development Services Briefing to

Community Development Committee

2024 May 22

ISC: UNRESTRICTED

CD2024-0425

Hillhurst Sunnyside Community Amenity Fund Annual Update (2023)

PURPOSE OF BRIEFING

This briefing note provides a summary of Hillhurst/Sunnyside Community Amenity Fund (the Fund) activities for 2023.

SUPPORTING INFORMATION

The policy basis for the Fund was established by the Hillhurst/ Sunnyside Area Redevelopment Plan (ARP) to link additional development density with funding for community amenities or public benefits. The Fund is governed by a Council-approved Terms of Reference (Attachment 1) which requires annual reporting to Council on the status of the Fund, implemented projects, allocated funds and any changes proposed to the contribution calculation method.

Fund Updates

No contributions were collected, nor were any disbursements made, in 2023.

Strategic & Implemented Projects/Allocated Funds

No projects received funding allocation in 2023.

Status of the Fund

The Fund had a balance of \$313,827 on 2023 December 31. Below are the Fund transactions for 2023.

Hillhurst/Sunnyside Community Amenity Fund (HSCAF)

Opening balance January 1, 2023	\$269,475
Deposits received	-
Disbursements	-
Investment Income	\$44,352
Closing balance December 31, 2023	\$313,827

Disbursements

Year	Amount (\$)	Allocation
2023	-	N/A

Deposits Received

Development Permit	Applicant	Address	Year	Amount (\$)
			2023	-
			Total	NIL

Calculation Method

The Fund contribution rate for 2024 is \$21.46 per square metre of additional floor area. Per the Fund Terms of Reference, the contribution rate is adjusted by the Development Authority, based on the Statistics Canada Consumer Price Index (CPI) annual rate for Alberta for January 1.

ATTACHMENT

1. Terms of Reference

Author: Lucas Sherwin, Community Planning

General Manager Tim Keane concurs with the information in this Briefing.

Terms of Reference

The Terms of Reference for the Hillhurst/Sunnyside Community Amenity Fund is included below. It was approved by Council in 2016.

HILLHURST/SUNNYSIDE COMMUNITY AMENITY FUND TERMS OF REFERENCE

Background

The Hillhurst/Sunnyside Area Redevelopment Plan (ARP) (approved 1988 January 18, Bylaw 19P87) was amended 2012 November 05, by Bylaw 27P2012 to allow for the earning of bonus density through cash contributions to a community enhancement fund, the Hillhurst/Sunnyside Park Improvement Fund (HSPIF). The HSPIF was created in conjunction with other density bonusing policies outlined in the Hillhurst/Sunnyside ARP policies for Transit Oriented Development (TOD) and implemented through the Direct Control Bylaws in place within the TOD Study Area indicated in Figure 1 – Area of Applicability. A development desiring to utilise the density bonus provisions of the Direct Control Bylaws was eligible to make a contribution to the HSPIF, which was calculated based on the square footage of the development. The collected monies were intended to be used to facilitate and implement physical improvements to the triangular open spaces identified in Figure 2 – Area of Implementation.

Status

Since 2012 November, The City began accepting contributions to the HSPIF as part of the density bonusing system for development permit applications within the TOD area of the Hillhurst/Sunnyside ARP.

The previous HSPIF was established to implement physical improvements to the Triangle Parks (Bow to Bluff project); however, in 2014 November the ENMAX Legacy Fund allocated money to complete this Park Improvement project. As such, an amendment to the Hillhurst/Sunnyside ARP was required to update the policy to align with the models in the Beltline ARP and the Brentwood Station ARP. The money collected by the HSPIF since 2012 (\$313, 290.75) will remain in a Community Planning Capital Deposit account and the account will be renamed to the Hillhurst/Sunnyside Community Amenity Fund (HSCAF) to reflect the policy amendment approved by Council on 2016 April 11.

Purpose

The purpose of this document is to define the Terms of Reference of the new HSCAF, which will replace the previous HSPIF.

HILLHURST/SUNNYSIDE COMMUNITY AMENITY FUND TERMS OF REFERENCE

Area of Applicability

The regulations for contribution to the HSCAF apply in the TOD Study Area as defined in the Hillhurst/Sunnyside ARP (see Figure 1).

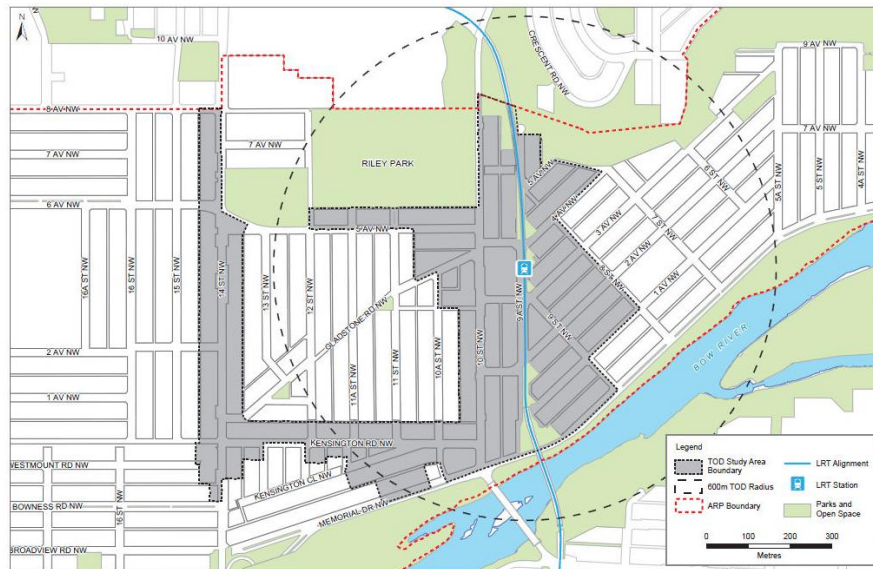


Figure 1: Area of Applicability

HILLHURST/SUNNYSIDE COMMUNITY AMENITY FUND TERMS OF REFERENCE

Area of Implementation

The regulations for expenditure of HSCAF funds to implement projects apply within the Hillhurst/Sunnyside Community as defined in the Hillhurst/Sunnyside ARP (see Figure 2).



Figure 2: Area of Implementation

HILLHURST/SUNNYSIDE COMMUNITY AMENITY FUND TERMS OF REFERENCE

Hillhurst/Sunnyside Community Fund

The purpose of the HSCAF is to implement improvement projects and provide public amenities that benefit the community within the Hillhurst/Sunnyside ARP boundary. As development intensity within Hillhurst/Sunnyside increases, increased pressures are placed on the public realm and heritage properties; and heritage character of the area. Elements such as public parks, open spaces, and sidewalks are impacted by the additional residents and users of the area. In order to support both existing and future residents with a quality public environment (inclusive of additional or improved parks, open space, enhanced existing spaces and facilities) funding will be needed for these elements. Upgrading the public environment will ensure vibrancy, promote local initiatives and guarantee that Hillhurst/Sunnyside is a more attractive residential and business location now, as well as in the future. Additionally, incentives and measures are required to protect the heritage character of the community.

The City of Calgary has an incentive density system in Hillhurst/Sunnyside that applies to the TOD Study Area, as outlined in the Hillhurst/Sunnyside ARP. This system provides for the approval of additional development density in exchange for community amenities or public benefits. The intent of the policy is to achieve higher residential or commercial development in locations where addition residential or commercial floor space is desirable, while generating public benefits, amenities or building features that achieve the objectives set out in the Municipal Development Plan (MDP) and local policies.

The HSCAF can be used to implement features and physical improvements within the ARP Study Area Boundary identified in Figure 2 consistent with any designs approved by The City, as defined in Section 2.6.1 Public Realm Improvement Projects of this Terms of Reference.

Type of Fund

The HSCAF is an interest-bearing capital deposit fund administered by the Community Planning (CP) Business Unit of the City of Calgary. The regulations of The City of Calgary's capital financing program apply to the fund.

Acceptance of These Terms

By applying for, and accepting, a development permit using the density bonus instrument through a contribution to the HSCAF, the applicant accepts these Terms of Reference.

**HILLHURST/SUNNYSIDE COMMUNITY AMENITY FUND
TERMS OF REFERENCE**

Administrative Committee

The HSCAF's Administrative Committee (the Administrative Committee) must at all times be fully aware of the development priorities and policies as developed by The City's business units and as directed by Council. Intimate knowledge of the planning context of the Hillhurst/Sunnyside Community from the perspective of the development industry and community association is equally important. Achieving a high level of interdisciplinary integration is furthermore key to ensuring HSCAF monies are allocated most effectively.

In light of this the HSCAF shall be managed by the Administrative Committee that will be chaired by the Manager of Community Planning – North. The Administrative Committee shall be composed of a representative from each of the following city business units and key stakeholder groups:

Stakeholders	Members
Chair: Manager of Community Planning – North	1
Community Planning – North, City of Calgary	1
Calgary Growth Strategies (CGS) -Urban Design & Heritage, City of Calgary	1
Transportation Planning, City of Calgary	1
Parks Planning, City of Calgary	1
Hillhurst/Sunnyside Community Association (HSCA)	1
Kensington Business Revitalization Zone (BRZ)	1
Representative of the local contributing developers	1
Ward Councillor	1
Total Members:	9

The composition of the Administrative Committee is intended to ensure that the Administrative Committee is fully aware of any proposed projects in City business planning units that have the most direct bearing on the public realm, while also incorporating knowledge of the priorities of the community and industry.

Appointment to the Administrative Committee

The four City representatives (Community Planning, CGS- Urban Design & Heritage, Transportation Planning, and Parks) shall be appointed by the Director(s) of their respective business units. The two stakeholder representatives (HSCA & BRZ) shall be

HILLHURST/SUNNYSIDE COMMUNITY AMENITY FUND TERMS OF REFERENCE

appointed by their respective organisations. It is at the respective organisations' discretion to determine the appropriate method for selecting their representatives.

Local contributing developers are those landowners and/or developers who have contributed monies to the existing HSPIF or new HSCAF as part of a Development Permit Approval since November 2012. It is at the contributing developers' discretion to determine the appropriate method for selecting their representatives.

Term of Administrative Committee Members

The term of Chair of the Administrative Committee shall be for so long as the person holds the position of the Manager, CP – North. The terms of the Administrative Committee members representing City business units shall be determined by the respective business units. The term of the Administrative Committee members representing the public stakeholders shall be determined by their respective organisations. The local contributing developers' term shall be no more than three years.

Administrative Committee Responsibilities

The Administrative Committee is responsible for:

- Consultation with business units and community stakeholders;
- Reviewing applications for funding;
- Recommending projects in excess of \$200,000.00 for funding through the HSCAF for Council's approval;
- Funding decisions up to an amount of \$200,000.00 total per project;
- Financial oversight of the HSCAF;
- Monitoring of projects where funds from the HSCAF are used; and
- Reporting to Council on project in excess of \$200,000.00.

Administrative Committee Meetings

The Administrative Committee must meet at least once per year, or as deemed necessary by the members, to discuss ongoing and planned developments, relevant issues and possible public realm improvement projects and to examine potential project opportunities. In the event that a member cannot attend a meeting in person, he/she may appoint a delegate to attend in his/her stead. Written minutes of the meetings must be kept.

The Chair should strive to set the meeting dates and venues such that all members can attend. Meetings should be announced 14 business days in advance. To the extent not

HILLHURST/SUNNYSIDE COMMUNITY AMENITY FUND TERMS OF REFERENCE

covered in this Terms of Reference, the Administrative Committee shall determine its meeting protocols and method of decision making.

Project Decisions and Recommendations to City Council

The Administrative Committee must decide by majority vote which projects it shall approve for funding or recommend to Council for funding approval. In the event of a tie, the proposal must be considered defeated. Decisions may only be made if a simple majority of members is present.

Dialogue with Business Units

The Administrative Committee must be well aware of various business units' planning activities, such as those of Transportation, Roads, Transit, etc. in order to ensure public realm development activities occur in an integrated, comprehensive and mutually supportive manner. Dialogue with the other business units will be managed by the Planning & Development administrative staff as required. Dialogue may occur by inviting representatives of business units or other stakeholders to the Administrative Committee meetings.

Therefore, the administrative staff should consult with other business units as required on ongoing and planned projects and potential unit priorities and constraints. The business units' recommendations should be taken into consideration by the Administrative Committee when it compiles the list of Strategic Projects for the HSCAF and determines fund allocations. In so doing, the Committee must ensure that the HSCAF is not used to substitute City budgets where these can and should be used to finance a project.

Administrative Staff

The daily operation of the HSCAF and support to the Administrative Committee will be undertaken by staff of the Community Planning business unit.

The Administrative staff are responsible for:

- Supporting the Administrative Committee;
- Liaising with business units and key stakeholder groups;
- Allocation of funds to receiving projects;
- Financial tracking of HSCAF monies;
- Monitoring of projects and development;
- Reporting to the Administrative Committee; and
- Organisational matters of committee meetings, e.g. minutes.

HILLHURST/SUNNYSIDE COMMUNITY AMENITY FUND TERMS OF REFERENCE

Eligible Projects

The HSCAF is to be used for public realm improvement projects on public lands or within public rights-of-way within the Hillhurst/Sunnyside Community, identified as the Study Area (ARP) Boundary in Figure 2 – Area of Implementation related to public realm improvements, including but not limited to:

- Heritage Conservation and historic resource retention;
- Streetscape design and improvements within City rights-of-way;
- Implementation of urban design strategies and public art on public land;
- Community support facilities, including Community Association facilities;
- Transit enhancements; and
- Community planning studies and enhancement projects.

Projects to be funded in whole or in part with HSCAF monies should, where required, be included within the approved City of Calgary Capital Budget. Where possible, projects will be funded through multiple sources, including mill rate support.

Application Requirements

To be considered for funding through the HSCAF a letter describing the proposed project must be submitted to the Administrative Committee for review. This applies both to projects that are initiated by City business units as well as projects proposed by external, community stakeholders. It is at the discretion of the Administrative Committee to determine the information required for the application; however, as a guideline, letters should include the following:

- A description of the project;
- An explanation of the project's benefit to the public realm and alignment with relevant City policies and plans;
- A description of the necessary works required, i.e. text, maps, sketches, drawings, schedules; and
- A work schedule/project overview and cost estimate/quote verifying that the proposed project budget is feasible.

The Administrative Committee may also invite applicants to attend an Administrative Committee meeting to discuss the proposal or provide a presentation of its contents, and request additional information required to make a decision.

**HILLHURST/SUNNYSIDE COMMUNITY AMENITY FUND
TERMS OF REFERENCE**

Application Timelines

Letters requesting HSCAF expenditures should be submitted to the administrative staff at least two weeks (14 days) in advance of a scheduled Committee meeting. The Committee will strive to complete its assessment and make its decision known to the applicant in a timely manner.

Allocation Principles

As the purpose of the HSCAF is to advance public realm improvements as development densities increase, the objective should be to support implementation in such a manner that the positive effects of the funded projects are achieved prior to, or upon completion of, the higher densities. To help mitigate loss of heritage properties and character in the area, priority allocation should be considered for Heritage Conservation. Where possible, the Administrative Committee should strive to allocate funds in proximity to those developments that have contributed to the fund. However, contributors may not place terms on their contributions.

Allocation Approval Authority

To facilitate operation of the fund, the Administrative Committee shall have the authority to decide upon projects and allocate funds to a total amount of \$200,000.00 per individual expenditure without approval by Council. This supports the timely allocation of funds and the implementation of the allocation principles, as illustrated above.

All projects and allocations to receiving projects that exceed \$200,000.00 must be approved by Council and must be identified in the relevant City business unit's Capital Budget, if Capital Funds are to be allocated to a project.

Payment Agreement

The development permit grants specific development rights in the form of additional floor area ratio above the base density when density bonusing is applied. The calculated financial contribution shall be paid in full prior to release of the development permit. Contributions will not be refunded to the contributor.

Contribution Calculation

Contributions to the HSCAF are calculated during the development permit approval process. The method of calculation is established in the Hillhurst/Sunnyside ARP:

"Part II, Section 3.1.5.4.i

HILLHURST/SUNNYSIDE COMMUNITY AMENITY FUND TERMS OF REFERENCE

The contribution rate per square metre of floor area above the base density shall be that rate approved by Council and in effect at the time of development approval."

Deposit Fund

Contributions to the HSCAF must be deposited into a liability account of the Community Planning Business Unit of the City of Calgary. Unless stated otherwise in the following, The City's regulations and guidelines pertaining to interest-bearing funds apply to the HSCAF.

Interest

Accrued interest will be allocated to the HSCAF.

Accounting

Accounting of the funds occurs internally through the Administrative staff, who tracks the liabilities against the balance in the deposit fund. Staff will keep a schedule for the commitments, received funds and non-allocated monies. When the decision has been made to allocate funds to a specific project, the administrative staff and the manager of the receiving project will establish a payment schedule. The administrative staff will place liabilities against the required funds as per the payment schedule. This ensures that the monies are properly reserved for the project. It may also be required in order for the receiving project to meet potential grant eligibility requirements.

Payment of Funds to Receiving Projects

Upon authorization from the Administrative Committee Chair, allocated monies from the deposit fund will be transferred through journal to the receiving project. This can entail either the entire funding amount or incremental amounts until the full allocation has been achieved. Payments should be made upon completion of the agreed upon works or project stages.

Minimum Balance

The HSCAF is to be used to improve the public realm in conjunction with increased densities. As such, funds should be allocated to projects as deemed appropriate by Council and the Administrative Committee. Therefore there is no minimum balance requirement for the HSCAF fund.

**HILLHURST/SUNNYSIDE COMMUNITY AMENITY FUND
TERMS OF REFERENCE**

Refund of Contributions

The contribution to the HSCAF is a condition of the development permit and is non-refundable. It is at the contributor's discretion to use the HSCAF rather than utilising other bonusing options, or to remain within the base density allowed in the Land Use Bylaw. Therefore the contribution to the HSCAF is a voluntary decision on the part of the developer for the purpose of receiving floor area above the base density.

Developers who wish to avail themselves of a density bonus through a contribution to the Hillhurst/Sunnyside Community Amenity Fund pursuant to Direct Control District XXXDXXXX are asked to sign the following acknowledgement:

That the Developer acknowledges that the contribution to the Hillhurst/Sunnyside Community Amenity Fund is being made on an entirely voluntary basis and is non-refundable and is not to be credited against the payment of development charges or other fees and charges that The City may impose in respect of the development site. The City shall not be liable to account to the Developer for any payments made by the Developer to the HSCAF. Upon payment being made by the Developer, the City shall retain the whole of the sum of \$ _____ as the consideration for the density bonus approved within DP _____.

Cancellation and Delay of Funded Projects

In the event that a HSCAF-funded project is cancelled, the Administrative Committee, with the Chair's approval, will remove the liability placed against the HSCAF and make the funds available for other projects.

If a HSCAF-funded project is substantially delayed, i.e. by more than two years, or put on hold indefinitely, the Administrative Staff must consult with the project manager to determine how long the liability against the allocated funds will be maintained.

Over time, The City's strategic priorities may change. Therefore at its discretion Council may rescind its approval for previously approved Strategic Projects if a payment schedule has not been established with the receiving project.

Regular Monitoring Report

The Administrative Committee will prepare an annual report to Council on the status of the HSCAF, list of Strategic Projects, implemented projects, allocated funds and any changes proposed to the contribution calculation method on a regular basis. The report will be prepared for the prior calendar year, and will be presented to Council by no later

**HILLHURST/SUNNYSIDE COMMUNITY AMENITY FUND
TERMS OF REFERENCE**

than May of the year subsequent to the year for which the report is prepared. The report may be contained within other regular or annual reports. An overview of the status and activities of the HSCAF should also be included in the Hillhurst/Sunnyside Community Monitoring Report.

Project Accountability

Any member of the Administrative Committee may request, through the Administrative Committee chair, that a project account for its expenditures. On receipt of such a request, the Administrative Committee chair must schedule a meeting of the Committee, within 45 days, at which the project accounting would be provided. If the expenditure does not comply with the project contents and terms agreed upon, the Administrative Committee may refuse payment of the allocated funds.

Lifespan of the HSCAF

The public realm must be maintained, modified and enhanced in step with the community as it grows and changes. The HSCAF and these Terms of Reference remain in effect until such time as Council decides their termination.

Review and Amendments

The successfulness of the processes defined in these terms should be monitored for the first three years of their implementation. After three years, the terms should be reviewed, confirmed or amended as required, and the outcome of the review included in the annual report to Council.

Amendments to the Terms of Reference must be reviewed by the Administrative Committee and must be approved by Council to become effective.

Effective Date

These Terms of Reference are effective on the date that they are adopted by Council.

**Corporate Planning and Financial Services Briefing to
Community Development Committee
2024 May 22**

**ISC: UNRESTRICTED
CD2024-0418**

Q2 Industry Update on Electricity, Natural Gas and Telecommunications

PURPOSE OF BRIEFING

This report provides a review of emerging policy issues for Alberta’s regulated utilities and general utility industry developments that could impact The City’s interests. It informs committee members about those that may require future regulatory intervention or impact The City’s operations.

SUPPORTING INFORMATION

Falling energy prices will help make utility bills more affordable for Calgarians

This report’s primary takeaways, as outlined in Attachment 1 are significant decreases in Alberta electricity prices and how this may affect the regulated rate option (RRO). Electricity is one of the many elements in the consumption basket for Calgarians that increased the overall cost of living in 2023. Natural gas prices have also fallen somewhat over the past year. A downward trajectory is expected for prices of both in 2024. Multi-year industry forecasts are also indicating significant declines in Alberta electricity and natural gas prices over the next 5 to 6 years. Declines in local electricity and natural gas prices will also help keep local access fees low for Calgarians while The City works to design and implement a new “quantity only” approach.

[Bill 19: Utilities Affordability Statutes Amendment Act, 2024](#) was announced by the Province of Alberta in 2024 April to “help make utility costs more affordable and predictable across the province by ending the use of variable rates when setting local access fees for electricity and natural gas service distribution.” Bill 19 proposes to replace the monthly regulated rate option with the “Rate of Last Resort” that is expected to change only once every two years. Bill 19 is also expected to “prohibit the use of variable rates when calculating municipalities’ local access fees.” As the Province is anticipating that the proposed changes in Bill 19 will be effective 2025 January 1, this is expected to impact The City’s plans to transition to a “quantity only” local access fee model (as directed by Council on [2024 March 18](#)) by 2027 January 1. A verbal update was provided at the [2024 May 14](#) Executive Committee meeting, and further updates will be provided when additional information becomes available.

Background

This briefing has a strong focus on trends in natural gas and electricity prices. For The Corporation, changes in these prices influence The City’s utility costs and franchise fee revenue. There is also an additional focus on emerging utility industry developments. That’s because changes in energy prices and policies may affect The City’s budget and operations.

As a municipal government, The City monitors price changes to understand potential changes to what Calgarians pay for utility services. Electricity and natural gas are not discretionary items for Calgarians and businesses. Individuals, businesses, and the government consume relatively stable amounts annually. As a result, higher costs affect lower-income individuals and households disproportionately. These groups spend a significant share of their income on these essential goods. High utility bills also negatively impacts the cost of doing business in Calgary, and these higher costs flow through to Calgarians.

ATTACHMENT

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

BRIEFING

Page 2 of 2
Item # 11.3

Author: Corporate Economics and Regulatory Affairs

General Manager Carla Male concurs with the information in this Briefing.

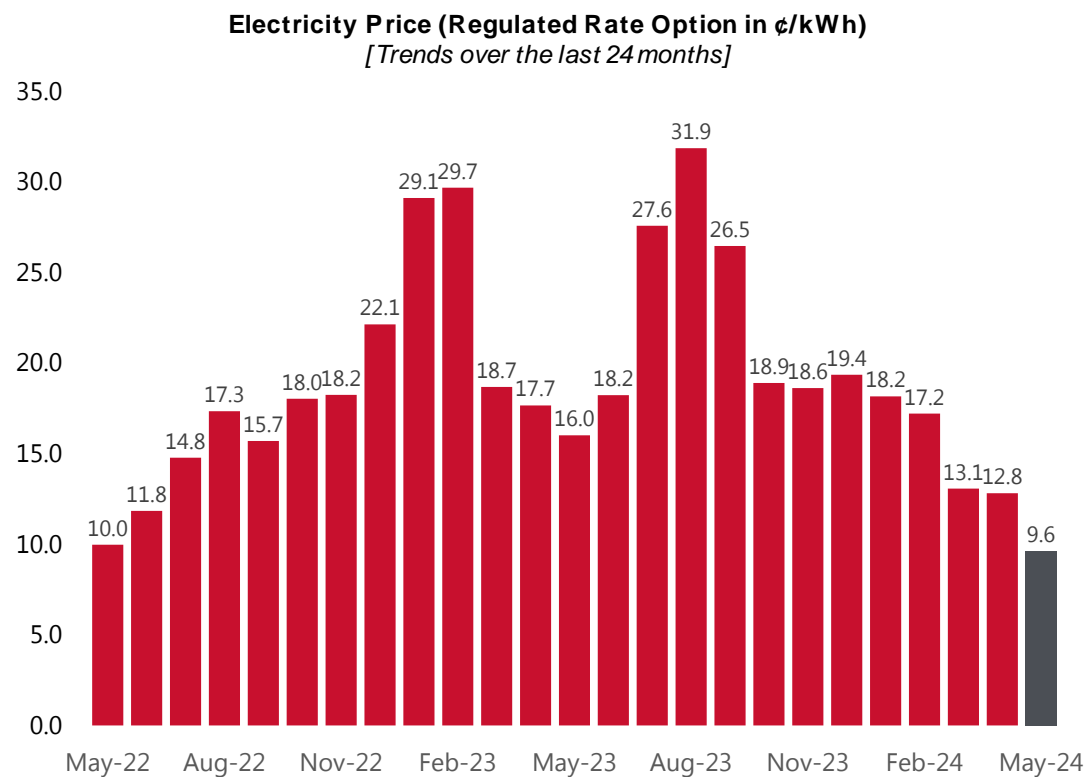
ENERGY PRICES AND MARKETS

Electricity

The provincial government has legislated that there be a baseline price for businesses and residents to fall back on in the case of high retail electricity rates or other unanticipated problems. Any business or residence using less than 250,000 kilowatt-hours per year can choose to pay the regulated rate.¹ Currently, the regulated electricity rate is the Regulated Rate Option (RRO). The Alberta Utilities Commission determines the Regulated Rate Option rate, which is highly influenced by the spot price for electricity and its volatility. The ENMAX Regulated Rate Option price peaked at 31.9 cents per kilowatt-hour in for 2023 August (Figure 1). This was a new record high for the Regulated Rate Option.

The monthly average wholesale price in 2024 April was 12.8 cents per kilowatt-hour, and the RRO for the same month was also 12.8 cents per kilowatt-hour. Any difference between what customers pay and the wholesale price is due to the specific monthly approvals from the Alberta Utilities Commission. Each retailer submits detailed Regulated Rate Option monthly price applications, which are reviewed for their correlation to the wholesale market. The RRO price for 2024 May is 9.6 cents per kilowatt-hour, which is the lowest priced month since 2021 June (6.8 cents per kilowatt-hour). The generally accepted power industry price forecast for the near term in Alberta is suggesting year-over-year price declines, with an average wholesale price of 7.8 cents per kilowatt-hour in the second half of 2024, and 6.3 cents per kilowatt-hour in 2025.

Figure 1: 24-Month Price Trend for the Regulated Rate Option



¹ The average home in Alberta uses about 7,200 kWh of electricity and 120 GJ of natural gas per year. See <https://gas.atco.com/en-ca/products-services-rates/rates-billing-energy-savings-tips/energy-101.html>

Calgary is forecasting a year-over-year decline of at least 45 per cent in electricity Local Access Fee revenue for 2024.

Natural Gas

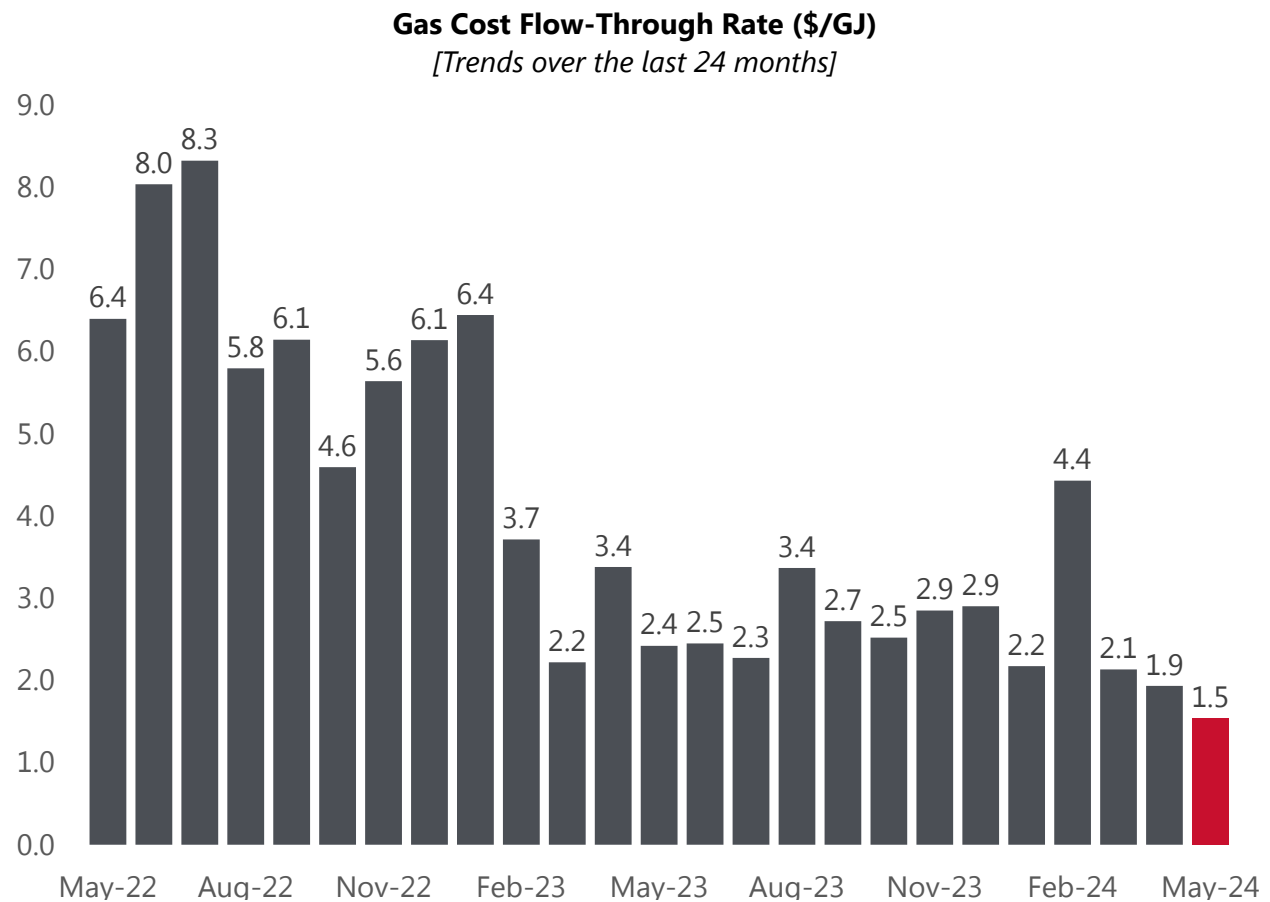
In Alberta, the regulated rate for natural gas is called the Gas Cost Flow-Through Rate. It fluctuates each month due to several factors. Notable ones include supply and demand and weather changes.

Prices have been on a downward trajectory (Figure 2). The 2024 May Gas Cost Flow-Through Rate was \$2.2 per gigajoule, the lowest priced month since 2020 August (\$1.4 per gigajoule).

Natural gas prices in Alberta have declined this year due to a lack of available firm transport capacity out of Alberta into other more lucrative markets. In addition, periods of pipeline maintenance have even caused intra-day gas prices to go negative, forcing producers to choose between operating at a loss or shutting in wells.

The generally accepted natural gas industry price forecast has continued natural gas price weakness in the near term until the end of 2024.

Figure 2: 24-Month Price Trend for the Monthly Gas Cost Flow-Through Rate



OTHER INDUSTRY DEVELOPMENTS

Alberta Introduces Bill 19, the *Utilities Statutes Amendment Act, 2024*.

On 2024 April 22, the Provincial Government introduced [Bill 19](#), the *Utilities Affordability Statutes Amendment Act, 2024*. In a [press release](#), the Province stated that Bill 19 “would help make utility costs more affordable and predictable across the province by ending the use of variable rates when setting local access fees for electricity and natural gas distribution.”

The Province [further stated that](#) “[i]f passed, Bill 19 will prohibit the use of variable market rates when setting local access fees, creating a standard framework across the province for how they are calculated by municipalities and regional service commissions.” Greater oversight powers would also be given to the Alberta Utilities Commission, as the proposed changes here would allow the AUC to have oversight over all municipalities on how their fees are calculated and applied.

The Provincial Government also [announced](#) its intention to replace the “Regulated Rate Option” with the “Rate of Last Resort.” The Province has submitted that the Rate of Last Resort (RoLR) “will significantly reduce spikes in prices for Albertans unable to sign a competitive contract, including rural Albertans who may not have other options available, and those who have poor credit or other financial difficulties such as seniors and other vulnerable populations.”

If passed, the Province has announced that these changes would be effective 2025 January 1.

The Province has also stated that the name change to RoLR is to encourage existing Regulated Rate Option (RRO) customers to switch to competitive contracts. According to the Market Surveillance Administrator, as of 2023 December, approximately 26 per cent of residential customers in Alberta are on the RRO.² It remains unclear at this time how the RoLR will be set and how the Province intends to incent ratepayers to switch to retail contracts.

A side-by-side comparison of some of the particulars of the RRO and RoLR are provided in the table below:

Regulated Rate Option	Rate of Last Resort
<ul style="list-style-type: none"> • Set monthly • 3 month procurement period for RRO providers • Introduced in 2001 	<ul style="list-style-type: none"> • Set biannually (once every two years) • 2 year procurement period for RoLR providers • Planned introduction in 2025 January

With the commodity price being fixed for two years (instead of being set monthly under the RRO), the RoLR is expected to bring greater stability to ratepayers on the default rate.

Bill 19 will have a significant impact on the direction Council gave on 2024 March 18 ([C2024-0251](#)) for Administration to design and implement a “quantity only” method for calculating Local Access Fees. An update on this topic was provided in report [Standing Budget Item: City-Wide Growth & Local Access Fee Developments \(Verbal\)](#) to the 2024 May 14 Executive Committee.

² [MSA Retail Statistics \(2024-04-04\)](#), released 2024 April 4. As of 2023 December there are 1,629,939 residential electricity sites in the province, and 429,621 of these customers are on the default RRO rate (429,621 ÷ 1,629,939 = 0.26358).

Work is ongoing to understand the impacts to approach, timelines and risks and updates will be provided as further details become available.