



REVISED AGENDA

REGULAR MEETING OF COUNCIL

January 29, 2018, 9:30 AM
IN THE COUNCIL CHAMBER

1. CALL TO ORDER
2. OPENING REMARKS
3. QUESTION PERIOD
4. CONFIRMATION OF AGENDA
5. CONFIRMATION OF MINUTES
 - 5.1 Minutes of the Combined Meeting of Council, 2017 December 11
 - 5.2 Minutes of the Regular Meeting of Council, 2017 December 18
6. PRESENTATION(S) AND RECOGNITION(S)
(None)
7. CONSENT AGENDA
 - 7.1 Integrated Civic Facility Planning Program 2017 Status Update Deferral, UCS2017-1250
 - 7.2 Summary of Real Estate Transactions for the Second Quarter 2017, UCS2017-1229
 - 7.3 Corporate Structures List Audit, AC2017-1201
 - 7.4 City Auditor's Office 3rd Quarter 2017 Report, AC2017-1204
 - 7.5 Status of Community Associations and Social Recreation Organizations on City-Owned Land, AC2017-1149
(Attachments 3, 4, and 5 are held confidential subject to Sections 16, 23 and 24 of *FOIP*)
 - 7.6 ZBR Program Update – January 2018, PFC2018-0017
 - 7.7 Inclusive Play Spaces Implementation Plan, CPS2018-0051
 - 7.8 Community Services Prevention Investment Framework, CPS2018-0061

- 7.9 Multi-Family Residential Parking Reduction Policy, TT2018-0006
- 7.10 Carshare Parking Policy Update, TT2018-0005
- 7.11 Proposed Method of Disposition – (East Shepard Industrial) – Ward 12 (Cllr. Keating) File No. 10460 74 ST SE, UCS2018-0053
(Attachments 4 and 5 are held confidential subject to Sections 23, 24 and 25 of *FOIP*)
- 7.12 Summary of Real Estate Transactions for the Third Quarter 2017, UCS2018-0055

8. POSTPONED REPORTS

(including related/supplemental reports)

- 8.1 *Potential Rescheduling of the 2018 February 06 Regular Meeting of the Priorities and Finance Committee (Verbal), VR2018-0003*

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 9.1 OFFICER OF COUNCIL REPORTS
(None)

9.2 ADMINISTRATION REPORTS

- 9.2.1 2017 Citizen Satisfaction Survey Results Presentation, C2018-0083
- 9.2.2 Amendment to the Calgary Planning Commission Bylaw, C2018-0097
Bylaw 19P2018
- 9.2.3 *Alberta Community Partnership Grant-Regional Recreation Study for The City of Calgary and Rocky View County (Verbal), C2018-0111*
- 9.2.4 BiodiverCity Advisory Committee – Resignation and Appointment, C2018-0073
(Attachments 2 and 3 are held confidential subject to Sections 17 and 19 of *FOIP*)

- 9.3 COMMITTEE REPORTS
(None)

10. ITEMS DIRECTLY TO COUNCIL

10.1 NOTICE(S) OF MOTION

- 10.1.1 Waste Management Facility Schedule Changes, C2018-0080
Councillor Shane Keating
- 10.1.2 Setting Mayoral and Councillor Term Limits and Recall, C2018-0081
Councillors Magliocca and Chu

- 10.1.3 Improving Accessibility and Reducing Injuries Through Snow and Ice Control Reform, C2018-0107
Councillor Farrell

10.2 BYLAW TABULATIONS

- 10.2.1 Tabulation of Capital Borrowing and Loan Bylaws of the Regulated Operations of the ENMAX Corporation
Bylaws 3B2017, 4B2017, 5B2017, 47M2017

- 10.2.1.1 Bylaw 3B2017, For Second and Third Reading

- 10.2.1.2 Bylaw 4B2017, For Second and Third Reading

- 10.2.1.3 Bylaw 5B2017, For Second and Third Reading

- 10.2.1.4 Bylaw 47M2017, For Second and Third Reading

10.3 MISCELLANEOUS BUSINESS (None)

11. URGENT BUSINESS

- 11.1 *Spending on External Conferences, C2018-0121*
Councillors Jeff Davison and Jeromy Farkas

- 11.2 *Potential Rescheduling of the 2018 February 15 Regular Meeting of the Gas, Power and Telecommunications Committee, VR2018-0006*

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA

- 12.1.1 Proposed Sale – (Glenmore Park) – Ward 11 (Cllr. Jeromy Farkas) File No: 3520 90 AV SW (JM), UCS2017-1216
(Held Confidential Subject to Sections 23, 24 and 25 of *FOIP*)
- 12.1.2 Report for Information – (Eau Claire) – Ward 07 (Cllr. Druh Farrell) File No: 200 Barclay PR SW (TB), UCS2017-1218
(Held Confidential Subject to Sections 23, 24 and 25 of *FOIP*)
- 12.1.3 Personnel Matter, AC2017-1223
(Held Confidential Subject to Sections 17 and 19 of *FOIP*)
- 12.1.4 Naming of a City Park, PFC2018-0010
(Held Confidential Subject to Sections 23 and 24 of *FOIP*)

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 Update on Sport Facilities (Verbal), C2018-0082
(Held Confidential Subject to Sections 23, 24 and 25 of *FOIP*)

12.2.2 Confederation Regional Drainage Study Preliminary Findings (Verbal), C2018-0094
(Held Confidential Subject to Section 24 and 25 of *FOIP*)

12.2.3 *(Postponed) Personnel Matter #2 (Verbal), VR2018-0002*
(Held Confidential Subject to Section of 17 and 19 *FOIP*)

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES

14. ADJOURNMENT



MINUTES
COMBINED MEETING OF COUNCIL

December 11, 2017, 9:30 AM
IN THE COUNCIL CHAMBER

PRESENT:

Mayor N. Nenshi
Councillor G-C. Carra
Councillor G. Chahal
Councillor S. Chu
Councillor D. Colley-Urquhart
Councillor J. Davison
Councillor P. Demong
Councillor J. Farkas
Councillor D. Farrell
Councillor J. Gondek
Councillor R. Jones
Councillor S. Keating
Councillor J. Magliocco
Councillor W. Sutherland
Councillor E. Woolley

ALSO PRESENT:

City Manager J. Fielding
Deputy City Manager B. Stevens
City Solicitor and General Counsel G. Cole
Chief Financial Officer E. Sawyer
General Manager S. Dalglish
General Manager R. Stanley
Acting General Manager R. Hinse
Acting General Manager D. Limacher
Acting General Manager M. Thompson
Acting City Solicitor D. Jakal
Acting City Clerk J. Dubetz
Legislative Recorder M. A. Cario
Legislative Recorder L. McDougall
Legislative Assistant D. Williams

1. CALL TO ORDER

Deputy Mayor Farkas called the meeting to order at 9:30 a.m.

2. OPENING REMARKS

Deputy Mayor Farkas called for a moment of quiet contemplation at today's Meeting

3. QUESTION PERIOD

INTRODUCTION

Councillor Chu introduced a group of students from West Dalhousie School in Ward 4, along with their teacher, Katherine MacFarlane.

INTRODUCTION

Councillor Chahal introduced a group of students from Calgary Islamic School Akram Jomma Campus in Ward 5, along with their teachers, and tour guides Dianna Dryden, Phyllis Hawley and Helen Tomicic.

1. Councillor Magliocca

Topic: Provincial and Municipal Representatives Travelling to the 2018 PyeongChang Winter Olympics

2. Councillor Keating

Topic: Change in Policy to Landfill Services

3. Councillor Chu

Topic: Development Permit and Screen Permit Requirements

Moved by Councillor Chu

Seconded by Councillor Demong

That under Section 6(1) of Procedure Bylaw 35M2017, Section 62(1)(a) be suspended to allow a fourth question from a Member of Council to be added to the Question Period section.

For: (10): Councillor Chahal, Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

Against: (3): Councillor Carra, Councillor Colley-Urquhart, and Councillor Farrell

MOTION CARRIED

4. Councillor Gondek

Topic: Follow-up on the Transit Amendment Adopted at the 2017 November 27-30 Regular Meeting of Council.

4. CONFIRMATION OF AGENDA

Moved by Councillor Keating

Seconded by Councillor Magliocca

Amendment:

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

- Proposed Reconsideration to Previously Authorized (Amendment) – (Highfield) – Ward 09 (Cllr. Gian-Carlo Carra), C2017-1251
- Personnel Matter (Verbal), VR2017-0054.

MOTION CARRIED

Moved by Councillor Colley-Urquhart

Seconded by Councillor Chu

That the Agenda for the 2017 December 11 Combined Meeting of Council be confirmed, **as amended**, as follows:

ADD CONFIDENTIAL URGENT BUSINESS:

- 14.3 PROPOSED RECONSIDERATION TO PREVIOUSLY AUTHORIZED (AMENDMENT) – (HIGHFIELD) – WARD 09 (CLLR. GIAN-CARLO CARRA), C2017-1251
- 14.4 PERSONNEL MATTER (VERBAL), VR2017-0054.

MOTION CARRIED

5. CONFIRMATION OF MINUTES

Moved by Councillor Demong

Seconded by Councillor Chahal

That the Minutes of the following meetings be confirmed:

- Minutes of the Regular Meeting of Council, held on 2017 November 13
- Minutes of the Strategic Meeting of Council, held on 2017 November 16
- Minutes of the Combined Meeting of Council, held on 2017 November 20.

MOTION CARRIED

6. PRESENTATION(S) AND RECOGNITION(S)

6.1 RECOGNITION EVENT FOR PUBLIC MEMBERS WHO SERVED ON BOARDS, COMMISSIONS AND COMMITTEES

Item 6.1 was postponed to be dealt with immediately following the lunch recess, by general consent.

Mayor Nenshi presented the 2017 Citizen Recognition in Council for The City's Boards, Commissions and Committees.

6.2 THE ADVISORY COMMITTEE ON ACCESSIBILITY AWARDS PRESENTATION

A clerical correction was noted in the title of item 6.2, by adding the words "The Advisory Committee on Accessibility" before the words "Awards Presentation".

Deputy Mayor Farkas presented the three award recipients as follows:

- Access Recognition Award to the Southern Alberta Institute of Technology's Accessibility Services Department
- Advocacy Award to Marilyn Erho
- Ella Anderson Accessibility Transportation Award to The Calgary International Airport YYC LINK Passenger Shuttle.

7. CONSENT AGENDA

(None)

8. PLANNING MATTERS FOR PUBLIC HEARING

8.1 CALGARY PLANNING COMMISSION REPORTS

8.1.1 LAND USE AMENDMENT MONTGOMERY (WARD 7) 21 AVENUE NW WEST OF 44 STREET NW, BYLAW 370D2017, CPC2017-379

The public hearing was called and Sukhwinder Grewal addressed Council with respect to Bylaw 370D2017.

Moved by Councillor Farrell

Seconded by Councillor Woolley

That with respect to Report CPC2017-379, the following be adopted:

That Council:

1. ADOPT the proposed redesignation of 0.06 hectares \pm (0.14 acres \pm) located at 4520 - 21 Avenue NW (Plan 4994GI, Block 45, Lot 4) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One Dwelling (R-C1s) District, in accordance with Administration's recommendation; and
2. Give three readings to the proposed Bylaw 370D2017.

MOTION CARRIED

That Bylaw 370D2017 be introduced and read a first time.

MOTION CARRIED

That Bylaw 370D2017 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 370D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 370D2017 be read a third time.

MOTION CARRIED

8.1.2 LAND USE AMENDMENT EVANSTON (WARD 2) EVANSBOROUGH
GREEN NW WEST OF EVANSTON DRIVE NW, BYLAW
371D2017, CPC2017-380

The public hearing was called, however no one addressed Council with respect to Bylaw 371D2017.

Moved by Councillor Magliocca
Seconded by Councillor Gondek

That with respect to Report CPC2017-380, the following be adopted:

That Council:

1. Adopt the proposed redesignation of 0.05 hectares \pm (0.11 acres \pm) located at 45 Evansborough Green NW (Plan 1213641, Block 67, Lot 11) from Residential – One Dwelling (R-1) District to Residential – One Dwelling (R-1s) District, in accordance with Administration's recommendation; and
2. Give three readings to the proposed Bylaw 371D2017.

ROLL CALL VOTE:

For: (8): Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Magliocca, and Councillor Woolley

Against: (5): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Keating, and Councillor Sutherland

MOTION CARRIED

That Bylaw 371D2017 be introduced and read a first time.

ROLL CALL VOTE:

For: (8): Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Magliocca, and Councillor Woolley

Against: (5): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Keating, and Councillor Sutherland

MOTION CARRIED

That Bylaw 371D2017 be read a second time.

VOTE WAS AS FOLLOWS:

For: (8): Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Magliocca, and Councillor Woolley

Against: (5): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Keating, and Councillor Sutherland

MOTION CARRIED

That authorization now be given to read Bylaw 371D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 371D2017 be read a third time.

VOTE WAS AS FOLLOWS:

For: (8): Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Magliocca, and Councillor Woolley

Against: (5): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Keating, and Councillor Sutherland

MOTION CARRIED

8.1.3 LAND USE AMENDMENT TUSCANY (WARD 1) TUSCARORA CRESCENT AND TUSCANY SPRINGS BOULEVARD NW, BYLAW 372D2017, CPC2017-381

The public hearing was called, however no one addressed Council with respect to Bylaw 372D2017.

Moved by Councillor Sutherland

Seconded by Councillor Keating

That with respect to Report CPC2017-381, the following be adopted:

That Council:

1. Adopt the proposed redesignation of 0.05 hectares \pm (0.13 acres \pm) located at 102 Tuscarora Crescent NW (Plan 9712199, Block 6, Lot 12) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One Dwelling (R-C1s) District, in accordance with Administration's recommendation; and
2. Give three readings to the proposed Bylaw 372D2017.

Against: Councillor Chu

MOTION CARRIED

That Bylaw 372D2017 be introduced and read a first time.
Against: Councillor Chu

MOTION CARRIED

That Bylaw 372D2017 be read a second time.
Against: Councillor Chu

MOTION CARRIED

That authorization now be given to read Bylaw 372D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 372D2017 be read a third time.
Against: Councillor Chu

MOTION CARRIED

8.1.4 LAND USE AMENDMENT BRENTWOOD (WARD 4) NORTHLAND
DRIVE NW AND 52 AVENUE NW, BYLAW 373D2017, CPC2017-382

The public hearing was called and Larry Heather addressed Council with respect to Bylaw 373D2017.

Moved by Councillor Woolley
Seconded by Councillor Farrell

That with respect to Report CPC2017-382, the following be adopted:

That Council:

1. Adopt the proposed redesignation of 0.06 hectares \pm (0.15 acres \pm) located at 3506 Beaver Road NW (Plan 3043JK, Block 4, Lot 47) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One Dwelling (R-C1s) District, in accordance with Administration's recommendation; and
2. Give three readings to the proposed Bylaw 373D2017.

ROLL CALL VOTE:

For: (7): Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farrell, Councillor Gondek, Councillor Keating, and Councillor Woolley

Against: (6): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Magliocca, and Councillor Sutherland

MOTION CARRIED

That Bylaw 373D2017 be introduced and read a first time.
ROLL CALL VOTE:

For: (7): Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farrell, Councillor Gondek, Councillor Keating, and Councillor Woolley

Against: (6): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Magliocca, and Councillor Sutherland

MOTION CARRIED

That Bylaw 373D2017 be read a second time.

VOTE WAS AS FOLLOWS:

For: (7): Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farrell, Councillor Gondek, Councillor Keating, and Councillor Woolley

Against: (6): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Magliocca, and Councillor Sutherland

MOTION CARRIED

That authorization now be given to read Bylaw 373D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 373D2017 be read a third time.

VOTE WAS AS FOLLOWS:

For: (7): Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farrell, Councillor Gondek, Councillor Keating, and Councillor Woolley

Against: (6): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Magliocca, and Councillor Sutherland

MOTION CARRIED

8.1.5 LAND USE AMENDMENT SOUTHWOOD (WARD 11) SACKVILLE DRIVE SW AND SABRINA ROAD SW BYLAW 374D2017, CPC2017-383

The public hearing was called and the following persons addressed Council with respect to Bylaw 374D2017:

1. Alexander Vincent
2. Nicolas Brunisma
3. Larry Heather

Moved by Councillor Chahal

Seconded by Councillor Gondek

That with respect to Report CPC2017-383, the following be adopted:

That Council:

1. Adopt the proposed redesignation of 0.06 hectares \pm (0.14 acres \pm) located at 348 Sackville Drive SW (Plan 4985JK, Block 17, Lot 7) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One Dwelling (R-C1s) District, in accordance with Administration's recommendation; and
2. Give three readings to the proposed Bylaw 374D2017.

MOTION CARRIED

That Bylaw 374D2017 be introduced and read a first time.

MOTION CARRIED

That Bylaw 374D2017 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 374D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 374D2017 be read a third time.

MOTION CARRIED

8.1.6 LAND USE AMENDMENT SOUTHWOOD (WARD 11) 7 STREET SW
AND SHERMAN AVENUE SW BYLAW 375D2017, CPC2017-384

The public hearing was called and Nicholas Brunisma addressed Council with respect to Bylaw 375D2017.

Moved by Councillor Carra

Seconded by Councillor Farrell

That with respect to Report CPC2017-384, the following be adopted:

That Council:

1. Adopt the proposed redesignation of 0.06 hectares \pm (0.16 acres \pm) located at 10308 - 7 Street SW (Plan 573JK, Block 9, Lot 2) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One Dwelling (R-C1s) District, in accordance with Administration's recommendation; and
2. Give three readings to the proposed Bylaw 375D2017.

MOTION CARRIED

That Bylaw 375D2017 be introduced and read a first time.

MOTION CARRIED

That Bylaw 375D2017 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 375D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 375D2017 be read a third time.

MOTION CARRIED

8.1.7 LAND USE AMENDMENT ACADIA (WARD 11) SOUTH OF 94 AVENUE
SE ON 3 STREET SE, BYLAW 376D2017, CPC2017-385

The public hearing was called and Bill Muskovitch addressed Council with respect to Bylaw 376D2017.

Moved by Councillor Carra
Seconded by Councillor Colley-Urquhart

That with respect to Report CPC2017-385, the following be adopted:

That Council:

1. Adopt the proposed redesignation of 0.05 hectares \pm (0.11 acres \pm) located at 9515 - 3 Street SE (Plan 577JK, Block 45; Lot44) from Residential – Contextual One Dwelling (R-C1) District to Residential – Contextual One Dwelling (R-C1s) District, in accordance with Administration's recommendation; and
2. Give three readings to the proposed Bylaw 376D2017.

MOTION CARRIED

That Bylaw 376D2017 be introduced and read a first time.

MOTION CARRIED

That Bylaw 376D2017 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 376D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 376D2017 be read a third time.

MOTION CARRIED

8.1.8 LAND USE AMENDMENT SPRINGBANK HILL (WARD 6) SPRINGBANK BAY SOUTH OF ELKTON DRIVE SW, BYLAW 377D2017, CPC2017-386

The public hearing was called, however no one addressed Council with respect to Bylaw 377D2017.

Moved by Councillor Davison
Seconded by Councillor Gondek

That with respect to Report CPC2017-386, the following be adopted:

That Council:

1. Adopt the proposed redesignation of 0.08 hectares \pm (0.21 acres \pm) located at 32 Springbank Bay SW (Plan 0212315, Block 14, Lot 36) from Residential – One Dwelling (R-1) District to Residential – One Dwelling (R-1s) District, in accordance with Administration's recommendation; and

2. Give three readings to the proposed Bylaw 377D2017.

ROLL CALL VOTE:

For: (6): Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farrell, Councillor Gondek, and Councillor Woolley

Against: (7): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

MOTION DEFEATED

8.1.9 ROAD CLOSURE AND LAND USE AMENDMENT EAST SHEPARD INDUSTRIAL (WARD 12) PORTION OF 68 STREET SE, SOUTH OF 108 AVENUE SE, NORTH OF CANADIAN PACIFIC RAILWAY, BYLAWS 13C2017 AND 378D2017, CPC2017-387

The public hearing was called and the following persons addressed Council with respect to Bylaws 13C2017 and 378D2017.

1. David Purcell-Chung
2. Ben Gilchrist

Moved by Councillor Keating

Seconded by Councillor Colley-Urquhart

That with respect to Report CPC2017-387, the following be adopted:

That Council:

1. Adopt the proposed closure of 0.36 hectares \pm (0.89 acres \pm) of road (Plan 1710653, Area A and Area B) adjacent to 6915 - 108 Avenue SE and 7115 - 110 Avenue SE, in accordance with Administration's recommendations; and
2. Give three readings to the proposed Closure Bylaw 13C2017.
3. Adopt the proposed redesignation of 0.36 hectares \pm (0.89 acres \pm) of closed road (Plan 1710653, Area A and Area B) adjacent to 6915 - 108 Avenue SE and 7115 - 110 Avenue SE from Undesignated Road Right-of-Way to Industrial – General (I-G) District, in accordance with Administration's recommendation; and
4. Give three readings to the proposed Bylaw 378D2017.

MOTION CARRIED

That Bylaw 13C2017 be introduced and read a first time.

MOTION CARRIED

That Bylaw 13C2017 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 13C2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 13C2017 be read a third time.

MOTION CARRIED

That Bylaw 378D2017 be introduced and read a first time.

MOTION CARRIED

That Bylaw 378D2017 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 378D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 378D2017 be read a third time.

MOTION CARRIED

8.1.10 POLICY AMENDMENT AND LAND USE AMENDMENT MOUNT PLEASANT (WARD 7) 4 STREET NW AND 18 AVENUE NW, BYLAWS 66P2017 AND 379D2017, CPC2017-388

The public hearing was called, however no one addressed Council with respect to Bylaws 66P2017 and 379D2017.

Moved by Councillor Farrell

Seconded by Councillor Keating

That with respect to Report CPC2017-388, the following be adopted:

That Council:

1. Adopt the proposed amendment to the North Hill Area Redevelopment Plan, in accordance with Administration's recommendation; and
2. Give three readings to the proposed Bylaw 66P2017.
3. Adopt the proposed redesignation of 0.07 hectares \pm (0.16 acres \pm) located at 423 – 18 Avenue NW (Plan 2129O, Block 6, Lots 13 and 14) from Residential – Contextual One / Two Dwelling (R-C2) District to Multi-Residential – Contextual Medium Profile (M-C2) District, in accordance with Administration's recommendation; and
4. Give three readings to the proposed Bylaw 379D2017.

MOTION CARRIED

Council recessed at 12:00 p.m. and reconvened at 1:18 p.m. with Deputy Mayor Farkas in the Chair.

Pursuant to Section 184(a) of the *Municipal Government Act*, Mayor Nenshi was absent from the public hearing on Bylaws 66P2017 and 379D2017, and therefore ineligible to vote and participate in debate and left the Council Chamber at 1:21 p.m.

INTRODUCTION

Councillor Carra introduced a group of students from Colonel Walker School in Ward 9, along with their teachers and tour guides.

That Bylaw 66P2017 be introduced and read a first time.

MOTION CARRIED

Moved by Councillor Carra

Seconded by Councillor Colley-Urquhart

Amendment:

That Bylaw 66P2017 be amended in Section 1, to add a new Subsection 1(b) as follows:

"(b) In "Design Guidelines for Townhouses and Apartments," under "Building Orientation and Entries," add a new point "8" that states, "Development of 423 – 18 Avenue NW should front on to 4 Street NW and 18 Avenue NW, with individual, at-grade entrances provided on both frontages where possible." and renumber the remaining sections accordingly."

MOTION CARRIED

That Bylaw 66P2017 be read a second time, as amended.

MOTION CARRIED

That authorization now be given to read Bylaw 66P2017 a third time, as amended.

MOTION CARRIED

That Bylaw 66P2017 be read a third time, as amended in **Section 1, to add a new Subsection 1(b) as follows:**

"(b) In "Design Guidelines for Townhouses and Apartments," under "Building Orientation and Entries," add a new point "8" that states, "Development of 423 – 18 Avenue NW should front on to 4 Street NW and 18 Avenue NW, with individual, at-grade entrances provided on both frontages where possible." and renumber the remaining sections accordingly."

MOTION CARRIED

That Bylaw 379D2017 be introduced and read a first time.

MOTION CARRIED

That Bylaw 379D2017 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 379D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 379D2017 be read a third time.

MOTION CARRIED

8.1.11 LAND USE AMENDMENT RESIDUAL SUB-AREA 3H (WARD 5) 52 STREET NE AND METIS TRAIL NE, BYLAW 380D2017, CPC2017-389

Mayor Nenshi resumed the Chair at 1:33 p.m. and Councillor Farkas returned to his regular seat in Council.

The public hearing was called, however no one addressed Council with respect to Bylaw 380D2017.

Moved by Councillor Chahal

Seconded by Councillor Gondek

That with respect to Report CPC2017-389, the following be adopted:

That Council:

1. Adopt the proposed redesignation of 1.46 hectares \pm (3.61 acres \pm) located at 13950 – 52 Street NE (Plan 9410747, Lot 1) from Special Purpose – Future Urban Development (S-FUD) District to Industrial – General (I-G) District, in accordance with Administration's recommendation; and
2. Give three readings to the proposed Bylaw 380D2017.

MOTION CARRIED

That Bylaw 380D2017 be introduced and read a first time.

MOTION CARRIED

That Bylaw 380D2017 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 380D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 380D2017 be read a third time.

MOTION CARRIED

8.1.12 LAND USE AMENDMENT STONEGATE LANDING (WARD 5) DEERFOOT TRAIL NE AND COUNTRY HILLS BOULEVARD NE, BYLAW 381D2017, CPC2017-390

The public hearing was called and Grant Mihalcheon addressed Council with respect to Bylaw 381D2017.

Moved by Councillor Chahal

Seconded by Councillor Gondek

That with respect to Report CPC2017-390 the following be adopted:

That Council:

1. Adopt the proposed redesignation of 3.71 hectares \pm (9.16 acres \pm) located at 20 Stonehill Place NE (Plan 1512164, Block 4, Lot 2) from

- Industrial – Business f1.5h26 (I-B f1.5h26) District to Commercial – Corridor 3 f2.0h26 (C-COR3 f2.0h26) District, in accordance with Administration's recommendation; and
2. Give three readings to the proposed Bylaw 381D2017.

Against: Councillor Farrell

MOTION CARRIED

That Bylaw 381D2017 be introduced and read a first time.

Against: Councillor Farrell

MOTION CARRIED

That Bylaw 381D2017 be read a second time.

Against: Councillor Farrell

MOTION CARRIED

That authorization now be given to read Bylaw 381D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 381D2017 be read a third time.

Against: Councillor Farrell

MOTION CARRIED

8.1.13 POLICY AMENDMENT AND LAND USE AMENDMENT ALTADORE (WARD 8) 48 AVENUE WEST OF 16 STREET SW, BYLAWS 67P2017 AND 382D2017 CPC2017-391

The public hearing was called and the following persons addressed Council with respect to Bylaws 67P2017 and 382D2017:

1. Dave White
2. Akarim Devani
3. Don Morgan

Moved by Councillor Woolley

Seconded by Councillor Carra

That with respect to Report CPC2017-391, the following be adopted:

That Council:

1. Adopt the proposed amendments to the South Calgary/Altadore Area Redevelopment Plan, in accordance with Administration's recommendation, as amended; and
2. Give three readings to the proposed Bylaw 67P2017.
3. Adopt the proposed redesignation of 0.06 hectares ± (0.14 acres ±) located at 1701 - 48 Avenue SW (Plan 5770AJ, Block 7, Lots 47 and 48) from Residential – Contextual One / Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District, in accordance with Administration's recommendation; and

4. Give three readings to the proposed Bylaw 382D2017.

Against: Councillor Keating

MOTION CARRIED

That Bylaw 67P2017 be introduced and read a first time.

MOTION CARRIED

That Bylaw 67P2017 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 67P2017 a third time.

MOTION CARRIED

That Bylaw 67P2017 be read a third time.

MOTION CARRIED

That Bylaw 382D2017 be introduced and read a first time.

Against: Councillor Keating

MOTION CARRIED

That Bylaw 382D2017 be read a second time.

Against: Councillor Keating

MOTION CARRIED

That authorization now be given to read Bylaw 382D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 382D2017 be read a third time.

Against: Councillor Keating

MOTION CARRIED

Moved by Councillor Magliocca

Seconded by Councillor Davison

That Item 10.1, Report C2017-1153 be brought forward and dealt with at this time

MOTION CARRIED

8.1.14 POLICY AMENDMENT AND LAND USE AMENDMENT RICHMOND
(WARD 8) 22 STREET SW AND 32 AVENUE SW, BYLAWS 68P2017
AND 383D2017, CPC2017-392

The public hearing was called and the following persons addressed
Council with respect to Bylaws 68P2017 and 383D2017:

1. David White
2. Alkarim Devani

Moved by Councillor Woolley

Seconded by Councillor Farkas

That with respect to Report CPC2017-392, the following be adopted:

That Council:

1. Adopt the proposed amendments to the Richmond Area Redevelopment Plan, in accordance with Administration's recommendation, as amended; and
 2. Give three readings to the proposed Bylaw 68P2017.
 3. Adopt the proposed redesignation of 0.06 hectares \pm (0.15 acres \pm) located at 2403 – 32 Avenue SW (Plan 4479P, Block 55, Lots 57 and 58) from Residential – Contextual One/Two Dwelling (R-C2) District to Residential – Grade-Oriented Infill (R-CG) District, in accordance with Administration's recommendation; and
 4. Give three readings to the proposed Bylaw 383D2017.
- Against: Councillor Keating

MOTION CARRIED

That Bylaw 68P2017 be introduced and read a first time.

MOTION CARRIED

Moved by Councillor Carra

Seconded by Councillor Farrell

Amendment:

That Bylaw 68P2017 be amended in Section 1(b), on the second line, by deleting the address "24 Street SW" following the words "standard side setback on" and substituting with the address "22 Street SW".

MOTION CARRIED

That Bylaw 68P2017 be read a second time, as amended.

MOTION CARRIED

That authorization now be given to read Bylaw 68P2017 a third time, as amended.

MOTION CARRIED UNANIMOUSLY

That Bylaw 68P2017 be read a third time, **as amended in Section 1(b), on the second line by deleting the address "24 Street SW" following the words "standard side setback on" and substituting with the address "22 Street SW".**

MOTION CARRIED

That Bylaw 383D2017 be introduced and read a first time.

Against: Councillor Keating

MOTION CARRIED

That Bylaw 383D2017 be read a second time.

Against: Councillor Keating

MOTION CARRIED

That authorization now be given to read Bylaw 383D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 383D2017 be read a third time.
Against: Councillor Keating

MOTION CARRIED

8.1.15 LAND USE AMENDMENT BELTLINE (WARD 8) 15 AVENUE SW AND 1 STREET SW, BYLAW 384D2017, CPC2017-393

The public hearing was called and Vincent Dods addressed Council with respect to Bylaw 384D2017.

Moved by Councillor Farkas
Seconded by Councillor Woolley

That with respect to Report CPC2017-393, the following be adopted:

That Council:

1. Adopt the proposed redesignation of 0.03 hectares \pm (0.07 acres \pm) located at 209 – 15 Avenue SW (Plan C, Block 119, Lot 16) from Commercial – Corridor 1 f3.0h46 (C-COR1 f3.0h46) District to Centre City Multi-Residential High Rise District (CC-MH), in accordance with Administration's recommendation; and
2. Give three readings to the proposed Bylaw 384D2017.

MOTION CARRIED

That Bylaw 384D2017 be introduced and read a first time.

MOTION CARRIED

That Bylaw 384D2017 be read a second time.

MOTION CARRIED

That authorization now be given to read Bylaw 384D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 384D2017 be read a third time.

MOTION CARRIED

8.1.16 LAND USE AMENDMENT SHAWNEE SLOPES (WARD 13) JAMES MCKEVITT ROAD SW AND SHAWNEE STREET SW, BYLAW 385D2017, CPC2017-394

The public hearing was called and Vern Hart addressed Council with respect to Bylaw 385D2017.

Moved by Councillor Colley-Urquhart
Seconded by Councillor Demong

That with respect to Report CPC2017-394, the following be adopted:

That Council:

1. Adopt the proposed redesignation of 7.46 hectares \pm (18.41 acres \pm) located at 7, 9, 11, 13, 21, 23, 25, 33, 35, 37, 39, 41, 43, 45, 47, 49,

51, 53, 55, 57, 59, 61, 63, 65, 67, 69, 71, 73, 75 and 77 Shawnee Heath SW, 342 and 378 Shawnee Boulevard SW, 820 James McKeivitt Road SW, 995 Shawnee Drive SW and the common property (Condominium Plan 1711947, Units 1 to 30 and 38; Portion of Plan 1413460, Block G, Lot 2; Plan 8811677, Block D) from DC Direct Control District to DC Direct Control District to accommodate multi-residential development, in accordance with Administration's recommendation; and

2. Give three readings to the proposed Bylaw 385D2017.

Against: Mayor Nenshi

MOTION CARRIED

That Bylaw 385D2017 be introduced and read a first time.

Against: Mayor Nenshi

MOTION CARRIED

That Bylaw 385D2017 be read a second time.

Against: Mayor Nenshi

MOTION CARRIED

That authorization now be given to read Bylaw 385D2017 a third time.

MOTION CARRIED UNANIMOUSLY

That Bylaw 385D2017 be read a third time.

Against: Mayor Nenshi

MOTION CARRIED

Council recessed at 3:15 p.m. and reconvened at 3:49 p.m. with Deputy Mayor Farkas in the Chair.

8.2 OTHER REPORTS AND POSTPONEMENTS FOR PUBLIC HEARING

(None)

9. PLANNING MATTERS NOT REQUIRING PUBLIC HEARING

9.1 CALGARY PLANNING COMMISSION REPORTS

(None)

9.2 OTHER REPORTS AND POSTPONEMENTS NOT REQUIRING PUBLIC HEARING

(None)

9.3 BYLAW TABULATIONS

(None)

10. POSTPONED REPORTS

10.1 REVISIONS FOR PROPOSED 2018 COUNCIL CALENDAR, C2017-1153

Clerk's note: Item 10.1, Report C2017-1153 was brought forward and dealt with following Item 8.1.13, Report CPC2017-391.

Moved by Councillor Demong
Seconded by Councillor Chahal

That with respect to Report C2017-1153, the following be adopted, **after amendment**:

That Council:

1. Adopt meeting dates from February 01 to December 31, 2018 as set out on the Supplementary Attachment to Report C2017-1153 for inclusion in the 2018 Council Calendar, **after amendment to the Supplementary Attachment**, as follows:

- **the 2018 April 04, SPC on Transportation and Transit meeting be deleted;**
- **the 2018 May 23, Strategic Council Meeting be moved to Wednesday, 2018 May 16**
- **the 2018 June 20, Strategic Council Meeting be moved to Monday, 2018 June 18**
- **the 2018 October 23, Audit Committee meeting be moved to Wednesday, 2018 October 24**

2. Direct that the Wholly-Owned Subsidiaries' Annual Shareholder Meetings in 2018 be scheduled as set out on the **Supplementary Attachment to Report C2017-1153**.

Against: Councillor Gondek

MOTION CARRIED

10.2 COUNCIL CHAMBER SEATING, C2017-1179

Mayor Nenshi resumed the Chair at 3:50 p.m. and Councillor Farkas returned to his regular seat in Council.

Moved by Councillor Gondek
Seconded by Councillor Farkas

Amendment:

That the first Be It Resolved paragraph be amended by adding the words "after taking into account accessibility and ergonomic issues" following the words "Now therefore be it resolved that".

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Sutherland

That with respect to Notice of Motion C2017-1179, the following be adopted, **as amended**:

NOW THEREFORE BE IT RESOLVED **after taking into account accessibility and ergonomic issues**, that the City Clerk's Office randomly generate a new seating plan for Members of Council after each Organizational Meeting;

AND FURTHER BE IT RESOLVED that these changes come into effect after the Organizational Meeting in 2018.

ROLL CALL VOTE:

For: (8): Mayor Nenshi, Councillor Chahal, Councillor Davison, Councillor Farkas, Councillor Gondek, Councillor Jones, Councillor Keating, and Councillor Sutherland

Against: (7): Councillor Carra, Councillor Chu, Councillor Colley-Urquhart, Councillor Demong, Councillor Farrell, Councillor Magliocca, and Councillor Woolley

MOTION CARRIED

10.3 SHORT TERM RENTALS POLICY AND BYLAWS, C2017-1180

Moved by Councillor Sutherland
Seconded by Councillor Woolley

That with respect to Notice of Motion C2017-1180, the following be adopted:

NOW THEREFORE BE IT RESOLVED that Council direct Administration to explore the Business Licence, Land Use, Fire and Safety Codes requirements that would ensure Short Term Rentals, Bed and Breakfasts and Lodging Houses are subject to the appropriate level of safety and oversight (commensurate with their scale and purpose), and provide a scoping report with options (including costs of implementation) and recommendations through the Standing Policy Committee on Community and Protective Services no later than 2018 Q4.

MOTION CARRIED

11. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

11.1 OFFICER OF COUNCIL REPORTS

(None)

11.2 ADMINISTRATION REPORTS

11.2.1 CALGARY METROPOLITAN REGION BOARD – COUNCILLOR APPOINTMENT, C2017-1164

Item 11.2.1, Report C2017-1164 was postponed to the Closed Meeting Section by general consent.

Subject to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the Closed Meeting: J. Dubetz (Clerk), L. McDougall (Clerk), G. Cole (Legal Advice), J. Fielding (Advice), B. Stevens (Advice)

Moved by Councillor Carra
Seconded by Councillor Colley-Urquhart

That with respect to Report C2017-1164, the following be adopted:

That Council:

1. Appoint the Mayor as The City of Calgary's representative, and Councillor Carra as an alternate, to the Calgary Metropolitan Region Board for a term effective 2018 January 01 and set to expire at the 2018 Organizational Meeting of Council; and
2. Direct that the Closed Meeting discussions and Attachment 3 remain confidential under Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

11.3 COMMITTEE REPORTS

(None)

12. ITEMS DIRECTLY TO COUNCIL

12.1 NOTICE(S) OF MOTION

12.1.1 SECONDARY SUITE PROCESS REFORM, C2017-1249

Moved by Councillor Farkas
Seconded by Councillor Keating

Amendment:

That the first Be It Resolved paragraph be amended by deleting it in its entirety and substituting with the following:

"1 a) THEREFORE, BE IT RESOLVED THAT City Council directs City Administration to bring forward amendments to the Land Use By-law 1P2007 to include basement and in-law suites as discretionary uses within R-1, R-C1, and R-C1L land use districts no later than 2018 Q1;

1b) AND THEREFORE BE IT RESOLVED THAT City Council directs City Administration to bring forward amendments to the Land Use By-law 1P2007 to include backyard and above-garage suites as discretionary uses within R-1, R-C1, and R-C1L land use districts no later than 2018 Q1;"

ROLL CALL VOTE:

For: (4): Councillor Chu, Councillor Davison, Councillor Demong, and Councillor Farkas

Against: (11): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, Councillor Sutherland and Councillor Woolley

MOTION DEFEATED

Moved by Councillor Carra
Seconded by Councillor Woolley

Amendment:

That the first Be it Resolved paragraph be amended by deleting it in its entirety and substituting with the following:

"1a) THEREFORE, BE IT RESOLVED THAT City Council directs City Administration to bring forward amendments to the Land Use By-law 1P2007 to include basement and in-law suites as permitted uses within R-1, R-C1, and R-C1L land use districts no later than 2018 Q1;

1b) AND THEREFORE BE IT RESOLVED THAT City Council directs City Administration to bring forward amendments to the Land Use By-law 1P2007 to include backyard and above-garage suites as discretionary uses within R-1, R-C1, and R-C1L land use districts no later than 2018 Q1;"

ROLL CALL VOTE:

For: (6): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Farrell, Councillor Gondek, and Councillor Woolley

Against: (9): Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

MOTION DEFEATED

Moved by Councillor Magliocca
Seconded by Councillor Chu

Amendment:

That the second Be it Resolved paragraph be amended by deleting it in its entirety and substituting with the following:

"AND THEREFORE BE IT FURTHER RESOLVED THAT City Council directs City Administration to develop a mandatory licensing system for secondary suites and return to Council no later than Q1 2018."

ROLL CALL VOTE:

For: (5): Councillor Chu, Councillor Demong, Councillor Jones, Councillor Magliocca, and Councillor Sutherland

Against: (10): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Keating, and Councillor Woolley

MOTION DEFEATED

Moved by Councillor Farrell
Seconded by Councillor Woolley

Amendment:

That the third Be it Resolved paragraph be amended by deleting it in its entirety and substituting with the following:

"AND THEREFORE BE IT FURTHER RESOLVED that Administration reinstate a fee for the following:

- a) basement suite applications
 - b) laneway unit applications
- (a partial fee for out of pocket expenses only)."

ROLL CALL VOTE:

For: (8): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Farrell, Councillor Keating, and Councillor Woolley

Against: (7): Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Jones, Councillor Magliocca, and Councillor Sutherland

MOTION CARRIED

Council shortened the dinner recess from seventy-five minutes to forty-five minutes, by general consent.

RECEIVED FOR THE CORPORATE RECORD

A copy of a memo from M. Tita dated 2017 December was received for the Corporate Record.

Moved by Councillor Keating
Seconded by Councillor Farkas

That with respect to Notice of Motion C2017-1249, the first Be it Resolved paragraph be adopted as follows:

THEREFORE, BE IT RESOLVED THAT City Council directs City Administration to bring forward amendments to the Land Use By-law 1P2007 to include secondary suites as discretionary uses within R-1, R-C1, and R-C1L land use districts no later than 2018 Q1;

ROLL CALL VOTE:

For: (10): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Keating, and Councillor Woolley

Against: (5): Councillor Chu, Councillor Demong, Councillor Jones, Councillor Magliocca, and Councillor Sutherland

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Farkas

That with respect to Notice of Motion C2017-1249, the second Be it Resolved paragraph be adopted as follows:

AND THEREFORE BE IT FURTHER RESOLVED THAT City Council directs City Administration to bring forward changes to the Secondary Suite Registry that make enrolment in the Registry mandatory (with a visible registration tag) for new secondary suites;

ROLL CALL VOTE:

For: (12): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, and Councillor Sutherland

Against: (3): Councillor Chu, Councillor Magliocca, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Farkas

That with respect to Notice of Motion C2017-1249, the third Be it Resolved paragraph, as amended, be adopted, in part, as follows:

AND THEREFORE BE IT FURTHER RESOLVED that Administration reinstate a fee for the following:

a) basement suite applications

(a partial fee for out of pocket expenses only)

ROLL CALL VOTE:

For: (9): Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (6): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Farrell, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Farkas

That with respect to Notice of Motion C2017-1249, the third Be it Resolved paragraph, as amended, be adopted, in part, as follows:

AND THEREFORE BE IT FURTHER RESOLVED that Administration reinstate a fee for the following:

b) laneway unit applications

(a partial fee for out of pocket expenses only).

ROLL CALL VOTE:

For: (10): Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (5): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Farrell, and Councillor Woolley

MOTION CARRIED

Council recessed at 6:05 p.m. and reconvened at 6:52 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Magliocca
Seconded by Councillor Keating

Amendment:

That Councillor Keating's proposed Motion Arising with respect to Notice of Motion C2017-1249, be amended in the second Be It Resolved paragraph by adding a new #6 as follows:

"6. Guidelines on advertising and engagement."

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Farkas

That with respect to Notice of Motion C2017-1249, the following Motion Arising be adopted, in part, **after amendment**:

NOW THEREFORE BE IT RESOLVED, That Council direct administration to develop a policy on how discretion will be applied on secondary suite applications, including but not limited to:

1. Additional parking requirements on cul-de-sacs;
2. Rules on properties that do not have back lanes; **and**
3. Rules around restrictions on relaxations be allowed for suite applications.

ROLL CALL VOTE:

For: (9): Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (6): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Farrell, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Farkas

That with respect to Notice of Motion C2017-1249, the following Motion Arising be adopted, in part, **as amended**:

AND FURTHER BE IT RESOLVED, That Administration develop recommendations, including possible implementation plans, on:

1. A temporary amnesty for illegal suites and increased illegal suite penalties after the amnesty expires;
2. Fees to be charged for the registry, due on renewal every two years, with fee revenue being directed to increased bylaw enforcement for suites;
3. A fee rebate program for homeowner occupied properties;
4. An application “guide-book” to provide information for applicants on how to effectively navigate the process.
5. Inclusion of all suites, new and existing, in the mandatory registry.
- 6. Guidelines on Advertising and engagement**

And return to Council directly with the bylaw amendments in Q1 2018.

ROLL CALL VOTE:

For: (10): Mayor Nenshi, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (5): Councillor Carra, Councillor Chahal, Councillor Farrell, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Farkas

That with respect to Notice of Motion C2017-1249, the following Motion Arising be adopted, in part:

AND FURTHER BE IT RESOLVED, that Administration bring an annual report to the SPC on Planning on Urban Development that provides statistics and an overview of secondary suite applications from the previous year.

ROLL CALL VOTE:

For: (6): Councillor Chu, Councillor Demong, Councillor Farkas, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (9): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Farrell, Councillor Gondek, Councillor Jones, and Councillor Woolley

MOTION DEFEATED

Moved by Councillor Davison
Seconded by Councillor Woolley

Amendment:

That Councillor Sutherland's proposed Motion Arising with respect to Notice of Motion C2017-1249, be amended as follows:

- by deleting the words "good neighbour relations and tenant" following the words "enforce Council's goals of"; and
- by adding the words "and enforcement," prior to the words "including but not limited to the development".

Against: Councillor Demong, Councillor Sutherland

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Magliocca

That with respect to Notice of Motion C2017-1249, the following Motion Arising be adopted, **as amended**:

Direct Administration to investigate using the registry to help enforce Council's goals of safety **and enforcement**, including but not limited to the development of the registry bylaw.

ROLL CALL VOTE:

For: (10): Mayor Nenshi, Councillor Chahal, Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (5): Councillor Carra, Councillor Colley-Urquhart, Councillor Farrell, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Davison
Seconded by Councillor Magliocca

That with respect to Notice of Motion C2017-1249, the following Motion Arising be adopted:

That Council direct Administration to consider holding new applications and not schedule any land use redesignation applications for secondary suites, for consideration by Council, until the March 2018 Public Hearing.

ROLL CALL VOTE:

For: (7): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Jones, Councillor Magliocca, and Councillor Sutherland

Against: (8): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farrell, Councillor Gondek, Councillor Keating, and Councillor Woolley

MOTION DEFEATED

Moved by Councillor Keating

Seconded by Councillor Magliocca

That Council reconsider its decision with respect to Councillor Davison's proposed Motion Arising with respect to Notice of Motion C2017-1249.

ROLL CALL VOTE:

For: (11): Mayor Nenshi, Councillor Carra, Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (4): Councillor Chahal, Councillor Colley-Urquhart, Councillor Farrell, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Davison

Seconded by Councillor Magliocca

That with respect to Notice of Motion C2017-1249, the following Motion Arising be adopted:

That Council direct Administration to consider holding new applications and not schedule any land use redesignation applications for secondary suites, for consideration by Council, until the March 2018 public hearing.

ROLL CALL VOTE:

For: (8): Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (7): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Farrell, Councillor Gondek, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Davison

That with respect to Notice of Motion C2017-1249, the following Motion Arising be adopted:

That Council direct Administration to abandon the work which was directed on 2017 July 31, through Notice of Motion NM2017-24.

Against: Councillor Demong, Councillor Farkas

MOTION CARRIED

12.2 BYLAW TABULATIONS

(None)

12.3 MISCELLANEOUS BUSINESS

(None)

13. URGENT BUSINESS

No Urgent Business Items were added.

14. CONFIDENTIAL ITEMS

Moved by Councillor Jones
Seconded by Councillor Colley-Urquhart

That subject to Section 65(1) of the Procedure Bylaw 35M2017, Council add an item of Confidential Urgent Business, Item 14.3, VR2017-0055.

MOTION CARRIED

Moved by Councillor Demong
Seconded by Councillor Chahal

That in accordance with Section 197 of the *Municipal Government Act*, Council now recess at 7:54 p.m. to reconvene in Closed Meeting in the Council Lounge to discuss confidential matters with respect to the following reports:

- C2017-1164 subject to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*;
- UC82017-0670 and C2017-1251 subject to Sections 23, 24, and 25 of the *Freedom of Information and Protection of Privacy Act*;
- VR2017-0054 subject to Sections 17, 19 and 27 of the *Freedom of Information and Protection of Privacy Act*; and

- VR2017-0055, subject to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

ROLL CALL VOTE:

For: (14): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

Against: (1): Councillor Woolley

MOTION CARRIED

Moved by Councillor Gondek

Seconded by Councillor Keating

That Council reconvene in public meeting, in the Council Chamber, at 8:52 p.m., with Mayor Nenshi in the Chair, to rise and report.

MOTION CARRIED

- 14.1 CONFIDENTIAL ATTACHMENT 3, C2017-1164 (ITEM #11.2.1 IN PUBLIC AGENDA) (FOIP 17 AND 19)

Clerk's Note: See Item 11.2.1 for Council's Decision.

- 14.2 PROPOSED DELEGATED AUTHORITY: LAND ACQUISITION FOR STAGE 1 GREEN LINE LRT PROJECT – WARD 07 (CLLR. DRUH FARRELL) WARD 08 (CLLR. EVAN WOOLLEY) WARD 09 (CLLR. GIAN-CARLO CARRA) WARD 12 (CLLR. SHANE KEATING) (JC), UCS2017-0670

Subject to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the Closed Meeting: J. Dubetz (Clerk), L. McDougall (Clerk), G. Cole (Legal Advice), J. Fielding (Advice), B. Stevens (Advice)

Moved by Councillor Sutherland

Seconded by Councillor Keating

That with respect to Report UCS2017-0670, the following be adopted:

That Council refer the confidential report UCS2017-0670 back to Administration, to return to Council with a new report, through the SPC on Utilities and Corporate Services, no later than Q2 2018.

MOTION CARRIED

- 14.3 PROPOSED RECONSIDERATION TO PREVIOUSLY AUTHORIZED (AMENDMENT) – (HIGHFIELD) – WARD 09 (CLLR. GIAN-CARLO CARRA), C2017-1251

Subject to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the Closed Meeting: J. Dubetz (Clerk), L. McDougall (Clerk), G. Cole (Legal Advice), J. Fielding (Advice), B. Stevens (Advice)

Moved by Councillor Sutherland

Seconded by Councillor Carra

That with respect to Report C2017-1251, the following be adopted:

That Council:

1. Reconsider its decision contained in the minutes of the 2017 November 13 Regular Meeting of Council with respect to Confidential Attachment 5 contained in UCS2017-0679.
2. Adopt the Administration Recommendations contained in Report C2017-1251; and
3. Direct that the report, recommendations, attachments and closed meeting discussions remain confidential under Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act* unless The City of Calgary is required to disclose pursuant to the *Expropriation Act* (Alberta).

MOTION CARRIED

14.4 PERSONNEL MATTER (VERBAL), VR2017-0054

Subject to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the Closed Meeting: J. Dubetz (Clerk), G. Cole (Legal Advice), J. Fielding (Advice)

Moved by Councillor Colley-Urgunart

Seconded by Councillor Farrell

That with respect to Report VR2017-0054, the following be adopted:

That Council:

1. Receive Verbal Report VR2017-0054 for information; and
2. Direct that the closed meeting discussions remain confidential under Sections 17, 19 and 27 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

14.5 COORDINATING COMMITTEE OF THE COUNCILLORS OFFICE ("CCCO") PERSONNEL MATTER (VERBAL), VR2017-0055

DISTRIBUTION

Copies of a document which is to be held confidential under Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act* were distributed.

Subject to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the Closed Meeting: J. Dubetz

(Clerk), L. McDougall (Clerk), G. Cole (Legal Advice), J. Fielding (Advice), B. Stevens (Advice)

Moved by Councillor Jones
Seconded by Councillor Chu

That with respect to Report VR2017-0055, the following be adopted:

That Council:

1. Refer the Personnel Matter to the CCCO for further work, to return as soon as possible;
2. Authorize the Mayor to host a retirement event for the 2017 retiring Councillors; and
3. Direct that the closed meeting discussions and distribution remain confidential under Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

Against: Councillor Farkas

MOTION CARRIED

15. ADMINISTRATIVE INQUIRIES

There were no Administrative Inquiries received.

16. ADJOURNMENT

Moved by Councillor Jones
Seconded by Councillor Davison

That this Council adjourn at 8:56 p.m.

ROLL CALL VOTE:

For: (10): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, and Councillor Sutherland

Against: (5): Councillor Colley-Urquhart, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Woolley

MOTION CARRIED

CONFIRMED BY COUNCIL

MAYOR

CITY CLERK



MINUTES
REGULAR MEETING OF COUNCIL

December 18, 2017, 9:30 AM
IN THE COUNCIL CHAMBER

PRESENT:

Mayor N. Nenshi
Councillor G-C. Carra
Councillor G. Chahal
Councillor D. Colley-Urquhart
Councillor J. Davison
Councillor P. Demong
Councillor J. Farkas
Councillor D. Farrell
Councillor J. Gondek
Councillor R. Jones
Councillor S. Keating
Councillor J. Magliocca
Councillor W. Sutherland
Councillor E. Woolley

ALSO PRESENT:

City Manager J. Fielding
City Solicitor and General Counsel G. Cole
Deputy City Manager B. Stevens
Chief Financial Officer E. Sawyer
General Manager S. Dalgleish
General Manager K. Hanson
Acting General Manager M. Thompson
Acting General Manager C. Collier
General Manager R. Stanley
Acting City Clerk B. Hilford
Legislative Recorder J. Lord Charest
Legislative Assistant T. Rowe

1. CALL TO ORDER

Mayor Nenshi called this meeting to order at 9:32 a.m.

2. OPENING REMARKS

Mayor Nenshi called for a moment of quiet contemplation at today's Meeting and reflected on The City's and Council's successes during the 2017 calendar year.

3. QUESTION PERIOD

1. Councillor Farkas

Topic: Resignation of the General Manager of Transportation and Transit

2. Councillor Carra

Topic: Best Practices and Bylaw requirements regarding idling of vehicles in residential neighbourhoods.

4. CONFIRMATION OF AGENDA

Moved by Councillor Magliocca

Seconded by Councillor Woolley

Amendment:

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

- 33rd and 34th Av S.W. (Marda Loop) Streetscape Master Plan Update, PUD2017-1088
- Infill Property Development Policy Improvements – Scoping Report, PUD2017-1125
- Rundle Area Master Plan, PUD2017-1172
- Miscellaneous – R-CG Monitoring Report, City Wide, M2017-034

MOTION CARRIED

Moved by Councillor Woolley

Seconded by Councillor Colley-Urquhart

Amendment:

That the Agenda for today's meeting, as amended, be further amended by adding the following item of Urgent Business:

- Audit Committee 2018 Work Plan , AC2017-1136

MOTION CARRIED

Moved by Councillor Farkas

Seconded by Councillor Demong

Amendment:

That the Agenda for today's meeting, as amended, be further amended by adding the following item of Confidential Urgent Business:

- Legal Briefing (Verbal), VR2017-0057

ROLL CALL VOTE

For: (9): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Jones, Councillor Magliocca, and Councillor Sutherland

Against: (5): Councillor Colley-Urquhart, Councillor Farrell, Councillor Gondek, Councillor Keating, and Councillor Woolley

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Demong

Amendment:

That the Agenda for today's meeting, as amended, be further amended by adding the following item of Confidential Urgent Business:

- Proposed Acquisition - (Belmont) - Ward 14 (Cllr. Peter Demong) File No: 200 210 Av SE (JRM), UCS2017-1215

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Demong

Amendment:

That the Agenda for today's meeting, as amended, be further amended by adding the following item of Confidential Urgent Business:

- Green Line Legal Briefing (Verbal), VR2017-0056

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Davison

That the Agenda for the 2017 December 18 Meeting of Council be confirmed, **as amended**, as follows:

ADD URGENT BUSINESS:

11.1 33rd and 34th Av S.W. (Marda Loop) Streetscape Master Plan Update, PUD2017-1088

11.2 Infill Property Development Policy Improvements - Scoping Report, PUD2017-1125

11.3 Rundle Area Master Plan, PUD2017-1172

11.4 Audit Committee 2018 Work Plan , AC2017-1136

11.5 Miscellaneous – R-CG Monitoring Report, City Wide, M2017-034

ADD CONFIDENTIAL URGENT BUSINESS:

12.6 Proposed Acquisition - (Belmont) - Ward 14 (Cllr. Peter Demong) File No: 200 210 Av SE (JRM), UCS2017-1215

12.7 Green Line Legal Briefing (Verbal), VR2017-0056

12.8 Legal Briefing (Verbal), VR2017-0057

MOTION CARRIED

5. CONFIRMATION OF MINUTES

Councillor Farkas recognized the City Clerk's Office for the quality of the Minutes they provide for The City.

Moved by Councillor Demong

Seconded by Councillor Colley-Urquhart

That the Minutes of the following meetings be confirmed:

5.1 Minutes of the Regular Meeting of Council, 2017 November 27

5.2 Minutes of the Strategic Meeting of Council, 2017 December 04

MOTION CARRIED

6. PRESENTATION(S) AND RECOGNITION(S)

6.1 Award Presentation - Institute of Transportation Engineers (ITE) - 2017 Transportation Planning Council Best Practice Award

Mayor Nenshi presented the 2017 Transportation Planning Council Best Practice Award in Council for The Institute of Transportation Engineers (ITE).

6.2 Award Presentation - Transportation Association of Canada (TAC) - Sustainable Urban Transportation Award

Mayor Nenshi presented the 2017 Sustainable Urban Transportation Award in Council for The Transportation Association of Canada (TAC).

Mayor Nenshi announced the departure of his Chief of Staff, Chima Nkemdirim, who is embarking on a new adventure in the private sector. Mayor Nenshi thanked Mr. Chima for his seven years of dedicated service as his Chief of Staff along with the legacy that he is leaving behind.

Councillor Colley-Urquhart acknowledged Mac Logan for his leadership and vision during his career with The City.

7. CONSENT AGENDA

Moved by Councillor Woolley

Seconded by Councillor Colley-Urquhart

That the Committee Recommendations contained in the following Reports, be adopted in an omnibus motion:

- 7.2 Silvera for Seniors Budget Review, PFC2017-1106
- 7.3 Report on Investment in Calgary's Cornerstone Arts Organizations, PFC2017-1202
- 7.4 Municipal Complex Structural Upgrade, PFC2017-1211
- 7.5 Plus 15 Program Implementation Plan, PFC2017-1102
- 7.6 Corporate Security Capital Request – Implementation Plan, PFC2017-1101
- 7.7 Assessment and Tax Circumstances Report, PFC2017-1083
- 7.8 Status Update on Project Management Practices and Capital Budget Process, PFC2017-1131
- 7.12 Livery Transport Advisory Committee Governance Review, CPS2017-1151
- 7.13 Seniors Age-Friendly Strategy Update, CPS2017-1129
- 7.14 2018-2020 Family and Community Support Services Funding Recommendations, CPS2017-1124
- 7.15 Update on the Cultural Plan for The City of Calgary, CPS2017-1203
- 7.16 Active Modes Reports – Deferral, TT2017-1239
- 7.17 Transportation Corridor Study Policy Update – Deferral, TT2017-1217
- 7.18 Assessment of Potential for Infill CTrain Stations, TT2017-1138
- 7.19 Resurfacing of Paved Alleys, TT2017-1104
- 7.20 The Merits of Autonomous Vehicle Testing in Calgary, TT2017-1193
- 7.22 Flags Displayed in the Council Chamber, C2017-1200

MOTION CARRIED

7.1 Economic Development Investment Fund, PFC2017-1081

Moved by Councillor Woolley

Seconded by Councillor Farrell

That with Respect to Report PFC2017-1081, the following be adopted, **after amendment:**

That Council:

1. Approve an additional allocation of \$90 million for the long-term funding value of the Economic Development Investment Fund (EDIF) for a total of \$100 million;

RECORDED VOTE

For: (12): Mayor Nenshi, Councillor Carra, Councillor Colley-Urquhart, Councillor Chahal, Councillor Davison, Councillor Demong, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, Councillor Sutherland and Councillor Woolley

Against: (1): Councillor Farkas

MOTION CARRIED

Moved by Councillor Woolley

Seconded by Councillor Farrell

That with respect to Report PFC2017-1081 the following be adopted:

That Council:

2. Direct Administration and CED to report to Priorities & Finance Committee with the EDIF Terms of Reference, including a strong governance structure, no later than 2018-Q1;

MOTION CARRIED

Moved by Councillor Woolley
Seconded by Councillor Farrell

That with Respect to Report PFC2017-1081, the following be adopted, **after amendment:**

That Council:

3. Approve the transfers from the following reserve funds to a newly created Economic Development Investment Fund (EDIF) reserve:

- **From the CBS and CCS – Business License Sustainment Reserve: \$20M for 2017 and \$20M for 2018**
- **From the anticipated savings in Corporate Programs \$25M for 2017**
- **From the Budget Savings Account \$25M for 2018.**

Against: Councillor Farkas

MOTION CARRIED

Moved by Councillor Woolley
Seconded by Councillor Farrell

That with Respect to Report PFC2017-1081, the following be adopted, **after amendment:**

That Council:

4. Direct Administration to return to Council with the terms and conditions for the newly created EDIF reserve fund for approval with the EDIF governance structure, no later than 2018 Q1.

MOTION CARRIED

7.9 2017 Triennial Reserves, (Report C2017-1123 (Attachment 11), PFC2017-1241

Moved by Councillor Sutherland
Seconded by Councillor Keating

That with respect Report PFC2017-1241, the following be adopted:

1. Approve the changes to reserves recommended by the 2017 Triennial Reserves Review as outlined in Attachment 11.1 and Attachment 11.2;
2. Approve the list of reserves to be reviewed in 2018 as outlined in Attachment 11.3;
3. Approve the amendment of the Community Sustainability & Public Art Reserve as outlined in Attachment 11.4; and
4. Receive for information the 2016 Report on Reserves and Long Term Liabilities, contained in Attachment 11.5.

MOTION CARRIED

7.10 CalgaryEATS! Progress Report 2017, CPS2017-1128

Moved by Councillor Woolley

Seconded by Councillor Colley-Urquhart

That with respect to Report CPS2017-1128, the following be adopted:

That Council receive this report for information.

Against: Councillor Demong

MOTION CARRIED

INTRODUCTION

Mayor Nenshi introduced a group of students from West Dalhousie School, in Ward 4, along with their teacher Shannon Lobreau.

7.11 Indigenous Policy and Framework Engagement with Metis Nation of Alberta Region 3, CPS2017-1124

Moved by Councillor Sutherland

Seconded by Councillor Colley-Urquhart

That with respect to Report CPS2017-1142, the following be adopted:

That Council:

1. Direct Administration to work with Metis Nation of Alberta Region 3 to develop a *Metis Nation of Alberta Region 3 Policy Implementation Guide* that is reflective of their culture and history no later than the end of Q4 2018; and
2. Direct Administration to set up an Official signing and formal acknowledgement of the Council approved indigenous Policy to include the Metis Nation of Alberta Region 3 Treaty 7, City Council and the City of Calgary.

MOTION CARRIED

7.21 Safer Mobility Plan Annual Report 2017, TT2017-1121

Moved by Councillor Demong

Seconded by Councillor Chahal

Amendment:

That Recommendation 2 contained in Report TT2017-1121 be amended by deleting the year "2018" following the words "safety plan for", and by substituting with the year "2019".

Against: Councillor Farrell

MOTION CARRIED

Moved by Councillor Keating
Seconded by Councillor Davison

That with respect to Report TT2017-1121, the following be adopted, **after amendment**, as follows:

That Council:

1. Receive this report for information; and
2. Direct Administration to report back to the SPC on Transportation and Transit with a proposed traffic safety plan for **2019-2022** by Q3 2018.

MOTION CARRIED

8. POSTPONED REPORTS

(None)

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 OFFICER OF COUNCIL REPORTS

(None)

9.2 ADMINISTRATION REPORTS

9.2.1 West Macleod Quadrant Boundary Alignment, C2017-1212

Moved by Councillor Demong
Seconded by Councillor Colley-Urquhart

That with respect to Report C2017-1212, the following be adopted:

That Council refer report C2017-1212 back to Administration for further consultation with the Ward Councillors and return to Council with a new report no later than Q1 2018.

MOTION CARRIED

9.2.2 Urban Design Review Panel - Non-binding Nominations, C2017-1231

Item 9.2.2, Report C2017-1231 and Item 9.2.3, Report C2017-1169 was postponed to be dealt with in today's Closed Agenda, by general consent.

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the closed meeting discussion with respect to Attachment 2, 3, 4 and 5 to Report C2017-1231:

B. Hilford (Clerk), J. Lord Charest (Clerk), J. Fielding (Advice), G. Cole (Legal Advice), L. Kennedy (Advice).

Moved by Councillor Carra
Seconded by Councillor Farrell

That with respect to Report C2017-1231, the following be adopted:

That Council:

1. Appoint the following seven public members to the Urban Design Review Panel, each for a term set to expire at the 2019 Organizational Meeting of Council
 - a. Janice Liebe - Alberta Association of Architects (AAA)
 - b. Jeremy Sturgess - Alberta Association of Architects (AAA)
 - c. Gary Mundy - Alberta Association of Architects (AAA)
 - d. Glen Pardoe - One member of the Association of Professional Engineers, Geologists and Geophysicists (APREGA)
 - e. Jack Vanstone- Alberta Association of Landscape Architects (AALA)
 - f. Eric Toker - "adjunct" member of the panel of the Alberta Association of Architects (AAA) with Heritage expertise.
 - g. Chris Hardwicke - Alberta Professional Planners Institute (APPI); and
2. Direct that Attachments 2, 3, 4 and 5 and the **closed meeting discussions** remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

Against: Councillor Magliocco

MOTION CARRIED

9.2.3 Business Improvement Areas and Business Revitalization Zones – Board Appointments, C2017-1169

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the closed meeting discussion with respect to Report C2017-1169:

B. Hilford (Clerk), J. Lord Charest (Clerk), J. Fielding (Advice), G. Cole (Legal Advice), L. Kennedy (Advice).

Moved by Councillor Farrell
Seconded by Councillor Carra

That with respect to Report C2017-1169, the following be adopted:

That Council:

1. Appoint members to the boards of business improvement areas and business revitalization zones for the 2018/2019 terms as per the Attachment to Report C2017-1169; and
2. Direct that retiring board members receive a letter from the Mayor thanking them for their service.

3. Direct that the **closed meeting discussions**, remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

9.2.4 Election 2017 Response and Next Steps - C2017-1191, C2017-1191

Moved by Councillor Chahal

Seconded by Councillor Demong

Amendment:

That with respect to report C2017-1191, a new recommendation 2 be added, as follows:

2. Direct the Returning Officer to include the following in the above noted report:

- a) Election eligibility requirements for voters and candidates; and
- b) Enhancements of ID requirements without disenfranchising votes.

MOTION CARRIED

Moved by Councillor Woolley

Seconded by Councillor Magliocca

That with respect to Report C2017-1164, the following be adopted, **as amended**, as follows:

That Council:

1. Direct that on or before the end of Q3 2018, the Returning Officer provide Council with a comprehensive four-year election program that modernizes and enhances Calgary's election processes and meets the expectations of voters, media and candidates; and

2. Direct the Returning Officer to include the following in the above noted report:

- a) Election eligibility requirements for voters and candidates; and**
- b) Enhancements of ID requirements without disenfranchising votes.**

MOTION CARRIED

9.3 COMMITTEE REPORTS

9.3.1 2018 Business Tax Bylaw (Bylaw 1M2018), PFC2017-1082

Moved by Councillor Sutherland
Seconded by Councillor Woolley

That with respect to Report PFC2017-1082, the following be adopted:

That Council give three readings to the proposed Bylaw 1M2018.

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Woolley

That Bylaw 1M2018 be introduced and read a first time.

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Woolley

That Bylaw 1M2018 be read a second time.

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Woolley

That authorization now be given to read Bylaw 1M2018 a third time.

MOTION CARRIED UNANIMOUSLY

Moved by Councillor Sutherland
Seconded by Councillor Woolley

That Bylaw 1M2018 be read a third time.

MOTION CARRIED

9.3.2 City Assessor Bylaw Amendment (Bylaw 48M2017), PFC2017-1127

Moved by Councillor Sutherland
Seconded by Councillor Davison

That with respect to Report PFC2017-1127, the following be adopted:

That Council Give three readings to the proposed Bylaw 48M2017.

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Davison

That Bylaw 48M2017 be introduced and read a first time.

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Davison

That Bylaw 48M2017 be read a second time.

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Davison

That authorization now be given to read Bylaw 48M2017 a third time.

MOTION CARRIED UNANIMOUSLY

Moved by Councillor Woolley
Seconded by Councillor Davison

That Bylaw 48M2017 be read a third time.

MOTION CARRIED

10. ITEMS DIRECTLY TO COUNCIL

10.1 BYLAW TABULATIONS

10.1.1 Tabulation of Capital Borrowing and Loan Bylaws of the Regulated Operations of ENMAX Corporation

10.1.1.1 Bylaw 2B2017, For Three Readings

Moved by Councillor Demong
Seconded by Councillor Keating

That Bylaw 2B2017 be introduced and read a first time.

MOTION CARRIED

Moved by Councillor Demong
Seconded by Councillor Keating

That Bylaw 2B2017 be read a second time.

MOTION CARRIED

Moved by Councillor Demong
Seconded by Councillor Keating

That authorization now be given to read Bylaw 2B2017 a third time.

MOTION CARRIED UNANIMOUSLY

Moved by Councillor Demong
Seconded by Councillor Keating

That Bylaw 2B2017 be read a third time.

MOTION CARRIED

10.1.1.2 Bylaw 3B2017, First Reading Only

Moved by Councillor Demong
Seconded by Councillor Keating

That Bylaw 3B2017 be introduced and read a first time.

MOTION CARRIED

10.1.1.3 Bylaw 4B2017, First Reading Only

Moved by Councillor Demong
Seconded by Councillor Keating

That Bylaw 4B2017 be introduced and read a first time.

MOTION CARRIED

10.1.1.4 Bylaw 5B2017, First Reading Only

Moved by Councillor Demong
Seconded by Councillor Keating

That Bylaw 5B2017 be introduced and read a first time.

MOTION CARRIED

10.1.1.5 Bylaw 47M2017, First Reading Only

Moved by Councillor Demong
Seconded by Councillor Keating

That Bylaw 47M2017 be introduced and read a first time.

MOTION CARRIED

10.2 MISCELLANEOUS BUSINESS

(None)

11. URGENT BUSINESS

- 11.1 33rd and 34th Av S.W. (Marda Loop) Streetscape Master Plan Update, PUD2017-1088

Moved by Councillor Magliocca
Seconded by Councillor Woolley

That with respect to Report PUD2017-1088, the following be adopted:

That Council:

1. Receive this Report for information; and
2. Direct Administration to return, through the Planning and Urban Development Committee, to Council in Q4 2018, with a comprehensive Streetscape Master Plan for 33rd and 34th Avenues S.W. (Marda Loop) that will include options that are integrated with the proposed SW Bus Rapid Transit (BRT) route at Crowchild Trail and 33rd Av S.W. intersection, along with funding options.

MOTION CARRIED

- 11.2 Infill Property Development Policy Improvements - Scoping Report, PUD2017-1125

Moved by Councillor Magliocca
Seconded by Councillor Woolley

That with respect to Report PUD2017-1125, the following be adopted:

That Council:

1. Direct Administration to report back to the Calgary Planning Commission no later than Q3 2018, with Land Use Bylaw amendments to address issues identified in Phase 1; and
2. Direct Administration to report back to the SPC on Planning and Urban Development no later than Q4 2018, with results from Phase 2.

MOTION CARRIED

11.3 Rundle Area Master Plan, PUD2017-1172

Moved by Councillor Jones

Seconded by Councillor Carra

That with respect to Report PUD2017-1172, the following be adopted:

That Council:

1. Receive the Master Plan for information.
2. Direct Administration to use the Master Plan to evaluate development applications in the study area and to consider the goals of the Master Plan when making future infrastructure decisions pertaining to the plan area; and
3. Direct Administration to report back to Council, through the Special Policy Committee on Transportation and Transit, by 2018 May with a scope of work to further evaluate and develop an implementation plan for multi-modal transportation infrastructure needed to further support realization of the Master Plan.

MOTION CARRIED

11.4 Audit Committee 2018 Work Plan , AC2017-1136

Moved by Councillor Woolley

Seconded by Councillor Chahal

That with respect to Report AC2017-1136, the following be adopted:

That Council receive this Report and the 2018 Work Plan (Attachment) for Information.

MOTION CARRIED

11.5 Miscellaneous – R-CG Monitoring Report, City Wide, M2017-034

Moved by Councillor Magliocca

Seconded by Councillor Keating

That with respect to Report M2017-034, the following be adopted:

That Council direct Administration to review, for the R-CG district, secondary suites, parking for secondary suites, rowhouse maximum building height, and corner rowhouse issues, and report with recommendations to Council, through Calgary Planning Commission, by 2018 Q3.

MOTION CARRIED

12. CONFIDENTIAL ITEMS

Moved by Councillor Demong
Seconded by Councillor Keating

Pursuant to Section 197 of the *Municipal Government Act*, and the following Sections of the *Freedom of Information and Protection of Privacy Act*, Council now recess at 11:45 a.m. to reconvene in Closed Meeting at 1:00 p.m. in the Council Boardroom to consider the following:

- Item 9.2.2, Confidential Attachments 2, 3, 4 and 5 to Report C2017-1231, and Item 9.2.3, Attachment 1 to Report C2017-1169, pursuant to Sections 17 and 19;
- Item 12.1, Report C2017-1186, pursuant to Section 24;
- Item 12.2, Report IGA2017-1235, pursuant to Sections 23 and 24;
- Item 12.6, Report UCS2017-1215, pursuant to Sections 23, 24 and 25; and
- Item 12.7, Report VR2017-0056, and Item 12.8, Report VR2017-0057, pursuant to Sections 24, 25 and 27.

ROLL CALL VOTE

For: (14): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, Councillor Sutherland, and Councillor Woolley

MOTION CARRIED

Council recessed, in closed meeting, in the Council Boardroom at 3:20 p.m.

Council reconvened, in public meeting, in Council Chamber, at 3:51 p.m., with Mayor Nenshi in the Chair.

Moved by Councillor Chahal
Seconded by Councillor Gondek

That Council now rise without reporting, to consider Item 7.1, Report PFC2017-1081, in public meeting.

MOTION CARRIED

Moved by Councillor Demong
Seconded by Councillor Magliocca

Pursuant to Section 197 of the *Municipal Government Act*, and the following Sections of the *Freedom of Information and Protection of Privacy Act*, Council now move into closed meeting, in the Council Boardroom, to consider the following:

- Item 9.2.2, Confidential Attachments 2, 3, 4 and 5 to Report C2017-1231, and Item 9.2.3, Attachment 1 to Report C2017-1169, pursuant to Sections 17 and 19;
- Item 12.7, Report VR2017-0056, and Item 12.8, Report VR2017-0057, pursuant to Sections 24, 25 and 27; and
- Item 12.9, Report VR2017-0058, pursuant to Sections 17, 19 and 27.

ROLL CALL VOTE

For: (13): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Colley-Urquhart, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

MOTION CARRIED

Moved by Councillor Sutherland
Seconded by Councillor Carra

That Council now Rise and Report.

MOTION CARRIED

12.1 Calgary Housing Update (verbal) - C2017-1186 (FOIP 24)

Copies of a document which is to be held confidential under Sections 24 and 25 of the *Freedom of Information and Protection of Privacy Act* was distributed.

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the closed meeting discussion with respect to Report C2017-1186:

B. Hilford (Clerk), J. Lord Charest (Clerk), J. Fielding (Advice), G. Cole (Legal Advice), K. Hanson (Advice), T. Ward (Advice), D. Corbin (Advice), S. Woodgate (Advice).

Moved by Councillor Farrell
Seconded by Councillor Chahal

That with respect to Report C2017-1186, the following be adopted:

That Council:

1. Adopt the recommendations discussed in the closed meeting with respect to Report C2017-1186; and
2. Direct that the closed meeting discussions, recommendations and confidential distribution with respect to Report C2017-1186 remain confidential pursuant to Sections 21 and 24 of the *Freedom of Information and Protection of Privacy Act*.

Against: Councillor Colley-Urquhart

MOTION CARRIED

12.2 Referral Report – Calgary Regional Partnership Membership, IGA2017-1235 (FOIP 23 and 24)

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the closed meeting discussion with respect to Report IGA2017-1235:

B. Hilford (Clerk), J. Lord Charest (Clerk), J. Fielding (Advice), G. Cole (Legal Advice), D. Corbin (Advice), B. Stevens (Advice).

Moved by Councillor Carra
Seconded by Councillor Gondek

That with respect to Report IGA2017-1235, the following be adopted:

That Council:

1. File Recommendation 1, from the Intergovernmental Affairs Committee, contained in Report IGA2017-1235; and
2. Direct that this Report, Recommendation and Closed Meeting discussions remain confidential under Sections 23 and 24 of the *Freedom of Information and Protection Act* until this matter is resolved.

MOTION CARRIED

12.3 Attachments 2 and 3 to Report Corporate Security Capital Request – Implementation Plan, PFC2017-1101 (Item 7.6 in Open Agenda) FOIP 23 and 24

Clerk's Note: See Item 7.6 for Council's Decision.

12.4 Attachments 2, 3, 4 and 5 to Urban Design Review Panel - Non-binding Nominations, C2017-1231 (FOIP 17 and 19) (Item 9.2.2 in the Open Agenda)

Clerk's Note: See Item 9.2.2 for Council's Decision.

- 12.5 Attachment 1 to Business Improvement Areas and Business Revitalization Zones – Board Appointments, C2017-1169 (FOIP 17 and 19)(Item 9.2.3 in the Open Agenda)

Clerk's Note: See Item 9.2.3 for Council's Decision.

- 12.6 Proposed Acquisition - (Belmont) - Ward 14 (Cllr. Peter Demong) File No: 200 210 Av SE (JRM), UCS2017-1215 (FOIP 23, 24 and 25)

A clerical correction was noted to the title of Report UCS2017-1215, as follows:

1. By deleting the words "Ward 14" and substituting with the words "Ward 13"; and
2. By deleting the words "Cllr. Peter Demong" and substituting with the words "Cllr. Colley-Urquhart".

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the closed meeting discussion with respect to Report UCS2017-1215:

B. Hilford (Clerk), J. Lord Charest (Clerk), J. Fielding (Advice), B. Stevens (Advice), G. Cole (Legal Advice), B. Inlow (Legal Advice).

Moved by Councillor Sutherland
Seconded by Councillor Colley-Urquhart

That with respect to Report UCS2017-1215, the following be adopted:

That Council:

1. Adopt Administration Recommendation 1 contained in Report UCS2017-1215; and
2. Direct that Recommendations, Report and Attachments remain confidential under Sections 23, 24, 24 and 25 of the *Freedom of Information and Protection of Privacy Act* until the transaction has been closed.

MOTION CARRIED

- 12.7 Green Line Legal Briefing (Verbal), VR2017-0056 (FOIP 24, 25 and 27)

DISTRIBUTION

Copies of 2 documents which are to be held confidential under Sections 24, 25 and 27 of the *Freedom of Information and Protection of Privacy Act* were distributed.

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the closed meeting discussion with respect to Report VR2017-0056:

B. Hilford (Clerk), J. Lord Charest (Clerk), J. Fielding (Advice), B. Stevens (Advice), G. Cole (Legal Advice), M. Bendfeld (Legal Advice), J. Wilson (External Legal Advice), M. Thompson (Advice), D. Morgan (Advice).

Moved by Councillor Gondek
Seconded by Councillor Farrell

That with respect to Report VR2017-0056, the following be adopted:

That Council receive the verbal presentation and direct that the discussions held in closed meeting with respect to Item 1 to Report VR2017-0056 remain confidential pursuant to Sections 24, 25 and 27 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

Councillors Demong and Keating declared a conflict of interest on Item 2 of the confidential discussions with respect to Report VR2017-0056 and left the closed meeting discussions.

Subsequently they were ineligible to vote on Item 2 to Report VR2017-0056 and left Council Chamber upon Rise and Report.

Moved by Councillor Gondek
Seconded by Councillor Farrell

That with respect to Report VR2017-0056, the following be adopted:

That Council receive the verbal presentation and direct that the discussions held in closed meeting with respect to Item 2 to Report VR2017-0056 remain confidential pursuant to Sections 24, 25 and 27 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

12.8 Legal Briefing (Verbal), VR2017-0057 (FOIP 24, 25 and 27)

Pursuant to Section 197(6) of the *Municipal Government Act*, the following members of Administration were in attendance in the closed meeting discussion with respect to Report VR2017-0056:

B. Hilford (Clerk), J. Lord Charest (Clerk), J. Fielding (Advice), B. Stevens (Advice), G. Cole (Legal Advice), L. Kennedy (Advice), B. Inlow (Legal Advice), D. Gallow (Advice), T. Fam (Advice).

Moved by Councillor Farrell
Seconded by Councillor Colley-Urquhart

That with respect to Report VR2017-0057, the following be adopted:

That Council direct that the discussions held in closed meeting with respect to Report VR2017-0057 remain confidential pursuant to Sections 24, 25 and 27 of the *Freedom of Information and Protection of Privacy Act*.

Against: Councillor Farkas

MOTION CARRIED

13. ADMINISTRATIVE INQUIRIES

No Administrative Inquiries were received at today's meeting.

14. ADJOURNMENT

Moved by Councillor Jones

Seconded by Councillor Colley-Urquhart

That this Council adjourn at 5:54 p.m. on 2017 December 18.

ROLL CALL VOTE

For: (8): Mayor Nenshi, Councillor Chahal, Councillor Davison, Councillor Demong, Councillor Farrell, Councillor Gondek, Councillor Jones, and Councillor Sutherland

Against: (4): Councillor Colley-Urquhart, Councillor Farkas, Councillor Keating, and Councillor Magliocca

MOTION CARRIED

CONFIRMED BY COUNCIL ON

MAYOR

CITY CLERK

Integrated Civic Facility Planning Program 2017 Status Update Deferral

EXECUTIVE SUMMARY

In 2015 Q1, Council directed Administration to coordinate The City's approach to facility planning in order to achieve economies of scale, build multi-use facilities when appropriate, foster economic resiliency, consider opportunities to work collaboratively with the private sector, and improve services to citizens. In response to Council's direction, Administration created the Integrated Civic Facility Planning (ICFP) Program. In 2016 Q3, Council directed Administration to report back annually with a status update on the ICFP Program.

The ICFP Program is set to complete a number of key program deliverables in 2018 Q1 including the realization of the Corporate Facility Planning Framework and related facility strategies to guide The City's facility planning process. As a result, Administration is planning to update Council on these key deliverables in 2018 Q2, and it would be beneficial to bring both the 2017 annual update and these items to Council at the same time in order to avoid duplication of efforts and allow for a more holistic discussion of progress to date. Administration is recommending deferral of the ICFP Program 2017 Status Update to no later than 2018 Q2.

ADMINISTRATION RECOMMENDATION:

That the SPC on Utilities and Corporate Services recommends that Council defer the Integrated Civic Facility Planning Program 2017 Status Update report to no later than 2018 Q2.

RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED 2017 DECEMBER 15:

That the Administration Recommendation contained in Report UCS2017-1250 be approved.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2016 September 29, Council adopted Administration's recommendation contained in LAS2016-76 Integrated Civic Facility Planning Program 2016 Status Update report as follows: that "Council direct Administration to report back to Council annually through the Land and Asset Strategy Committee with an update on the Integrated Civic Facility Planning Program status no later than Q4 2017."

BACKGROUND

In 2015 Q1, Council directed Administration to coordinate The City's approach to facility planning in order to achieve economies of scale, build multi-use facilities wherever appropriate, consider opportunities to work with the private sector and improve services to citizens. In response to Council's direction, Administration has developed the Integrated Civic Facility Planning (ICFP) Program. Through this cross-corporate transformational change program, ICFP is developing a coordinated, corporate approach for the planning and delivery of City facilities through the following four work streams:

Integrated Civic Facility Planning Program 2017 Status Update Deferral

- 1) **Corporate Facility Planning Framework (CFPF)** – The CFPF provides the processes, tools and organizational structure required to ensure the integration of facility planning across the corporation.
- 2) **Facilities Strategies** – The program has developed 16 strategies to guide planning and decision-making. The primary objective of these strategies is to ensure City planning of facilities is as efficient and effective as possible while also enhancing service delivery.
- 3) **Learning Projects** – The Learning Projects are in-flight projects that are being leveraged to demonstrate desired outcomes and to inform the ICFP framework.
- 4) **Corporate Facility Portfolio Plan** – This plan is a set of short, mid and long-term plans that will identify which facilities The City should build, demolish, renovate, acquire and relinquish.

Program progress along with research and stakeholder engagement indicates significant benefits to the implementation of integrated facility planning and delivery of multi-use facilities, including:

- A focus on citizen needs by developing City facilities within communities that include broader services such as health, daycare, non-market housing, and education.
- The opportunity to deliver and partner with other private and public entities to reduce risk and share costs;
- Increase equity of access to City services through multi-use civic facilities combined with supportive transit infrastructure;
- Improve The City's ability to strategically locate civic facilities to create service clusters that attract people, private development and provide economic resiliency; and
- Enhance the use of facilities resources through shared facilities to avoid redundancies seen in a single-use model

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Integrated Civic Facility Planning (ICFP) Program is a corporate wide approach to planning and delivering facilities while addressing structural barriers and gaps that need to be overcome to achieve success. As a change initiative, the ICFP program is focused on developing a common approach, vision, and culture to the planning and delivery of facilities.

The ICFP program has made significant progress to date including the development of the Corporate Facility Planning Framework and related facility strategies to guide The City's facility planning process and associated decision making. Work is ongoing to further refine the Corporate Facility Planning Framework and these strategies including working with internal and external stakeholders regarding streamlining and potential modifications. These key deliverables are scheduled to be completed in 2018 Q1, and Administration is planning to update Council on the Framework and associated strategies in 2018 Q2, along with an update on the progress of the ICFP learning projects. As a result, Administration recommends deferring the annual status update to 2018 Q2 to avoid duplication of efforts and provide a more holistic discussion of progress to date.

Integrated Civic Facility Planning Program 2017 Status Update Deferral

The requested deferral of this report will not affect the timelines for any of the four work streams identified in the Background section of this report.

Stakeholder Engagement, Research and Communication

There is no stakeholder engagement required for the deferral request.

Strategic Alignment

The deferral request will not impact strategic alignment.

Social, Environmental, Economic (External)

There are no social, environmental or external economic impacts associated with the deferral request.

Financial Capacity

Current and Future Operating Budget:

Current and future operating budgets are not impacted by the deferral request.

Current and Future Capital Budget:

Current and future capital budgets are not impacted by the deferral request.

Risk Assessment

There are no significant risks associated with the deferral request.

REASON(S) FOR RECOMMENDATION(S): A deferral for the Integrated Civic Facility Planning Program 2017 Status Update to 2018 Q2 will provide an opportunity for Administration to update Council on the Corporate Facility Planning Framework and related facility strategies that have been developed to guide The City's planning and delivery of facilities. This will also avoid duplication of efforts and provide Council with a more holistic discussion of progress to date.

ATTACHMENT(S)

N/A

Summary of Real Estate Transactions for the Second Quarter 2017

EXECUTIVE SUMMARY

Pursuant to Real Property Bylaw 52M2009 and LAS2011-17, Administration must report quarterly to Council on closed transactions approved through delegated authority. This report for information includes a summary of the following closed transactions for the Second Quarter 2017:

- Stand alone sales;
- Other dispositions;
- Acquisitions less than \$2,000,000.00; and
- Occupations less than \$500,000.00;

ADMINISTRATION RECOMMENDATION:

The SPC on Utilities and Corporate Services recommend that Council:

1. Receive this Report for information; and
2. Request the Recommendations, Report and Attachments remain confidential under Sections 23(1)(b), 24(1)(a), 24(1)(g), and 25(1)(b) of the Freedom of Information and Protection of Privacy Act until the report is published in the Council agenda.

RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED 2017 DECEMBER 15:

That Council receive Report UCS2017-1229 for information.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2009 November 16 Council approved Real Property Bylaw 52M2009, which granted delegated authority to the City Manager who further delegated to those officers as set out in the Confirmation of Delegation of Authority by the City Manager.

On 2011 March 21 Council approved LAS2011-17 and directed Administration to report quarterly only on closed transactions approved through Delegated Authority

BACKGROUND

Pursuant to Bylaw 52M2009 Section 18 (5) "The City Manager must prepare and submit to Council a report listing all Transactions approved pursuant to the Bylaw every three (3) months, or as otherwise directed by Committee or Council, commencing January, 2010." Further to Section 18 (5) of Bylaw 52M2009, Administration was directed to report quarterly only on closed transactions approved through delegated authority through LAS2011-17.

Real Property Bylaw 52M2009 is supported by a business process review that established well-defined real estate processes in a consistent, accountable and effective manner. The redesigned processes, procedures and forms ensure the necessary due diligence and documentation to support Bylaw 52M2009. Delegated authority was only exercised as defined in the Bylaw.

Summary of Real Estate Transactions for the Second Quarter 2017

All of the attached remnant land sales are less than \$2,000,000.00 and are adjacent to the property owner(s).

All of the attached stand alone sales have been the subject of method of disposition reports and have been approved by either Land and Asset Strategy Committee or SPC on Utilities and Corporate Services (UCS) and Council.

All of the attached acquisitions are requirements of Council approved projects or otherwise authorized by Council and less than \$2,000,000.00.

All of the attached leases/licenses have an annual base rent or fee less than \$500,000.00, the term does not exceed five (5) years and there are no more than two (2) options to renew, as per Bylaw 52M2009 Section 8(1)(a).

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Not applicable.

Valuation

The negotiated prices of all of the Properties are based on internal valuations or independent appraisals which were endorsed by Administration's Valuation Review Committee.

Stakeholder Engagement, Research and Communication

Not applicable.

Strategic Alignment

This report aligns with Real Property Bylaw 52M2009 and LAS2011-17 whereby Administration must report quarterly to Council on closed transactions approved by delegated authority.

Social, Environmental, Economic (External)

Social

Bylaw 52M2009 provides a single point of reference for Council, Administration and the public concerning the authorities and responsibilities for real estate transactions to be undertaken by Real Estate & Development Services. Staff members are provided with training and are supported in implementing business processes and the Bylaw for all real estate transactions.

Environmental

The real estate processes are in accordance with The City of Calgary's Sales, Acquisitions and Leases Environmental (S.A.L.E.) Policy.

Economic

Where applicable, the changes to the processes and authorities for real estate transactions will streamline the transaction timeline by four to six weeks, thus reducing the time and financial costs associated with finalizing the transaction.

Summary of Real Estate Transactions for the Second Quarter 2017

Financial Capacity

Current and Future Operating Budget:

Not applicable.

Current and Future Capital Budget:

Not applicable.

Risk Assessment

The approval processes place additional decision-making responsibility on Administration for The City's real estate transactions. The potential risks associated with giving Administration greater authority, are mitigated in several ways:

- Increased due diligence and documentation achieved by the clearly defined business processes for all real estate transactions;
- All proposed real estate transactions documented by a land report or land authorization form will be reviewed by the Management Real Estate Review Committee or authorized delegated authority position;
- Administrative approvals will only be exercised where the established guidelines are met;
- The Deputy City Manager can opt to forward any proposed sale, lease or acquisition under his authority on to UCS and Council for approval; and
- Quarterly reporting to UCS and Council regarding closed transactions approved by Administration.

REASON(S) FOR RECOMMENDATION(S):

Report for information.

ATTACHMENT(S)

1. Attachment 1 – Summary of Stand Alone Sales for the Second Quarter 2017
2. Attachment 2 – Summary of Other Dispositions for the Second Quarter 2017
3. Attachment 3 – Summary of Acquisitions less than \$2,000,000.00 for the Second Quarter 2017
4. Attachment 4 – Summary of Occupations less than \$500,000.00 for the Second Quarter 2017

**SUMMARY OF STAND ALONE SALES
SECOND QUARTER 2017**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
1.	11333 54 ST SE	Sale of property in the community of East Shepard Industrial	MRER2016-103	Ward 12 Councillor Shane Keating	\$4,312,500.00	5.75	\$750,000.00	2017 June 12	On 2010 July 19 Council approved LAS2010-62, Proposed Method of Disposition for Various SE Industrial Properties.	Authorized by: Acting Deputy City Manager Pursuant to Bylaw 52M2009 Sections 7.(1)(a) and 8.(1)(a)
2.	14 Royal Vista DR NW	Sale of property in the community of Royal Vista	MRER2017-08	Ward 02 Councillor Joe Magliocca	\$1,592,100.00	1.83	\$870,000.00	2017 May 23	On 2008 November 03 Council approved LAS2008-171 – Proposed Method of Disposition / Sales Strategy for the Royal Vista Business Park	Authorized by: Acting Deputy City Manager Pursuant to Bylaw 52M2009 Sections 7.(1)(a) and 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

Item #7.2
UCS2017-1229
ATTACHMENT 1

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
3.	1403 26 ST SW	Sale of property in the community of Shaganappi	MRER2017-29	Ward 08 Councillor Evan Woolley	\$1,590,000.00	0.26	\$6,115,384.62	2017 May 31	At the combined meeting of Council on 2013 May 27, Council directed Administration to file the Property to the Group 2 list in the West LRT Disposition Strategy	Authorized by: Acting Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(a)

TOTAL STAND ALONE SALES FOR SECOND QUARTER 2017: \$7,494,600.00

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

**SUMMARY OF OTHER DISPOSITIONS
SECOND QUARTER 2017**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
1.	11080 50 ST SE, 11052 50 ST SE & 10906 50 ST SE	Disposition / Acquisition of a restrictive covenant re: Architectural and Development Guidelines in the community of East Shepard Industrial	LAF2016-91	Ward 12 Councillor Shane Keating	\$10.00	11.35	N/A	2017 June 01	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Sections 6.(1)(h) and 7.(1)(g)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

**SUMMARY OF ACQUISITIONS LESS THAN \$2,000,000.00
SECOND QUARTER 2017**

	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
1.	4020 Centre ST NE	Acquisition of property for Green Line North construction in the community of Highland Park	MRER2017-19	Ward 04 Councillor Sean Chu	\$540,000.00	0.138	\$3,913,043.48	2017 May 31	Authorized by: Acting Deputy City Manager Pursuant to Bylaw 52M2009 Section 6.(1)(a)
2.	500 194 AV SE	Acquisition of property for road widening for the Macleod Trail and 194 Avenue West Connection in Residual Ward 14 – Sub Area 14V	MRER2017-24	Ward 14 Councillor Peter Demong	\$693,300.00	2.31	\$300,000.00	2017 May 31	Authorized by: Acting Deputy City Manager Pursuant to Bylaw 52M2009 Sections 6.(1)(a) and 8.(1)(a)
3.	3917 Centre ST NW	Acquisition of property for Green Line North construction in the community of Highland Park	MRER2017-27	Ward 04 Councillor Sean Chu	\$630,000.00	0.138	\$4,565,217.39	2017 June 28	Authorized by: Acting Deputy City Manager Pursuant to Bylaw 52M2009 Section 6.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

Item #7.2
UCS2017-1229
ATTACHMENT 3

	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
4.	9904 5 ST SE	Acquisition of utility right of way for the construction, service and protection of a sound attenuation wall in the community of Willow Park	LAF2016-51	Ward 14 Councillor Gian-Carlo Carra	\$10.00	0.002	N/A	2016 October 03	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Sections 6.(1)(f) and 18.(1)(a)
5.	210 61 AV SW	Acquisition of an easement for widening of sidewalks in the community of Manchester Industrial	LAF2016-82	Ward 09 Councillor Gian-Carlo Carra	\$36,250.00	0.026	\$1,394,230.77	2016 December 31	Authorized by: Acting Manager Land Pursuant to Bylaw 52M2009 Sections 6.(1)(f) and 18.(1)(a)
6.	6130 1A ST SW	Acquisition of an easement for widening of sidewalks in the community of Manchester Industrial	LAF2016-83	Ward 09 Councillor Gian-Carlo Carra	\$91,400.00	0.052	\$1,757,692.31	2016 December 31	Authorized by: Acting Manager Land Pursuant to Bylaw 52M2009 Sections 6.(1)(f) and 18.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
7.	54 New ST SE	Acquisition of an easement for the construction of the berm in the community of Inglewood	LAF2017-32	Ward 09 Councillor Gian-Carlo Carra	\$1,000.00	0.040	\$25,000.00	2017 March 17	Authorized by: Manager, Sales & Acquisition Pursuant to Bylaw 52M2009 Section 6.(1)(f)

TOTAL ACQUISITIONS FOR SECOND QUARTER 2017: \$1,991,960.00

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2012-XX)
LAF Land Authorization Form (e.g. LAF2012-XX)
LAS Land Asset Strategy (e.g. LAS2012-XX)
MOD Method of Disposition (report that establishes reserve price)

**SUMMARY OF OCCUPATIONS LESS THAN \$500,000.00
SECOND QUARTER 2017**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
1.	2424 University DR NW	Lease of property to Western Hockey League for space in Father David Bauer Arena in the community of University of Calgary	MRER2016-121	Ward 01 Councillor Ward Sutherland	\$152,144.72	2017 January 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)
2.	500 194 AV SE	Third party license of occupation (2) for construction purposes required for the construction of the Macleod Trail and 194 Avenue West connection	MRER2017-24	Ward 14 Councillor Peter Demong	\$701,568.00	2017 May 31	Authorized by: Acting Deputy City Manager, Pursuant to Bylaw 52M2009 Sections 6.(1)(a) and 8.(1)(a)
3.	3502 17 AV SE	Lease of property to Cash Money Cheque Cashing Inc. for operating a loan and financial services business	MRER2017-28 "REVISED"	Ward 10 Councillor Andre Chabot	\$70,560.00 Year 1 \$73,080.00 Year 2 \$75,600.00 Year 3 \$78,120.00 Year 4 \$80,640.00 Year 5	2017 June 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

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#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
4.	1923 Memorial DR SE and Additional Properties Along The Western Irrigation District (WID) Canal	Third party license for The City's use and maintenance of pathways and other recreational amenities along the WID canal	MRER2017-56	Ward 09 Councillor Gian-Carlo Carra Ward 10 Councillor Andre Chabot Ward 12 Councillor Shane Keating	\$1.00	2017 June 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(d)
5.	4319S 1 ST SE	License of property to Riverpark Properties Ltd. for a free standing pylon sign	LAF2017-01	Ward 09 Councillor Gian-Carlo Carra	\$787.05	2017 April 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)
6.	20 Seton PA SE	License of property to Cedarglen Living Inc. for a temporary use for excavation, backfilling, stockpiling dirt for construction of a underground parkade	LAF2017-02	Ward 12 Councillor Shane Keating	\$10.00	2017 April 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)
7.	309 50 AV SW	License of property to Calgary Horticultural Society for a temporary use for annual plant exchange	LAF2017-04	Ward 11 Councillor Brian Pincott	N/A	2017 May 27	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

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#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
8.	2424 Kensington RD NW	Lease of property to Michael Corbiell and Michelle MacDonald for residential purposes	LAF2017-09	Ward 07 Councillor Druh Farrell	\$13,200.00	2017 May 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)
9.	2604 Glencastle ST SW	License of property to Laura Arnold and Erik Arnold for landscaping	LAF2017-10	Ward 06 Councillor Richard Pootmans	\$500.00	2017 April 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)
10.	2424 Westmount RD NW	Lease of property to Morgan Wade McCaffrey for residential purposes	LAF2017-11	Ward 07 Councillor Druh Farrell	\$12,000.00	2017 April 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)
11.	800 29 ST SW	License of property to Atco Gas and Pipelines Ltd. for a temporary access and workspace	LAF2017-12	Ward 08 Councillor Evan Woolley	\$2,000.00	2017 March 20	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)
12.	2450 10 AV SW	License of property to Atco Gas and Pipelines Ltd. for a temporary use for staging, access and storage during construction	LAF2017-13	Ward 08 Councillor Evan Woolley	\$2,000.00	2017 March 20	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

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#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
13.	540 Cedar CR SW	License of property to Atco Gas and Pipelines Ltd. for a temporary use for access and workspace	LAF2017-14	Ward 08 Councillor Evan Woolley	\$2,000.00	2017 March 20	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)
14.	S1, 1620 19 ST NE	License of property to Calgary Outdoor Advertising for a sign	LAF2017-15	Ward 10 Councillor Andre Chabot	\$32,161.92 2017 to 2020 \$39,177.60 2020 to 2022	2017 June 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 11.(1)(a)
15.	S2, 1620 19 ST NE	License of property to Calgary Outdoor Advertising for a sign	LAF2017-16	Ward 10 Councillor Andre Chabot	\$32,161.92 2017 to 2020 \$39,177.60 2020 to 2022	2017 June 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 11.(1)(a)
16.	4105 Montgomery VW NW	License of property to Angels Cappuccino And Ice Cream for a temporary use for a temporary outdoor cafe	LAF2017-17	Ward 01 Councillor Ward Sutherland	\$3,575.53	2017 April 17	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)
17.	1320 5 AV NW	License of property to ATCO Gas and Pipelines Ltd. for a temporary use for workspace to install a new gas valve	LAF2017-19	Ward 07 Councillor Druh Farrell	\$1,000.00	2017 April 17	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Sections 8.(1)(a) and 18.(1)(c)

LEGEND / NOTES

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#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
18.	1515 Centre ST SW	License of property to Beltline Neighbourhoods Association for a temporary use for operating a neighbourhood association	LAF2017-22	Ward 08 Councillor Evan Woolley	\$10.00	2017 May 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Sections 8.(1)(a) and 18.(1)(c)
19.	339 25 AV SE	License of property to Helmut Forsthuber, Sole Proprietorship for a temporary use for the operation of a cafe	LAF2017-27	Ward 09 Councillor Gian-Carlo Carra	\$8,425.00	2017 May 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Sections 8.(1)(a)
20.	14320 6 ST SW	License of property to Statesman Parkview Village Inc. for a temporary use for demolishing and removing improvements	LAF2017-29	Ward 13 Councillor Diane Colley- Urquhart	\$10.00	2017 June 22	Authorized by: Manager, Sales & Acquisition Pursuant to Bylaw 52M2009 Sections 8.(1)(a) & 18.(1)(c)
21.	7541 26 AV SW	License of property to Springbank Hill Community Association for a temporary use to install and construct landscaping	LAF2017-33	Ward 06 Councillor Richard Pootmans	\$10.00	2017 June 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Sections 8.(1)(a)

LEGEND / NOTES

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#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
22.	610 3 ST SE	License of property to Wilco Contractors Southwest Inc. for a temporary use workspace for storage and parking	LAF2017-34	Ward 07 Councillor Druh Farrell	\$3,500.00	2017 April 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Sections 8.(1)(a)
23.	3129 Glenmore TR SW	License of property to Enmax Corporation for a temporary use workspace for the installation of utilities	LAF2017-36	Ward 11 Councillor Brian Pincott	\$2,000.00	2017 June 15	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Sections 8.(1)(a)

LEGEND / NOTES

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Corporate Structures List Audit

EXECUTIVE SUMMARY

The City Auditor's Office issued the Corporate Structures List (CSL) Audit Report to Administration on November 03, 2017. The report includes Administration's response to six recommendations raised by the City Auditor's Office to Facility Management. Administration accepted all recommendations and has committed to the implementation of action plans no later than December 31, 2018. The City Auditor's Office will track the implementation of these commitments as part of our on-going follow-up process.

RECOMMENDATIONS

1. That Audit Committee receive this report for information; and
2. That Audit Committee recommend that Council receive this report for information.

RECOMMENDATION OF THE AUDIT COMMITTEE, DATED 2017 DECEMBER 14:

That Council receive Report AC2017-1201 for information.

PREVIOUS COUNCIL DIRECTION / POLICY

Bylaw 30M2004 (as amended) established the position of City Auditor and the powers, duties and functions of the position. Under the City Auditor's Office Charter, the City Auditor presents an annual risk-based audit plan to Audit Committee for approval. The City Auditor's Office 2017/18 Annual Audit Plan was approved on November 10, 2016. The City Auditor is accountable to Council and subject to the oversight of Audit Committee under Bylaw 48M2012 (as amended).

BACKGROUND

This audit was undertaken as part of the approved City Auditor's Office 2017/18 Annual Audit Plan. The objective of the audit was to assess the effectiveness of the CSL as a tool to manage the facility portfolio at a corporate level. This was achieved by assessing time frames and criteria for moving the initiative to a sustainment phase, and the design of controls that ensure information quality. As the list was under development, and subject to ongoing additions and alternations, we did not test its accuracy.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Since beginning the CSL initiative in March 2016, Facility Management (FM) has populated the listing with information on over 3,000 structures. For each structure the CSL identifies its location on a map, address, construction year and building steward responsible for maintenance. The listing is stored within The City's existing geographic information system (GIS), which has allowed the initiative to avoid the additional upfront costs, ongoing support costs and time associated with implementing a new system.

The CSL tool provides a foundation for managing The City's facility portfolio at a corporate level. However, the initiative does not have formal objectives to provide clarity of purpose and balance the different stakeholder needs. As such we are currently unable to provide full assurance on CSL effectiveness, as a tool to manage the facility portfolio at a corporate level.

Corporate Structures List Audit

FM is successfully collaborating with stakeholders across the corporation, both for data collection and to understand their usage needs. In addition to supporting efficient facility management the CSL is planned to be used for emergency management, securing buildings, ensuring appropriate insurance coverage and responding to 311 requests. Finally, FM has identified and is in the process of implementing controls to address risks to the CSL's information quality.

The information quality controls in place provides sufficient checks at the CSL's current development phase. This reflects that during development, a small number of individuals within FM are comparing information received against multiple sources to validate its quality. As the initiative moves into sustainment, preventative controls are needed, and the detective information quality controls FM are currently implementing will need to be formalised.

Stakeholder Engagement, Research and Communication

This audit was conducted with Facility Management acting as the principal audit contact within Administration.

Strategic Alignment

Audit reports assist Council in its oversight of the City Manager's administration and accountability for stewardship over public funds and achievement on value for money in City operations.

Social, Environmental, Economic (External)

N/A

Financial Capacity

Current and Future Operating Budget:

N/A

Current and Future Capital Budget:

N/A

Risk Assessment

The activities of the City Auditor's Office serve to promote accountability, mitigate risk, and support an effective governance structure.

This audit was included on the 2017/18 audit plan as a continuation of the Facility Utilization Audit (AC2014-0086), presented to Audit Committee in January 2014. A key recommendation from the Facility Utilization Audit was to define data on a centralized basis to efficiently and effectively manage The City's facility portfolio at a corporate level. The CSL is an important component in actioning this recommendation through the creation of a comprehensive listing of structures owned by The City.

Corporate Structures List Audit

REASONS FOR RECOMMENDATIONS:

Bylaw 48M2012 (as amended) states: "Audit Committee receives directly from the City Auditor any individual Audit Report and forwards these to Council for information."

ATTACHMENT

AC2017-1150 CORPORATE STRUCTURES LIST AUDIT



City Auditor's Office

Corporate Structures List Audit

November 3, 2017

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The City Auditor's Office completes all projects in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

Executive Summary

The Corporate Structures List (CSL) initiative is constructing a comprehensive repository of structures by Business Unit, along with basic attributes for each structure. This initiative is significant due to the large number of stakeholders impacted and its role in ensuring space is efficiently utilized at a corporate level. Furthermore, reliable structure information is critical to ensure proper maintenance, insurance and cost management of each structure.

The objective of the audit was to assess the effectiveness of the CSL as a tool to manage the facility portfolio at a corporate level. This was achieved by assessing time frames and criteria for moving the initiative to a sustainment phase¹, and the design of controls that ensure information quality. As the list was under development, and subject to ongoing additions and alternations, we did not test its accuracy.

Since beginning this initiative in March 2016, Facility Management (FM) has populated the listing with information on over 3,000 structures. For each structure the CSL identifies its location on a map, address, construction year and building steward responsible for maintenance. The listing is stored within The City's existing geographic information system (GIS), which has allowed the initiative to avoid the additional upfront costs, ongoing support costs and time associated with implementing a new system.

The CSL tool provides a foundation for managing The City's facility portfolio at a corporate level. However, the initiative does not have formal objectives to provide clarity of purpose and balance the different stakeholder needs identified in the next paragraph. As such we are currently unable to provide full assurance on CSL effectiveness, as a tool to manage the facility portfolio at a corporate level.

FM is successfully collaborating with stakeholders across the corporation, both for data collection and to understand their usage needs. In addition to supporting efficient facility management the CSL is planned to be used for emergency management, securing buildings, ensuring appropriate insurance coverage and responding to 311 requests. Finally, FM has identified and is in the process of implementing controls to address risks to the CSL's information quality.

The information quality controls in place provides sufficient checks at the CSL's current development phase. This reflects that during development, a small number of individuals within FM are comparing information received against multiple sources to validate its quality. As the initiative moves into sustainment, preventative controls are needed, and the detective information quality controls FM are currently implementing will need to be formalised.

We raised four recommendations to support CSL as the initiative moves into sustainment phase. These recommendations are:

1. Define objectives for the CSL to provide clarity of purpose and balance stakeholder needs.
2. Articulate and formalize definitions of structures to be included and attributes collected for each.

¹ Sustainment is the phase after the launch of the initiative that focusses on maintenance and iterative refinements.

3. Map relationships between the CSL and other systems holding information on structures to support data completeness, and
4. Enhance and complete implementation of data quality controls.

Facility Management has agreed to all recommendations and committed to implementing the recommendations by December 31, 2018. The City Auditor's Office will monitor the status of commitments as part of its ongoing recommendation follow-up process.

1.0 Background

The CSL was initiated in March 2016 by FM to create and maintain a comprehensive listing of structures by Business Unit, along with basic attributes (building name, address and number of staff). The information is stored as a layer within The City's corporate wide GIS, which plots each structure as a polygon on the map (see Figure 1).

This listing is currently under construction; as at June 2017 it captures information on 3,027 structures that The City owns, leases or has another relationship with. The scope of the structures list is broader than just buildings. For example it includes information on Fuel Pumps for the benefit of the Calgary Emergency Management Agency (CEMA). Attributes captured in the CSL include address, Business Unit responsible for the structure and number of staff in the building. The list also includes references that link to the asset in financial reporting records and another GIS layer prepared by Corporate Analytics and Innovation.

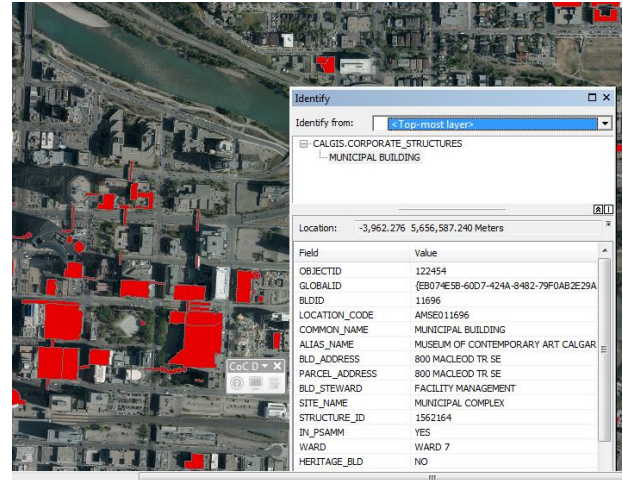


Figure 1: CSL layer within The City's GIS

The CSL is positioned by FM as containing key data that will benefit and support a multitude of stakeholders as illustrated in Figure 2². Long term FM envisions CSL as an enabler for:

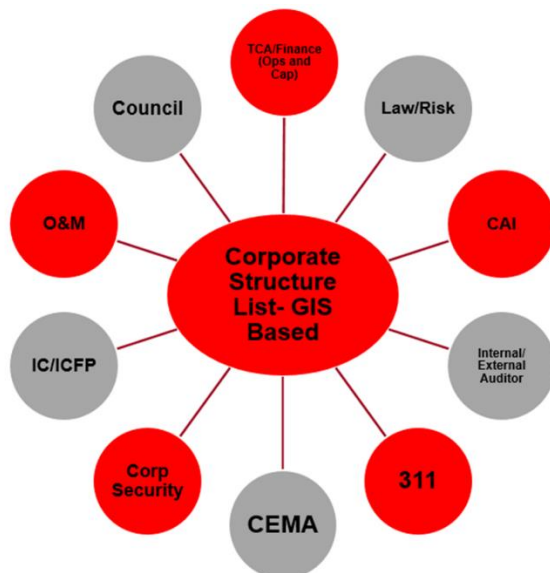


Figure 2: CSL Stakeholders

- Efficiency Savings - by managing the facility portfolio as a strategic resources across the corporation. (e.g. corporate-wide integrated facility planning to optimize space used and coordinate maintenance).
- Emergency Management - by providing information, on buildings The City has access to and is responsible for. Furthermore, The CSL is a feed into the Calgary Emergency Management Agency's Common Operating Platform.
- Risk Management - by providing the information to ensure buildings are properly insured, have appropriate security arrangements and responsibility is assigned for maintenance.
- Financial Reporting - by ensuring financial records are complete (e.g. structures are not missing) and all assets within the financial records exist (e.g. the structure has not been demolished or sold).

² Figure 2 created by Data and Technology Lead, FM

- Responding to Citizen Requests – 311 can use the information in the CSL to confirm if the structure is City owned and to direct the request to the responsible party.

An audit of corporate facilities management was included on the 2017/18 audit plan as a continuation of the Facility Utilization Audit (AC2014-0086), presented to Audit Committee in January 2014. A key recommendation from the Facility Utilization Audit was to define data on a centralized basis to efficiently and effectively manage The City's facility portfolio at a corporate level. The CSL is an important component in actioning this recommendation through the creation of a comprehensive listing of structures owned by The City.

2.0 Audit Objectives, Scope and Approach

2.1 Audit Objective

The objective of this audit was to assess the effectiveness of the CSL as a tool to manage the facility portfolio at a corporate level.

The objective was achieved by:

- Evaluating time frames and criteria for moving the initiative from development to a longer term sustainment phase.
- Evaluating the design of the following controls, which management has identified and are in the process of implementing to address data quality risks:
 - Quarterly, Facilities Management provide a report to the Business Units to verify completeness and accuracy of the information contained within the CSL.
 - Quarterly, fields within the CSL are verified against other layers within the GIS system (prepared by other groups) to ensure consistency of structure ID, address and year of construction.
 - Quarterly, the location of GIS polygons within the CSL are verified against other GIS layers (spatial verification) to ensure accuracy.
 - Quarterly, information within the CSL is verified against PeopleSoft Asset Management (PSAM) to identify transfers, disposals or addition of assets, and to ensure steward information is up to date.
 - Update access to the Corporate Structures List is restricted to users with a valid business need.
- Identifying additional controls necessary to address the data quality risks identified in the Appendix.

2.2 Audit Scope

The scope of the audit comprised the status of the CSL at June 30, 2017, design of associated controls and future plans for sustainment phase. Accuracy of data within the list was not tested because information was being modified and added during its development phase.

2.3 Audit Approach

Our audit approach was designed to ensure appropriate controls will be in place, when management transitions the CSL to sustainment phase. We conducted interviews with management, reviewed procedure documentation and assessed the design of controls.

3.0 Results

The CSL provides a foundation for managing The City's facility portfolio at a corporate level based upon the initiative's progress and information quality. The initiative's progress was assessed by evaluating time frames and criteria for moving the initiative from development to sustainment phase. Information quality was assessed by evaluating the design of controls, which management is in the process of implementing, to address data quality risks and identifying additional controls necessary to address these.

3.1 Initiative Progress

We inquired with FM, other stakeholders, and inspected project documentation, to understand the progress made to date and the initiative's future direction.

FM has populated over 3,000 structures into CSL, since its initiation in March 2016. The CSL uses The City's existing GIS, which has allowed the initiative to avoid the additional upfront costs, ongoing support costs and time associated with implementing a new system.

Information collected within the CSL is relevant to the management of facilities at a corporate level, since it identifies the location on a map, address, construction year and building steward. Knowing where The City's structures are and who is responsible for maintaining them, is foundational to managing them on a corporate level. Over time FM plans to add information on facility condition and current replacement value. Providing this additional information will facilitate the prioritization of expenditure and making decisions regarding the renovation or disposal of various structures.

Management created a charter document which identified nine stakeholders, including property owning Business Units. The charter document does not establish timeframes. Our interviews with stakeholders found that FM was successfully collaborating with property owning Business Units to populate the CSL, and to address errors that were identified in other systems through this process.

To understand the future direction of the initiative, we evaluated if objectives, requirements and milestones had been formally defined. This evaluation was done by reviewing the project charter and discussions with FM personnel. The large number of stakeholders impacted by the CSL and its organizational-wide reach, means that there is value in formally defining them. This would provide clarity of purpose and balance different stakeholder needs. Objectives can then be translated into requirements that determine if a phase of the CSL was completed and milestones to track progress. As these items were not defined, in section 4.1, we recommended formally defining them.

3.2 Information Quality

To identify risks to information quality, we used information quality criteria identified in the COBIT 5 Information Model³. COBIT is a framework for the governance and management of enterprise information technology. We identified and agreed with FM the four risks, which if unmitigated, would present the greatest information quality risk to the CSL and mapped these to controls (see Appendix). These risks are that information within the CSL is:

1. Inaccurate or is not regarded by stakeholders as a credible source

³ COBIT is published by ISACA and more details can be found at <http://www.isaca.org/COBIT/pages/default.aspx>

2. Outdated
3. Incomplete
4. Misunderstood or interpreted in an inconsistent manner.

Management has began to implement detective controls, which address the first three risks. These controls are:

1. On a quarterly basis FM provide a report to the Business Units to verify completeness and accuracy of the information contained within the CSL. (risks 1, 2, 3)
2. Verification of information within the CSL against other GIS layers and PeopleSoft Asset Management to ensure the consistency of information. (risk 2)

In addition, management had implemented a preventative control restricting update access to the CSL (risk 1). We identified an opportunity to further restrict access, which was promptly implemented.

A formal control to address the fourth risk does not exist. However, FM is closely collaborating with business units to populate the CSL. This close collaboration helps to reduce some of the inherent risk at this stage in the CSL's development.

In addition, we recommended additional preventative controls in the area of data definition (section 4.2) and mapping between the CSL and other systems (section 4.3). Although three of the risks listed previously had controls under implementation that could identify errors after the fact, it would be more efficient and improve data quality to implement preventative controls. Data definition address the risk of stakeholders misunderstanding or interpreting data in an inconsistent manner (risk 4), completeness (risk 3) and accuracy (risk 1). Data mapping will contribute towards mitigating the risk associated with the completeness of the listing (risk 3).

We examined the design effectiveness of the detective controls under implementation by examining the review frequency, roles assigned to perform the review, criteria used in the review, follow up on items identified, evidence retained, and availability of procedures. Areas that needed to be formalised were evidencing the review, accountabilities for performing the review when parties outside FM were involved and procedure documentation. In section 4.4 we made recommendations to address these areas, which will ensure controls are performed completely and consistently as the CSL moves into its sustainment phase.

4.0 Observations and Recommendations

4.1 Initiative Objectives

Initiative objectives have not been defined for the CSL. We expected objectives would be defined prior to the start of the initiative. Clearly defined objectives provide clarity of purpose, and assist in prioritizing the needs of different stakeholders that utilize the CSL for a variety of information needs. Information collected within the CSL provides a foundation towards managing the facility portfolio at a corporate level. As a result, objectives need to include collecting and reporting on City of Calgary structure data, to support strategic objectives of efficient corporate space utilization.

These objectives can then be translated into requirements that determine if a phase of CSL was completed and milestones to track progress.

Recommendation 1

The Director of Facility Management define:

1. Strategic objectives for the CSL, which include amongst other objectives collecting and reporting on data to allow space to utilized efficiently at a corporate level.
2. Requirements to be completed for each phase of the CSL initiative and milestones to track each phase.

Management Response

Agree.

Action Plan	Responsibility
FM will consult with stakeholders and define written objectives for the Corporate Structures List. One objective will include collecting and reporting on City of Calgary structure data, to support strategic objectives of efficient corporate space utilization. FM will work to define the work into various phases for appropriate roll-out and tracking, using milestones.	<u>Lead</u> : Data and Technology Lead, FM <u>Support</u> : Building Inventory Technician, FM <u>Commitment Date</u> : June 30, 2018

4.2 Data Definitions

The CSL does not have documented definitions of the structures that should be included in the CSL, or attributes collected for each structure. Defining these will contribute to ensuring the CSL is complete, accurate, and that information within the list is interpreted consistently by different users.

The CSL is utilized by multiple stakeholders including Finance, Risk Management, 311, Calgary Emergency Management Agency (CEMA) and Corporate Security. The scope of CSL is

broader than buildings and include “significant” structures. Interviews conducted across a sample of three Business Units highlighted that each Business Unit has a different interpretation of significant structures. Defining significant structures will help clarify multiple stakeholder requirements (e.g. fuel pumps are included for the benefit of CEMA, but could be of less relevance to other Business Units).

The CSL captures attributes for each structure, titles of these include LOCATION_CODE, STRUCTURE_ID, BLD_ADDRESS and PARCEL_ADDRESS. Attributes to be captured later include BOMA_INTERIOR_GROSS, FCI and CRV. No written definitions exist of the meaning, usage and format of each of these attributes.

The absence of formal definitions could result in inaccurate data capture, or misinterpretation when different stakeholders report on the information, all of which could jeopardize the reliance and use of the CSL.

Recommendation 2

The Director of Facility Management consult with stakeholders to determine the scope of structures which should be captured in the CSL, and attributes captured for each. Based upon this consultation create and maintain publicly available definitions, which can be used to determine if a structure will be included in the CSL.

Management Response

Agree.

Action Plan	Responsibility
FM will work with BUs to determine exactly what should be captured within the CSL and then provide that definition in each Quarterly Report and within a CSL area of the FM intranet site.	<u>Lead</u> : Data and Technology Lead, FM <u>Support</u> : Building Inventory Technician, FM <u>Commitment Date</u> : September 30, 2018

Recommendation 3

The Manager of Operational Coordination, create and maintain a document available to all internal users that outlines definitions for all attributes included in the CSL. This should define the meaning, origin (i.e. if from a corporate system) and usage of each attribute.

Management Response

Agree.

Action Plan	Responsibility
FM will define each attribute (including meaning, origin and usage) within a document within a CSL area of the FM intranet site. We will also revisit quarterly to see if updates are required.	<u>Lead</u> : Data and Technology Lead, FM <u>Support</u> : Building Inventory Technician, FM <u>Commitment Date</u> : September 30, 2018

4.3 Data Mapping

Data in the CSL is also captured in Business Unit asset management systems and PeopleSoft Asset Management (PSAM). However, relationships between these systems are not formally defined. Formally defining these relationships will provide the opportunity to more easily identify discrepancies between systems and address the risk of any system missing a structure.

The most common Business Unit asset management system is Infor EAM. Infor EAM has an asset hierarchy that breaks assets down from a macro level, into more granular items (e.g. individual HVAC units). It has not been defined if a level in this hierarchy should correspond to the CSL.

PeopleSoft Asset Management, the system for reporting on Tangible Capital Assets, has broad asset classes and more specific profiles. For example, the engineered structures asset class, includes profiles that range from water treatment plants to fences. The CSL includes assets that fall both within the engineered structures and building PSAM asset classes. However, not every profile within the engineered structures class will be included in the CSL. The mapping between PSAM profiles and the CSL has not been defined.

Recommendation 4

The Director of Facility Management:

1. Assess the applicability and define the relationship between the CSL and other systems holding structure data.
2. As applicable, engage with other system owners to identify opportunities to support increased alignment. For example, use of common identifiers and processes to escalate discrepancies.

Management Response

Agree.

Action Plan	Responsibility
<p>FM has taken steps to align with 311, CEMA's Common Operating Platform and Building Central. Going forward we will:</p> <ol style="list-style-type: none"> 1. Determine and document the extent of the relationship between CSL and other systems holding corporate structure data. This will include Infor and PSAM. 2. We will review opportunities to support increased alignment based upon discussions with system owners. 	<p><u>Lead</u>: Data and Technology Lead, FM</p> <p><u>Support</u>: Building Inventory Technician, FM</p> <p><u>Commitment Date</u>: December 31, 2018</p>

4.4 Formalization of Controls

FM has identified and begun implementing controls to ensure the completeness and accuracy, currency and completeness of the CSL. Controls should have individuals accountable for their performance, documented processes and evidence retained to demonstrate the control was performed in its entirety. Our review identified design improvements, which will ensure controls are performed consistently and completely, regardless of any staff turnover.

Quarterly verifications - Quarterly an extract from the CSL is sent to multiple contacts within each facility owning Business Unit to identify missing or inaccurate information. However, there is not a designated individual within each Business Unit responsible for performing this review and signing off (e.g. an e-mail confirmation) to confirm completion of their review. Timeframes are not established for performing the review and written procedures do not exist. Finally, in the absence of defined data definitions (section 4.3) it is difficult for the reviewer to effectively perform this task. This is because reviewers cannot be confident of which structures should be included in the CSL and the correct value for each attribute.

Comparisons between the CSL and other source systems - Documentation retained for the comparisons between CSL and other data sources indicates some exceptions were resolved based upon activity taken to correct them. However, this documentation retained does not verify that all exceptions were properly identified and resolved. For this it would be necessary to retain documentation of the sources compared, exceptions that were identified through the comparison, and the follow-up that was undertaken.

Recommendation 5

The Manager of Operational Coordination, Facility Management:

- Establish accountable contacts within each Business Unit for reviewing that Business Unit's part of the CSL.
- As part of the quarterly verification package sent to Business Units, include information on structures that are included in the CSL and definitions of the attributes collected for each.
- Establish time frames for completing the review and written procedures for performing the review.
- Implement a process for these contacts to confirm their review has taken place and retain these confirmations.

Management Response

Agree.

Action Plan	Responsibility
FM will establish and implement the items from the above recommendation for quarterly business unit verifications starting in Q3 2018. These processes will be documented in the Appendix of the quarterly reports and procedure documents as appropriate.	<u>Lead</u> : Data and Technology Lead, FM <u>Support</u> : Building Inventory Technician, FM <u>Commitment Date</u> : September 30, 2018

Recommendation 6

The Manager of Operational Coordination, Facility Management retain documentation of the sources compared, exceptions that were identified through the comparison, and the follow up that was undertaken.

Management Response

Agree.

Action Plan	Responsibility
For reviews starting in 2018, FM will retain documentation of the most recent review. This will evidence sources compared, exceptions identified through the comparison, and the follow up that was undertaken.	<u>Lead</u> : Data and Technology Lead, FM <u>Support</u> : Building Inventory Technician, FM <u>Commitment Date</u> : March 31, 2018

Appendix: Data Quality Risks and Controls

Risk #	Risk	Controls *
1	Information held within the Corporate Structures List is inaccurate or is not regarded by stakeholders as a credible source.	On a quarterly basis Facilities Management provide a report to the Business Units to verify completeness and accuracy of the information contained within the Corporate Structures List.
		Fields within the Corporate Structures List are verified against other layers within the GIS system (prepared by other groups) to ensure consistency of structure ID, address and year of construction.
		Location of GIS polygons within the Corporate Structures List are verified against other GIS layers (spatial verification) to ensure accuracy.
		On a quarterly basis, information within the Corporate Structures List is verified against PSAM to identify transfers, disposals or addition of assets, and to ensure steward information is up to date.
		Update access to the Corporate Structures List is restricted to users with a valid business need
2	Information held within the Corporate Structures List is outdated.	On a quarterly basis, information within the Corporate Structures List is verified against PSAM to identify transfers, disposals or addition of assets, and to ensure steward information is up to date.
		On a quarterly basis Facilities Management provide a report to the Business Units to verify completeness and accuracy of the information contained within the Corporate Structures List.
3	Corporate Structures List is incomplete.	On a quarterly basis Facilities Management provide a report to the Business Units to verify completeness and accuracy of the information contained within the Corporate Structures List.
4	Data in the corporate structures list is misunderstood or interpreted in an inconsistent manner.	Control not identified.

* Controls were identified through interviews with management and review of documentation during the planning phase of the audit.

CITY AUDITOR'S OFFICE 3rd QUARTER 2017 REPORT

EXECUTIVE SUMMARY

This report presents a summary of the activity of the City Auditor's Office during the period July 1, 2017 to September 30, 2017.

RECOMMENDATIONS:

1. That Audit Committee receive this report for information; and
2. That Audit Committee recommend that Council receive this report for information.

RECOMMENDATION OF THE AUDIT COMMITTEE, DATED 2017 DECEMBER 14:

That Council receive Report AC2017-1204 for information.

PREVIOUS COUNCIL DIRECTION / POLICY

Bylaw 30M2004 (as amended) established the position of City Auditor and the powers, duties and functions of the position. The City Auditor is accountable to Council and subject to the oversight of Audit Committee under Bylaw 48M2012 (as amended). Schedule C of Bylaw 48M2012 (as amended) states that Audit Committee "reviews and forwards to Council for information, the City Auditor's Office quarterly and annual status reports".

Under the City Auditor's Office Charter (AC2016 0247 Attachment 2), the City Auditor presents quarterly reports to Audit Committee summarizing the status of deliverables against the annual audit plan. The City Auditor's Office 2017/18 Annual Audit Plan was approved on November 10, 2016.

BACKGROUND

Quarterly reports are intended to support Audit Committee's oversight of the City Auditor's Office. To support this oversight, our quarterly reports are divided into three sections:

- A summary of key information on Office activity during the past quarter;
- A narrative briefing Audit Committee on a key initiative/responsibility; and
- A summary of our current status against the approved Annual Audit Plan.

During 3rd Quarter 2017, the City Auditor's Office:

- Finalized three audits, completed the planning stage on four audits, completed the fieldwork on one audit, and initiated one further audit.
- Reviewed 29 recommendations and closed 21 recommendations (20 implemented and 1 management accepted the risk). Eight recommendations required additional time and are in-progress.
- Received 21 new whistle-blower reports, and closed 8 investigations.
- Continued to provide input to Infrastructure Calgary, and the Corporate Project Management Framework Steering Committee on an advisory basis.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

N/A

CITY AUDITOR'S OFFICE 3rd QUARTER 2017 REPORT

Stakeholder Engagement, Research and Communication

N/A

Strategic Alignment

The City Auditor's Office quarterly reports provide Audit Committee and Council with information to support their oversight responsibility of the City Auditor's Office. The activities of the City Auditor's Office assist Council in its oversight of the City Manager's administration and accountability for stewardship over public funds and achievement on value for money in City operations.

Social, Environmental, Economic (External)

N/A

Financial Capacity

Current and Future Operating Budget:

N/A

Current and Future Capital Budget:

N/A

Risk Assessment

The activities of the City Auditor's Office, including the Whistle-blower Program, serve to promote accountability, mitigate risk, and support an effective governance structure.

REASON FOR RECOMMENDATIONS:

To comply with Bylaw 48M2012 (as amended) which states: Audit Committee reviews the City Auditor's Office quarterly and annual status reports and forwards these to Council for information.

ATTACHMENT

As Corrected, AC2017-1204 CITY AUDITOR'S OFFICE 3rd QUARTER 2017 REPORT



Calgary

City Auditor's Office

3rd Quarter 2017 Report July 1, 2017 – September 30, 2017

December 14, 2017

**Katharine Palmer
City Auditor**

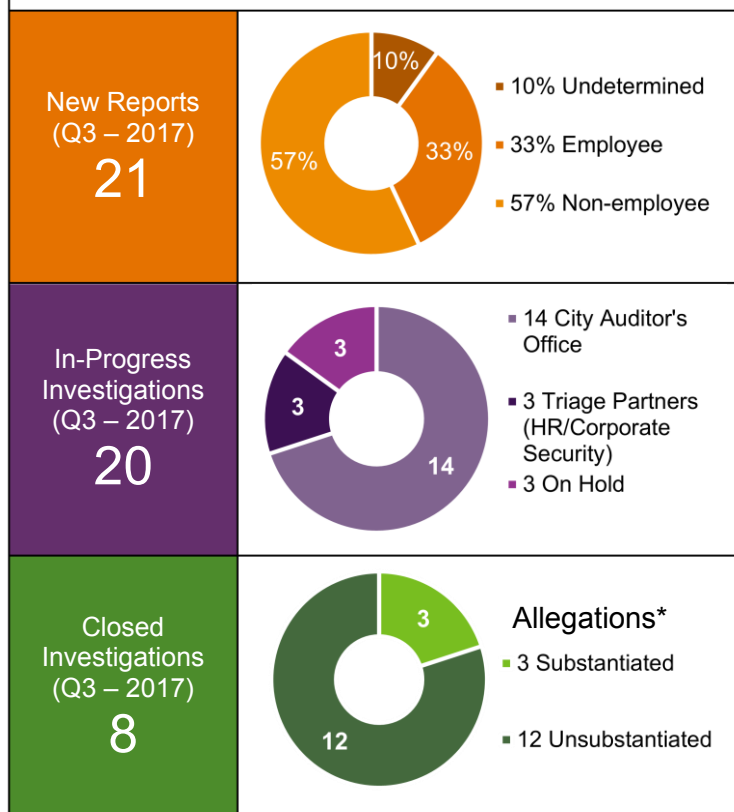
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1. Status Update

Key Performance Indicators

Measure Area	Performance Indicator	Target	Q2	Q3
Efficiency	On Track to Annual Plan	Q2-50% Q3-75%	46%	66%
Efficiency	Project Hours Variance	-10% - +10%	-8%	-13%
Effectiveness	Recommendation Agreement	95%	100%	100%
Effectiveness	Timely Implementation of Recommendations	None	76%	59%
Quality	Client Satisfaction	75%	100%	98%
Staff	Training Plan Achieved	90%	94%	100%
Staff	Average Years of Service	3.5	4.1	4.3

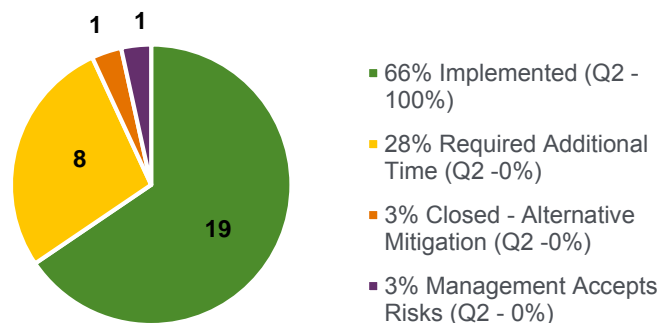
Whistle-blower Program Activity



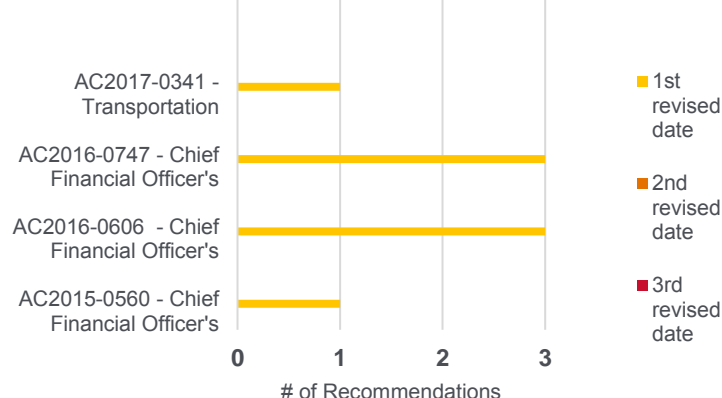
*Corrective Actions/Recommendations are published at www.calgary.ca/whistle

Recommendation Follow-up

Results of 29 recommendations due in Q3 (Q2 - 29)



Outstanding Recommendations # of Revised Date Requests



Operating Budget (\$'000's)

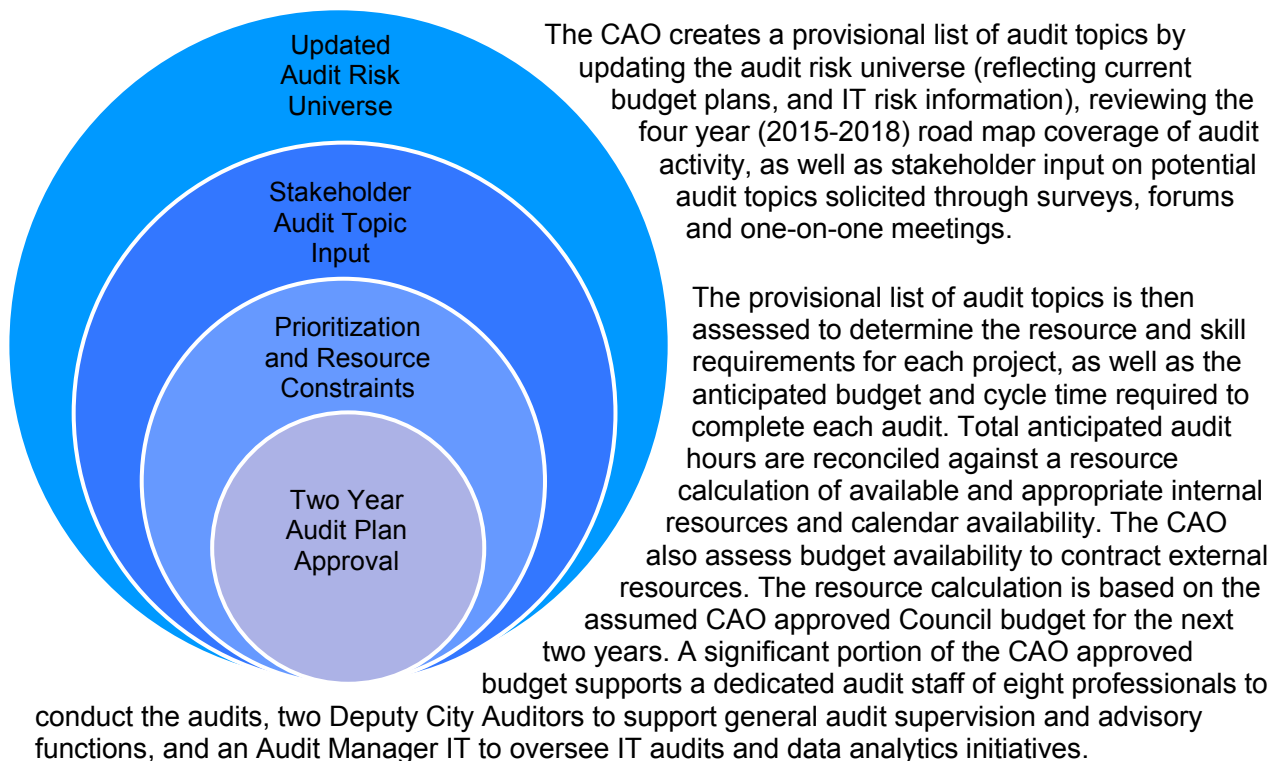
	2017 Annual Budget	Q3 Cumulative Budget	Actual to Date	Variance
Salary	2,619	1,965	1,745	220
Contracts	135	112	50	62
Training	65	49	46	3
Other	131	101	95	6
Total	2,950	2,227	1,936	291*

*Variance due to staff vacancies.

2. Initiative Briefing: Annual Audit Plan Process

The CAO utilizes a two year rolling Annual Audit Plan, which is updated annually and presented to Audit Committee for approval and to Council for information. The intent of presenting a two year plan is to provide additional transparency on future audits and provide greater agility for the City Auditor's Office to utilize available resources to support earlier initiation of year two audits where efficiency gains have been realized through early completion of year one audits. The CAO utilizes a risk based planning approach, and as such, projects in year one have more certainty than those listed in year two. The intent of the audit planning process is to focus audit resources on those higher risks that could impact the achievement of Council Priorities.

The process of determining the audit topics proposed in the Annual Audit Plan is set out in the diagram below.



The CAO shares the draft plan with other assurance groups operating within The City including the City team overseeing the Zero Based Reviews (ZBRs), the internal audit function of Calgary Police Service and the External Auditor. The two year Audit Plan is then presented for Audit Committee approval, and to Council for information.

As 2019 represents the beginning of a new four year budget and business plan for the City, the next two year plan will be presented to Audit Committee at the September 2018 meeting. The 2019-2020 CAO Annual Audit Plan will reflect a new service based audit risk universe, an updated 2019-2022 road map coverage of audit activity, and stakeholder input from Administration and Council.

2017/2018 Annual Audit Plan – Status as at September 30, 2017

2017/18 Annual Audit Plan				
#	Title	Description	Report Target	Status
2016 In-progress				
1	Landfill	An operational audit assessing the effectiveness of processes established to meet business objectives.	Q1	Complete Reported March
2	POSSE System	An IT audit focusing on the data integrity and sustainability of the business application.	Q1	Complete Reported March
3	New Central Library	An operational audit to provide assurance the project is on track and will meet business objectives of time, cost and quality.	Q1	Complete Reported January
4	Community Associations	An operational audit on Calgary Neighbourhoods' support of Community Associations.	Q1	Complete Reported June
5	Human Resources – Succession Planning	An operational audit assessing the effectiveness of succession planning strategies conducted across the organization.	Q2	Complete Reported June
Risk Assessed Priority: 2017				
1	Transit Fare Revenue (previously reflected as Transit Fleet Management)	An operational audit assessing the effectiveness of controls over the safe keeping of fare revenue.	Q2	Complete Reported April
2	IT Follow-up	A follow-up audit focused on management actions in response to previous CAO audit recommendations raised over the last 5 years.	Q2	Complete Reported July
3	911 Call Centre	An operational audit evaluating the efficiency of tools and resources employed in the emergency call handling processes.	Q3	Complete Reported September

2017/18 Annual Audit Plan				
#	Title	Description	Report Target	Status
4	Green Line LRT	An operational audit on the effective utilization of citizen engagement to support the objectives of the capital project. This is the first in a series of audits on Green Line LRT to be conducted over the lifespan of the project.	Q3	Fieldwork Revised Report Target: Q1 2018
5	Utility Billing	A follow-up audit focused on management actions in response to control improvement recommendations raised in a 2012 CAO advisory activity.	Q3	Complete Reported September
6	Corporate Facilities/Asset Management	An operational audit which continues an original CAO audit conducted in 2013.	Q4	Reporting
7	Treasury Management	An operational audit of treasury (cash flow) management.	Q4	Not Started Revised Report Target: Q2 2018
8	Procurement	A follow-up audit which will focus on management actions to address recommendations raised in previous CAO audits (from 2009 to current).	Q4	Fieldwork Revised Report Target: Q1 2018
9	Cyber Security Incident Response	An IT audit assessing the effectiveness of response processes established to support and protect critical data from cyber-attacks.	Q1, 2018	Planning Revised Report Target: Q2 2018
10	New Central Library Project	An operational audit on the readiness of Calgary Public Library and The City of Calgary to assume hand-off from the Calgary Municipal Land Corporation of the New Calgary Central Library.	Q1, 2018	Fieldwork

2017/18 Annual Audit Plan				
#	Title	Description	Report Target	Status
11	Corporate Credit Card (Data Analytics)	A compliance audit utilizing data analytics to assess the effectiveness of related Corporate Credit Card compliance and fraud prevention controls.	New	Fieldwork New addition to plan: Target Q1 2018
Risk Assessed Priority: 2018				
1	Employee Expenses	A compliance audit of employee expenses utilizing data analytics.	Q2, 2018	Not started
2	2017 Election Day	A management request (City Clerk's Office) to conduct a root cause analysis review of the issues which occurred on the 2017 election day and to evaluate proposed strategies to improve the election day process.	Q3, 2018	Not started New addition to plan
3	Open Data Program	An operational audit of the Open Data Program governance.	Q3, 2018	Not started
4	Real Estate Acquisitions (Green Line LRT)	An operational audit assessing the real estate acquisitions related to the Green Line LRT.	Q3, 2018	Not started
5	Annual Control Environment Assessment	An operational audit assessing control activities which support COSO Principle 10: Selects and Develops Control Activities.	Q4, 2018	Not started
6	Bonnybrook Plant D Expansion	An operational audit of the Bonnybrook Plant D Expansion capital project.	Q4, 2018	Not started
7	Community Planning/Calgary Approvals	An operational audit to assess the effectiveness of processes to improve permit timelines.	Q1, 2019	Not started
8	Calgary Community Standards – Livery Transport Services	An operational audit assessing the effectiveness of internal controls that support public and driver safety.	Q1, 2019	Not started

2017/18 Annual Audit Plan				
#	Title	Description	Report Target	Status
9	Calgary Parking Authority	An operational audit of Calgary Parking Authority's key internal control processes.	Q1, 2019	Not started
10	Emergency Management	An operational audit of emergency preparedness and related business continuity plans.	Q1, 2019	Not started
11	Finance System	<p>An IT audit assessing the efficiency and effectiveness of the finance system to manage budget and costs.</p> <p><i>This audit will be deferred to 2019 as upgrades to the finance system are planned during 2018.</i></p>	TBD in 2019	Not started

Status of Community Associations and Social Recreation Organizations on City-Owned Land

EXECUTIVE SUMMARY

This report provides an annual financial review and compliance status of community associations and social recreation organizations with a lease or license of occupation on City-owned land. The majority of organizations are financially and organizationally stable and successfully managing their programs.

Community associations and social recreation organizations work in partnership with The City of Calgary to meet community recreational and social needs. Long-term sustainability of partner organizations allows needed programs and services to continue to be available to community residents. Sustainability of an organization depends on a number of factors including the ability to provide relevant programs to residents and members, to retain an active and skilled board and to identify and mitigate financial, facility or organizational risks. In response to the aging portfolio of facilities and rising lifecycle costs, Administration continues to prioritize the coordination of lifecycle studies and projects through available City funding.

The ratings outlined in this report take into consideration the level of risk represented by the organizations' financial measures of liquidity, leverage and performance. Compliance requirements include the submission of year-end financial statements, a current insurance policy, a business plan, a lifecycle study and appropriate use of public lands. Organizations with elevated or high risk are identified early in Administration's review process and immediate steps are taken to improve the organization's sustainability.

Administration recommends that Council rescind the policy Status of Community Organizations on City-Owned Land (CSPS015) as the policy is redundant. Notice of motion (NM94-03) already directs Administration to report annually to Council through the Audit Committee.

As outlined in the lease/license of occupation agreement, organizations are required to release financial statements to Administration but permission to release financial statements and financial ratings to the public has not been granted. Therefore, Administration recommends Attachments 3, 4 and 5 remain confidential.

Status of Community Associations and Social Recreation Organizations on City-Owned Land

ADMINISTRATION RECOMMENDATIONS:

That Audit Committee recommends that Council:

1. Receive this report for information;
2. Approve that the following policy be rescinded: *Status of Community Organizations on City-Owned Land* (CSPS015) (Attachment 7);
3. Direct that attachments 3, 4 and 5 of this report remain confidential pursuant to sections 23(1), 24(1) and 16(1) of the FOIP Act and remain so until such time as section 16 is no longer satisfied.

RECOMMENDATION OF THE AUDIT COMMITTEE, DATED 2017 DECEMBER 14:

That the Administration Recommendations contained in Report AC2017-1149 be approved.

Excerpt from the Regular Meeting of the Audit Committee, held 2017 December 14:

Clerical Corrections were noted to Report AC2017-1149, as follows:

- In the Report header by deleting the words "Community & Protective" and by substituting the words "Community Services"; and
- in Attachment 1, page 2, in the footer, by deleting the words "Status of Community Associations and Social Recreation Organizations on City-Owned Land" following the Report number "AC2017-1149", and by substituting the words "Definitions of Rating Terms".

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 July 24, Council approved AC2017-0401 Calgary Neighbourhoods Support of Community Associations Audit, receiving the report for information.

On 2016 November 7, Council approved AC2016-0764 Status of Community Associations and Social Recreation Organizations on City-Owned Land, receiving the report for information and directing that this report and Attachment 1 remain confidential pursuant to section 24(1)(b) of the Freedom of Information and Protection of Privacy (FOIP) Act for the duration of the in-camera meeting and be made public upon Council's rise and report; and directing that Attachments 2, 3, and 4, of this report remain confidential pursuant to sections 23(1)(b), 24(1)(a) and 16(1) of the FOIP Act and remain so until such time as section 16 is no longer satisfied.

On 2012 February 27, Council approved CPS2012-03 including policy CSPS2011 Lease/License of Occupation to Community Organizations. This policy required submission of a board-approved business plan, as well as a lifecycle study, within one year of the commencement of the lease or license of occupation.

Status of Community Associations and Social Recreation Organizations on City-Owned Land

On 2006 January 19, Audit Committee approved AC2006-02 Status of Community Associations and Social-Recreation Organizations on City of Calgary-owned Land, directing Administration to expand the report to include all third-party organizations with facilities on City-owned land that Community Services liaises with, and include financial exposure as it relates to an evaluation of liabilities exceeding assets available to satisfy these liabilities.

On 2003 December 18, Audit Committee approved AC2003-68 Financial Status of Organizations on City-owned Land, directing Administration to expand the report to include information on insurance, lease status and lease payment.

On 1994 January 31, Council approved NM94-03 Facilities on City-owned Lands, directing Administration to acquire financial statements from all organizations which are responsible for facilities on City-owned land; review encountering financial problems, strategies for containing costs and increasing revenues; bring to Council a report including an evaluation of costs or liabilities potentially facing the City.

BACKGROUND

In 2016, The City of Calgary had a lease or license of occupation with 189 community associations and social recreation organizations in Calgary. These groups provide social, recreation and community programs valued by a broad range of Calgarians.

Administration annually completes a report on the lease/license of occupation compliance status of these organizations. The report for 2017 also responds to recommendations from The City Auditor (AC2017-0401 Calgary Neighbourhoods' Support of Community Associations Audit) including relevant information about The City's risk as it relates to organizations' facility management and land use compliance.

This annual status report serves the following purposes:

1. Identifies trends within the sector;
2. Provides a snapshot of the general health of community partner organizations;
3. Assesses The City's risk by proactively identifying organizations struggling to maintain their status and/or amenity; and
4. Identifies and implements a risk management plan to support these organizations.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The majority of organizations have favorable ratings, demonstrating that they are stable organizations capable of delivering programs to meet the needs of their community.

Overall findings and a summary of compliance and financial review results is provided in Attachment 2. The compliance status data for each ward which shows the financial and business plan ratings for all 189 organizations currently operating on City-owned land, is provided in Attachment 3.

Status of Community Associations and Social Recreation Organizations on City-Owned Land

Lifecycle and Facility Maintenance

Lifecycle maintenance of amenities continues to be an area of concern for many partner organizations. While the Capital Conservation Grant (CCG) continues to be a primary funding source for our partner organizations, basic repairs have become increasingly complex due to the aging infrastructure and changes in building code.

Lifecycle reviews are organized by The City on behalf of community associations and social recreation organizations. For each organization, every five years, a lifecycle report is completed on the assets maintained within their lease/license of occupation. Currently, all organizations have an up-to-date report completed.

The Capital Development team that administers the Capital Conservation Grant through Calgary Recreation, continues to work with an external consultant to complete a review of the infrastructure within the partner portfolio and is developing a business case with an asset management system implementation plan for these partner-operated assets. Using industry standard estimations, it has been determined that the replacement cost for the assets within the partner portfolio is estimated at just under one billion dollars.

The external consultant has identified that an asset management system needs to be implemented at the portfolio level for our partner organizations. This system will be driven to realize three key benefits; reduce risk to The City and the partner, reduce cost to taxpayers, and increase value for taxpayers. Options have been investigated to utilize and align with City of Calgary corporate standards to meet the portfolio's asset management needs. The most value-driven option will allow The City to forecast capital needs and plan in a consistent, repeatable and accurate manner. The implementation plan for this option is expected to be completed by 2017 Q4, with hard and soft costs to proceed.

Early Intervention

Liaisons form close working relationships with the boards of directors from the partner organizations; therefore, they are integral to identifying when boards are experiencing issues and will recommend when additional support is needed. Support may include the engagement of a third-party consultant help the group to mitigate financial issues and improve financial sustainability.

Through 2014, and up to the time of this report, a chartered professional accountant has been engaged to support five organizations and complete a financial sustainability report for each organization. This work includes strategies for improving financial policies and controls, and investigating new sources of programming and funding. Long-term evaluation of partner organizations that have received financial consultation support demonstrates positive outcomes for achieving overall improvement of organizational sustainability.

Status of Community Associations and Social Recreation Organizations on City-Owned Land

Changes to Report Function and Format

Business plans

City liaisons have been working with organizations on the submission of quality business plans. The business plans must meet the criteria outlined in the lease/license of occupation. Many of the organizations that are overdue in their business plan submission still recognize the importance of a guiding document and are in process of completing the plan.

Land use compliance

Administration is unaware of any organizations currently at risk related to land use compliance. As outlined in land use bylaw IP2007, organizations are adhering to permitted uses and discretionary uses on City land. If an organization is notified of a bylaw infraction, City liaisons are available to support by working with internal business units and the organization to resolve the issue.

Organizational Health Reporting for 2018

Given the City Auditor's recommendation to include organizational health in the 2018 report, Calgary Neighbourhoods has developed an Organizational Health Self-assessment process, whereby, organizations can voluntarily review and rate their own organizational health. Submitting information on organizational health is optional for organizations and not a requirement of the lease/license of occupation; however, participating in a self-assessment process is a recommended best practice. Results of the self-assessment will assist Administration in identifying organizations whose sustainability may be at risk so needs can be addressed immediately. Attachment 6 outlines 2018 report changes based on organizational health reporting.

Stakeholder Engagement, Research and Communication

City liaisons work with community organizations on a continual basis to determine their needs and assist them with the diverse issues they encounter every day. Liaisons provide education and broker other resources to support best practices. Calgary Neighbourhoods encourages community associations to fully engage residents as a first step in the development of their business plans. The program, "This is My Neighbourhood", has demonstrated the positive impact of engagement with residents to both share the priorities of The City at a neighbourhood level, and to better understand neighbourhood gaps and resident priorities for programs and services. In response, neighbourhood organizations are able to work in partnership with residents and The City to address the gaps and priorities.

Strategic Alignment

The recommendations in this report align with Action Plan 2015-2018's Council Priority: A City of Inspiring Neighbourhoods, and Strategic Action: Great Neighbourhoods. Key focus area N4 specifically outlines the need to revitalize the role and ability of community associations, and use of community facilities. This focus area states The City will also work with community

Status of Community Associations and Social Recreation Organizations on City-Owned Land

associations and social recreation groups to provide support in engaging residents and developing business plans that respond to community needs.

Social, Environmental, Economic (External)

Community associations and social recreation organizations create gathering spaces that foster inspiring neighbourhoods. By supporting these organizations and positioning facilities as community assets, Administration fosters a vibrant city with strong and inclusive neighbourhoods where citizens are empowered, connected and involved in healthy, active and creative lifestyles. Administration has been working with community associations to develop guidance on how to best leverage emerging provincial investments in distributed renewable energy and efficiency. Some community associations are participating in energy audits, purchasing energy-efficient appliances and equipment and experimenting with solar power. With Calgary's changing economy, the viability of a community organization is dependent on the ability to adapt to the changing needs of those living and working in the neighbourhood.

Financial Capacity

Current and Future Operating Budget:

There are no implications as a result of this report.

Current and Future Capital Budget:

There are no implications as a result of this report.

Risk Assessment

Should any community association or social recreation organization on City-owned land default or cease operations, the amenity would be returned to The City. Typically in these situations, a new partner that aligns with the land use designation and meets community needs, will be selected through a formal process. In some instances, the amenity may be required for municipal use.

In cases where an amenity has deteriorated and requires extensive repair, The City may have to invest significant dollars. This is typically only considered when a facility is providing programs to a large number of Calgarians or when a safety issue is present that may result in a facility closure. To mitigate these risks, Calgary Recreation's Capital Development team reviews the lifecycle reports for each amenity and provides funding through the Capital Conservation Grant (CCG) program, as required. When the CCG program is not able to meet the financial needs, Calgary Neighbourhoods and Calgary Recreation will identify, with City Council support if required, other sources of funding or a strategy moving forward. Demolition is becoming a viable option for portions of some buildings.

Status of Community Associations and Social Recreation Organizations on City-Owned Land

REASONS FOR RECOMMENDATIONS:

The annual review of community associations and social recreation organizations on City-owned land enhances accountability, highlights risks, and provides an opportunity for Council to understand the current state and challenges of community associations and social recreation organizations that steward City-owned land.

Since Administration presents the Status of Community Associations and Social Recreation Organizations on City-Owned Land report to the Audit Committee annually, policy CSPS015 Status of Community Organizations on City-Owned Land Policy (Attachment 7) is no longer relevant.

ATTACHMENTS

1. Definitions of Rating Terms
2. Overall Findings
3. Compliance Status by Ward
4. Non-Compliance Items and Groups with Agreements in Overhold
5. Mitigation Strategies for Organizations of Concern
6. 2018 Report Changes
7. CSPS015 Status of Community Organizations on City-Owned Land Policy

Definitions of Rating Terms

Financial Rating Definitions

In reviewing financial statements and the financial practices of organizations, Calgary Neighbourhoods and Finance have taken the following into consideration:

Good: (low risk)	The organization is in a good financial position with positive working capital and positive equity.
Satisfactory: (low risk)	<p>The organization is meeting its obligations; however, there is one unfavourable financial factor, which, if not addressed, could challenge the long-term sustainability of the organization. For example:</p> <ul style="list-style-type: none">• Organization could only operate for 30-60 days if revenues were interrupted or discontinued.• Less than 10 per cent of the current year's operating expenses are available as working capital.• An operating deficit greater than \$200,000 has been incurred in the past year.• Revenues in the last year were less than 80 per cent of expenses.• Two out of three years of operating deficits of greater than \$100,000 per year have accrued and/or in two of the last three years, revenues have been less than 90 per cent of expenses.• More than 20 per cent of unrestricted reserve funds have been spent within the past three years.
Marginal: (elevated risk)	<p>The organization is in a position to meet its current financial obligations; however, there is more than one unfavourable financial factor which has given cause for concern in terms of the group's long-term sustainability. For example, any combination of the above-mentioned unfavourable financial factors or any single occurrence of the following unfavourable financial factors:</p> <ul style="list-style-type: none">• Organization could only operate for zero to 30 days if revenues were interrupted or discontinued.• Organization's current obligations exceed their current assets (negative reserves).
Organization of concern: (high risk)	<p>The organization may be unable to meet its obligations, either immediately, or in the near future. If financial health deteriorates further, the organization may have to consider ceasing some or all of its operations. Risks involved may include any of the following:</p> <ul style="list-style-type: none">• Financial Issues: absence of good financial policies and procedures, poor reporting, poor liquidity ratio, insufficient levels of unrestricted reserves, consecutive yearly deficits and apparent problems with cash flow.• Governance issues: not operating within current bylaws and objectives or a lack of governance practices in place.• Risk management issues: inadequate risk management procedures in place and/or poor compliance with City policy.

**Insufficient:
(elevated risk)** Statements are missing critical financial information (eg. balance sheet, statement of revenues and expenditure, comparative data), or information is presented in a way that does not allow for analysis or rating.

***Not rated:** Statements have been received and a rating will be assigned once analysis is completed.

**Not required:
(low risk)** The terms of the legal agreement with the organization do not require submission of financial statements as it has not yet had its annual general meeting.

***Auditors:** Statements are currently being audited by the group or an independent organization.

**Overdue:
(high risk)** Statements have not been submitted, and more than 30 days have passed since the organization's annual general meeting, where the financial statements are to be presented to the members.

Financial Risk Rating

Financial Rating	Risk Rating	Risk Rating Colour
Good/Satisfactory/Not Required	Low Risk	Green
Marginal/Insufficient	Elevated Risk	Yellow
Organization of Concern/Overdue	High Risk	Red

*The risk rating for an organization not rated or where the statements are with the auditors, defaults to the risk rating from the previous year.

Business Plan Compliance Rating Definitions

Received: Business plan has been received.

In Process: Organization is currently working on updating business plan or has submitted a draft business plan.

Overdue: Business plan has not been received. This rating indicates non-compliance with the lease/license of occupation agreement since more than one year has passed since the commencement of the agreement.

Not required: The terms of the agreement with the organization do not require the submission of a business plan or one year has not yet passed, which triggers the requirement for a business plan.

Business Plan Risk Rating

Business Plan Rating	Risk Rating	Risk Rating Colour
Received/Not Required	Low Risk	Green
In Process	Elevated Risk	Yellow
Overdue	High Risk	Red

OVERALL FINDINGS

Financial Ratings

Administration has reviewed the financial status of community associations and social recreation organizations on City-owned land and found the following:

Of the 177 organizations rated for 2016:

- 110 were rated as good (low risk);
- 42 were rated as satisfactory (low risk);
- 17 were rated as marginal (elevated risk);
- five were rated as organization of concern (high risk); and
- three were rated insufficient (elevated risk).

Of the remaining 12 organizations not rated:

- three reported financial statements were with their auditors;
- two have been received but a rating has not been completed in time for this report
- four are not required as they have not yet held their annual general meeting
- three are overdue; therefore, are not compliant with their lease/license of occupation agreement

Business Plan Ratings

Of the 138 organizations required to submit a business plan;

- 81 were rated low risk (received)
- 41 were rated as elevated risk (in process); and
- 16 were rated as high risk (overdue)

Compliance Results

Attachment 4 outlines organizations not compliant with their lease/license of occupation due to overdue financial statements or overdue insurance submissions. It also includes organizations that have not yet entered into a new agreement; therefore, the agreement is in "overhold". At the time of writing this report, financial statements were overdue for three organizations, six groups had not submitted proof of insurance and 13 groups currently have agreements in overhold; therefore, have not submitted their lease payment.

In 2012, Council approved policy CSPS2011 Lease/License of Occupation to Community Organizations which added the requirement for organizations to submit business plans. At that time, recognizing this as a new requirement, Administration accepted business plans that met a minimum standard for compliance. In 2016, City liaisons focused on supporting organizations in the development of quality business plans, including reference to the organization's financial capacity and resources required to implement the plan. In 2015, 93 per cent of groups completed a business plan; however, the quality of plans is much higher in 2016 with 88 per cent of groups with a completed plan or in process of completing a plan.

Financial Review Results

Prior to this report, Administration notified Councillors of the financial review ratings and mitigation strategies (if applicable) for organizations within their ward. Following Councillor notification, City liaisons communicate the financial ratings and mitigation strategies (if applicable) to each organization. With support from Finance, mitigation strategies are created and through the implementation of these strategies, City liaisons support organizations to improve financial accountability and sustainability. Mitigation strategies for high-risk organizations are outlined in Attachment 5. Administration appreciates the opportunity to work with Councillors and organizations to address opportunities and financial challenges.

2018 Report Changes

Based on the City Auditor's recommendation, the Status of Community Associations and Social Recreation Organizations report will include data on organizational health beginning in 2018. Completion of the Organizational Health Self-Assessment is voluntary and organizations will be encouraged to perform an annual assessment. Submitting information on organizational health is optional for organizations and not a requirement of the lease/license of occupation; however, participating in a self-assessment process is a recommended best practice.

This assessment addresses best practices in the areas of strategic direction, board governance, finances and funding, programs, services and events, spaces/facility, human resources and public relations. This tool will identify areas of strengths and potential risks in the organization's governance practices so opportunities for improvements can be identified and implemented.

Under the *Investing in Partnerships Policy*, organizations that fall into the Civic Partner Category due to the value of The City's investment will be removed from this report and included in the Civic Partner Audit Report. The Civic Partner Audit Report includes an overview of an organization's health including their governance and risk management practices.

Organizations funded by Family & Community Support Services (FCSS) are assessed for organizational effectiveness and program impact to inform the recommendations in the Family & Community Support Services Funding Recommendation report. Therefore, organizational health for organizations funded through FCSS will not be included in the Status of Community Association and Social Recreation Organizations report; only the compliance items currently being reported will continue to be reported here. These organizations will require "split reporting".

The following chart outlines the report changes for 2018:

Organization	Move to Civic Partner Audit Report	Split reporting
The Calgary Young Men's Christian Association	Yes	
NE Centre of Community Society (Genesis Centre)	Yes	
Nose Creek Sports and Recreation Association (Vivo)	Yes	
South Fish Creek Recreation Association (Cardel South)	Yes	
Westside Regional Recreation Centre	Yes	
Boys and Girls Clubs of Calgary		Yes
Bow Cliff Seniors		Yes
Bowness Seniors Centre		Yes
Calgary Between Friends Club		Yes
The Calgary Chinese Elderly Citizens' Association		Yes
Confederation Park 55+ Activity Centre		Yes
Good Companions 50 Plus Club		Yes
Greater Forest Lawn 55+ Society		Yes
Ogden House Senior Citizens' Club		Yes



COUNCIL POLICY

Policy Title: Status of Community Organizations on City-Owned Land

Policy Number: CSPS015

Report Number: AC94-13

Approved by: City Council

Effective Date: 1994/ Amended 2003

Business Unit: Calgary Neighbourhoods

BACKGROUND

At its meeting of 1994 April 06, Council approved AC94-13, Facilities on City-Owned Land which allows The City to enter into a lease or license of occupation with a partner organization to provide recreation and community opportunities on public land.

PURPOSE

This policy will ensure the liability and risk posed to The City by entering into formal agreements with partner organizations is monitored, and reduced. It also strives to maintain the viability of formal partners occupying City-owned land.

POLICY

Council has directed Administration (NM94-03) to acquire, in a timely manner, current and reliable financial statements for all organizations which are responsible for operating not-for-profit facilities on City-owned land. In addition, Administration was asked to report back to Council, through the Audit Committee, the results of its review as it relates to potential cost or liabilities to the City. In 2003, Audit Committee has also requested from Administration that the annual report also include information on insurance, lease status and lease payment (AC2003-17).

A 'Best Practices' model, approved by Audit committee (1999 May 12) encourages organizations and Administration to work together to encourage groups to adopt good financial practices which are appropriate for their size and activities.

PROCEDURE

An ongoing process has been established to collect and review financial statements and identify not-for-profit organizations that may require financial assistance. Administration assists organizations who, based on financial review, are experiencing financial difficulties or have the potential for financial difficulties. This may result in direct consultation on financial planning or referral to such agencies as the Federation of Calgary Communities, or the Centre for Non-Profit Management.



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COUNCIL POLICY

Through the 'Best Practices' model Administration now provides feedback to an organization regarding their financial state through a worksheet. Furthermore a list of best practices has been developed for different sizes of groups and Administration encourages organizations to adopt the practices that are most appropriate for them.

AMENDMENTS

In 2003, Audit Committee has also requested from Administration that the annual report also include information on insurance, lease status and lease payment (AC2003-17).

Effective 2016 February 01, Community & Neighbourhood Services became Calgary Neighbourhoods.

ZBR Program Update – January 2018

EXECUTIVE SUMMARY

The Zero-Based Review (ZBR) program complements The City of Calgary's other continuous improvement activities by adding a periodic, more thorough review of whether the right services are being provided in the right way. This work is especially important in the current economic climate when resources are limited but the demand for City services is not.

Eight ZBR reviews have been completed since 2012. In 2017, \$15 million was realized in annual financial gains as a result of these reviews, bringing the total realized to date to \$27.3 million. These gains are part of the total \$57.3 million (low estimate) to \$68.2 million (high estimate) in annual financial gains identified through the ZBR program. This is the first ZBR program status update report to present a year-over-year forecast of when the remainder of these financial gains will be realized. It also introduces progress tracking by individual recommendation, to give a more granular view than the previous reporting at the level of the whole review.

The City has also realized benefits in the form of service effectiveness, including better customer service, reduced environmental impact and improved public safety. These results are diverse in nature and may be harder to quantify, making it difficult to present them as a single headline measure. Administration is developing measures to better capture effectiveness gains.

While the program is now delivering substantial results, and the overall quality of the reviews is rising, the identification of new gains for 2017 is more modest than in previous years. This is due to resourcing challenges in the ZBR team throughout the year, including the loss of one position and delays in hiring staff. To ensure the continued high quality of the reviews, some significant delays have resulted. Work is underway to get the program back on track. Two reviews are currently underway and more are in preparation. The impact on results is, however, projected to continue through 2018.

This report presents updates on the progress and results of all current and past reviews (Attachment 1) together with case studies that illustrate the wide range of tangible benefits being delivered for Calgarians as a result of the ZBR program (Attachment 2).

Detailed updates are provided on the implementation of the Parks and Calgary Building Services reviews (Attachments 3 and 4). Finally, this report presents a progress report on the IT and Recreation reviews currently underway (Attachments 5 and 6).

ZBR Program Update - January 2018

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council:

1. Receive for information:
 - a. Zero-based Review (ZBR) Program Dashboard (Attachment 1);
 - b. Service Improvement Case Studies (Attachment 2);
 - c. Parks ZBR – Implementation Update (Attachment 3);
 - d. Calgary Building Services ZBR – Implementation Update (Attachment 4);
 - e. Information Technology ZBR – Progress Report (Attachment 5);
 - f. Recreation ZBR – Progress Report (Attachment 6).

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2018 JANUARY 16:

That Council adopt the Recommendations contained in Report PFC2018-0017.

PREVIOUS COUNCIL DIRECTION / POLICY

The ZBR program was created by Administration as part of its response to Council's direction to become "a more effective and disciplined organization" (C2011-55).

The program has evolved over time, driven by both the changing circumstances since its inception and the continuous improvement ethos of the ZBR program itself. Direction for the program is therefore contained in a number of previous reports to Council, including:

- The initial report establishing the program and setting up the pilot (FCS2011-31);
- A follow-up report, modifying some program parameters, reflecting lessons learned in the pilot (PFC2012-0492);
- Approval of the ZBR program for 2013 and 2014 (subjects and resources), with further method improvements (PFC2012-0713);
- Approval of the 2015-2018 ZBR program (subjects and resources), with further method improvements (PFC2014-0554);
- Two information reports prepared in response to a Council inquiry, detailing the relationship between ZBRs and Audits, explaining the costing methods used and proposing further enhancements (PFC2015-0903 and PFC2016-0518); and
- Approval of a new program mandate and reporting approach to enable the program to continue delivering results in the face of changing circumstances and new requirements (PFC2016-0883).
- The first overall ZBR program update presenting the status of all reviews, in line with the new reporting approach (PFC2017-0431).

BACKGROUND

The ZBR program is one of the tools that Administration is using to execute Council's five imperatives. As established in the Leadership Strategic Plan (C2014-0703), the ZBR program

ZBR Program Update - January 2018

is part of Administration's Performance Management System, which is a disciplined approach to continuous improvement designed to better serve our customers, communities and citizens. This system is comprised of five interconnected elements (Figure 1).

Figure 1: Performance Management System



The ZBR program draws on all elements of the Performance Management System to identify efficiency and effectiveness improvements. It has the greatest intersection with the "Service Review and Improvement" strand, where the ZBR program complements The City's other continuous improvement activities by adding a periodic, more thorough review of whether the right services are being provided in the right way.

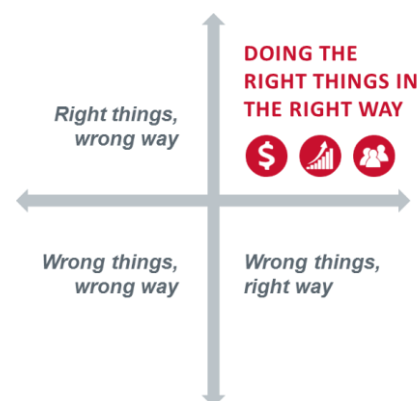
The integration of the "Service Review and Improvement" strand with the others is an important part of every ZBR. For example, employing an "Integrated Risk Management" approach allows for recommendations, and subsequent implementations, to effectively assess and balance risk versus benefits – this leads to more informed decision making. Another example is the review-wide consideration of "Performance Measurement and Accountability" that is built into measuring the success of new recommendations as well as instilling measurement and accountability into the ongoing operations and planning of the subject business area.

The ZBR program exists to:

1. Increase the value Calgarians get from their tax dollars by improving the efficiency, effectiveness and sustainability of services; and
2. Build the organization's capacity for continuous service improvement.

This work is especially important when resources are limited but the demand for City services is not. The recent economic downturn has increased the pressure for Administration to use fewer resources without compromising service quality, and incremental budget cuts are no longer enough to address this challenge. By first asking fundamental questions about whether we are doing the 'right things', the ZBR program lays a foundation for true efficiency (Figure 2).

Figure 2: Effectiveness and efficiency



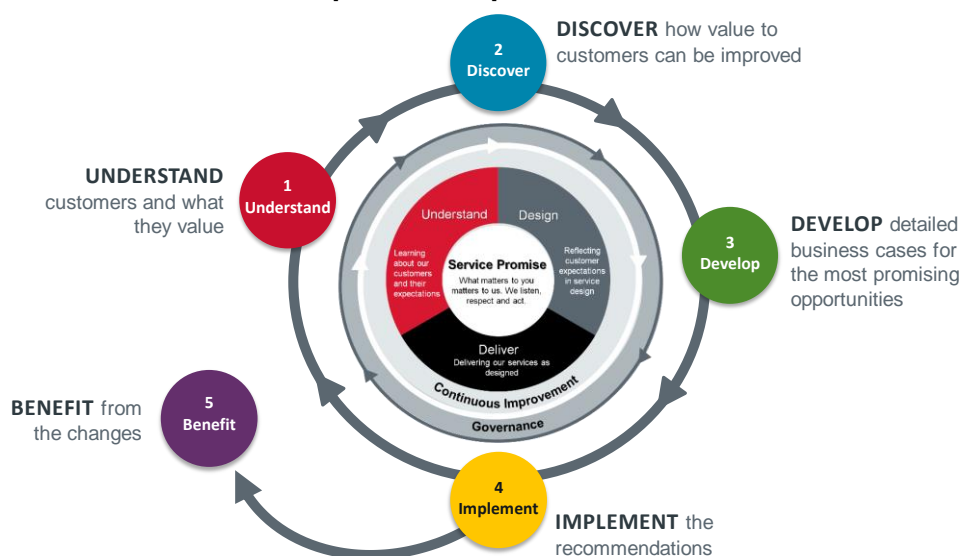
ZBR Program Update - January 2018

INVESTIGATION: ALTERNATIVES AND ANALYSIS

ZBR Program Status: January 2018

ZBRs use a continuous improvement process based around The City of Calgary's Customer Service Approach (Figure 3), starting with the 'Understand' phase on the left side of the circle, below.



Figure 3: The ZBR continuous improvement process



ZBR projects are listed below by their stage in this process. ZBR Program Updates to PFC, like this report, occasionally offer additional detail on progress in attachments. The goal of this reporting is to bring timely progress updates on all projects. Information on where more in-depth detail can be found is also provided.

ZBR Program Update - January 2018

Summary of Benefit & Implement Stages

Stage	Business Area	Last Update
	Fleet Parks Roads Water Services	PFC2012-0492 This report: Attachment 3 TT2015-0792 UCS2016-0169, next update in Q2 2018
	Fire Calgary Transit Water Resources Calgary Business Services	PFC2015-0695 PFC2017-0431 PFC2016-0660 This report: Attachment 4

Note on definition of terms below

The terms 'Benefits Identified' and 'Benefits Realized' found below refer to:

- Benefits Identified: A recommendation has been made that, when implemented, has a potential benefit associated with it and a plan to achieve these benefits is being developed or implemented.
- Benefits Realized: A recommendation has been implemented and benefits are being experienced financially and/or through non-financial improvements.

Overall Program Summary for Benefit & Implementation Stages

- Eight reviews have been completed since 2012 representing 67% of City services, as measured by September 2016 gross operating budget.
- Total annualized financial gains identified in these reviews are between \$57.3 million (low estimate) and \$68.2 million (high estimate).
- To date, the ZBR program has identified \$10 dollars in annual financial gains for every one-time \$1 dollar spent.
- Many of the recommendations from completed reviews have now been implemented and are resulting in real benefits for citizens. Details of these reviews (with PFC report dates) are presented in Attachment 1.
- In 2017, \$15 million in additional annual financial gains were realized.
- The total realized annual financial gains now amount to \$27.3 million.
- The City has also realized benefits in the form of service effectiveness, including better customer service, reduced environmental impact and improved public safety. These results are diverse in nature and may be harder to quantify, making it difficult to present them as a single headline measure. Administration is developing measures to better capture these effectiveness gains; in the interim, a collection of case studies is provided in Attachment 2 as examples.
- The timeline to realize benefits is dependent on several factors including when a ZBR was completed, the nature and complexity of the recommendation and reliance on sequencing with other projects. Some of the recommendations arising from ZBRs are relatively easy to implement and benefits are realized right away. Others are more


ZBR Program Update - January 2018

fundamental changes and in these cases, while the benefits are often more significant, it can take several years for implementation to be completed and for benefits to manifest.

Specific Project Updates for Benefit & Implementation Stages

- Attachment 3 provides an update on implementation of the Parks ZBR. Two of six recommendations have been completed and four more are in a planning or implementation phase.
- Calgary Building Services has completed an implementation plan and has initiated implementation of recommendations ahead of schedule. All recommendations are scheduled for completion by the end of 2018 with financial benefits to begin in early 2018. Attachment 4 provides an update on this review.
- Water Resources will be providing an implementation plan and detailed update in Q2 2018.

Summary of Develop Stage

Stage	Business Area	Last Update
	Information Technology Recreation	This report: Attachment 5 This report: Attachment 6

- The IT ZBR Steering Committee has identified eight improvement opportunities that should be pursued further. Two of these opportunities have already been completed. The remainder will continue to be pursued in 2018. Further details are provided in Attachment 5.
- In the past, ZBRs were completed in full, prior to providing updates to Council. This is the first time that the initial results of a review have been presented as soon as the first opportunities have been completed. This improves transparency and removes a potential source of delay to implementation.
- The quality of reviews has also been increased, such that reviews are now more detailed and robust than in the past. In the IT ZBR, for example, the level of detail for each opportunity at the start of the Develop phase is comparable to that achieved at the end of the earliest reviews. This allows for increased confidence in the recommendations and reduces the risk that the identified benefits cannot in practice be achieved.
- A great deal of work has been done on the Recreation ZBR, and phase one is now nearing completion. The review is on track to deliver both direct benefits and indirect benefits, most especially through greater clarity on the service purpose and strategy. This clarity will ensure that Recreation focuses its efforts and resources on those specific programs and services that are most aligned with its mandate and purpose, in order to achieve maximum value (i.e. benefits in relation to cost). This work will result in a significant “paradigm shift” for Recreation over the long term. The output will inform future service planning via One Calgary. There have been some challenges, however, including changes in the Director, the ZBR Steering Committee Chair and in Corporate

ZBR Program Update - January 2018

Initiatives staffing, all of which have affected the pace of the Recreation ZBR. In balancing time, cost and quality it is quality that is the key driver for the program, and the final report of the Recreation ZBR has therefore been delayed to ensure these high standards can be maintained. Administration will now report back on the results of this review in Q2 2018.

Summary of Discover & Understand Stages

Stage	Business Area	More Information
 2 Discover	Supply Land	Project delayed Project delayed
 1 Understand	Law Corporate Security Facility Management ESM	Foundational work delayed on four remaining projects

- As an outcome of the IT ZBR, additional opportunities with corporate-wide applicability have been uncovered related to the role and mandate of enabling services and the use of internal recoveries. Further analysis has been undertaken to understand these opportunities and build business cases to describe their potential impact to the organization. Administration is currently determining how best to progress these opportunities and will report back to Council on next steps by Q2 2018.
- Some early research work has been conducted related to scope a 'Land' ZBR, covering how the corporation addresses challenges and opportunities related to buying, managing and selling land. This project has been delayed due to internal resource constraints (see below) and is expected to be reinitiated later in 2018.
- Foundational work to build understanding in Supply, Corporate Security, Law, Facility Management and ESM has begun. Work will continue in 2018 and will inform the selection and scoping of future review areas.

Resource challenges in 2017 and 2018

As indicated in Attachment 1, resource constraints have caused several projects to be delayed or placed on hold in 2017. These are the result of the loss of one previously-approved position, as well as delays in hiring replacement staff (to address turnover). With the reinstatement of the lost position (via the November 2017 Adjustments process), and recent approval for exemptions to the hiring freeze, the program is expected to return to full staffing levels in 2018. The delayed and suspended projects will be re-initiated as resourcing allows. However, this delay will cause a future lag in results as fewer reviews were completed in 2017, and consequently fewer gains were identified. As well, even with approvals to hire replacement staff, it will take some time to recruit and on-board new staff, with the result that the impacts of 2017 staffing losses will continue to be felt for some time.

ZBR Program Update - January 2018

It is still expected that the target of reviewing 80% of The City's services by 2020 will be met.

Data Development

In response to the direction of the Priorities and Finance Committee in the last ZBR Program Update in May 2017 (PFC2017-0431), work has been undertaken to better track the progress of individual recommendations including year-over-year forecasting of financial benefits. Greater detail has been included in the ZBR dashboard presented in Attachment 1.

Work continues to improve how effectiveness gains are reported (in addition to efficiency gains) and how the ZBR program reports on its objective of capacity building for service improvement within the organization.

While this work continues, Attachment 2 includes case studies that demonstrate both ZBR-driven improvements as well as continuous improvements undertaken across The City.

Stakeholder Engagement, Research and Communication

Many stakeholders were engaged in the creation of this report:

- Content was created and tested with the Recreation and IT ZBR Steering Committees, and all Directors of business units that have already completed or are in the midst of completing a ZBR.
- Staff across the organization collaborated to collect data on benefits realized to date as well as service improvement case studies.
- As agreed in an earlier report on ZBR program governance (PFC2015-0903), Administration provided an opportunity for Councillors to provide input to the internal service ZBRs in May and June of 2017. Further opportunity will be provided in 2018.

Strategic Alignment

The ZBR program is part of the Performance Management System, which in turn is one component of the Leadership Strategic Plan (C2014-0703). Along with these other elements, the ZBR program helps the organization respond to Council's five imperatives of integrated service delivery, engaged leadership, increased trust and confidence, a public service culture and investment and value. In particular, the ZBR program supports Stage 3 of the Leadership Strategic Plan "Road Map" as it is a tool to help improve organizational efficiency.

Social, Environmental, Economic (External)

There are no direct implications from this report.

ZBR Program Update - January 2018

Financial Capacity

Current and Future Operating Budget:

The ZBR program helps the organization to manage operating costs, which is particularly important in the current economic downturn. This report presents identified and realized reductions in operating budgets.

Current and Future Capital Budget:

The ZBR program also helps the organization to manage capital costs. This report presents identified and realized reductions in capital budgets.

Risk Assessment

This report primarily focuses on ZBR program results achieved to date. Therefore, there are no significant risks directly associated with this report.

REASON(S) FOR RECOMMENDATION(S):

This report fulfills Administration's commitment to provide regular updates to Council on the ZBR program under new reporting arrangements, as agreed by the Priorities and Finance Committee in November 2016 (PFC2016-0883).

ATTACHMENT(S)

1. ZBR Program Dashboard
2. Service Improvement Case Studies
3. Parks ZBR – Implementation Update
4. Calgary Building Services ZBR – Implementation Update
5. Information Technology ZBR – Progress Report
6. Recreation ZBR – Progress Report

PROGRAM PURPOSE

The Zero-Based Review (ZBR) program exists to:

- Increase the value Calgarians get from their tax dollars by improving the efficiency, effectiveness and sustainability of services; and
- Build the organization’s capacity for continuous service improvement.

The ZBR program complements The City’s other continuous improvement activities by adding a periodic, more thorough review of (a) **whether the right services are being provided**, and (b) whether they are provided **in the right way**.

It also helps to support internally-driven continuous improvement by developing skills, tools and other resources within the organization.

PROGRAM OBJECTIVES

The ZBR program is mandated to deliver:

- Substantial efficiency gains including cash savings, productivity gains and cost avoidance.
- Tangible improvements in service effectiveness including service outcomes, customer satisfaction, employee morale, safety and partner relationships.
- Increased ability to identify and deliver further efficiency and effectiveness improvements internally, on an ongoing basis.

DATA DEVELOPMENT LIST

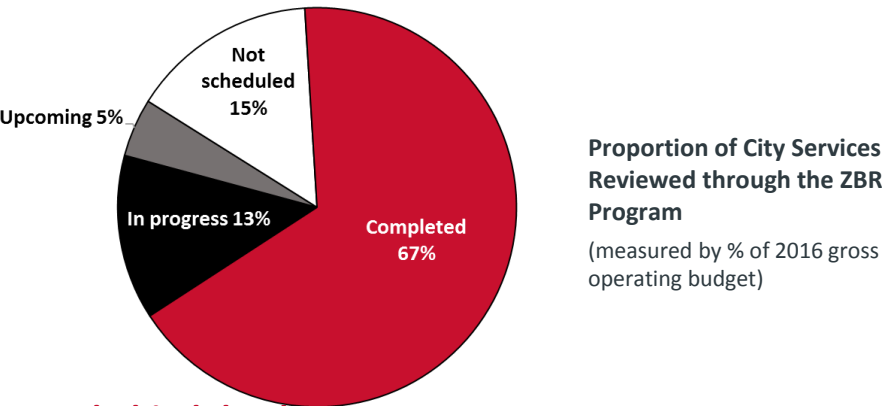
This report presents for the first time: tracking of results achieved and implementation progress for each ZBR recommendation (rather than just at the overall review level), as well as year-over-year forecasts of benefit realization.

Additional work is underway to improve tracking of service effectiveness gains and options for measuring the ZBR program objective of building capacity for service improvement within the organization.

With an eye to developing measures which can assess capacity building within Business Units as well as across the Corporation, staff involved in the implementation of past ZBRs have been engaged to identify key options and opportunities.

PROGRAM PERFORMANCE: HEADLINE MEASURES

How much did we do?

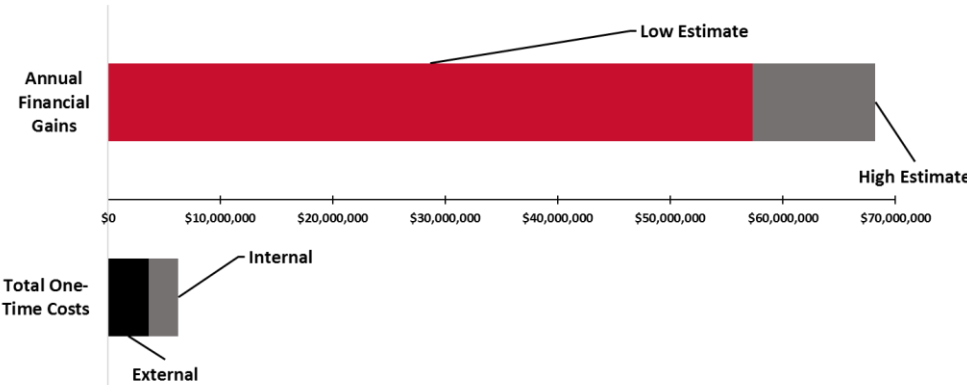


Story behind the data:

- To date, ZBRs have been completed on 67% of City services, measured by the 2016 gross operating budget. The program is on track to meet the goal of reviewing 80% of City services (by gross operating budget) by 2020.
- Looking forward, the focus of the ZBR program in 2018 will continue to be on The City’s internal services.
- These services have smaller budgets but are key drivers of whole organization efficiency. As such, the maximum value to be gained from these reviews lies not inside each business unit but in the business relationships and processes between them – and those they serve.
- Improvements in these areas will have far-reaching benefits across the corporation.
- The quantity of ZBR work completed in 2017 is less than originally forecast. ZBR completions were affected by both the workforce planning project and the hiring freeze. With the reinstatement of one position, the addition of another, and approval to begin hiring in January 2018, it is expected that program capacity will be restored partway through 2018.

ISC: Unrestricted

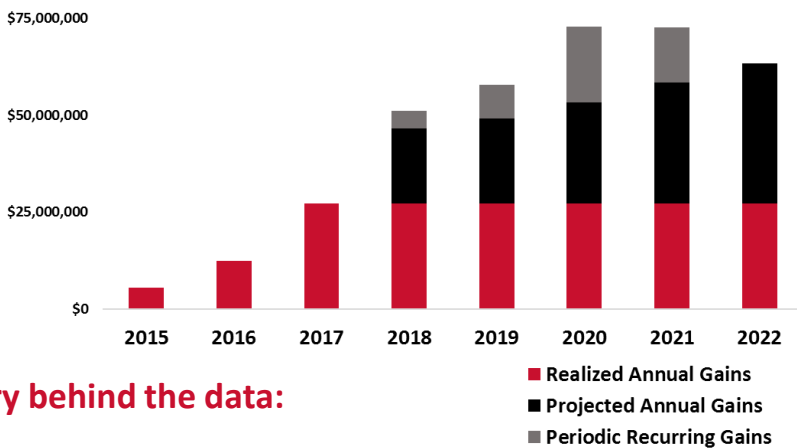
How well did we do it?



Story behind the data:

- The total annual financial gains identified by the ZBR program to date are between \$57 million (low estimate) and \$68 million (high estimate) after full implementation. Financial gains include cost savings, productivity gains, cost avoidance and increased revenue.
- Efficiency and effectiveness improvements go hand-in-hand. Beyond the financial gains, over half of the ZBR recommendations identify advances such as improved service outcomes, higher customer satisfaction and increased employee morale.
- The estimated cost of undertaking the eight completed ZBRs was around \$7 million, including the pilot project with Fleet. This includes internal costs (staff time) and external costs (consulting contracts). This does not include costs associated with implementing the recommendations.
- Comparing costs and financial benefits, there have been about \$10 in annual financial gains identified per one-time \$1 spent on the program. All costs for the IT ZBR are included, while additional gains identified from this ZBR will not be added until 2018.
- The annual financial gains include annual gains plus the periodic recurring gains which are averaged over the implementation period.

Is anyone better off?



Story behind the data:

- For the first time a forecast for financial gains from the first eight completed ZBR projects is presented. Financial benefits are more than budget savings – they also include cost avoidance, increased revenue, and improved productivity.
- This forecast shows that the majority of the annually recurring gains from the eight ZBR projects completed by 2016 will be realized by the end of 2018. As additional ZBR projects are completed, projections for future gains will increase accordingly.
- In addition to annual financial gains, which recur every year, a number of recommendations identify recurring cost avoidance or other gains which are realized at different frequencies. These are identified as periodic gains.
- Business Units that have completed ZBR projects in the past are now adapting their tracking to regularly report on and forecast financial gains. The degree of accuracy in predictions will improve with time as this becomes an upfront requirement for Business Units completing their ZBR projects.

ZBR PROJECT IMPLEMENTATION TRACKER							
Business Unit	Reported to PFC	Current Status of Recommendations			Financial Benefits - Annual Gains		Annual Gains Realized To Date
		Total Recommendations	Number Being Implemented	Number Complete	Low Estimate	High Estimate	
Fleet (pilot project)	July 2012	8	0	8	-	-	Implementation Complete
Parks	July 2014	6	2	4	\$4.3M	\$4.3M	\$2.4M
Roads	Oct 2014	5	1	4	\$1.4M	\$1.9M	\$10.2M
Water Services	Mar 2015	5	5	0	\$2.4M	\$6.1M	\$8.6M
Fire	Nov 2015	4	4	0	\$14.1M	\$15.1M	\$5.0M
Calgary Transit	June 2016	7	5	2	\$10.3M	\$11.1M	\$1.1M
Water Resources	Sept 2016	4	4	0	\$17.0M	\$20.5M	-
Calgary Building Services	Nov 2016	4	3	1	\$3.2M	\$4.6M	-
IT	Jan 2018 (1 st report)	TBD	TBD	TBD	\$4.6M*	\$4.6M*	
ZBR Program Total	Jan 2018	43	27	16	\$57.3M	\$68.2M	\$27.3M

* To date, 2 initial opportunities from the IT ZBR have been finalized. Further gains will be identified as more opportunities are developed.

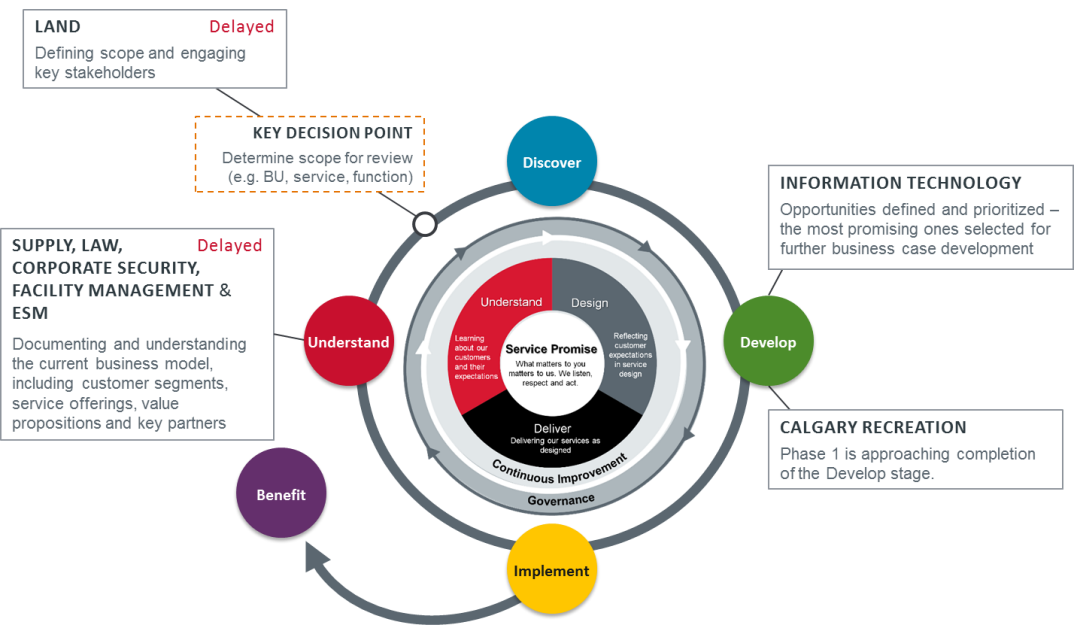
STATUS OF ZBRs PLANNED AND UNDERWAY

Resourcing the ZBR Program

Resourcing constraints have caused early-stage ZBRs to be delayed or placed on hold. Staff reductions, as well as the hiring freeze and hiring restrictions have prevented the ZBR team from advancing projects as scheduled.

The ZBR team was originally tasked with completing 2 ZBRs per year. A decision to increase this to 3 per year was made in 2014, and Council approved the addition of 1 FTE via Action Plan to support this accelerated timeline. However, this 'growth' position was removed in early 2017 through the Workforce Planning Project. In November 2017, Council approved the addition of 2 FTEs to the program - one of which will reinstate the lost position, and one net new position, which will initially help to clear the backlog and, in the long term, will accelerate the program modestly. Overall, these challenges have slowed the identification of improvement opportunities, and this will continue well into 2018, due to the time lag from recruiting and training new staff.

Mapping ZBRs to the continuous Improvement Process



LAND
Defining scope and engaging key stakeholders

Delayed

KEY DECISION POINT
Determine scope for review (e.g. BU, service, function)


SUPPLY, LAW, CORPORATE SECURITY, FACILITY MANAGEMENT & ESM
Documenting and understanding the current business model, including customer segments, service offerings, value propositions and key partners

Delayed


INFORMATION TECHNOLOGY
Opportunities defined and prioritized – the most promising ones selected for further business case development

CALGARY RECREATION
Phase 1 is approaching completion of the Develop stage.


KEY MILESTONES




The **Parks ZBR** is nearing full implementation. In conjunction with Recreation, Parks has developed a Playfield Strategic Plan which is an important step to implementing the last recommendation to increase playfield utilization and cost recovery. A more detailed progress update is included as attachment 3.




While implementation is still in progress, the **Roads ZBR** has already significantly exceeded the upper estimate identified by the ZBR review. All remaining financial gains are expected to be realized in 2018, with an additional \$3.8 million anticipated.




The **Water Services ZBR** implementation is well underway. With the financial gains realized in 2017, Water Services has exceeded the gains originally estimated. Some small additional financial gains of around \$0.3 million are expected in 2018.




The **Fire ZBR** implementation has so far resulted in \$5.0 million in annual gains. Fire is currently developing a Training Academy Master Plan, with additional annual revenue of up to \$200 thousand forecast starting in 2019.




The **Calgary Transit ZBR** implementation plan was completed in May 2017. Financial gains have begun to be realized in 2017, with additional benefits being realized in each year until 2021.




Three of the recommendations from the **Water Resources ZBR** are being implemented with the first financial gains being forecast for 2018. An implementation plan for the fourth recommendation is currently being developed and will be presented as part of the ZBR Program Update in Q2 2018.




The implementation plan for the recommendations made during the **Calgary Building Services ZBR** is included as attachment 4. Substantial progress has been made on all three recommendations with financial gains expected to begin in 2018.




A summary report on the **Recreation ZBR** is included as attachment 6. Phase 1 is now in its final stages, with a Peer Review planned for Q1 2018. The final report on phase 1, and a proposal for Phase 2, will be presented to Council in late Q2 2018.



The **IT ZBR** has completed business cases for two opportunities – Customer Journey Mapping and Right Devices – and is currently developing business cases on a number of other opportunities. An update is provided in Attachment 5.



The **Land ZBR** has emerged from an initial review of the Law business unit. This ZBR is in the early stages of the Understand phase and has been delayed due to resourcing constraints.



Next ZBR Program Report: Q1/Q2 2018

ISC: Unrestricted

Page 2 of 2

Service Improvement Case Studies: ZBR Initiatives

SECTION OVERVIEW

These case studies illustrate the wide range of tangible benefits being delivered for Calgarians as a result of the ZBR program.

Each case study highlights the opportunity that was identified, the action taken and the result. The results include cost savings as well as service effectiveness gains, such as better customer service or reduced environmental impact.

The effectiveness gains are diverse in nature and may be harder to quantify than financial gains, making it difficult to present them as a single headline metric. Administration is developing performance measures to better capture the effectiveness gains in future reports.

The ZBR program is mandated to deliver improvements in:

EFFICIENCY

 **Cash savings** **Productivity gains** **Cost avoidance**

CAPACITY BUILDING

 **Continuous improvement**

EFFECTIVENESS

 **Service outcomes** **Customer satisfaction** **Employee morale** **Safety** **Partner relationships**

Customer Segmentation in IT



1 Opportunity

- The ZBR program, in partnership with CSC's Customer Experience Team, piloted a customer segmentation approach during the Calgary Building Services Review.
- Customer segmentation offers new perspective on how to think about customers either externally or (as in the case of IT internally).
- Even though the IT ZBR hasn't been completed yet, benefits of customer segmentation are already being realized.


2 Action

- Segmentation created a robust picture of each role in the organization and how they consume technology.
- This proved especially valuable when rolling out technology upgrades to field staff – New understandings of this nomadic group allowed IT to hone their engagement plan and very selectively target this audience.

3 Is anyone better off?

- Client segmentation significantly enhanced the reach of the IT client satisfaction survey from 1,500 to over 5,000 City staff which means better customer insights, which can be applied to future improvements.
- Recognizing the need to service field staff in-person led to pop-up events at locations with large numbers of staff who work remotely – the most effective way to reach them. In total 18 events were held in 15 locations reaching 1,800 people.
- Customer insight work, based on the understanding of different segments, is continuing with customer journey mapping (in partnership with IT's enabling partners in Corporate Analytics & Innovation, Supply Management and Corporate Security) for investments in technology.

EFFICIENCY

 Cash savings

 Productivity gains

 Cost avoidance

CAPACITY BUILDING

 Continuous improvement


EFFECTIVENESS

 Service outcomes

 Customer satisfaction

 Employee morale

 Safety

 Partner relationships



1 Opportunity

- Develop a street light maintenance strategy that supports multiple service providers through a competitive bidding process, places defined standards of service and performance measures into the contract, and addresses inventory costs.


2 Action

- The purchasing strategy for materials was changed to bundle street light components with similar traffic signal components.
- Specialized street light maintenance services (e.g. critical pole replacement) were tendered separately from the primary 'lights out' contract.


3 Is anyone better off?

- The new purchasing strategy resulted in an average 37% reduction in the cost of steel poles and 19% reduction in the cost of concrete bases.
- In 2015, by coordinating the purchases of streetlight poles and bases with the Traffic Signal program, an estimated \$1 million in capital was saved compared to 2014 costs. Maintaining this purchasing strategy in 2016 resulted in an estimated savings of \$1.6 million that was invested back into the streetlight maintenance program.
- Contractors that have focused on specific types of work have worked more efficiently, giving Roads better value and increasing the impact of our budget on our critical maintenance backlog. For example, with the same budget Roads has been able to increase the rate of critical street light pole replacement by a factor of three.

EFFICIENCY

 Cash savings

 Productivity gains

 Cost avoidance

CAPACITY BUILDING

 Continuous improvement

EFFECTIVENESS

 Service outcomes

 Customer satisfaction

 Employee morale

 Safety

 Partner relationships

Service Improvement Case Studies: Continuous Improvement Initiatives

SECTION OVERVIEW

The ZBR program draws on all elements of the Performance Management System to identify efficiency and effectiveness improvements. It has the greatest intersection with the “Service Review and Improvement” strand, where the ZBR program complements The City’s other continuous improvement activities.

These case studies provide examples of service improvements undertaken outside of the ZBR program, which demonstrate Administration’s increasing capacity for continuous improvements in line with the second purpose of the ZBR program.

The **Performance Management System** is a disciplined approach to continuous improvement designed to better serve our customers, communities and citizens.



Transit going Wireless for Maintenance



1 Opportunity

- Maintaining Transit's 220 ticket vending machines is a big job!
- In the past, getting repair details on the machines required being at Spring Gardens Transit Technology Building and travelling from there to any of Transit's 45 C-Train stations.
- This required Fare Service Technicians to spend significant time in-transit (pun intended) between locations.

2 Action

- Since August 2016, field technicians have adopted network-connected iPads that provide real-time information on the status of ticket vending machines.

3 Is anyone better off?

- The iPads provide technicians with much better information to plan their days – they significantly reduce travel time, speed up response time and improve capacity which means more repairs per day.
- Technicians are, on average, completing 10 to 15% more tasks per day which represents a productivity gain of more than \$2400 per month. This results in a better customer experience as more machines are brought back into service every day while also freeing up time for this team to complete other tasks.

EFFICIENCY

Cash savings

Productivity gains

Cost avoidance

CAPACITY BUILDING

Continuous improvement

EFFECTIVENESS

Service outcomes

Customer satisfaction

Employee morale

Safety

Partner relationships



1 Opportunity

- Reduce energy usage or explore options to generate additional energy to offset commercial energy usage.

2 Action

- In 2016, the Bonnybrook Wastewater Treatment Plant began generating its own electricity using natural gas and biogas, a product of the wastewater treatment process available at no cost to The City.
- The Glenmore Water Treatment Plant has completed the installation of a 291kW solar photovoltaic power generation system.

3 Is anyone better off?

- On-site power generation at the Bonnybrook plant has resulted in savings of \$3 million and a reduction in greenhouse gas emissions.
- Although only a small portion (2%) of the Glenmore Water Treatment Plant's total electrical loads is anticipated to come from the sun, it will offset the power demand of over 45 average Calgary homes (330,000 kWh/year).

EFFICIENCY

Cash savings

Productivity gains

Cost avoidance

CAPACITY BUILDING

Continuous improvement

EFFECTIVENESS

Service outcomes

Customer satisfaction

Employee morale

Safety

Partner relationships

Reducing Red Tape for Secondary Suites



1 Opportunity

- Calgary has a large number of existing illegal secondary suites with a high risk of being unsafe.
- One of the reasons owners choose to keep a suite illegal is that the development permit process is time consuming and costly.
- A building permit and safety inspections cannot be obtained without a development permit.


2 Action

- As of March 2017, a development permit exemption program for secondary suites that comply with all the rules in the Land Use Bylaw was standardized.
- A new way of processing secondary suite permits was created that saves customers an average of 30 days of application processing time and saves staff an average of 5 hours per application.

3 Is anyone better off?

- Since the development permit exemption was standardized, 129 secondary suite owners have made a building permit application to make their suite safe for their tenant.
- This has saved 3,870 days of processing time for the owners of suites who want to make them safe and legal. This also saved 645 staff hours because of faster permit processing time.
- This eliminated one disincentive related to cost and time for homeowners, which is a major factor in seeing an increase in the number of legal and safe suites in Calgary.

EFFICIENCY

 Cash savings

 Productivity gains

 Cost avoidance

CAPACITY BUILDING

 Continuous improvement

EFFECTIVENESS

 Service outcomes

 Customer satisfaction

 Employee morale

 Safety

 Partner relationships

PARKS ZBR Implementation Update

**PFC2018-0017
Attachment 3**

January 16, 2018





PFC2018-0017 Attachment 3

Parks ZBR Implementation Update

Background

In September 2014, the Priorities and Finance committee approved recommendations resulting from the Parks ZBR (PFC2014-0470):

Recommendation Topic	Description
1 Performance Management & Maintenance Standards	1) Improving accountability and productivity by implementing maintenance standards across the city; 2) developing a consistent and formal performance management system for staff; and, 3) implementing the efficiency and effectiveness performance measures developed for all major lines of service.
2 Increased Productivity	Increasing the productivity of seasonal staff through changes to existing practices.
3 Cost Savings	Expansion of third party contracting and the potential increase of naturalization in selected park spaces.
4 Levels of Service Provisions	Investigate further the planning and development process through which assets are acquired to ensure the growing asset portfolio is sustainable.
5 Playfields Utilization & Cost Recovery	Develop a playfield strategy in conjunction with Recreation and to increase the hourly rate of playfield rentals to recover 50% of the maintenance costs.
6 Other Recommendations	Six recommendations that supplement others made through the ZBR. They include improving communication and enhancing collaboration across service lines.



(Cont'd) Background

Initial estimates indicated that \$4.3 million in annual financial benefits could be achieved through a mix of productivity gains, cost savings and increased revenue generation once fully implemented. These savings targets were incorporated into the Action Plan 2015-18 as reductions. In addition to the quantifiable financial benefits, there are other equally important service efficiency gains resulting from improved staff morale, greater accountability, a higher level of customer service and environmental benefits.



Progress Update

All recommendations resulting from the Parks ZBR are on track, and full realization of financial benefits is anticipated by Q4 of 2020.

Two of six recommendations have been completed and four more are in a planning or implementation phase. By 2017, this work has yielded a recurring financial savings of approximately \$2.4 million dollars. This savings will grow to \$3.8 million in 2020 as additional savings are realized related to Increased Productivity, Playfield Utilization & Cost Recovery and Cost Savings. Of note, the expected potential savings of the Playfield Utilization & Cost Recovery recommendation has been recast.

Recommendations	Current Status	Originally Predicted	Realized Annual Savings		Anticipated Annual Savings			
			2015	2016	2017	2018	2019	2020
Performance Management and Maintenance Standards	Complete	\$0	-	-	-	-	-	-
Increased Productivity	Being implemented	\$570,000	\$180,000	\$483,000	\$483,000	\$570,000	\$570,000	\$570,000
Playfield Utilization and Cost Recovery	Implementation being planned	\$1,240,000	-	-	-	-	\$275,000	\$555,000
Level of Service Provisions	Being implemented (ongoing)	\$0	-	-	-	-	-	-
Cost Savings	Being implemented	\$2,500,000	\$577,000	\$1,031,000	\$1,888,000	\$2,715,000	\$2,715,000	\$2,715,000
Other Recommendations	Complete	\$0	-	-	-	-	-	-
Parks (Total)		\$4,310,000	\$757,000	\$1,514,000	\$2,371,000	\$3,285,000	\$3,560,000	\$3,840,000

*Note: Upon further analysis, Parks has readjusted the savings potential of the Playfield Utilization and Cost Recovery recommendation. Listed above, the originally predicted savings was to be \$1,240,000. This has been readjusted to \$555,000 realized annually in 2020 and beyond. Notwithstanding, Parks has sought additional savings in other areas to make up this difference – an additional \$470,000 of savings found is discussed in the Continuous Improvement section later in this document.

Performance Management & Maintenance Standards

ZBR recommendations in this category have been completed.

Increased Productivity Recommendations

ZBR recommendations around most of the productivity gains have been realized. The balance are under way.

Playfield Utilization & Cost Recovery Recommendations

In a 2014 PFC report (PFC2014-0470) it was noted that the expected savings related to the increase in playfield rates required further investigation that would be done through the development of a Sports Field Strategic Plan for implementation in 2017. This work was completed jointly by the Parks & Recreation business units in 2016. The ZBR recommendation moved fees to 50% of the maintenance costs. Results of analysis showed that most fees for adults are within a best practice range. Only the fee for youth was substantially below the 50th percentile. This would not generate the revenue anticipated neither would it be a citizen or politically acceptable direction.



(Cont'd) Playfield Utilization & Cost Recovery Recommendations

A joint four year implementation plan commenced in 2017 including items that will potentially increase revenue not tied to youth fees. These recommendations included:

- Reclassification of sports fields based on emerging user needs.
- Development of quality & maintenance standards aligning with revised classifications.
- Task tracking of maintenance costs.
- Collection of user data and improved booking process for optimization of fields.
- Development of a partnership strategy.

Each component of the Sports Field Strategic Plan is critical to informing a new, more tailored framework for rates and fees.

The implications of this sports field strategy to the Parks ZBR is expected to have a modest positive revenue impact in 2019 and beyond as noted in the chart above.

Level of Service Provisions Recommendations

Parks and the development industry continue to meet annually around development agreements and are taking steps to ensure that local park development has long term sustainability and to ensure the right amenities in the right locations.

Cost Savings Recommendations

ZBR recommendations in this area have been completed with the exception of the naturalization item. That work is underway and also tied to targets in the Biodiversity Strategic Plan.

Other Recommendations

All recommendations listed in the 'Other' category have been completed and were not recommendations generating financial savings.

Continuous Improvements

Parks could foresee not realizing \$1.2 million in increased revenue from playfields in 2016 and has taken steps to find additional efficiencies and effectiveness to offset the revenue shortfall originally predicted. A number of other efficiencies and process improvements completed have yielded \$470,000 in recurring savings. These included initiatives such as LED lighting, fleet reductions, IT account cleanup and the modernization of some electrical systems.

The implementation of the Parks ZBR recommendations converged with the development of a Parks in-house tool to evaluate and manage the customer level of service (CLOS) delivered in regional parks as these parks are site specific. This also aligned with ever improving asset management and data. This convergence allows Parks staff to manage the parks system thoughtfully and strategically; aligning expenditures to value received and insuring a resilience within the system to both increasing citizen use and enjoyment as well as climate events. This, combined with ongoing pilot projects at the local park level, will inform work into the next budget cycle and the final implementation of the Parks ZBR.





Calgary Building Services ZBR Implementation

January 17, 2018

2018 Update Report

Introduction

Planning & Development is about building Calgary for everyone. Whether you're a citizen, community member or a customer looking for information or services, we're focused on making it faster and easier to find what you need. People who access Planning & Development services put their trust in City experts to make their project or business a success. The role of Calgary Building Services is to ensure that development is realized and buildings are safe, so that our city grows to meet the needs of Calgarians today and into the future.

Calgary Building Services (CBS) works with a diverse cross section of customers and citizens, ranging from do-it-yourself homeowners to world class architects and engineers who are designing and constructing complex mixed use buildings. As the primary point of contact for Planning & Development customer transactions, CBS helps customers, citizens and communities meet their goals with a mixture of front counter, online, call centre, information, and technical support services.

The first recommendation of the Zero-Based Review (ZBR) was to focus the review on customer segments and improving their experience. The exercise to understand our customer base revealed that homeowners and small business owners comprise 79% of our customers. Homeowners and small business owners, require the most information and technical support services to help them realize their project or business goals.

The ZBR report, presented to Council in November 2016 centered on improving the customer experience and on managing the costs of improvements. This report highlights key changes underway within CBS to deliver the ZBR recommendations and to ensure our services are easy, intuitive, accessible, and that improvements are enduring.

ZBR Implementation Plan Summary

The balance to improving services and managing costs includes the understanding that while homeowners and small business customers represent 79% of our customer base, they generate only 8% of the permit fees. This makes interactions with these customer segments very costly compared to other customer segments. If we do not improve our service delivery, there would be a 20% increase in cost per customer contact over the span of 5 years.

There were three focus areas of the ZBR:

- Develop a self-directed online experience for our homeowner and small business customers
- Simplify our processes and business rules
- Adopt a portfolio management decisions making framework.

Because there is a need to create a more positive customer experience now and in the near future, we have elected to accelerate the recommended implementation timeline. The original plan was to spend 2017 planning and preparing for the ZBR recommendations and to implement recommendations from 2018 through to 2020. Because of the heightened need to improve the business environment in Calgary, we prioritized the execution of the ZBR recommendations. This work began in 2017 and is scheduled to be largely completed in 2018.

Since the ZBR recommendations were presented to City Council in November 2016, we strengthened the connection with customers by working closely with them to understand their needs and expectations. Based on our input, the webpages on Calgary.ca were updated make them more intuitive, helping customers and citizens find what they need.

To improve efficiency and convenience for citizens and customers accessing our services, a formalized risk-based decision-making model for inspectors has been adopted. This aligns inspection requirements with their associated risks, reducing the need for homeowners and small business owners to make time for an inspection that isn't necessary.

As progress continues on the 2017 ZBR commitments, we have shifted focus from being rules-based and process oriented to an outcome-based organization founded on the customer's perspective, with the goal of helping Calgarians build and improve their home, start and grow or change a business, and keeping communities safe.

The ZBR estimated annual financial benefits will be realized in the form of lowering our cost on a per transaction basis over time. This will be achieved by creating a simplified business model, adopting a formal risk based approach and providing better self-directed services.

To meet the long-term cost savings gained from the recommendations of the ZBR, an initial investment is required to ensure a successful self-directed, online experience for homeowners and small business owners.

As a result of accelerated ZBR implementation, we have recast the 2018 and 2019 ZBR financial benefit numbers to reflect higher costs in the early adoption years than originally anticipated. This also means that the return on investment will be higher than anticipated for the year 2019. The financial benefits stated in the ZBR for the years 2020 through 2022 are based on the assumption of a 15% increase in online activity year over year. Since implementation in early December, There has been an increase of 20% in homeowner online applications. This is important because it means less administration staff costs and reduced customer interaction time which has a direct relationship to the cost per transaction.

CBS ZBR Annual Financial Benefit Summary – Portfolio Management

(Investment in \$ thousands)

	2017	2018	2019	2020	2021	2022
Yearly	100	---	---	---	---	---
Cumulative	100	100	100	100	100	100

(Savings in \$ thousands – improvements in project planning and avoiding unsupported work)

	2017	2018	2019	2020	2021	2022
Yearly	---	1,200	1,200	1,200	1,200	1,200
Cumulative	---	1,200	2,400	3,600	4,800	6,000

CBS ZBR Annual Financial Benefit Summary – Business Model Simplification

(Investment in \$ thousands)

	2017	2018	2019	2020	2021	2022
Yearly	4,700	8,000	---	---	---	---
Cumulative	4,700	12,700	12,700	12,700	12,700	12,700

(Savings in \$ thousands – operating cost avoidance)

	2017	2018	2019	2020	2021	2022
Yearly	---	721	1,205	1,532	1,974	2,061
Cumulative	---	721	1,926	3,458	5,434	7,495

Key Recommendations

Recommendation #1

Provide services to home/small business owners that enable customers to be self-directed

What we have already achieved

- **In May 2017**, two Customer Ambassadors joined the team – one focusing on the needs of homeowner customers, and the other focusing on small business owners. The Customer Ambassadors are there to help



homeowners and businesses who are overwhelmed; not understanding the processes, or frustrated by some aspect of their experience. This level of interaction then leads to potential process changes. Staff have also been versed in these areas of concern for customers and they know that the Customer Ambassadors can assist staff address a customer issue. These two positions and their interactions with citizens and customers helped us, as an organization, create the self-directed online customer journey.

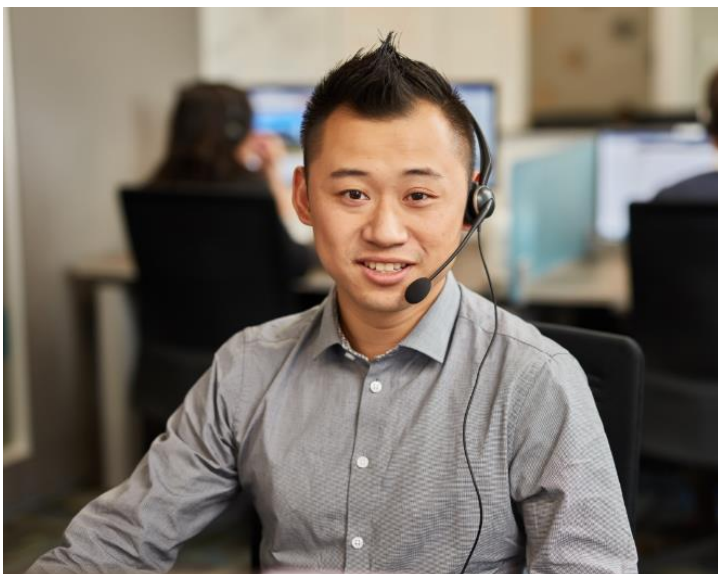
- **In June 2017**, the Planning & Development pages on Calgary.ca were reviewed and updated, making it easier to find safety, bylaw and permit information.

- **In July 2017**, a new checklist was developed for customers applying for home improvement permits. These checklists help guide people through all of the steps required to apply for permits that gets their home improvements done.
- **In August 2017**, focus groups were conducted through Ipsos Reid with both homeowners and business owners to gather feedback on intuitive web design, help staff to understand the customer's journey and to simplify the experience for the customer.
Volume of visits to our Calgary.ca home improvement pages are trending up:
 - 2016 – 140,000
 - 2017 – 174,000 (mid-November)
increase of 35% on an annualized basis
- Customer satisfaction with online content is headed in the right direction:
 - 2016 – 63% satisfaction
 - 2017 – 67% satisfaction
- **In September 2017**, we launched the myBusiness awareness campaign, notifying business owners that they can pay for business license renewals online.
By creating awareness of online resources as a source of information for small business customers, there has been increases to the new web page Calgary.ca/mybusiness:
 - 2017 September – 5,181
 - 2017 October – 11,034 (113% increase)
- **In October 2017**, we introduced a new, straightforward application process that consolidates 51 applications into a single application form. The new approach cuts red tape and takes the guessing game out of

permitting requirements. Homeowners no longer need to determine when a building, development or trade permit is required as City staff will coordinate these needs on their behalf.

- **In December 2017**, Planning & Development announced that homeowners can now apply online for the most popular home improvement permits. This will save time and money for people who use our services by avoiding a trip to City Hall to apply in person at the permit counter for:
 - Basement developments and interior renovations
 - Garages and decks
 - Homeowner plumbing and electrical permits
- Progress is being made towards helping home and small business owners to be fully self-directed

Services available or going on line	2017	2018
Booking inspections for home improvement projects	✓	
Business 101 online - providing business basics, planning resources, licencing, and business tax information,	✓	
Simplified checklist available on line to guide customers through various home improvement journeys	✓	
Pay for a business licence renewal	✓	
Demolition permits for contractors	✓	
Enhanced information online geared towards home/small business owners	✓	
Basement development and interior renovations	✓	
Garages	✓	
Decks	✓	
Homeowner electrical and plumbing permits	✓	
Development Permits for changing the use in a commercial building		✓
Development Permits for home-based businesses		✓
Automatic notification of an expiring development permit		✓
Mobile App for homeowners to book inspections		✓
Online chat for homeowners		✓
Enhanced online guide for small businesses dealing with land use, licencing, and permit approvals		✓
Pay for a new business licence		✓



- Based on market trends, industry baselines and the current adoption rates, the participation rate of self-directed online services is anticipated to reach 60% by the end of 2022. This participation rate would create a 23% drop in cost per customer contact; going from the current \$65 to an anticipated \$50. This will allow us to provide better service to an increasing customer base (and increasingly diverse) without increasing our costs.
- Our business imperative is that maintaining the status quo would have an adverse effect on our costs and will increase the customer contact cost to an estimated \$78.

What we are working towards

- Inspection booking app:** By Q1 2018, homeowners will be able to book their home improvement inspections using our 311 app. This customer segment will no longer need to contact 311 by phone, and email confirmations will offer reminders of what inspections are booked.
 - Home sales & Real Property Reports online submissions:** By Q2 2018, citizens who are selling their home will be able to submit their Real Property Report online and upload required documentation. Homeowners will no longer need to visit City Hall and apply in person.
 - Online business license registration and renewals:** In 2016, we introduced online business licence applications, but the service could not be completed online. By Q2 2018, business owners will be able to complete their online business licence experience by being able to apply and pay for a new business licence and business licence renewal.
- | Year | # of New Business Licenses | # applied online | % applied online |
|------------|----------------------------|------------------|------------------|
| 2016 | 9483 | 1270 | 13% |
| 2017 (Oct) | 6917 | 1578 | 23% |
| 2018 | 9500 | 4275 | 45% |
- Live online customer service assistance:** By Q4 2018, citizens and customers will be able to chat with staff online. People using this service will experience online assistance/support through a two-way dialogue to replicate their face to face experience while not having to come

downtown.

Recommendation #2 – Improve home/small business owner processes and supporting business rules by using a risk based approach.

What we have already achieved

- In April 2017**, we changed the application requirements for relaxations on existing properties to simplify the process for homeowners, saving customers time and money. Homeowners, real-estate agents, and lawyers often work together to ensure a smooth home sale transaction, but sometimes an existing structure on the property (such as a deck or a shed) fails to meet the rules of the Land Use Bylaw. In 2016, nearly 1,500 development permits were applied for by a homeowner for a bylaw relaxation. The new process reduces time, money, and stress for the homeowner during the home sale process while still providing the same service for citizens and adjacent homeowners to provide input on these relaxations.
 - The need for homeowners to make a second trip to the planning services counter has been reduced by not requiring a copy of their Land Title, and allowing for photos of the existing structures to be provided digitally at a later time.
- From May – July 2017** Although we are focused on improving the online experience for customers and citizens, many people continue to visit the front counter for services, which is why renovations were made to improve the counter experience as well. This has helped to decrease transaction time and improve the customer experience.
- When citizens, communities and customers encounter inconsistent information and confusing processes, some dissatisfaction will occur. Although wait times and total amount of time spent at the counter is important, it is more important that the right service, product or information has been provided by the end of the transaction. By using simple & informative plain language, we adjusted the amount of information required by customers during the application intake phase. This has led to more consistent information being provided and has reduced the average total time a customer spends at the counter.

Reduced # of visits to the front counter	1,600 customers applying online (15% of homeowner permits) 1,000 applications eliminated due to Land Use Bylaw changes 1,200 coordinated permits related to the sale of a house
-------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

- **In May 2017**, we streamlined the application process for a Change of Use development permit to improve timelines and create more certainty for business owners. This has resulted in the following benefits:

- In some cases, ownership changes can now be applied for over the phone and instantly approved.
- No need for a site plan or floor plan.
- All information can be submitted in one form instead of in multiple documents.
- An average business owner saves two to three weeks in preparation time.

being introduced to allow enhanced resource scheduling, giving customers the freedom to select an inspection time frame that suits their availability.

- **Improved measurement and service monitoring:** By Q2 2018 we will have mature metrics which will effectively delineate between outputs and outcomes, focusing on the customer's experience.

Amount of paper saved	5,200 pages if 15% of homeowners apply online	9,000 pages from simplified/eliminated documents required for permit applications
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Recommendation 3 – Adopt a business portfolio management framework to improve the governance, management, and monitoring of projects required to meet Council priorities and action plans.

What we have already achieved

- **In 2017**, we made it easier for event organizers by allowing a development permit approval for annual events (such as Stampede) to last for three years if certain criteria are met.
- **Land Use Bylaw improvements:** Small businesses and homeowners have unique and sometimes urgent needs when it comes to accessing City services. Cost and time savings are important to ensure that businesses can be up and running as efficiently as possible and that homeowners are able to complete projects on time and on budget. Land Use Bylaw (LUB) changes are only one way in which to assist these customers. Recommendations were brought forward to Council through the Planning & Urban Development Committee (PUD2017-1165), which propose changes to the LUB that will clarify use definitions, remove redundancies, align better with the Alberta Building Code and eliminate some unnecessary process requirements.
- **In January 2017**, the Planning & Development Projects Oversight Committee was established to provide strategic direction and set priorities for Planning & Development's major operating and capital projects. Having prioritized select projects, within capacity limits, that are projected to bring the greatest value to customers, citizens and communities, the committee provides a monthly forum for project reporting and accountability.
- In June 2016, PD had 65 projects on the business plan. To date, the Planning & Development Projects Oversight Committee has refined the improvement project listing to nine in-flight projects, refocusing the projects on improving the citizen, customer, and community experience.
 - This includes the refinement of the 2017 and 2018 Calgary Building Services capital budgets directed towards projects, reducing program budgets by \$4.3 million in 2017, and an additional \$8.4 million in 2018.

What we are working towards

- **Simplified business permitting process:** By Q1 2018 there will be a simplified application intake process for opening a business in Calgary and for homeowners improving their home, saving them time, and in many cases reducing their costs.
- **Improved inspection booking convenience:** By Q2 2018 new workflow management tools are
- The decisions made at the Committee establish the priorities for the improvement projects, and course corrections are made as required.
- Through the implementation of the Projects Oversight Committee, accountability on the quality, time, and budget for each project is established at the onset, and are managed as a program.

PFC2018-0017

ISC: Unrestricted

- Some of the achievements of the projects that report to the Projects Oversight Committee are reflected in the achievements referenced in recommendations 1 and 2, and include:

Contractors and home builders can now apply and pay online for all residential permits, track projects and manage inspections.

Benefits for customers:

- Apply online 24/7.
- Book an inspection that has a window of time without needing to call 311.
- Instant correspondence; emails are sent out at each stage.
- No finding or paying for downtown parking or standing in line.
- No more printing multiple copies of drawings.
- Customer can update permit details online such as:
 - Contact information, contractor changes and drawings.

Improved notices for planning and building approvals which are simple, informative and transparent.

Benefits for citizens, communities and customers:

- Plain language is used for all notices online, onsite and in the mail.
- The new notices will continue to improve based on feedback received from Council and citizens.
- The Planning & Development Online Development Map (Calgary.ca/development) now has an improved user experience and includes all development permit applications.
- Online feedback opportunities which, for example, generated comments on the new notices:
 - 413 citizens completed a survey on the improvements,
 - 72% saw improvements in the new notices,
 - 83% said the new notices clearly communicate how to learn more,
 - 80% said new notices clearly show what is proposed, and
 - 64% said they would go to Calgary.ca/development or call 311 to learn more about an application.
- The onsite development notices, as of November 30, 2017, are now larger, written in plain language, and include a location map.

- The re-designation letters that are sent to citizens in the mail now have new templates, content and mail-out process.
- More information is available more easily for citizens and communities.
- Real-time updates and status is available online.
- Content can be shared through social media.
- Links to relevant policy are available online.
- Location maps are now included on the onsite notice posting.

What we are working towards

- In 2018**, all services are planned to be online, complete with digital submission and circulation. The projects that report to the Project Oversight Committee will be focusing on further transitioning Planning & Development services online for citizens, customers, and communities, as well as working towards fully digitizing approvals, reducing paper requirements for our home and small business customers, as we modernize building and development approvals in Calgary.

Conclusion

The ZBR program helped us establish focus on two customer segments that needed more focus. We have accelerated the timelines to meet the deliverables to which we committed, for these two customer segments, well ahead of schedule.

Through this work, we have also established a way of working on improvements that is more effective, in that it both targets improvements that are most valued by our customer, citizen and/or community, and where time to implementation is quicker.

This is a way of working, which creates an unwavering focus on who we serve, and establishes a legacy that will last beyond the core implementation time frame of this ZBR.





Update on Information Technology ZBR

PFC2018-0017

Attachment 5

January 16, 2018





PFC2018-0017 Attachment 5

Update on Information Technology ZBR

Following a review of IT's key services, benchmarking surveys, processes, initial performance metrics as well as a series of workshops with staff and clients, the IT ZBR project team identified 44 opportunities for improvement related to IT's services. Eight of these were selected by the Steering Committee for further development. These improvement opportunities fall within three topic areas which are provided through IT's operations:

1

Workforce Productivity

2

Managing Software
Assets

3

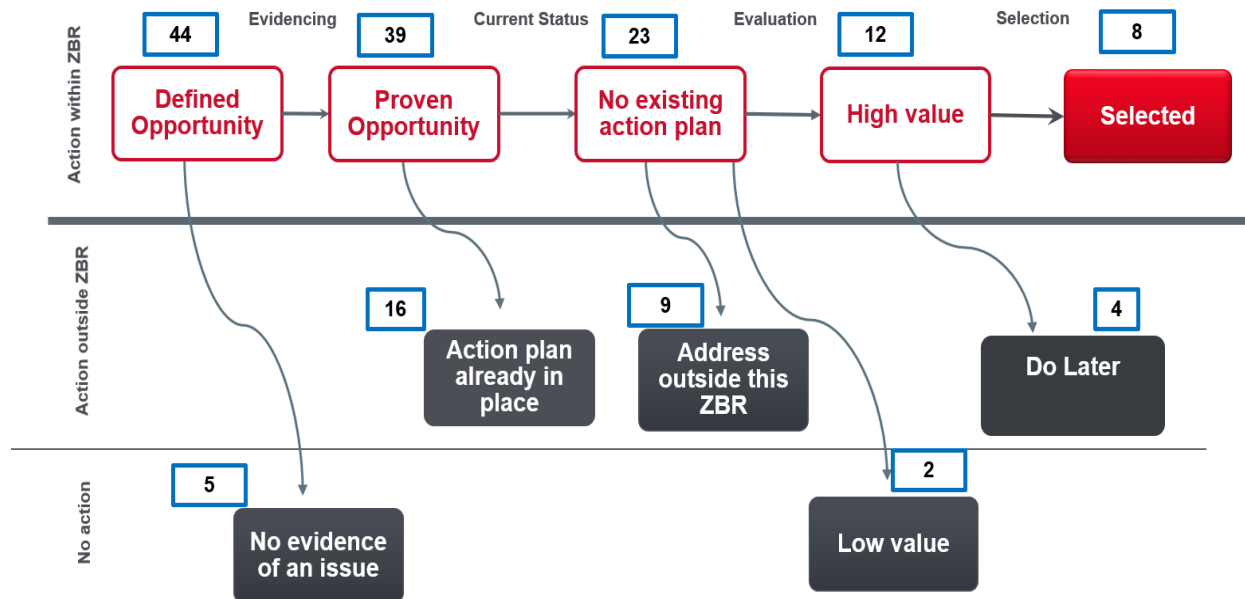
Managing Lines of Business
System Operations

The opportunities were scrutinized and filtered using criteria that included:

- Strategic alignment with:
 - Enhancing and creating a collaborative and service-based organization
 - Ensuring financial sustainability
- Sequencing opportunities so that opportunities that are dependent on the completion of other projects are pursued at a later date
- Potential for greater benefits to the corporation related to savings, service quality, increasing organizational capacity etc.



Selection Process of Opportunities to pursue for IT ZBR



NOTE: Included among the nine opportunities to be ‘Addressed outside this ZBR’ is a corporate opportunity to review The City’s approach to internal cost recovery.

Two of the eight selected opportunities have already been completed by Administration and are delivering benefits. These are:

Customer Journey Mapping

Understand the journey an internal customer follows when they have identified that a significant technology investment (and therefore service from IT) is needed for their business. The key benefit of this work is that it enables other improvement opportunities within the topic areas of Managing Software Assets and Managing Lines of Business System.

Right Devices

This opportunity relates to rationalization of personal productivity devices (desktops/laptops and desk phones/smart phones) throughout the Corporation, ensuring that each user has the right device(s) – no more and no less – to do their job. The Business Case for the Right Devices opportunity has been completed by Administration and falls within the Workforce Productivity Service provided by IT. The key benefits of this work are in annual financial gains: \$786k in direct cost savings with an additional productivity gain worth an estimated \$3.8 million. There are also some important non-financial benefits. A summary may be found below.



Right Devices - Summary of Opportunity

Since 2012 the number of workforce productivity devices (desktops, laptops (including Windows-based tablets), Virtual Desktop Infrastructure (VDI) devices, and smart phones) has grown by 34 per cent (not including desk and cell phones). As City staff become more mobile, and with the implementation of initiatives under Tomorrow's Workplace, The City is seeing a shift away from the use of desktops towards more mobile devices such as laptops (including Windows-based tablets) and smart phones. Since 2012, laptops and Windows-based tablets, have increased from 1,806 to 4,725 (262 per cent). With such a large increase in laptops/tablets, The City is also seeing an increase in the number of staff with multiple workforce productivity devices. Based on analysis, approximately 1,200 City staff have multiple devices (desktop computer and laptop and/or Windows-based tablet).

With advances in virtual desktop technology, IT is moving those staff who work primarily at their desks from traditional desktops to virtual desktops (Virtual Desktop Infrastructure (VDI)). In 2016, IT deployed 110 VDI devices but it is estimated that a further 4,400 users could be transferred from a traditional PC to a VDI device.

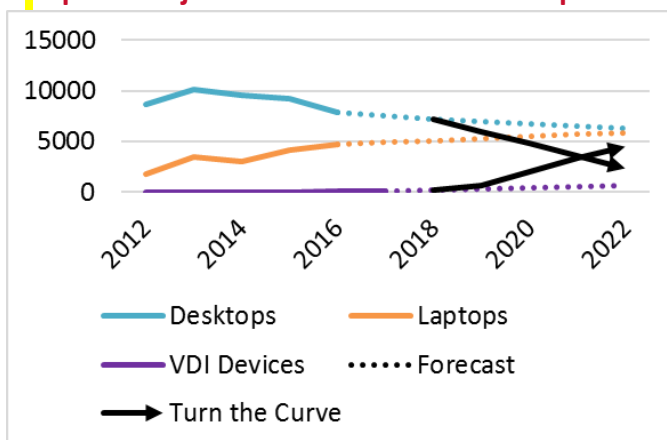
Case for Change

IT will enhance its device advisory service (including staff, processes, procedures, communications, training and other support materials). This service would include assessing both workforce productivity and telephony devices needed for staff to do their job, drawing on Tomorrow's Workplace work styles while considering business operational needs. The enhanced services will guide and direct each business area toward the technology that best suits their needs, so that the most cost-effective solution is deployed and duplicate devices are eliminated unless they are absolutely necessary.

Three segments of City users would be affected:

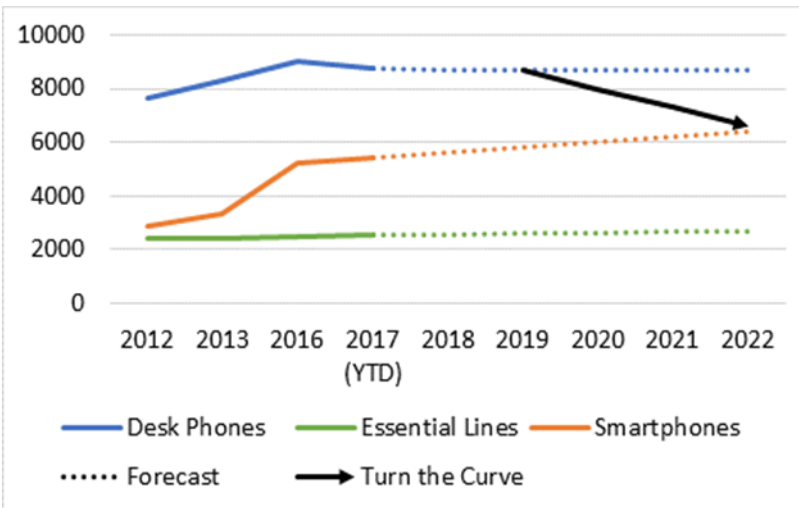
1. Users with more than one workforce productivity device, e.g. desktop and laptop and/or Windows-based tablet.
2. Users on traditional desktops that are candidates to use Virtual Desktop Infrastructure (VDI) devices.
3. Staff that have both a smart phone and desk phone.

Graph 1: Projected number of workforce productivity devices



Since 2012, the total number of workforce productivity devices (desktops, laptops including, Windows-based tablets, VDI devices) has grown from 10,469 to 12,657 (21 per cent). Approximately 4,400 traditional desktops users are projected to move to Virtual Desktop technology. In addition, converting users with multiple devices to one device can be started immediately in 2018. There will be cases where multiple devices are justified, however, 1,140 (90 per cent) redundant windows-based devices can be removed by 2019.



Graph 2: Projected Number of Smart Phones and City managed landlines

Since 2012 City managed smart phones have increased from 2,881 in 2012 to 5,200 in 2016 (80 per cent).

Approximately 2,100 users with a smart phone and desk phone could have their desk phone removed.

In addition to these direct cost savings for IT, there would be additional savings that could be achieved throughout The City's operations through the implementation of this opportunity. Specifically, corporate cost savings of \$177,000 could be realized through the reduction of energy consumption with fewer devices and desktops being used.

Summary of Expected financial gains (in \$000's) of implementing the 'Right Device' business case:

Phase	2018	2019	2020	2021	Exp. Annual Savings 2022 on	5 Year Total 2018-22
Phase 1- One Device	\$134	\$268	\$402	\$402	\$402	\$1,608
Phase 2 - Desktop to VDI	\$0	\$16	\$56	\$96	\$127	\$295
Telephony	\$0	\$20	\$40	\$60	\$80	\$200
Total Project Savings in IT	\$134	\$304	\$498	\$558	\$609	\$2,103
Operating Savings (IT)					\$378	
Capital Savings					\$231	
Savings outside of IT						
Corporate Energy Savings	\$0	\$22	\$78	\$133	\$177	\$410
Total Project Savings	\$134	\$326	\$576	\$691	\$786	\$2,513

NOTE: There are \$486,000 in implementation costs (from 2018-2022) for this business case that will be absorbed through in current IT operation costs. For full details of cost and benefit calculations please see the business case which is available upon request.



It is also estimated that The City will achieve a further \$3.8 million in productivity gains as users experience a reduction in the time lost related to IT issues for each of their devices. This estimate is based on data about the end user costs of desktop ownership compiled by Gartner Research.

- Gartner's work quantifies a reduction in end user time for a VDI device compared to a traditional PC at around \$266¹. Multiplied by the anticipated 4,400 devices The City expects to convert, a total productivity gain of around \$1.17 million is expected.
- Gartner further estimate that around \$2,346 in total end user time¹ is used per desktop. Multiplied by the anticipated reduction of 1,140 desktop computers, a further productivity gain of around \$2.67 million is expected.

Note that these productivity gains will not result in any budget reduction, since they represent a few hours of time per person across over 5,500 staff: approximately one third of The City's workforce. It nevertheless represents a significant release of staff capacity for higher value work.

The annual productivity gains as well as the energy cost savings would be realized once the opportunity has been fully implemented in year five (2022).

Expected non-recoverable productivity gains (in \$000's):

Benefit	2018	2019	2020	2021	Exp. Annual Savings 2022 on	5 Year Total 2018-22
User Productivity Gains	\$0	\$1,038	\$2,295	\$3,552	\$3,845	\$10,730

Non-Financial Benefits

Along with the cost savings and productivity gains noted above, this opportunity also has non-financial benefits. These include:

- Helps support cultural change throughout the organization to intentionally manage assets more efficiently.
- Improves IT lifecycle process; optimizes use of devices; potential for asset recovery.
- Supports flexible working and business continuity.
- Continues with Tomorrow's Workplace initiatives; avoids future real estate costs.
- Improved IT security with VDI.

¹After adjustment for salary inflation and conversion from US to Canadian dollars.



Next Steps for IT ZBR in 2018

In 2018 Q1/Q2, Corporate Initiatives will engage external consultants to pursue four of the remaining opportunities for the IT ZBR:

- Enabling and Implementing Application Portfolio Management Processes
- Rationalizing Existing Applications
- Diagnosis, Resolution and Prevention of System Outages
- Total Cost of Ownership of Business Systems

In addition, Administration will pursue another opportunity related to optimizing the levels of service IT offers its clients.

Other Opportunities to be pursued in 2018

There are also two opportunities, which came out of the IT ZBR but apply across the corporation. The first relating to clarifying and agreeing to the mandate and authority of each internal service over decisions and strategic corporate direction within their own service areas. Secondly, a corporate opportunity to review The City's approach to internal cost recovery.

Administration will provide an update on these opportunities later in 2018.



Update on Recreation ZBR

PFC2018-0017
Attachment 6

January 16, 2018



As noted in the ZBR Program Update in May 2017, the Recreation ZBR was separated into two major phases. Completion of the Phase 1 report has been affected by a broadening of the Phase 1 scope in April, and also by internal and external resource constraints and competing work priorities.

Phase 1 opportunities originally focused on optimizing Calgary Recreation's directly-delivered services. As a result of the consultant's review, supplemented by business model analysis workshops that CI led with the Recreation Management Team (RMT), it was determined that the biggest opportunity is to ensure that Recreation provides *the right services* before ensuring that services are provided *in the right way*.

This has meant expanding Phase 1 of the Recreation ZBR to develop a clearly-stated and well-communicated purpose and role for Municipal Recreation in a highly competitive and evolving market sector, and to then use this to focus Recreation's resources and efforts in areas that will result in the greatest service value and results. This strategic work is foundational to building an effective and efficient organization. It is the first step in ensuring alignment between Calgary Recreation's aspirations and its operations, which will result in a more focused business unit delivering services demanded by customers in a streamlined fashion. Thus, the Recreation ZBR is first about service focus and alignment. Additionally, the Recreation ZBR has identified some short and medium-term service improvement opportunities that can be implemented while Recreation moves towards its longer-term mandate and focus.

The final Phase 1 report (to be presented to the PFC in Q2 2018) will address both short-term optimization and long-term strategic opportunities:

- 1 Focus Area 1: Laying a Strategic Foundation** – The role of Municipal Recreation in a highly competitive and changing market. Why does Calgary Recreation exist?
- 2 Focus Area 2: Translate Purpose into Action** – A change in thinking and building an operational model that supports the vision. What are the right services to deliver to whom?
- 3 Focus Area 3: Optimize Direct Delivery** – Implementing short- and medium-term service improvement opportunities. How best to deliver those services?

Despite the resource challenges noted above, phase 1 of the Recreation ZBR is now in its final stages, with a Peer Review planned for Q1 2018 and final report for late Q2 2018.

Phase 2 is the development of an evidence-based decision framework for determining who is best suited to operate *new* recreation facilities and other key recreation decisions. The framework needs to be flexible and transparent and would provide a consistent and defensible-decision making process.

While a Service Delivery Decision Framework is key to increasing stakeholder satisfaction and mitigating some of the risks of large capital investments, the Steering Committee recognizes the resource limitation in both CI and Calgary Recreation. At this point in time, the Steering Committee is seeking more input on the options for this work, including input from members of Council. A proposal for this work will be presented in Q2 2018.



INCLUSIVE PLAY SPACES IMPLEMENTATION PLAN

EXECUTIVE SUMMARY

NM2017-09 (Accessible Playgrounds) was adopted by Council on 2017 May 08. The Notice of Motion gave direction to explore criteria, mechanisms, and options for incorporating some accessible playground equipment and surfaces into new playgrounds as well as opportunities for retrofitting high priority existing playgrounds with multi-age and multi-ability features.

Administration undertook a review of existing accessible playground assets, and worked with key stakeholders including The City's Advisory Committee on Accessibility and the Rick Hansen Foundation. Criteria were then developed with the goal of identifying opportunities for inclusive play at both existing sites and new sites in the future. Inclusion is more than just access; the term 'Inclusive Play Space' indicates not only physical access but a goal to accommodate all users. A high level overview of proposed Inclusive Play Spaces Initiatives is included as Attachment 1, and the full Inclusive Play Spaces Implementation Plan (Implementation Plan) is included as Attachment 2. Going beyond accessible playgrounds, the Implementation Plan considers age, ability and demographics, and will be used as a strategic guide for inclusive play space retrofit and development in the future.

ADMINISTRATION RECOMMENDATION(S)

That the SPC on Community and Protective Services recommend that Council:

1. Receive the Inclusive Play Spaces Overview and Inclusive Play Spaces Implementation Plan for information (Attachments 1 and 2);
2. Direct Administration to put forward inclusive play initiatives as part of the 2019-2022 budget cycle in both capital and operating programs where feasible;
3. Support Administration in their efforts to pilot an adult mobile fitness program in the summer of 2018 with appropriate evaluation; and
4. Direct Administration to implement a life-cycling process where underutilized play structures at the end of their lifecycle are removed and replaced with more inclusive play spaces.

RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, DATED 2018 JANUARY 17:

That the Administration Recommendation contained in Report CPS2018-0051 be approved.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 May 08, Council adopted NM2017-09 (Accessible Playgrounds) directing Administration, in conjunction with the Advisory Committee on Accessibility and the development industry, to "explore criteria, mechanisms, and options for incorporating some accessible playground equipment and surfaces into new playgrounds, and report back to Council the Standing Policy Committee on Community and Protective Services with an implementation plan in Q1 2018". Council further directed Administration to "explore

INCLUSIVE PLAY SPACES IMPLEMENTATION PLAN

opportunities with other stakeholders to retrofit high priority existing playgrounds with multi-age and multi-ability features”.

BACKGROUND

Calgary Parks stewards over 1,100 playgrounds in Calgary, and these provide play value to many children. However, for children with disabilities, parents with disabilities accompanying their children, or adults with disabilities using outdoor fitness equipment, many of these play spaces only satisfy a narrow scope of play. In addition, they may cater only to one demographic and therefore lack multi-generational appeal.

Over the past several years, Calgary Parks has incorporated more inclusive elements into play spaces including the following:

- 30 playgrounds have accessible equipment or ramps, or an accessible rubber surface;
- The availability of aquatic wheelchairs in spray parks;
- The mobile adventure playground program, in concert with Calgary Recreation, has provided more sensory components than traditional playgrounds; and
- New parks, such as Mills Park in Inglewood, have incorporated diverse components for a wide range of ages including playgrounds for children, active components for adults, or shaded, comfortable places to relax.

Inclusion is more than just access. The term ‘Inclusive Play Space’ indicates not only physical access but indicates a goal to accommodate all users. For children, an ‘Inclusive Playground’ means play opportunities exist for all abilities. Poor playground design can result in accessible elements that are perceived as boring, which can result in social exclusion for children with disabilities. For adults, an ‘Inclusive Play Space’ can mean a variety of accessible amenities such as outdoor fitness, skate parks, court sports, community gardens, and pathways. This can apply to adults who want to play, or to parents or care-givers with a disability, accompanying their child.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Working closely with The City of Calgary Advisory Committee on Accessibility, as well as the Rick Hansen Foundation, Calgary Parks has developed a number of initiatives contained in Attachment 1: Overview of Inclusive Play Spaces Initiatives. More detailed information is included in Attachment 2: Inclusive Play Spaces Implementation Plan.

Key highlights of these initiatives include:

- Sixteen sites have been identified for playground development that would provide equitable geographic coverage across the city as a starting point;
- A pilot mobile adult fitness program will be explored to encourage multi-age infrastructure sites;
- A proposed modification of the Calgary Parks Landscape Specification Guidelines in new local parks, within a net neutral financial framework for both developers and The City. These modifications will give developers the ability to customize local amenities with a suite of infrastructure options that could vary from adventure playgrounds, gazebo, court sports, pickle ball and more;

INCLUSIVE PLAY SPACES IMPLEMENTATION PLAN

- Intermittently staffing select play space locations to promote integrated play and monitor results; and
- Implementing a life-cycling process that ensures play spaces have the right components to reflect the needs of the community, potentially trading quantity of play spaces for more inclusive, higher quality play spaces.

Stakeholder Engagement, Research and Communication

Since the Notice of Motion was adopted by Council in May, Calgary Parks has worked closely with The City of Calgary Advisory Committee on Accessibility, as well as the Rick Hansen Foundation. A letter from the Rick Hansen Foundation in support of the Inclusive Playground Implementation Plan is included as Attachment 3. Calgary Recreation has also provided input and discussions with the development industry have been initiated. They have indicated support in principle however negotiations with the development industry will continue in 2018. In addition, further engagement is required with communities where future inclusive play spaces are proposed.

Strategic Alignment

The Implementation Plan aligns with a number of City of Calgary plans, including the Corporate Accessibility Policy, ImagineParks, the Calgary Recreation Master Plan, Action Plan (2015-2018), as well as external initiatives and standards from the Canadian Standards Authority (CSA), United Nations, and the recently adopted Calgary Play Charter.

Social, Environmental, Economic (External)

Social

Inclusive playgrounds ensure play, which is vital to human development, is available to all Calgary children. These play spaces also provide a community gathering place where all family members and neighbours are able to participate, and enjoy parks and open spaces.

Environmental

No major environmental implications.

Economic (External)

Inclusive playgrounds can contribute to vibrant gathering places which support local businesses, and create communities where businesses want to locate.

Financial Capacity

Current and Future Operating Budget:

Initiatives contained in Attachment 1 will be started in 2018 within existing budgets, or by accessing corporate sponsorships and grants. Longer term recommendations on budget changes will be outlined in the 2019-2022 budget cycle as required.

Current and Future Capital Budget:

Specific play space budgets will vary greatly depending on the features chosen after engagement, and the specific site development that would need to occur. However, recent

INCLUSIVE PLAY SPACES IMPLEMENTATION PLAN

large, complex playground developments have resulted in final costs of approximately \$500,000. Further, site specific play projects will be costed and tracked in order to inform future business cases.

Risk Assessment

Play spaces with multi-age components require special attention to align with CSA guidelines, which recommend a distance is maintained between adult and child components. Calgary Parks continues to look at creative solutions, and undertake careful planning and design, to help mitigate this challenge. This will include ongoing discussions with CSA.

A revised life-cycling process may require that multiple underutilized playgrounds be replaced with a single, multipurpose play space that is more relevant to the community. Proper engagement will be required to ensure residents appreciate the benefits this approach can offer, and that new plans are endorsed by the community.

For inclusive play spaces in new community parks, modification of the Parks Landscape Specification Guidelines is required in coordination with the development industry. Working with developers, a suite of amenities that can be completed within a net neutral financial framework, will need to be determined.

REASON(S) FOR RECOMMENDATION(S):

In response to NM2017-09 (Accessible Playgrounds), Administration created a strategic and comprehensive approach that can be applied to both existing and future playgrounds to ensure that play spaces in Calgary are inclusive to all children and their families.

ATTACHMENT(S)

1. Overview of Inclusive Play Spaces Initiatives
2. Inclusive Play Spaces Implementation Plan
3. Letter of Support – Rick Hansen Foundation

Overview of Inclusive Play Spaces Initiatives

Calgary Parks and Calgary Recreation is committed to making play spaces that are accessible and inclusive to everyone. All amenities—from playgrounds, outdoor fitness and court sports, to skate parks and pathways—should be developed with a lens of inclusivity for all ages and demographics. The Inclusive Play Spaces Implementation Plan (Implementation Plan) explores multi-age and multi-ability play opportunities with a goal of providing more inclusive play options in parks. Going beyond accessible playgrounds, the plan considers all ages, abilities and demographics.



The Implementation Plan provides current state analysis and recommendations and criteria for ideal future state. Some key highlights of the plan are as follows:

Playgrounds with Inclusive Elements

In addition to the 30 existing playgrounds with accessible elements and surfaces, Calgary Parks identified another thirteen potential locations within a 5km radius catchment area, that covers almost the entire city. Consideration of access via car, or transit was a criteria and will be further reviewed as locations are refined.

Mobile Outdoor Fitness Program

There are a number of sites that host outdoor fitness equipment throughout the city. However, initial observation indicates many of the sites are not well-used. Modelling after the successful mobile skate parks and adventure playgrounds, and based on past learnings from other Calgary Recreation programs, Calgary Parks and Calgary Recreation intends to pilot a mobile fitness program to serve adults and seniors primarily. Moving into different areas over the summer months, temporary equipment would be installed and staff would be on hand to lead users through the different types of fitness activities. If a mobile fitness park is particularly successful in one community, we would consider a permanent installation in that location.

Lifecycle Existing Playgrounds

As playgrounds near the end of their lifespan it may not be appropriate to replace them with another playground. Instead a more inclusive play structure can be incorporated that reflects the needs of the community. Depending on the chosen features, this may mean an overall reduction in the number of playgrounds per community. For example, in a community with two playgrounds, one may be removed to create a site with a gazebo and community garden. This holistic approach will be applied as opportunities arise to ensure play spaces are more relevant to the community.

Multi-Generational Play

Ideally, Calgary Parks will strive to offer sites that meet the needs of many generations. While children are enjoying play on a playground, their adult caregivers are partaking in fitness. And with plenty of benches, and gazebos, all members of the family can enjoy the park at the same time. Calgary Parks has started to incorporate this vision into some sites, such as the new Mills Park in Inglewood which hosts a children's playground as well as adult features such as slack lining poles, and adult swings.

Overall Initiatives

Play Space Development

- Conduct an accessibility audit in conjunction with relevant stakeholders of the 30 Calgary Parks playgrounds with existing accessibility components, to determine the necessary retrofit upgrades to increase inclusivity. Use an accredited auditing tool such as one developed by The Rick Hansen Foundation, or the Accessibility Course through the Canadian Playground Safety Institute (CPSI)
- Work with community partners and developers to further consider preliminary locations for future inclusive playground development, using the Inclusive Playground Evaluation Criteria included in the Implementation Plan
- Ensure appropriate site development is considered (for example: pave missing links) and ensure proximity to major transit lines
- Train appropriate City staff on inclusive playground design, inspection and maintenance

Multi-Age Infrastructure

- Continually examine how inclusivity and access can be improved for all park users including fitness equipment, pathways, skate parks, court sports, community gardens and more
- Based on past learnings, investigate new methods to encourage use of outdoor fitness equipment including a mobile fitness program
- Where possible, develop sites with multi-generational components

Policy Development

- In partnership with the development industry, modify the Parks Landscape Specification Guidelines to encourage a broader range of park amenity possibilities for new local park, within a net neutral financial framework for both developers and The City
- Promote a spectrum of play experiences available for children through to seniors which provide social, creative

Education and Programming

- Pilot staffing at select play space locations with trained facilitators that can promote integrated play, and evaluate if this staffing reduces barriers
- Educate children, youth, families, adults, communities & developers about the importance of inclusive outdoor play for all children
- Work with the Parks Foundation to incorporate inclusive play into the annual Playground Fair
- Explore and foster partnerships with non-profit groups, developers and sponsors to further inclusive play

Operations

- Explore a lifecycling process that ensures diverse well used play spaces which incorporate multi-generational components. While this may reduce the overall quantity of play spaces, it would ensure the play spaces that exist are well used and reflect the needs of the community
- Develop a business case for inclusive play for use in future capital budget cycles
- Incorporate inclusive play opportunities in the City Shaping layer of the Green Line program



Inclusive Play Spaces Implementation Plan

Inclusive Play Spaces Implementation Plan - January 2018

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Introduction

Playgrounds should be inclusive places for all children, however, numerous studies have identified playgrounds as being places of exclusion, showing that children with disabilities do not have equal access to public play areas. In addition, adults with disabilities also experience challenges, either on their own, or when accompanying their children or grandchildren.

Calgary Parks and Calgary Recreation is committed to making play spaces that are accessible and inclusive to everyone. All amenities—from playgrounds, outdoor fitness and court sports, to skate parks and pathways—should be developed with a lens of inclusivity for all ages and demographics.

The Inclusive Play Spaces Implementation Plan (Implementation Plan) provides a current state analysis as well as recommendations for proposed future plans. It explores multi-age and multi-ability play opportunities with a goal of providing more inclusive play options in parks. Going beyond accessible playgrounds, the Implementation Plan considers all ages, abilities and demographics.

Inclusive Play Spaces

The term ‘inclusive play spaces’ is used to indicate play space which accommodate all users, challenging them at their own developmental level, on age appropriate play equipment. The term also refers to adults accompanying children, in the capacity of a parent or care-giver, who have limited mobility and/or abilities.

Definitions and key considerations related to inclusive play are as follows:

Definitions

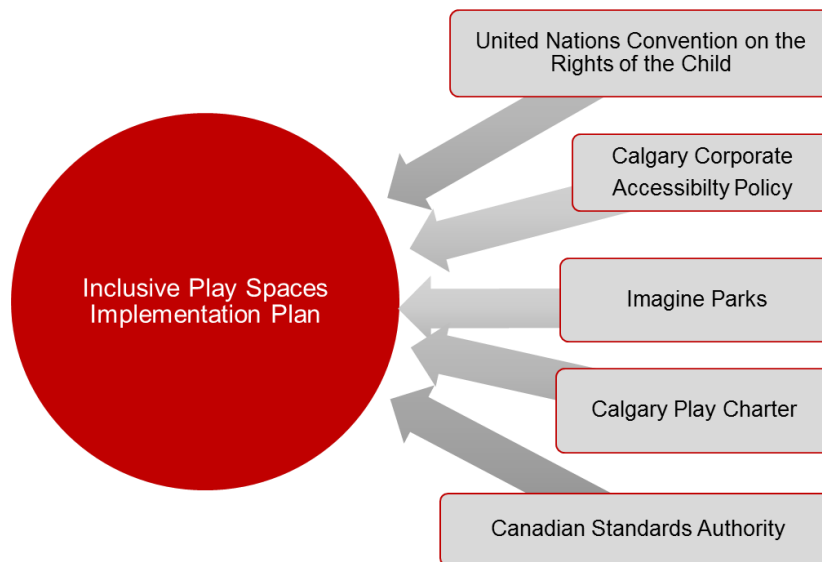
Accessibility	Accessibility refers to the ability to be reached or entered so that individuals may participate. Playgrounds shall be reached in a smooth, uninterrupted manner through the provision of suitable surfaces for purpose of engaging in ‘play’.
Inclusive	Inclusive is not to exclude any section of society or any party involved in something. An ‘Inclusive Play Space’ indicates playgrounds which accommodate all users, challenging them at their own development level on age appropriate play equipment. The term also includes adults accompanying children, in the capacity of a parent or care-giver, who have limited mobility and/or abilities.
Universal Design	Universal Design is meant to produce environments that are inherently accessible and inclusive. It is the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.
People with Disabilities	The United Nations uses the term ‘people with disabilities’ to apply to all people with disabilities including those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various attitudinal and environmental barriers, hinders their full and effective participation in society on an equal basis with others.” (United Nations, 2007)

Strategic Alignment

City of Calgary	
Calgary Corporate Accessibility Policy	The purpose of the Calgary Corporate Accessibility Policy (CSPS003) is to ensure the greatest level of access, which is the right or opportunity to reach, use or participate for people with physical, sensory and cognitive disabilities.
Imagine Parks	<p>Goal 1.1 Responsive to Citizens Parks enables and responds to changing citizen needs with diverse and equitable programs, events and amenities</p> <p>Goal 1.2 Individual and Community Well-being Parks and programs support healthy lifestyle choices</p>
City of Calgary Action Plan	<p>Inclusive play spaces aligns with Action Plan Goals:</p> <ul style="list-style-type: none"> • A City of Inspiring Neighbourhoods • A Healthy and Green City
Calgary Recreation Master Plan	Inclusive play spaces promote recreation which strengthens social connections. Participating in recreation activities creates opportunities to connect families, neighbours and individuals with shared interests. Developing stronger social connections builds a sense of belonging, understanding, respect and trust.

Play in Calgary	
Calgary Play Charter	This Charter commits The City of Calgary and partners to promoting play, providing play opportunities, and educating all Calgarians of the importance of play to our community.

Canadian Standards Authority (CSA)	
Children's Playspaces and Equipment Guidelines	CSA guidelines govern the development of play spaces and represent 'best-practice' in terms of health and safety in play space environments. Annex 'H' [5] of this document specifically addresses the issue of 'accessible playgrounds and provides recommendations for the minimum requirements that are best applied to new play spaces.



United Nations

The Inclusive Play Spaces Implementation Plan allows Calgary to strive for the following Conventions, of which Canada is a signatory’:

United Nations Convention on the Rights of the Child: Article 31	<p>Parties recognize the right of the child to rest and leisure, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts.</p> <p>Parties shall respect and promote the right of the child to participate fully in cultural and artistic life and shall encourage the provision of appropriate and equal opportunities for cultural, artistic, recreational and leisure activity.</p>
Convention on the Rights of Persons with Disabilities	<p>The purpose of the present Convention is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity. Persons with disabilities include those who have long-term physical, mental, intellectual and sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.</p>

Inclusive Play Considerations

Inclusive Play Spaces

The term ‘Inclusive Play Spaces’ is used to indicate play spaces that accommodate all users, challenging them at their own developmental level on age appropriate play equipment. The term also refers to adults, and adults accompanying children, in the capacity of a parent or care-giver, who have limited mobility and/or abilities.

Accessible	The playground shall be reached in a smooth, uninterrupted manner through the provision of suitable surfaces for purpose of engaging in ‘play’.
Inclusive	The playground shall, wherever reasonably possible, provide opportunities for play that promotes integration of everyone with varying age and abilities.
Usable	The equipment shall be ‘usable’ in terms of engaging in ‘play’

Play Spaces for Children

Playgrounds that are purpose-designed and built for children act as a venue to engage in physical and social activities, develop motor skills and problem solving skills, challenge themselves, learn social norms and explore their environment. Play can and should happen beyond the confines of a playground and extend into a variety of open spaces.

Play Spaces for Adults

Adult play can include leisure and recreation, hobbies and pastimes, and even digital gaming. Individuals with varying degrees of disability must also be accommodated wherever reasonably possible. The Inclusive Playground Implementation Plan addresses leisure and recreational adult play, typically located in public parks. This could include outdoor fitness equipment, gaming tables (eg. chess), sports courts (eg. tennis), seating, and shelters. A challenge in adult play equipment, particularly outdoor fitness equipment, is that it lacks guidelines from the Canadian Standards Authority which only encompasses Children’s Play Spaces and Equipment.

People with Disabilities

Although “people with disabilities” sometimes refers to a single population, this is actually a diverse group of people with a wide range of needs. Two people with the same type of disability can be affected in very different ways. Some disabilities may be hidden or not easy to see.

-Centre for Disease Control

According to the World Health Organization, disability has three dimensions including:

1. **Impairment** (for example: loss of a limb or memory loss)
2. **Activity limitation** (for example: difficulty seeing or walking)
3. **Participation restrictions** (for example: location or parking challenges)

Typical Barriers to Access and Inclusion

Physical and social barriers can hinder many people with disabilities including children, adults wanting to participate in their child's play experience, and adults using outdoor fitness equipment. Examples of such barriers are:

Physical Environment	<ul style="list-style-type: none"> • Inaccessible route or inappropriate fall surfaces • Lack of ramps; ground level equipment has limited play value • Undesirable location including insufficient space, difficult to get to, or high vehicle and/or pedestrian traffic • Absence of signage that illustrates ways the equipment can be used • Cost of equipment inhibits inclusive play elements • Lack of enabling infrastructure including parking shade, washrooms, seating, shelter
Social Environment	<ul style="list-style-type: none"> • Poor design with a tendency to segregate accessible play elements, resulting in social exclusion • Play equipment is accessible but has poor play value • Play equipment caters only to physical disabilities • Parental concern for injury prevention results in decreased play value • Fear that children with disabilities will be teased may prevent play • Parents do not understand the value of play, or that inclusive opportunities exist • Community is not inclusive resulting in segregated play • Insufficient accessibility and inclusion standards create a perception that inclusive playgrounds are not a priority

Universal Design

Universal design has seven principles that ensure play spaces are usable for everyone:

1. **Equitable:** The design accommodates people with diverse abilities
2. **Flexibility:** The design accommodates a wide range of individual preferences
3. **Simple and Intuitive Use:** Use of play space is easy to understand
4. **Perceptible Information:** Accommodates diverse sensory abilities or conditions
5. **Tolerance for Error:** The play space minimizes hazards
6. **Low Physical Effort:** The play space is efficient and comfortable
7. **Size and Space:** Appropriate size and space exists regardless of user

Current State

Calgary has over 1,100 playgrounds, the majority of which are well used and enjoyed by all. Of these there are some sites that have specific accessibility elements:

- 30 have at least one piece of accessible equipment including ramps that enable access to higher levels of a multi-play structure and/or ground level play panels. Of these 30 playgrounds, 14 also have accessible rubber safety surface (called 'pour in place')
- There are an additional 56 playgrounds with rubber safety surface only.

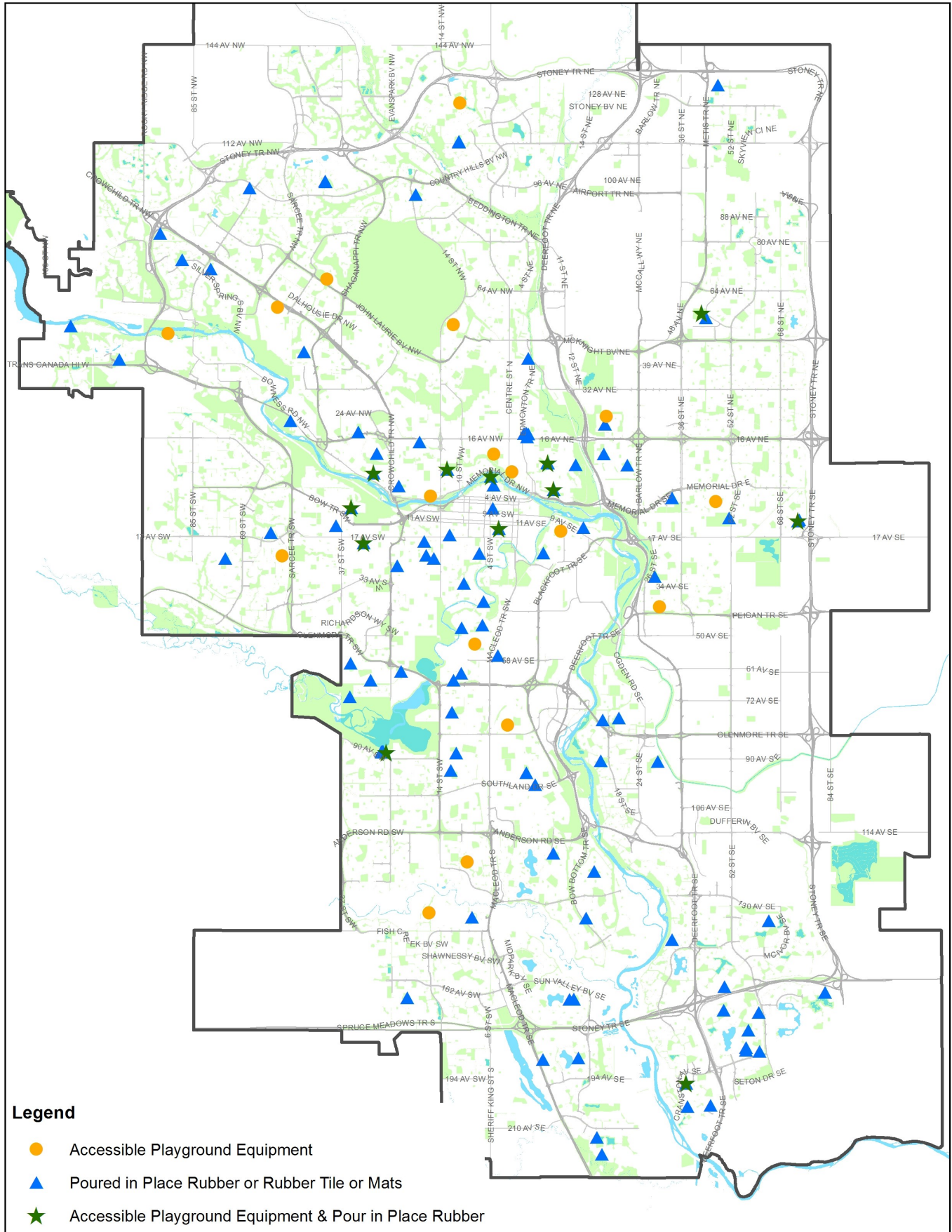
In addition, recent Calgary Parks initiatives such as mobile adventure playgrounds, and provision of wheelchairs at spray parks, have made playgrounds and play spaces more inclusive.

Currently, the provision of accessible equipment is ad hoc, however new and lifecycled playgrounds are incorporating some of the following universal design features:

- Accessible playground surfaces, such as 'pour in place' rubber and 'Engineered Wood Fibre' (EWf) safety surfaces are being introduced in new playgrounds by developers
- Playgrounds due for lifecycle replacement are incorporating accessible elements in partnership with Calgary Parks, Calgary Parks Foundation and the relevant community associations
- Access ramps from ground level to higher platforms, typically on multi-play structures, allow for connectivity between two play components
- Transfer stations facilitate access to some sections of a multi-play structure
- Ground level activities allow for universal access to play components, providing an appropriate fall surface is in place
- Swings equipped with harnesses have been installed at some locations
- Nature-inspired playgrounds that offer sensory activities, such as auditory, olfactory, visual and tactile experiences
- Loose parts play such as adventure playground and community loose parts bins, has been piloted over the past two years and proven to provide social, creative and sensory benefits

Going forward this Implementation Plan aims to set out a comprehensive approach to building inclusive playgrounds either as existing playgrounds are lifecycled or as new play spaces are built.





Proposed Future Plans (2019-2022)

Play Spaces with Inclusive Elements

In addition to the existing playgrounds with accessible elements and surfaces, Calgary Parks identified sixteen potential locations based on the following criteria:

- Existing playground on site allows for easier development
- Site is large enough and appropriate to accommodate a large playground footprint
- Adjacent to a parking lot, or major transit route, and route to site is accessible
- Proximity to a publicly accessible building with appropriate services (eg washrooms)
- New or future regional park locations with good catchment

Potential new locations are mapped with a 5km radius catchment area, as shown on the next page. It is important to note that this list is preliminary and will need to be refined after consultation with relevant stakeholders including community associations, interested non-profit groups, schools, foundations, and others. The anticipated costs of these proposed playgrounds is potentially high, therefore the installation of these playgrounds will extend beyond the initial 2019-2022 budget cycle.

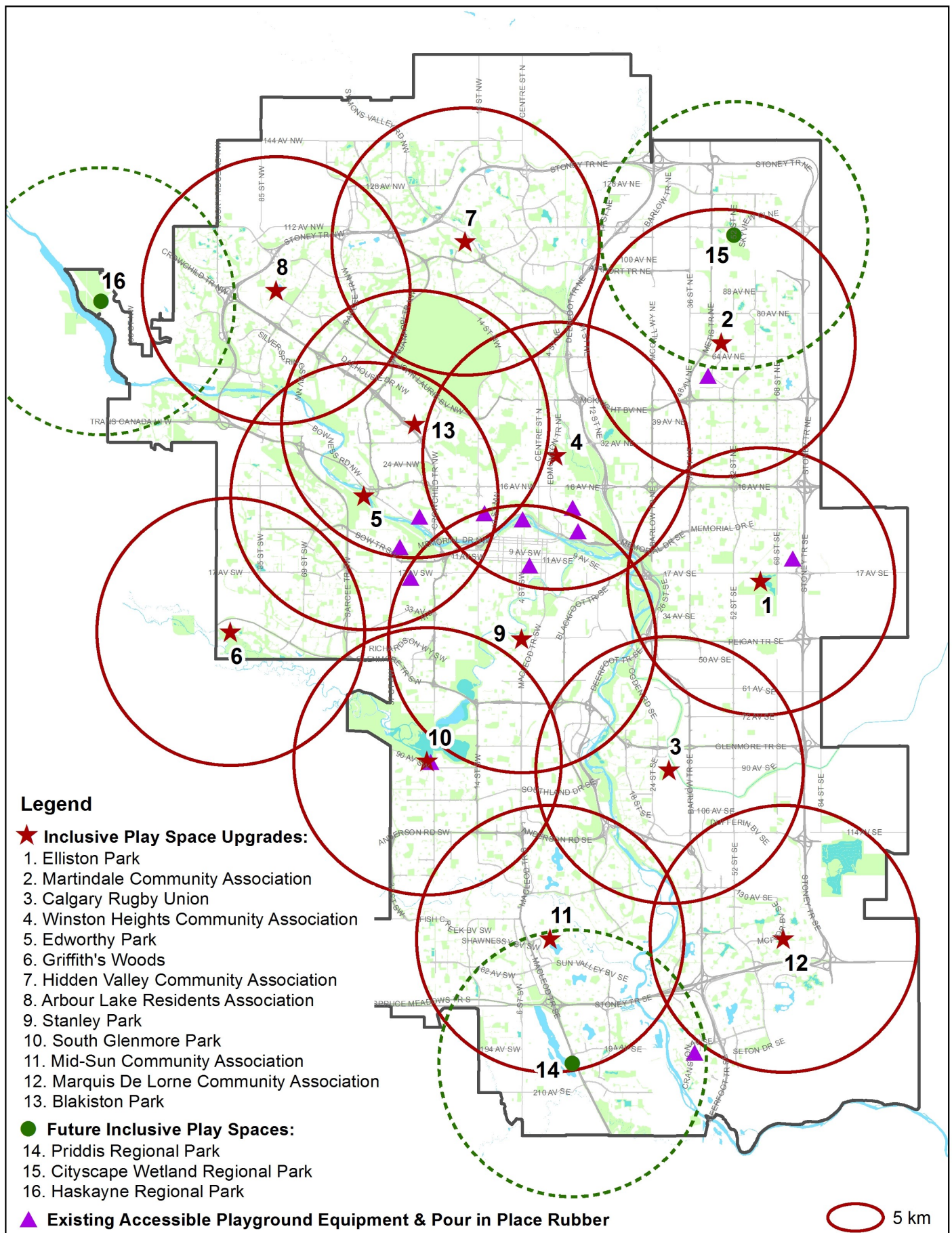
This proposed list of thirteen upgrades gives generally equitable coverage across much of the city, but it is recognized that a 5km radius is not appropriate for local use. More modest play space upgrades will be executed where the opportunity and finance allow.

Inclusive Playground Evaluation Criteria

Whether it be development of a new play space, or retro-fitting a play space due for lifecycle replacement, there are 13 main areas to consider during design. While these areas are considered in all playground design, a special focus on inclusivity is now introduced as indicated below:

Element	Example
Who will the play space serve?	Children with cognitive disabilities
Location	Community support for an inclusive playground
Size and topography of site	Are grades less than 5% for barrier free access?
Design conflicts	Is sufficient capital budget assigned for inclusive elements?
Entrance to the play space	Proximity to transit route or parking
Pathways and sidewalks	Firm surface approaching the site
Play equipment	Elements for physical, sensory and social experiences
Play space surface	Appropriate fall surface
Play space layout	Space for multi-generation elements; opportunity for shade
Complimentary amenities	Benches, signage, washrooms are accessible
Social and natural amenities	Incorporation of natural feature or loose part play
Inspections, maintenance, repairs	Staff are trained to inspect accessible elements
Operational budget	Are additional operating costs required?

As each park is unique, there is no fixed number of inclusive elements to be included in each play space.



Proposed Future Plans (2019-2022)

New Community Development

The development industry is keen to work with Calgary Parks to modify the Calgary Parks Landscape Specification Guidelines to incorporate inclusive play spaces for new local parks, within a net neutral financial framework for both developers and The City. Ideally, a suite of infrastructure options will be developed to encourage a variety of play spaces to allow developers to customize local amenities. This could potentially include adventure playgrounds, gazebos, community gardens, court sports, pickle ball, adult fitness, and more.

Adults and Seniors—Outdoor Fitness Equipment

There are a number of sites that host outdoor fitness equipment throughout the city. These are typically used by adults, but equipment has been installed at Forest Lawn 55+ Society specifically for use by seniors. Initial observation indicates many of the fitness sites across the city are not well-used; however these sites will continue to be evaluated.

Mobile Outdoor Fitness Program

Fitness equipment of any kind, indoor or outdoor, can be intimidating. Having staff on site to demonstrate proper use of equipment and motivate users may encourage greater use. Modelling after the successful mobile skate parks and mobile adventure playgrounds, Calgary Parks, in collaboration with Calgary Recreation, intends to pilot a mobile fitness program to primarily serve adults and seniors. Moving into different areas over the summer months, temporary equipment would be installed and qualified staff would be on hand to demonstrate equipment and assist users through different types of fitness activities. If a mobile fitness park is particularly successful in one community, Calgary Parks could examine more permanent installations in that location.

Multi-Generational Sites

Ideally, Calgary Parks would strive for sites that meet the needs of many generations. While children are enjoying a playground, their adult caregivers are partaking in fitness. Add in plenty of benches, trees, and gazebos and all members of the family can enjoy the park at the same time. Calgary Parks has started to incorporate this vision into sites such as the new Mills Park in Inglewood which hosts both a children's playground as well as adult features such as slack lining poles, adult swings, and seating areas.

Lifecycle Existing Playgrounds

As playgrounds near the end of their lifespan it may not be appropriate to replace them with another playground. Instead a more inclusive play structure can be incorporated that reflects the needs of the community. Depending on the chosen features, this may mean an overall reduction in the number of playgrounds per community. For example in a community with two playgrounds, one may be removed to create a site with a gazebo and community garden. This holistic approach will ensure play spaces that are more relevant, and improve the community as opportunities arise.

Overall Recommendations

Play Space Development

- In conjunction with relevant stakeholders, conduct an accessibility audit of the 30 Calgary Parks playgrounds with existing accessibility components to determine the necessary retrofit upgrades to increase inclusivity. Use an accredited auditing tool such as that developed by The Rick Hansen Foundation, or the Accessibility Course through the Canadian Playground Safety Institute (CPSI)
- Work with community partners and developers to further consider preliminary locations for future inclusive playground development, using the Inclusive Playground Evaluation Criteria included in the Implementation Plan
- Ensure appropriate site development is considered (eg pave missing links) and ensure proximity to major transit lines
- Train appropriate City staff on inclusive playground design, inspection and maintenance

Multi-Age Infrastructure

- Continually examine how inclusivity and access can be improved for all park users including fitness equipment, pathways, skate parks, court sports, community gardens and more
- Based on past learnings, investigate new methods to encourage use of outdoor fitness equipment including a mobile fitness program
- Where possible, develop sites with multi-generational components

Policy Development

- In partnership with the development industry, modify the Parks Landscape Specification Guidelines to encourage a broader range of park amenity possibilities for new local parks, within a net neutral financial framework for both developers and The City
- Promote a spectrum of play experiences available for children through to seniors which provide social, creative and sensory benefits

Education and Programming

- Pilot staffing at select play space locations with trained facilitators that can promote integrated play, and evaluate if this staffing reduces barriers
- Educate children, youth, families, adults, communities, and developers about the importance of inclusive outdoor play for all children
- Work with the Calgary Parks Foundation to incorporate inclusive play into the annual Playground Fair
- Explore and foster partnerships with non-profit groups, developers and sponsors to further inclusive play spaces

Operations

- Explore a lifecycling process that ensures diverse, well used play spaces which incorporate multi-generational components. While this may reduce the overall quantity of play spaces, it would ensure the play spaces that exist are well-used and reflect the needs of the community
- Develop a business case for inclusive play for consideration in future capital budget cycles
- Incorporate inclusive play opportunities in the City Shaping layer of the Green Line program

Additional Resources

Rick Hansen Foundation	www.rickhansen.com
Sport for Life	www.physicalliteracy.ca/inclusion
Outside Play	www.outsideplay.ca
Canadian Assoc. Playground Practitioners	www.capp—online.ca
Intl Playground Manufacturers Association	www.ipema.com
Center for Universal Design	www.ncsu.edu/project/design-projects/udi
IDEA Center at Buffalo	www.ap.buffalo.edu/idea
The Play & Playground Encyclopedia	www.pgpedia.com
Accessible Playgrounds Director	www.accessibleplayground.net

Inclusive Play Spaces Implementation Plan 2018

October 23, 2017

City of Calgary

Re: City of Calgary Accessible Playground Implementation Plan

Dear City of Calgary Councillors and Accessibility Advisory Committee Members:

I am writing in support of the draft **Inclusive Playground Implementation Plan/Fall 2017** developed by Matthew Blair, Park Infrastructure Lead for the City of Calgary. As someone who is been working in the field of developing meaningful access for people with disabilities across the built environment for more than 27 years - the last two of which have been as the Vice President of Access and Inclusion for the Rick Hansen Foundation, I was particularly heartened to see the depth of understanding reflected in this review, along with the concrete practical steps for moving forward over the long-term provided. The recognition that playgrounds need be inclusive places - not only for children but also for adults with disabilities, is an important part of developing meaningful access and an area often overlooked in park planning.

Facility planning which accommodates all users – that challenges users at their own developmental level on age appropriate play equipment; planning that includes adults with disabilities accompanying children in the capacity of parent or care-giver, and does it all as part of the core design imperatives of the facility is a critical part of creating recreational properties that built a sense of community and support intergenerational living in a time of rapidly aging populations.

The report identifies the limitations of the existing methodology – in particular the current ‘ad hoc’ approach; a lack of real understand of what ‘accessible’, ‘inclusive’ and ‘usable’ play environments actually mean, and the assumption that simply because play equipment is ‘accessible’, it has play value in terms of interest and/or challenge. This along with identified systemic barriers such as insufficient provincial and/or municipal policies around real accessibility, insufficient standards, and a lack of understanding that disability covers many more facets than just the physical, are common problems cities face as the demographics and the needs of their citizen’s change. To help address this issue nationally, the Rick Hansen Foundation has developed Rick Hansen Foundation Accessibility Certification (RHFAC) ratings – a LEED like, national program that assesses the built environment to determine the level of meaningful access provided at a given site, facility, or building and places it on a national universal scale for accessibility. It is our hope that the City of Calgary will embrace the findings and direction of this report, which if implemented, would likely result in an **RHFAC Gold** rating for Calgary city parks – if the City of Calgary wished to participate in our program.

I believe the report reflects a real understanding of the importance of making play experiences accessible for the whole family as part of the long term planning. Further, while I have not had the opportunity to do a detailed review of all aspects of this report, I also agree with Mr. Blair’s recognition of the current state of affairs and applaud his approach to developing meaningful access over the long term. Access is ensuring everyone can *enter* a park. Inclusion is ensuring that everyone can *use* the park. This report represents a first step toward real inclusion.

Thank you for the opportunity to participate in this discussion. Please let me know if there are ways in which the RHFAC program can help develop this initiative or if we can otherwise support these efforts.

Sincerely,



Brad McCannell, Vice President, Access & Inclusion



Community Services Prevention Investment Framework

EXECUTIVE SUMMARY

On 2017 November 30, Council approved a one-time allocation of \$3M from the Fiscal Stability Reserve to safe communities, youth and low income programs and crime prevention. Council directed Administration to develop a strategy for the use of these funds for Council's consideration by Q1 2018. Council's direction recognizes that investment in prevention results in significant social returns and reduces more costly interventions in the future.

This report presents the Community Services Prevention Investment Framework as the strategic framework for the allocation of the \$3M in one-time funding. The Framework integrates existing prevention strategies and approaches, with an intent to leverage partnerships and resources to increase protective factors and reduce risk factors by expanding prevention programs and services. The Terms of Reference included as Attachment 1 will be used to guide investment decisions, bridging the continuum of prevention work across Community Services and the Calgary Police Service.

ADMINISTRATION RECOMMENDATION:

That the SPC on Community and Protective Services recommend that Council approve the Community Services Prevention Investment Framework Terms of Reference to guide the investment decisions for \$3M in one-time funding (allocated to Community Services during the 2018 Budget Deliberation and Adjustment Process).

RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, DATED 2018 JANUARY 17

That the Administration Recommendation contained in Report CPS2018-0061 be approved.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 November 30, through C2017-1123, Recommendation 2, Council allocated \$3M in one-time funding from the Fiscal Stability Reserve to safe communities, youth and low income programs and crime prevention. Council directed Administration to report back to the SPC on Community and Protective Services, no later than Q1 2018, with a strategy for the use of these funds.

BACKGROUND

Despite the economic downturn, Calgary is still a growing city and in a recent survey, Calgarians reported their feelings of safety had declined due to the lack of police resources. In response to these concerns and increasing challenges to public safety, including the opioid crisis, domestic violence and child abuse, Council increased the millrate allocation to the 2018 operating budget of the Calgary Police Service by \$14.3M. During the budget presentation, the Calgary Police Service reinforced that reducing harm and crime is achieved through prevention; this includes using evidence-based crime prevention models and strategies in developing and maintaining relationships with youth and within communities.

Community Services Prevention Investment Framework

In the same 2018 Budget Deliberation and Adjustment Process, Council also approved an allocation of \$3M in one-time funding from the Fiscal Stability Reserve to safe communities, youth and low income programs and crime prevention. Council recognizes investment in prevention yields significant social return and reduces the need for more expensive interventions in the future. It has been consistently documented that the return on investment of \$1.00 in prevention yields \$7.00 to \$13.00 in diverted costs.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Community Services Prevention Investment Framework will guide decision-making for investments in preventive programs and services for this one-time funding of \$3M. The Framework is built on a solid foundation of prevention strategies and principles that are proven to increase protective factors and reduce risk factors and will act as a bridge to link the prevention work across Community Services and the Calgary Police Service.

The Framework's Terms of Reference (Attachment 1) outline the purpose of investment, evaluation criteria, principles and governance structure for decision-making. In developing the proposed Terms of Reference, Administration reviewed current prevention-focused strategies that provide a strong foundation for use of the one-time funds, including the:

1. Calgary Police Service Crime Prevention and Reduction Continuum
2. Crime Prevention through Environmental Design principles
3. Crime Prevention through Social Development approach, which informs the Crime Prevention Investment Plan
4. Social Sustainability Framework, which guides the Family and Community Support Services investments
5. Canadian Municipal Network on Crime Prevention

The Framework will coordinate and leverage existing networks of preventive programs and services delivered by Community Services business units and non-profit organizations. The emphasis will be on programs that increase protective factors and reduce risk factors to Calgarians by expanding resources to high impact programs, addressing gaps in preventive programs and services and investing in community spaces. The Community Services Prevention Investment Framework will advance four long-term outcomes:

1. Enhancing social wellbeing of Calgarians
2. Making communities safer
3. Reducing crime
4. Reducing harm

Funding allocations will be determined through a two-step, internal review process. First, Community Services Strategic Services Managers will convene as a review panel to consider business cases for funding from across the department. The funding recommendations will be presented to Community Services Directors and Chiefs collectively for final decisions. Examples of work that may be in scope or out of scope for investment are included as Attachment 2.

Although the Framework has been developed for this one-time allocation of funds, it is anticipated that lessons learned from the implementation of the Community Services Prevention Investment Framework will inform future department-wide prevention work, as well as partnerships with the Calgary Police Service and community partners.

Community Services Prevention Investment Framework

Stakeholder Engagement, Research and Communication

Representatives from across Community Services were engaged to inform the development of the Community Services Prevention Investment Framework. The Calgary Police Service was also engaged to ensure alignment with its crime prevention and reduction continuum. The engagement, led by Calgary Neighbourhoods, guided the development of the proposed Community Services Prevention Investment Terms of Reference.

Engagement and communication will continue throughout implementation of the Framework to ensure alignment and decision-making on one-time funding for prevention investments achieves the outcomes Council is seeking.

Strategic Alignment

This report's recommendation aligns with, and contributes to, the following Council Priorities from *ActionPlan* 2015-2018:

- A prosperous city
- City of inspiring neighbourhoods
- A healthy and green city
- A well-run city

This report also aligns with Calgary Police Service Crime Prevention and Reduction Continuum, the Social Sustainability Framework that guides Family and Community Support Services investments and the Crime Prevention Investment Plan.

Looking ahead to One Calgary, this report aligns with, and contributes to, the following Quality of Life Results for The City:

- Calgary is a city of safe and vibrant neighbourhoods
- Calgary is a healthy and equitable city

Social, Environmental, Economic (External)

The Community Services Prevention Investment Framework will support expanded preventive programs and services to enhance the social wellbeing of Calgarians. It will support safer communities and enable Calgarians to live in safe and strong communities. A coordinated approach to investments in prevention will yield significant social returns and reduce more costly interventions that involve policing and the justice system. Research shows that \$1.00 investment in prevention yields a \$7.00 to \$13.00 return in diverted costs in the future.

Financial Capacity

Current and Future Operating Budget:

Council approved a \$3M one-time operating budget from the Fiscal Stability Reserve for 2018.

Current and Future Capital Budget:

There are no capital budget implications associated with this report.

Community Services Prevention Investment Framework

Risk Assessment

While there are no significant risks associated with the development of the Community Services Prevention Investment Framework, two implementation-related risks have been identified and considered.

1. One-time funding can raise stakeholder expectations that additional resources will follow. Terms of Reference with guiding principles, governance and consistent processes for guiding decision-making on prevention investments will help to mitigate this risk. In addition, a long term view of this Framework will be considered as part of the One Calgary business plan and budget process.
2. The Framework's four long-term outcomes are difficult to track and measure with one-time funding. To mitigate this risk, Administration has developed a strategy to measure short- and mid-term outcomes, which, over time, contribute to long-term outcomes.

REASON(S) FOR RECOMMENDATION(S):

Council's direction recognizes that investment in prevention yields significant social returns and over time reduces more costly interventions. The Community Services Prevention Investment Framework will guide decision-making for one-time funding recommendations of preventive programs and services for Calgary's vulnerable populations. It will link the prevention-focused strategies and work across Community Services and the Calgary Police Service. Through evidence-based prevention investments, the Framework will focus on advancing the four long-term outcomes of enhancing the social wellbeing of Calgarians, making communities safer, reducing crime and reducing harm.

ATTACHMENT(S)

1. Community Services Prevention Investment Framework - Terms of Reference
2. Community Services Prevention Investment Framework - Examples of In- and Out-of-Scope Investments



Community Services Prevention Investment Framework Terms of Reference

Background

In 2017 November, City Council directed Administration to develop a strategy for the use of "...\$3 million in one-time funding from the Fiscal Stability Reserve to safe communities, youth and low-income programs and crime prevention...". Council's direction recognizes that investment in prevention yields significant social returns and reduces the need for more costly programs in the future.

The Community Services Prevention Investment Framework intentionally links the prevention work across Community Services and Calgary Police Service. It is built on a solid foundation of the following nationally recognized prevention-focused strategies:

The Calgary Police Service Crime Prevention and Reduction Continuum, a set of strategies to address education, prevention, early intervention, treatment and enforcement;

The Crime Prevention through Environmental Design principles and strategies used to create safer communities and improve quality of life;

The Crime Prevention through Social Development approach which guides the investments made through The City's *Crime Prevention Investment Plan* by focusing on the early identification and mitigation of the root causes of crime;

The Social Sustainability Framework and supporting research briefs that guide the prevention investments made through *Family and Community Support Services* (FCSS) to prevent social isolation and neighbourhood decline, two precursors to a wide-range of social issues;

The Canadian Municipal Network on Crime Prevention, a community of practice which aims to increase investment in effective, evidence-based and collaborative crime prevention strategies in municipalities.

Purpose

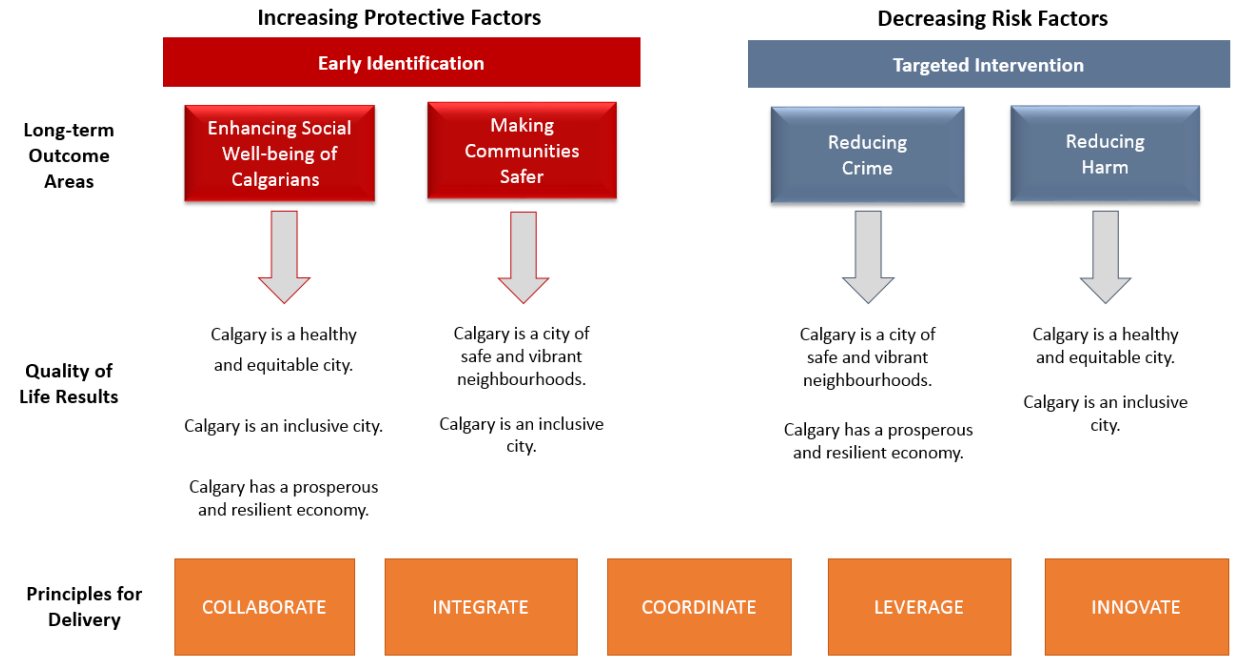
The purpose of the Community Services Prevention Investment Framework is to guide decision-making for investments into preventive programs and services. The Framework builds on the existing network of preventive programs and services that increase protective factors and reduce risk factors for Calgarians who, due to a variety of circumstances, find themselves at-risk of harm. It aims to (1) enhance resources to high-impact programs to optimize their reach, (2) address gaps in preventive programs and services and (3) invest in spaces to maximize the value of community to support the Framework's outcomes.

The diagrams below indicate the desired short- to long-term outcomes, sample projects/initiatives that will contribute to these outcomes and the principles that will guide the overall implementation of Prevention Investment Framework.

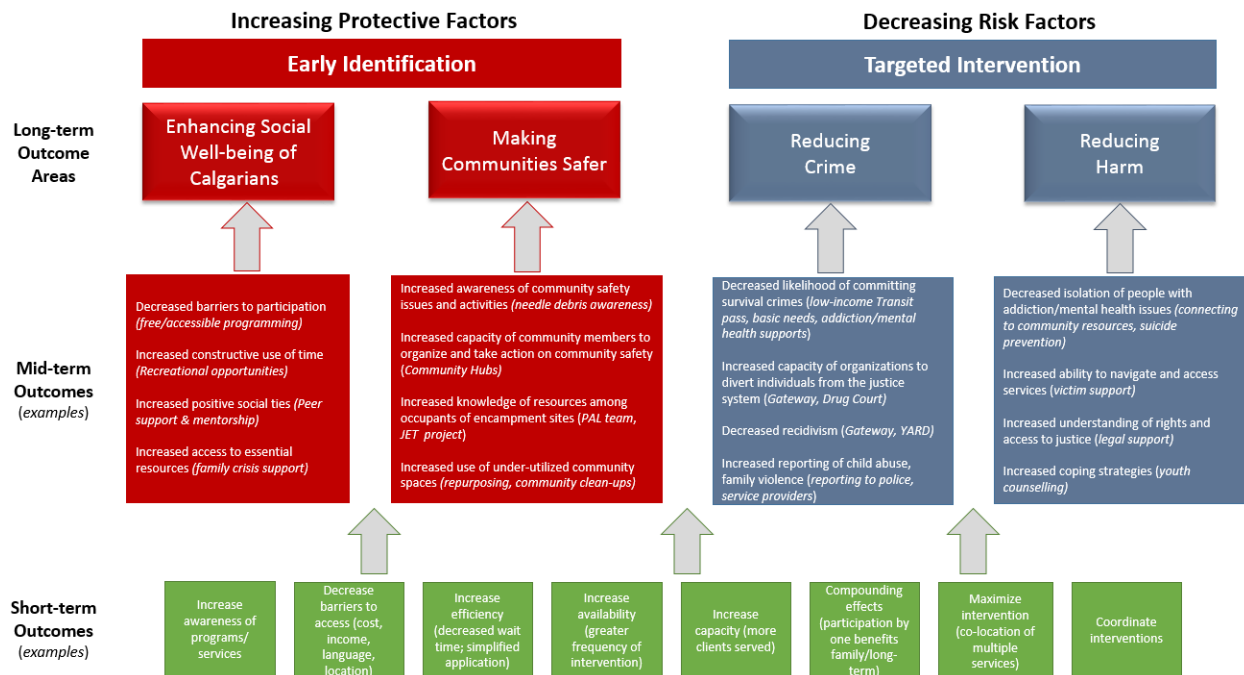


Community Services Prevention Investment Framework Terms of Reference

Community Services Prevention Investment Framework



Community Services Prevention Investment Evaluation





Community Services Prevention Investment Framework Terms of Reference

Guiding Principles for Delivery

The Community Services Prevention Investment Framework will be guided by the following action-oriented principles:

- **Collaborate** across business units, the Corporation and community
- **Integrate** service delivery for the greatest impact
- **Coordinate** for maximum effectiveness and efficiency
- **Leverage** existing partnerships, services and resources
- **Innovate** to achieve what has not been achieved to date

Eligibility Requirements

Funds may be accessed by all business units within Community Services for projects that advance one or more of the four long-term outcomes. Business cases must demonstrate how projects will achieve:

- Enhancing social wellbeing of Calgarians
- Making Communities Safer
- Reducing Crime
- Reducing Harm

The outcomes contribute to efforts to turn the curve on quality of life results for Calgarians.

Governance & Investment Decisions

Community Services Strategic Services Managers will form an evaluation panel and will review business cases for funding from across the department. This panel will conduct a peer review of all business cases using a collaborative assessment process. The panel will make investment recommendations to the Community Services Directors and Chiefs for final approval.

Business cases submitted will indicate which outcomes the proposed project aims to achieve, and an overall funding request. Each investment will be evaluated as part of regular Corporate performance reporting in the context of the Community Services Prevention Investment Evaluation above.



Community Services Prevention Investment Framework Examples of In- and Out-of-Scope Investments

The following are examples of pilot projects or program expansions that are aligned with the intent of the Community Services Prevention Investment Framework, and those that are out-of-scope. These are provided as samples only, and are not exhaustive.

In-Scope	Out-of-Scope
<ul style="list-style-type: none">• Pilot projects addressing gaps in preventive service delivery• New and expanded regional programming• Sportsfield repurposing• Increased Crime Prevention Investment Plan funding to support non-profit partners• Programs to address the opioid crisis• Subsidized City services and programs	<ul style="list-style-type: none">• Long term strategy development• Capital investments in infrastructure such as buildings and technology• Process improvement work not related to outcomes

Multi-Family Residential Parking Reduction Policy Update

EXECUTIVE SUMMARY

The Multi-Family Residential Parking Reduction Policy (Attachment 1) was approved by Council in 2015 May and has provided Administration with guidance in considering significant parking relaxations for new developments. The policy provides guidance to the most appropriate locations and additional considerations to manage any potential parking impacts from the developments. Administration is not proposing changes to the policy through this report.

This report will provide an update of the observed impacts from completed projects. The first zero parking building approved under the policy, N3 in the East Village, opened to residents in spring 2017. Administration has found limited parking spillover impact due to the development as on-street occupancy in the area has remained at under 60%. A trip generation study revealed that residents of zero parking buildings are choosing active modes (walking, cycling) for the majority of their trips. Administration has received interest in further zero-parking developments in pre-application meetings.

ADMINISTRATION RECOMMENDATION:

That the SPC on Transportation and Transit recommends that Council receive this Report for information.

RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT, DATED 2018 JANUARY 18:

That the Administration Recommendation contained in Report TT2018-0006 be approved.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2015 May 25, Council approved report TT2015-0223: Multi-Family Residential Parking Reduction Policy. This included the following recommendations:

1. Approve amending A Parking Policy Framework for Calgary (TP017) by replacing the empty Section 5.2.1 (Parking in Activity Centres, Corridors and other Transit-Oriented Development Areas) with the contents of Attachment 1, as amended on page 2 of 2, Policy 1. e., by adding the following words at the end of the paragraph:
 “The Development Authority may recommend against reductions to visitor parking if it is determined by the Authority that on-street impacts, or visitor accessibility, would be unacceptable.”; and
2. Direct Administration to report back to the SPC on Transportation & Transit no later than 2017 June with an update report on the implementation of the multi-family parking reduction policies.

On 2017 February 13, Council approved a deferral request for recommendation #2 as part of report TT2017-0045 to report back no later than 2018 January.

BACKGROUND

The Multi-Family Residential Parking Reduction Policy is intended to guide consideration of zero parking or significant parking reductions for buildings in locations that provide a wide variety of

Multi-Family Residential Parking Reduction Policy Update

travel alternatives, have adjacent public parking options available and are likely to have minimal community impacts.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Since Council approval of the Multi-Family Residential Parking Reduction Policy in May 2015, one zero-parking multi-residential development has been completed (N3). Administration has received further interest in reducing parking requirements to zero in pre-application meetings in the Centre City but an application has yet to be made. The Policy has been used as guidance for several multi-family developments where significant parking relaxations have been proposed, examples developments with relaxations of up to 85% are provided in Attachment 2. Applicants have assurance that relaxations will be considered in the locations where they are most appropriate based on the Policy criteria, however the Policy is not considered in isolation for relaxation decisions.

The first development to fully reduce both resident and visitor parking to zero using the policy as guidance is the N3 development in the East Village. It was opened to residents in spring 2017 and main floor retail space opened later in the year. As part of monitoring the impacts of the development into the neighbourhood, Administration has reviewed the 2017 annual on-street occupancy rates. The short-stay occupancy in the surrounding area has remained under 60% throughout 2017 which has resulted in a flat or decreasing price change for 2018. Additionally, in 2017 Administration implemented the long-stay on-street policy in the East Village due to underutilization of the short-stay parking (blocks with less than 35% occupancy). The on-street demand in East Village is expected to increase in the future as the community is not yet fully built out. Administration will continue monitor the on-street demand for parking impacts around N3 as development in East Village continues.

To understand the travel preferences of buildings that have not provided any on-site parking Administration undertook a trip generation study on three zero-parking buildings, including N3, Clover Living (Chinatown, built in 1953), and Anderson Estates (Lower Mount Royal, built in 1912) (Attachment 3). The study focused on the transportation modes people living in and visiting these buildings were using. When compared to a similar study on apartments with parking in close proximity to transit stations and other apartments, it was found that active modes (walking, cycling) were used for the majority of trips for zero-parking buildings as compared to auto modes (private vehicles, carshare, rideshare, taxi) being used for the majority of trips for the apartments which provide some level of parking (see comparison chart below). This theme is further repeated in zero-parking residents' strong preference to active modes.

Mode	Zero-Parking Buildings			Apartments in close proximity to Transit (2017)	Other apartments (2010)
	All Surveyed	Residents	Non-Residents		
Auto	39%	28%	62%	43%	70%
Walk/Cycle	53%	63%	34%	26%	29%
Transit	8%	9%	4%	31%	1%

The results of the trip generation study show there are residents and non-residents commuting to the zero parking buildings via automobiles, some of whom are parking on-street. The Policy

Multi-Family Residential Parking Reduction Policy Update

requires the developer facilitate at least one alternative travel option for residents, which could include carshare memberships. N3 provided carshare memberships and a bicycle to their residents. Carshare vehicles can be parked on-street in the East Village and in Calgary Parking Authority off-street lots. While Administration would expect that residents of these buildings would be making the conscious decision not to own a vehicle, there may be some who do. By requiring the developments to be in areas where there is nearby off-street public parking and in areas where the on-street parking is actively managed, the Policy provides some risk mitigation for on-street parking spillover. Additionally, these buildings are not able to obtain parking permits under the Residential Parking Program.

Stakeholder Engagement, Research and Communication

Internal stakeholders from Transportation and Calgary Parking Authority were engaged in the assessment of the uptake and impacts of the policy.

Residents and visitors to three zero-parking buildings were surveyed to determine the various transportation modes they used to access the buildings.

Strategic Alignment

The Calgary Transportation Plan and Municipal Development Plan encourage increased use of affordable and sustainable modes of transportation such as walking, cycling and public transit, while reducing the amount of travel by private automobiles (CTP Sections 1.5 and 3.1, MDP Section 2.5). The provision of multi-family residential buildings with significantly reduced or zero parking can contribute to this goal, while increasing market choice and housing diversity (MDP Section 2.3.1).

Social, Environmental, Economic (External)

The development of multi-family residential buildings with zero parking or significant parking reductions encourage the use of active transportation modes which are generally more affordable and environmentally-friendly transportation options. The policy allows developers the flexibility to respond to the market and provide housing with significantly reduced or zero parking. These buildings may also result in more affordable housing.

Financial Capacity

Current and Future Operating Budget:

There are no impacts to The City's current or future operating budgets as a result of this report.

Current and Future Capital Budget:

There are no impacts to The City's current or future capital budgets as a result of this report.

Risk Assessment

The Policy is designed to mitigate risks of undesirable parking impacts on adjacent residents and businesses. Typically, Administration has found in fully built out areas that parking relaxations can cause issues related to visitor parking, accessibility and loading. Policy statements 1 b) and e) (Attachment 2) require a potential development to be located in an area which has long-stay parking available in publicly accessible off-street parking and has on-street parking management in place for the primary purpose of serving short-stay visitors to the area.

Multi-Family Residential Parking Reduction Policy Update

Additionally, policy statement 1e) provides guidance to require visitor parking to be provided if the on-street impacts, or visitor accessibility, are unacceptable. To further mitigate potential on-street impacts, statement 2) does not permit building residents to obtain Residential Parking Program permits. Administration will continue to monitor on-street impacts both from N3 as East Village builds out, and other developments approved using the Policy as guidance. If the monitoring shows the Policy is not effective in mitigating undesirable parking impacts or Administration observes areas for improvements, amendments will be considered at that time.

The main risk to be managed going forward is potential cumulative impacts on short-stay parking should multiple significant parking reductions be approved in the same area. The Policy requirement for a parking study to determine short-stay parking impacts due to reductions in visitor supply will be the primary tool to evaluate individual and cumulative impacts and to ensure these reductions will not cause undue stress to the area parking management practices. If the impacts would be considered unacceptable, the development authority may recommend against reductions if adequate mitigation is not possible.

REASON(S) FOR RECOMMENDATION(S):

The Multi-Family Residential Parking Reduction Policy has provided guidance to Administration in considering zero parking or significant parking relaxations for new developments. There are minimal observed impacts associated with recently constructed and existing zero parking buildings. Buildings approved using the policy for guidance will continue to be monitored going forward for additional impacts as the surrounding areas change to ensure the Policy continues to be effective.

ATTACHMENT(S)

Attachment 1 – Section 5.2.1 in *Calgary Parking Policies* (TP017)

Attachment 2 – Examples of Significant Reduction Developments

Attachment 3 – Summary of Zero-Parking Buildings Trip Generation Study



5.2 OFF-STREET PARKING MANAGEMENT STRATEGIES

5.2.1 PARKING IN ACTIVITY CENTRES, CORRIDORS AND OTHER TRANSIT-ORIENTED DEVELOPMENT AREAS

Zero Parking or Significant Parking Reductions for Multi-Family Residential Buildings

The Calgary Transportation Plan and Municipal Development Plan encourage increased use of affordable and sustainable modes of transportation such as walking, cycling and public transit, while reducing the amount of travel by private automobiles (MDP Section 2.5, CTP Sections 1.5 and 3.1). The provision of some multi-family residential buildings with significantly reduced or no parking can contribute to this goal, while increasing market choice and housing diversity (MDP Section 2.3.1). In areas of the city where the transportation system provides convenient access to high-quality travel options (including walking, cycling, transit and carshare), in close proximity to a diverse range of amenities and services, The City may consider significantly reduced or no parking provision in multi-family residential buildings during the review of a development permit, land use amendment or subdivision application.

Section 5.2.1 in Calgary Parking Policies (TP017)

Policies

1. Applications for new multi-family residential buildings that propose no on-site parking, or significant reductions in on-site parking, may be considered by Administration when all of the following criteria are met. The determination of which proposed reductions are 'significant' is at the discretion of the development authority.
 - a) The building is located within the Centre City, a Major Activity Centre or directly on an Urban Corridor as defined in Map 1 of the Municipal Development Plan, and LRT or other Primary Transit Service (as defined in the Calgary Transportation Plan) is currently provided within 300 metres actual walking distance of the building.
 - b) Publicly accessible surface or structured parking is located within 300 metres actual walking distance of the building. The parking must be accessible to the public, twenty-four hours a day, seven days a week.
 - c) The building is located in or adjacent to areas where parking management practices are in place, including time restrictions, paid parking or permit-restricted parking. In areas where such parking management practices are not in place, a study should be conducted by the applicant to evaluate whether the potential offsite parking impacts would be unacceptable for the area in question.
 - d) The developer must actively facilitate at least one alternative travel option for residents (including, but not limited to, monthly or annual transit passes, additional onsite bicycle parking, onsite carshare spaces, carshare memberships, live-work units, etc.) to the satisfaction of The City. Provision of multiple high-quality options is strongly encouraged.
 - e) The applicant has completed a parking study to determine any potential short stay parking impacts, due to any proposed reductions in on-site visitor parking supply, when the building is located within or physically adjacent to a Business Revitalization Zone or other commercial area. The development authority may recommend against reductions to visitor parking if it is determined by the authority that on-street impacts, or visitor accessibility, would be unacceptable.
2. Residents of multi-family residential buildings with no parking, or with significant parking reductions, are not eligible for Residential Parking Program (RPP) permits. This restriction will be implemented by The City, and communicated to the CPA, at the subdivision or development permit phase.

Examples of Significant Reduction Developments

Site	Parking Stalls	Policy Criteria Met (Y/N)					Comments on Policy Criteria Not Met
		1a) Location and Proximity to Primary Transit Service (300m)	1b) Public Off-Street Parking (300m)	1c) Parking Management in Area	1d) Alternative Travel Option	1e) Short-Stay Parking Impact Study	
2416 6 AV NW (Calgary Student Residence)	Bylaw - 264 Proposed Relaxation - 233 Relaxation - 88%	N – primary transit service (LRT) 400m away	Y	Y	Y	Y	The primary transit service is further away than the policy criteria but is within a reasonable walking distance and adjacent to the Primary Transit Network. The site has good connections to education institutions for the targeted student demographic.
1513 5 ST SW (The Fifth)	Bylaw - 26 Proposed Relaxation - 16 Relaxation - 62%	Y	Y	Y	Y	Y	
624 8 AV SE (Ink)	Bylaw - 101 Proposed Relaxation - 22 Relaxation - 22%	N – primary transit service (LRT) 550m away	Y	Y	Y	Y	While the primary transit service is further away than the policy criteria, the site is located in the Centre City in an area with good connections to alternative transportation modes
1520 16 AV NW (One Six)	Bylaw - 60 Proposed Relaxation - 18 Relaxation - 30%	N – primary transit service (LRT) 700 m away	N	Y	Y	Y	The primary transit service is further away than the policy criteria, however, it is adjacent to the Primary Transit Network. The site has good connections to education institutions and is within a 10 minute walk to SAIT. The area is controlled by parking management practices, and there is opportunity for off-street parking outside the policy parameters.
510 12 AV SW (Hines 500 Block)	Bylaw - 346 Proposed Relaxation - 100 Relaxation - 29%	Y	Y	Y	Y	Y	

Summary of Zero-Parking Buildings Trip Generation Study

Transportation conducted a 12-hour special trip generation study focused on zero-parking buildings in the Centre City in August & September 2017 to determine how people use the transportation modes to complete their trips in/out of the building. Three zero-buildings were included in this study: N3, Clover Living and Anderson Estates. 92% automobile users parked the vehicles within 100m buffer distance, 8% parked within 500m buffer distance.

1. Mode split

Mode Split	INTO	OUT	Total	%
Automobile Users - Drop off/Pick up	33	39	72	11%
Automobile Users - On street parking	69	70	139	21%
Automobile Users - Off street parking	25	24	49	7%
Pedestrian	163	180	341	50%
Transit Users	24	29	53	8%
Cycling	12	8	20	3%
Total	326	350	676	

2. Mode split between trip purpose

Mode Split	Resident	Visitor	Worker/Staff	Delivery service	Other/Retail	Total	%
Automobile Users- Pick up/Drop off	40	24	5	1	2	72	11%
Automobile Users- On Street Parking	64	47	12	10	6	139	21%
Automobile Users- Off Street Parking	12	21	14	0	2	49	7%
Pedestrian	239	61	23	3	17	341	50%
Cycling	14	4	0	0	2	20	3%
Transit Users	38	6	9	0	0	53	8%
Total	407	163	63	14	29	676	100%
%	60%	24%	9%	2%	5%	100%	

Summary of Zero-Parking Buildings Trip Generation Study

Detailed summary by trips into/out of the building

Trip Purpose INTO the building	Resident	Visitor	Worker/Staff	Delivery service	Other/Retail	Total	%
Automobile Users- Pick up/Drop off	16	12	2	1	2	33	10%
Automobile Users- On Street Parking	23	28	7	6	5	69	21%
Automobile Users- Off Street Parking	7	9	7	0	2	25	8%
Pedestrian	114	20	12	2	15	161	50%
Cycling	8	2	0	0	2	12	4%
Transit Users	18	0	6	0	0	24	7%
Total	186	71	34	9	26	326	100%
%	57%	22%	10%	3%	8%	100%	

Trip Purpose OUT of the building	As a resident			Visitor	Worker or Staff	Delivery service	Other or Retail	Total	%
	Other	To shop	To work						
Automobile Users - Pick up	15	4	5	12	3	0	0	39	11%
Automobile Users - On street parking	24	5	12	19	5	4	1	70	20%
Automobile Users - Off street parking	2	0	3	12	7	0	0	24	7%
Pedestrian	109	6	10	41	11	1	2	180	51%
Cycling	2	2	2	2	0	0	0	8	2%
Transit Users	9	1	10	6	3	0	0	29	8%
Total	161	18	42	92	29	5	3	350	100%
%	46%	5%	12%	26%	8%	2%	1%	100%	

Carshare Parking Policy Update

EXECUTIVE SUMMARY

The Carshare Parking Policies (Attachment 1) were designed to allow citizens and businesses the benefits of carsharing in Calgary while managing parking activity of shared vehicles. The policies have been successful in discouraging clustering behaviour, as defined in the policy, in both residential and commercial areas by encouraging the carshare organization (CSO) to proactively redistribute their vehicles and allowing for a financial surcharge to the CSO if clustering occurs. Since July 2017, Administration has not levied the financial surcharge to the CSO as clustering, as defined in the policy, has not occurred. The Carshare Parking Policies provide clear direction that CSOs are required to pay for parking and adhere to on-street time restrictions and other parking restrictions, consistent with all other parkers. The Carshare Parking Policies have provided Administration with guidance to engage with CSOs and citizens in a consistent and transparent manner.

ADMINISTRATION RECOMMENDATION:

That the SPC on Transportation and Transit recommends that Council receive this Report for information.

RECOMMENDATION OF THE SPC ON TRANSPORTATION AND TRANSIT, DATED 2018 JANUARY 18:

That the Administration Recommendation contained in Report TT2018-0005 be approved.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2015 March 30, Council approved report TT2015-0121: Carshare Parking Policy. This included the recommendations:

1. Approve amending A Parking Policy Framework for Calgary (TP017) by adding the following as per Attachment 1:
 - a. Additional definitions in Section 5.1.
 - b. New text and Policy 37.a in Section 5.1.2
 - c. New Section 5.1.6 (Carshare Parking Policies).
2. Direct Administration and the Calgary Parking Authority to revise existing contracts with carshare organizations, as necessary, to align with the new carshare parking policies.
3. Direct Administration to report back to the SPC on Transportation & Transit no later than 2016 September with an update report on the implementation of the carshare parking policies.

On 2016 June 20, and subsequently on 2017 February 13, Council approved a deferral request on the update report to no later than 2018 January.

BACKGROUND

The Carshare Parking Policies were developed as a response to the popularity of carshare services in Calgary. The policies are consistent with the following five principles:

Carshare Parking Policy Update

- Facilitate access to carshare services for citizens of Calgary.
- Treat all CSOs equitably, while acknowledging the differences between roundtrip and one-way carshare services.
- Treat carshare users like all other drivers in Calgary, while interacting with CSOs like other businesses that operate in Calgary.
- Effectively manage low turn-over and clustering of carshare vehicles in congested parking areas, when and where this activity occurs.
- Allow portions of existing or new parking space to be dedicated to carshare parking in commercial and residential areas.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

In 2015, when the policies were approved, there were two carshare organizations (CSOs) in Calgary. One operated as a one-way carshare service and the other as a roundtrip service. The roundtrip CSO spoke in favor of the Carshare Parking Policies when they were proposed, however, they are no longer operating. Currently, the only CSO in Calgary is car2go which operates as a one-way carshare service.

Implementation of the Carshare Parking Policies required an updated contract with the CSO that reflects the new policies and fees. The contract was signed in July 2017, giving Administration six months of data to assess the impact of the policies on carshare parking activity, and the success of the policies in addressing observed issues.

The Carshare Parking Policies were intended to support carshare activity in Calgary while managing parking activity. The two parking activities that the policy primarily addressed were clustering and parking beyond posted time limits. The policy directs that CSOs are expected to redistribute their vehicles that routinely cluster together, and may have a financial surcharge applied for non-compliance in commercial areas or have access to residential permit zones revoked for non-compliance in residential areas. Clustering tends to be a perception issue as CSO vehicles are distinctively branded and may move and be replaced with a different vehicle that looks identical to the original moved vehicle. Based on a review of current and historical data, residential clustering, defined in the policy as residential blocks with posted restrictions where complaints are repeatedly received and total occupancy exceeds 60 per cent, has not occurred since the policies were approved in March 2015. From July 2017, when the contract with the CSO was enacted, clustering in commercial areas, defined in the policy as CSO vehicles exceeding 25 per cent of the available space in a ParkPlus zone within a commercial pricing area where the previous year's average occupancy exceeded 80 per cent during a given parking management period, has not occurred and as such Administration has not charged the clustering surcharge. The clustering policies have been effective in encouraging CSOs to proactively redistribute their vehicles. While Administration has not levied the financial surcharge, the policy allowing for it provides clarity for currently operating and interested operators that clustering is an important issue to be mitigated.

The policies provide clear direction that CSOs are required to pay for parking just as all other users of public parking spaces. Additionally, CSOs are required to adhere to on-street time restrictions and other parking restrictions, and vehicles will be ticketed and/or towed for any parking violations that occur just as all other users of parking spaces will be. As it would for an individual, incurring enforcement charges is motivation for the CSO to ensure vehicles are parked legally and further encourages redistributing vehicles to avoid overstay tickets. From 2015 to 2017 the average monthly ticket payments by the CSO has decreased by 30%.

Carshare Parking Policy Update

Inquiries related to carsharing both to The City and the Calgary Parking Authority (CPA) are minimal. The City received less than 100 inquiries regarding carsharing in the past two years and CPA receives, on average, less than 5 inquiries per month (less than 0.1% of total monthly inquiries). Typically, the inquiries received relate to general information on how to appropriately park the vehicles or citizens reporting CSO vehicles parking improperly. Complaints received generally are around perceived preferential treatment of the CSO.

In 2015 reserved one-way parking spaces for CSO vehicles were created in the Centre City to increase the efficient use of curb space. These microstalls are only able to accommodate small vehicles. On a typical weekday morning Administration observed that these stalls are not highly utilized, with average occupancy below 20%, serving as overflow space for small CSO vehicles. Additionally, the CSO currently operating is moving towards a model where the fleet will have a higher proportion of standard sized vehicles.

In 2016 the University of California Berkeley published a study on one-way carsharing in North America (Attachment 1). The study included Calgary and quantifies benefits achieved from carsharing:

- each car2go vehicle removed an estimated 11 private vehicles from Calgary's roads
- each car2go vehicle eliminated up to 14 metric tons of greenhouse gas emissions
- car2go reduced overall vehicle miles travelled by up to an estimated 52.9 million kilometres

The carshare parking policies require CSOs to annually report on carshare membership including membership level, members change in travel behaviour and private vehicle ownership rate. Going forward Administration will use this annual information to monitor the extent which Calgary continues to experience the benefits of carsharing.

The policy also provides transparency when talking with CSOs who do not currently operate in Calgary. It provides CSOs with clarity on expectations and processes to operating a carshare program in Calgary. Administration is currently meeting with a CSO that is considering the Calgary market, and the Carshare Parking Policies have been facilitating an open discussion between the parties.

Summary of Discussions with car2go:

Administration has been engaged in several discussions with car2go about the Carshare Parking Policies. There are three main areas which further consideration may be warranted:

1. Paying for overstay parking in time restricted zones in lieu of ticketing – this is inconsistent with Council's guiding principle of the Carshare Parking Policies of treating carshare vehicles equitably to all other vehicles. Additionally, Administration is concerned that this would undermine the policies that are meant to deter clustering. In order to achieve this, an amendment to the Traffic Bylaw would be needed to exempt carshare vehicles from enforcement.

Carshare Parking Policy Update

2. Further Residential Parking Program (RPP) permit fee reduction – through the policy work in 2015 Administration reduced the annual per vehicle RPP fee for CSOs by 25% in recognition of RPP zones having a higher density of carshare members. While this rate is significantly higher than for an individual resident, it does represent 25% discount over what other commercial entities would be charged for RPP zone access. Administration will be reviewing the RPP program through 2018. Once the program review is complete, fees for non-residents can be reviewed to align them with any program changes.
3. Expansion of preferred parker benefits – consideration of reduced parking fees for carshare vehicles compared to fees for private vehicles. Currently car2go's preferred parker benefits include: ability to park in all RPP zones, discounted RPP zone fees, and exclusive use of on-street space (microstalls). The preferred parker benefits are provided in relation to achieving broader transportation goals as defined in the Calgary Transportation Plan (CTP); whether additional benefits are warranted will be explored through the update of the CTP. Policy work would be undertaken to reflect any necessary changes after the completion of the CTP update.

Stakeholder Engagement, Research and Communication

As discussed in the Investigation section, Administration has had several conversations with car2go about the Carshare Parking Policies and the results of the policy implementation.

Additionally, the Calgary Downtown Association has been informed of the results observed from the policy implementation and of the recommendations of the report.

Strategic Alignment

The Carshare Parking Policies support multiple policy objectives from the Municipal Development Plan and the CTP. The policy fulfills the CTP direction from policy 3.9.e to provide parking locations and rates that support preferred parkers such as carshare vehicles. It is also aligned with the CTP goal of increasing mobility choices.

Social, Environmental, Economic (External)

Carsharing provides a wide range of benefits. Carsharing vehicles remove private vehicles from the road as consumers have access to a vehicle reducing the need to obtain additional private vehicles. It reduces the upfront cost of purchasing a new vehicle while continuing to provide access to a car. Carsharing contributes to reducing the vehicle miles travelled and reducing greenhouse gas emissions. Carsharing can be an affordable travel option for citizens.

The University of California Berkeley study found that carsharing vehicles eliminated up to 14 metric tons of greenhouse gas emissions; this study was prior to the CSO moving to the current fleet composition of larger vehicles.

Financial Capacity

Current and Future Operating Budget:

There are no impacts to The City's current or future operating budgets as a result of this report.

Carshare Parking Policy Update

Current and Future Capital Budget:

There are no impacts to The City's current or future capital budgets as a result of this report.

Risk Assessment

The primary risk associated with the Carshare Parking Policies is that the citizens and businesses could be dissatisfied with The City's approach to supporting and managing carsharing in Calgary. If the policy mechanisms are not sufficient to address carshare vehicle turn-over and clustering, business and other parkers may be unsatisfied. On the other hand, if the policy mechanisms are too restrictive, CSOs and carshare users may be unsatisfied with the level of regulation. To mitigate this risk, Administration will continue to monitor parking activity and engage with internal and external stakeholders regarding the policy.

There is also risk that the benefits Calgary receives from carsharing do not match the level of the benefits given to CSOs as 'preferred parkers'. The policy requires CSOs to annually report on members' self-reported changes in travel behaviour and vehicle ownership rates.

Administration will continue to monitor this information to determine whether the benefits associated with carsharing are materializing in Calgary and if they match the level of policy mechanisms. If there is a disconnect, policy amendments would be considered at that time.

As there is only one CSO currently operating in Calgary (one-way carshare), Administration is unable to analyze the effectiveness of the policies for round-trip models until a round-trip operator enters the market.

REASON(S) FOR RECOMMENDATION(S):

The Carshare Parking Policies have been successful in allowing citizens and The City to receive the benefits of carsharing, while managing the parking activity of shared vehicles.

ATTACHMENT(S)

1. Attachment 1 – Section 5.1.6 Carshare Parking Policies in *Calgary Parking Policies* (TP017)
2. Attachment 2 – University of California Berkeley One-Way Carshare Study Press Release



5.1.6 CARSHARE PARKING POLICIES

Carsharing is a service where members have access to a fleet of shared vehicles distributed across the city. Members can access vehicles throughout the day without needing to reserve the vehicle in advance, providing them with access to a car when needed, while reducing the need to their own vehicles. The popularity of carsharing in North America has expanded rapidly over the last decade, growing from only 30,000 members in 2003 to over 1 million members in 2013. Calgary Carshare has operated in Calgary since 1999 with a small fleet of vehicles. Since car2go entered the market in 2013, Calgary has seen a rapid expansion in carshare membership and usage, with the car2go fleet growing from an initial 150 vehicles to over 550 vehicles in 2015.

Carsharing provides multiple benefits to citizens and The City of Calgary. Carsharing reduces or eliminates the upfront cost of buying private automobiles for members, while continuing to provide the ability to travel by car when needed. Studies have shown anywhere from 10 per cent to 30 per cent reductions in vehicle ownership for members. Each one-way carshare vehicle has been shown to take up to eleven private vehicles off the roads, while each round-trip carshare vehicle takes between seven to 13 private vehicles off the roads. Carshare members also tend to reduce the total amount of driving they do by up to 40 per cent. Since carshare vehicles are typically more fuel efficient than the average privately-owned vehicle, this also helps to reduce greenhouse gas emissions generated by carshare trips. While reducing automobile use, studies have demonstrated that carshare members tend to increase their use of walking, cycling and carpooling. There tends to be no net change in the amount of transit use by carshare members, though there is some indication that carsharing and light rail transit (like Calgary's CTrain) can work effectively together. Smaller one-way carsharing vehicles, such as those used by car2go, also take up less parking space per vehicle.

Carsharing currently represents less than one per cent of all travel in Calgary. As a result, the changes in travel behaviour will be small compared to all of the travel activity in the city. The benefits of carsharing, even at a small scale, do contribute directly to achieving the goals of the Municipal Development Plan and Calgary Transportation Plan. This includes goals to increase transportation choice and increase use of more affordable and sustainable modes such as walking and cycling. With regards to parking policy, the Section 3.9 of the Calgary Transportation Plan explicitly identifies carsharing vehicles as 'preferred parkers' that should be given access to high-quality parking options because of the benefits carsharing provides.

Section 5.1.6 Carshare Parking Policies in Calgary Parking Policies (TP017)

Along with the many benefits, the rapid growth of carsharing in Calgary has created several challenges in the downtown and some residential areas. In particular, one-way carshare vehicles have been observed clustering together on some streets adjacent to major employment or educational centres. In some circumstances, large portions of individual blocks may be occupied by carsharing vehicles for extended periods of time. Standard parking enforcement activities have highlighted that a minority of one-way carshare vehicles remain parked in excess of posted time restrictions. Although these situations are not always consistent, the markings on carsharing vehicles make such events highly visible to business owners and the public. Some inquiries to The City and Calgary Parking Authority have also highlighted the perception that carshare vehicles receive special treatment. Although special arrangements have been made between The City, CPA and carshare organizations (CSOs) to allow effective access to carshare vehicles, some perceptions of special treatment (such as provision of free parking) are inaccurate.

The purpose of the carshare parking policies is to allow citizens and The City to receive the benefits of carsharing, while managing challenging parking behaviours when and where they occur. The carshare parking policies focus on on-street parking as off-street parking arrangements do not have the same impact on the general public, and can be addressed through individual contractual arrangements. The policies also provide The City and CPA with guidance on how to engage with CSOs, citizens and businesses in a consistent and transparent manner. The policies are consistent with the following five principles:

- Facilitate access to carshare services for citizens of Calgary.
- Treat all CSOs equitably, while acknowledging the differences between roundtrip and one-way carshare services.
- Treat carshare users like all other drivers in Calgary, while interacting with CSOs like other businesses that operate in Calgary.
- Effectively manage low turn-over and clustering of carshare vehicles in congested parking areas, when and where this activity occurs.
- Allow portions of existing or new parking space to be dedicated to carshare parking in commercial and residential areas.

Policies

One-Way Carshare Parking and Specially-Reserved One-Way Carshare Spaces

1. One-way carshare vehicles may stop-over in any on-street parking space open to the general public, and may end their trip in any on-street parking space open to the general public except locations with posted time restrictions of less than two hours. Posted time restrictions apply to one-way carshare vehicles, except in Reserved One-Way Spaces.
2. The City may, at its discretion, allocate portions of on-street curb space in public right-of-way as Reserved One-Way Spaces. These spaces may be used by all CSOs offering one-way carshare services, as long as the CSO vehicles meet any requirements set out by The City. No time restrictions apply, and the CPA shall provide enforcement to ensure that only eligible CSO vehicles use the spaces. Hourly public parking rates for the nearest ParkPlus zone shall apply when using the spaces.
3. Hourly public parking rates for privately owned vehicles, including any special rates (e.g. small car discounts), also apply to one-way carshare vehicles parked in on-street parking spaces open to the general public. The City and CPA may implement reduced parking rates for one-way carshare vehicles in specific locations to encourage the use of underutilized street space or Reserved One-Way Spaces.
4. In order to maximize the efficiency of on-street parking supply, CSOs will be required to redistribute one-way carshare vehicles when numerous vehicles are repeatedly parked within the same ParkPlus zone or residential block with posted RPP restrictions.
5. CSOs may purchase an all-zone RPP permit from The City. This permit allows one-way carshare vehicles to park on blocks with posted RPP restrictions.
6. CSOs may request Reserved One-Way Spaces in CPA lots using the same application process in place for individual private applicants. Calgary Transit may create, at its discretion, Reserved One-Way Spaces in park and ride lots.

Section 5.1.6 Carshare Parking Policies in Calgary Parking Policies (TP017)

Round-Trip Carshare Parking and Dedicated Carshare Parking Spaces

7. Round-trip carshare vehicles will be treated the general public when not parked in a Home Space.
8. At The City's discretion, on-street Home Spaces may be provided for the exclusive use of a single CSO, for a period of one year before the space must be renewed, transferred or relinquished. Both round-trip and one-way carshare providers may request Home Spaces.
9. The City may allocate up to three per cent of available on-street parking space to Home Spaces in commercial areas, including the downtown core. The amount of space that may be allocated to Home Spaces in residential areas shall be at the discretion of The City, with due regard to local context.
10. The City will establish a process for periodically allocating and reviewing on-street Home Spaces to one or more CSOs, with the aim of ensuring equitable distribution between CSOs. The City reserves the right to deny location requests.
11. Home Spaces should not be located on blocks with time-of-day parking restrictions, or immediately in front of single-family dwellings.
12. The City may temporarily close an on-street Home Space at its discretion. The City will make best efforts to provide reasonable notice of closures.
13. The City permanently revoke a permit for an on-street Home Space at any time in the event of public need, lack of use by the CSO, or failure of the CSO to comply with City policy or bylaws. In the event a space is permanently revoked for public need, and more than six months remains in the current allocation period, the impacted CSO may apply to The City for an alternate location or for a pro-rated rebate of the rental value.
14. CSOs may request off-street Home Spaces in CPA lots or Calgary Transit park and ride lots using the same application process in place for individual private applicants.

Carshare Parking Enforcement

15. Carshare vehicles must adhere to maximum time restrictions in managed on-street space (e.g. 2 hour parking zones). Enforcement and ticketing procedures applied to privately-owned vehicles will be applied to carshare vehicles.
16. Carshare vehicles parked on a designated snow control route, including in Home Spaces or Reserved One-Way Spaces, must be moved when a snow event is declared. Carshare vehicles must also be removed when street sweeping bans are in place.
17. CSOs are responsible for paying all fines and towing fees.
18. On-street Home Spaces can be temporarily closed by The City at its discretion (e.g. for construction, street fairs, emergency repairs, etc). The City will make best efforts to provide reasonable notice of closures.
19. The City shall enforce parking restrictions for on-street Home Spaces or Reserved One-Way Spaces, including ticketing and towing of unauthorized vehicles, when infractions are identified by The City, CPA, or CSOs and their members.

Fees

20. For all-zone RPP permits, The City shall assess a \$450 annual fee per one-way carshare vehicle.
21. For on-street Home Spaces, The City shall assess the following charges to the CSO:
 - a) A non-refundable application \$50 processing fee to review each space request from the CSO for the forthcoming application period.
 - b) Costs for changes to signage and markings for each allocated space.
 - c) Cost for the rental of the street space when the Home Space is located in a commercial area or in front of a single family dwelling on a block with posted RPP restrictions.
 - i) Rental cost for full-sized vehicles of \$1000 per year, or the value of lost revenue, whichever is greater.
 - ii) Rental cost for small vehicles (e.g. smart cars) of \$500 per year, or the value of lost revenue, whichever is greater.

Section 5.1.6 Carshare Parking Policies in Calgary Parking Policies (TP017)

Carshare Contracts

22. Each CSO operating in Calgary must have a contract with The City and the CPA in order to allow trips to be ended on-street in public right-of-way. The contract must align with the carshare parking policies, and include the following:
- a) An agreed-upon arrangement for paying parking fees.
 - b) Mechanisms to redistribute carshare vehicles when repeated vehicle clustering occurs.
 - i) CSOs are required to be proactive and reduce or prevent vehicle clustering where it is reasonably possible.
 - ii) The City and/or CPA will notify the CSO, in writing, when vehicle clustering has been repeatedly observed.
 - iii) The City will focus enforcement of clustering in the following areas:
 - 1. In commercial pricing areas (as detailed in Appendix 1) where the previous year's average occupancy exceeded 80 per cent during a given parking management period.
 - a. CSO vehicles shall not exceed 25 per cent of available space in an individual ParkPlus zone, averaged over a month (excluding Reserved One-Way Spaces, Home Spaces or other permit-restricted spaces).
 - b. CSOs will be assessed a surcharge to hourly parking rates for the CSO's vehicles parked within the ParkPlus zone, as averaged over a month. The surcharge will be determined by the CPA, based on the extent to which the threshold has been exceeded, to a maximum of a 25 per cent increase over normal hourly rates.
 - 2. On residential blocks with posted RPP restrictions where complaints are repeatedly received and total occupancy exceeds 60 per cent.
 - a. CSO vehicles shall not exceed 20 per cent of available space on a block with posted RPP restrictions, averaged over a month (excluding Reserved One-Way Spaces, Home Spaces or other permit-restricted spaces).
 - b. Should the 20 per cent threshold continue to be exceeded for a period of six consecutive months after notification of the issue, The City may revoke access to the individual RPP zone for all of the CSOs vehicles, until such time as The City, CPA and CSO arrive at a mutually acceptable solution to the issue.
 - c) Provision of the following documentation from the CSO:
 - i) Annual proof to The City of the necessary insurance;
 - ii) Monthly reports to the CPA on parking activity in managed street space and RPP blocks, as well as the size of the CSO fleet; and
 - iii) Annual data to The City on membership levels, as well as survey data to The City regarding:
 - 1. changes in member's private automobile ownership;
 - 2. changes in member's use of walking, cycling, transit, carshare and private automobiles;
 - 3. aggregate membership demographics;
 - 4. membership location using the first three digits of the postal code (to be kept confidential by The City);
 - 5. major origin and destination areas (to be kept confidential by The City); and
 - 6. dynamic maps showing 24 hour movement of vehicles for a typical weekday and weekend day (to be kept confidential by The City), if available.





UNIVERSITY OF CALIFORNIA *Berkeley*
Transportation Sustainability
RESEARCH CENTER

UC BERKELEY STUDY: FEWER CARS, IMPROVED EMISSIONS WITH CAR2GO ONE-WAY CARSHARING

First-Ever North American Impact Study Reveals car2go has Substantive Impact on Reducing Auto Ownership, Vehicle Miles Traveled, and Greenhouse Gas Emissions

BERKELEY, CALIF. JULY, 19, 2016 – The University of California, Berkeley Transportation Sustainability Research Center (TSRC) – a leading center on sustainable transportation and innovative mobility – today released results from the first-ever study of one-way carsharing in North America and its impact on mobility.

The findings clearly illustrate that one-way carsharing reduces the number of cars traveling on city roads and occupying parking spaces on city streets.

“Our exhaustive, three-year research effort into one-way carsharing reveals that car2go vehicles result in fewer privately-owned vehicles on the road, fewer vehicle miles traveled and a reduction in greenhouse gas emissions,” said Susan Shaheen, Co-Director of TSRC. “Participation from car2go and its members, the largest free-floating one-way carsharing service in North America, gave us unprecedented access and insight into how this kind of innovative mobility service is impacting North American cities.”

The study, which gathered data from nearly 9,500 North American car2go members residing in Calgary; San Diego; Seattle; Vancouver; and Washington, D.C. revealed the following across the cities:

- Between two percent to five percent of the car2go population sold a vehicle due to car2go across the study cities
- Another seven percent to 10 percent of respondents did not acquire a vehicle due to car2go
- Each car2go vehicle removes between seven to 11 vehicles from city roads (including sold and suppressed)
- One to three private vehicles were sold across the five cities per car2go vehicle
- In total, car2go took an estimated 28,000-plus vehicles off of the road and reduced parking demand
- A six percent to 16 percent reduction in vehicle miles traveled (VMT) across the study population (average of 11 percent)
- A four percent to 18 percent reduction in greenhouse gas (GHG) emissions across the study population (average 10 percent)
- Estimates suggest that car2go’s one-way carsharing service prevented between 10 to 29 million VMT per year per city, depending on assumptions of suppressed mileage, which in-turn removed between 5.5 to 12.7 metric tons of GHG emissions per car2go vehicle annually (on average).

“car2go’s mission is to improve the quality of people’s lives by delivering instant and affordable mobility on their own terms,” said Paul DeLong, president and CEO of car2go North America. “TSRC’s findings

University of California Berkeley One-Way
Carshare Study Press Release

make it clear that one-way carsharing has a significant and beneficial impact in reducing private vehicle miles traveled and emissions in cities, ultimately helping more people get where they want to go more efficiently while helping to reduce traffic and parking congestion.”

The study also revealed notable 2015 city-specific findings across the five cities analyzed.

- **Calgary:** Each car2go vehicle removed an estimated 11 vehicles from Calgary’s roads: more than 6,000 vehicles total. In 2015, car2go in Calgary reduced overall VMT by up to an estimated 32.9 million miles. Each car2go Calgary vehicle eliminated up to 14 metric tons of GHG emissions. car2go Calgary also prevented up to an estimated 8,000 metric tons of GHG emissions from polluting Calgary’s air.
- **San Diego:** Each car2go vehicle removed an estimated seven vehicles from San Diego roads: nearly 3,000 vehicles total. In 2015, car2go in San Diego reduced overall VMT by up to an estimated 20 million miles. Each car2go San Diego vehicle eliminated up to 13 metric tons of GHG emissions. car2go San Diego also prevented up to an estimated 5,300 metric tons of GHG emissions from polluting San Diego’s air.
- **Seattle:** Each car2go vehicle removed an estimated 10 vehicles from Seattle’s roads: more than 6,300 vehicles total. In 2015, car2go in Seattle reduced overall VMT by up to an estimated 34.2 million miles. Each car2go Seattle vehicle eliminated up to 14 metric tons of GHG emissions. car2go Seattle also prevented up to an estimated 9,000 metric tons of GHG emissions from polluting Seattle’s air.
- **Vancouver:** Each car2go vehicle removed an estimated nine vehicles from Vancouver’s roads: more than 8,200 vehicles total. In 2015, car2go in Vancouver reduced overall VMT by up to an estimated 37.5 million miles. Each car2go Vancouver vehicle eliminated up to 11 metric tons of GHG emissions. car2go Vancouver also prevented up to an estimated 10,000 metric tons of GHG emissions from polluting Vancouver air.
- **Washington, D.C.:** Each car2go vehicle removed an estimated seven vehicles from Washington, D.C.’s roads: more than 4,600 vehicles total. In 2015, car2go in Washington, D.C. reduced overall VMT by up to an estimated 21.3 million miles. Each car2go Washington, D.C. vehicle eliminated up to 10 metric tons of GHG emissions. car2go Washington, D.C. also prevented up to an estimated 6,500 metric tons of GHG emissions from polluting Washington, D.C.’s air.

The average age of vehicles car2go members reported selling averaged 14.4 years across all the cities, thus helping to remove more polluting vehicles with older emission systems from city streets.

To download a PDF copy of the complete UC Berkeley TSRC one-way carsharing study, please visit http://innovativemobility.org/wp-content/uploads/2016/07/Impactsofcar2go_FiveCities_2016.pdf

About the TSRC Mobility Research Team

[Susan Shaheen](#) is an internationally recognized leader in innovative mobility research, focusing on mobility and the sharing economy. She has authored 57 journal articles, over 100 reports and proceedings articles, four book chapters, and co-edited one book. She is an editor of *Transport Policy* and has also served as a guest editor for *Energies*, the *International Journal of Sustainable Transportation* (IJST), and *Transport Policy*. Her research projects on carsharing, smart parking, and older mobility have received national awards. In May 2016, she was named one of Eno’s top 10 academic thought leaders in

University of California Berkeley One-Way Carshare Study Press Release

transportation. For more information on Susan Shaheen and her research, please visit <http://tsrc.berkeley.edu/SusanShaheen>.

[Elliot Martin](#) is an Assistant Research Engineer at the University of California, Berkeley TSRC. His work spans the subjects of shared mobility, freight transportation, public transit, and parking. He has authored over 22 journal articles, as well as nearly 30 reports and proceedings. He earned his PhD in Civil and Environmental Engineering from the University of California, Berkeley.

About UC Berkeley Transportation Sustainability Research Center

The Transportation Sustainability Research Center (TSRC) was formed in 2006 to combine the research forces of six campus groups at UC Berkeley: the University of California Transportation Center, the University of California Energy Institute, the Institute of Transportation Studies, the Energy and Resources Group, the Center for Global Metropolitan Studies, and the Berkeley Institute of the Environment.

Since TSRC was founded, it has been a leading center in conducting timely research on real-world solutions for a more sustainable transportation future. In addition to performing research informed by a diverse array of perspectives, TSRC also engages in education and outreach to promote its core values of sustainability and equity to ensure that we are able to meet the transportation needs of the present without compromising future generations.

About car2go N.A. LLC

car2go N.A., LLC, a wholly-owned subsidiary of Daimler North America Corporation, offers an innovative mobility solution in rapidly growing urban areas via a carsharing network of eco-friendly smart fortwo vehicles around the world. A flexible and "on demand" mode of transportation, car2go complements existing public transportation by bridging the gaps between the "first and last mile" of a member's commute. Today, car2go's global operation is the largest, fastest-growing carsharing program in the world with more than 1,900,000 registered members and a fleet of over 14,100 vehicles in 30 locations across the globe.

The innovation and environmental sustainability of car2go have earned international acclaim, including TripAdvisor's 2015 "Travelers' Choice" award, "Best Carshare" from the Vancouver Courier, "2015 Best CarSharing Service" from Best of D.C., "2014 Best CarSharing App" from Best of D.C., recognition from the Austin Chamber of Commerce with the "Greater Austin Business Award" for its positive impact on the city's traffic, and the prestigious "2010 EPA Clean Air Excellence Award" from the U.S. Environmental Protection Agency. Further information on car2go is available at car2go.com and car2go.com/NA/en/press/.

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Proposed Method of Disposition – (East Shepard Industrial) – Ward 12 (Cllr. Keating) File No. 10460 74 ST SE

EXECUTIVE SUMMARY

The purpose of this report is to request authorization for public marketing of the Property, to be administered by Real Estate & Development Services and authorization to negotiate a sale of the Property to the successful applicant(s).

The Property is located in the community of East Shepard Industrial in The City of Calgary's (The City) Point Trotter Industrial Park. These nine lots were recently acquired from the previous owner on 2017 October 11 through an opportunity purchase related to a Court supervised process under the *Companies' Creditors Arrangement Act*. The previous owner was also the joint developer and project manager of Point Trotter Industrial Park.

The Property has been added to The City's inventory of lots in Point Trotter Industrial Park and will be sold subject to the same terms and conditions as The City's other available properties.

ADMINISTRATION RECOMMENDATION:

The SPC on Utilities and Corporate Services recommend that Council:

1. Authorize the Recommendation as outlined in Attachment 2;
2. Request the Recommendations, Report and Attachments 1, 2 and 3 remain confidential under Sections 23(1)(b), 24(1)(a), 24(1)(c), 24(1)(g) and 25(1)(b) of the Freedom of Information and Protection of Privacy Act until the report is published in the Council agenda.
3. Request that Attachments 4 and 5 remain confidential pursuant Sections 23(1)(b), 24(1)(a), 24(1)(c), 24(1)(g) and 25(1)(b) of the Freedom of Information and Protection of Privacy Act.

RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED 2018 JANUARY 19:

That Council:

1. Adopt the Administration Recommendation as outlined in Attachment 2 to Report UCS2018-0053.
2. Direct that Attachments 4 and 5 remain confidential pursuant to Sections 23 and 24 of the *Freedom of Information and Protection of Privacy Act*.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 June 26 Council approved VR2017-0025, Legal Briefing (Verbal Report) authorizing Administration to acquire the Property.

BACKGROUND

The Property comprises part of Phase 1 of Point Trotter Industrial Park and consists of nine (9) lots ranging in size from 1.74 to 2.72 acres for a total net saleable area of 17.70 acres. The Property is located east of 68 Street SE south of Glenmore Trail SE and east of Dufferin North

Proposed Method of Disposition - (East Shepard Industrial) - Ward 12 (Cllr. Keating) File No. 10460 74 ST SE

Intermodal Park. All lots have a land use designation of I-G (Industrial – General). Initially The City and the previous landowner had entered into a project management agreement and cost sharing agreement which allowed the previous owner to take the role as project manager for Point Trotter Industrial Park. These agreements have now been terminated and The City has assumed the role of project manager for Point Trotter Industrial Park.

The Property was acquired from the previous owner on 2017 October 11 through an opportunity purchase related to a Court supervised process under the *Companies' Creditors Arrangement Act*.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The Property is vacant, serviced and shovel ready for development. Administration is seeking approval to proceed with public marketing of the Property for sale. All sales will be subject to a 24 month building commitment with one 6 month extension that could be granted for a fee of \$10,000.00 an acre. The building commitment is secured by an option to repurchase in the event of non-compliance. Architectural design guidelines are in place that will create a cohesive look to the industrial park. These architectural design guidelines are different from those that apply to the original City lots but any proposed building on these lots shall be reviewed and approved through Administration's Design Review Committee which reviews and approves any proposed building on any City lots. Although the 26 City owned lots in Phase 1 offer a cash incentive program of up to \$100,000 in the event purchasers choose to obtain LEED® certification for their development, there is no current Council approval to offer this program to the Property.

Valuation

The reserve price of the Property was based on an internal valuation which has been endorsed by Administration's Valuation Review Committee. The comparable sales analyzed are included in Attachment 4.

Stakeholder Engagement, Research and Communication

Not applicable.

Strategic Alignment

The sale of the Property aligns with Guiding Principles #1, #2 and #5 of the Council approved 2013-22 Industrial Land Strategy: to supply serviced land that facilitates economic development for small to medium sized users, to support local economic development, achieve corporate objectives and attract the right business.

Social, Environmental, Economic (External)

Social

The growth in businesses in the industrial area supports local services and amenities and increases the employment base. The proposed Method of Disposition and the resulting sales

Proposed Method of Disposition - (East Shepard Industrial) - Ward 12 (Cllr. Keating) File No. 10460 74 ST SE

and development of the Property will enhance the employment base in the surrounding community and within Calgary. The architectural guidelines will encourage sustainable development and higher building standards. These social implications align with Guiding Principle 2 of The City's 2013-22 Industrial Land Strategy; achieve corporate objectives.

Positive momentum continues for Calgary's industrial market and strong leasing activity has reduced vacancy in the southeast. The City's mandate is to ensure a supply of serviced land to facilitate economic growth, Point Trotter will address market demand while also providing an economic benefit to Calgary.

Environmental

The Property has been reviewed in accordance with The City of Calgary's Sales, Acquisitions and Leases Environmental (S.A.L.E.) Policy. Numerous Phase 1 Environmental Site Assessments were commissioned between 2007 and 2011. No concerns were identified.

Economic

Marketing of the Property will attract businesses that are looking to expand their operations within Calgary. Approved sales and subsequent developments will result in the creation of jobs, in addition to an increase of the non-residential tax base. These implications of the proposed Method of Disposition support enhanced economic development within Calgary. This aligns with Guiding Principle 1 of The City's 2013-22 Industrial Land Strategy; support local economic development.

Financial Capacity

Current and Future Operating Budget:

None

Current and Future Capital Budget:

The proposed sale will be recorded in Real Estate & Development Services Operating Program 488 with 5% directed to the Public Housing Reserve as per action 3.8 of the Industrial Land Strategy. The net proceeds from the remainder will be transferred to the Real Estate Reserve.

Risk Assessment

There is a risk that applicants may view the guidelines and building commitment as too restrictive and choose not to submit an application. This risk can be mitigated by promoting timely economic development and working to secure the right purchaser. This risk is deemed to be low.

REASON(S) FOR RECOMMENDATION(S):

The Property was acquired on an opportunity basis and is ready to be marketed for sale to the public with the rest of the available lots in Point Trotter Industrial Park. The Property includes

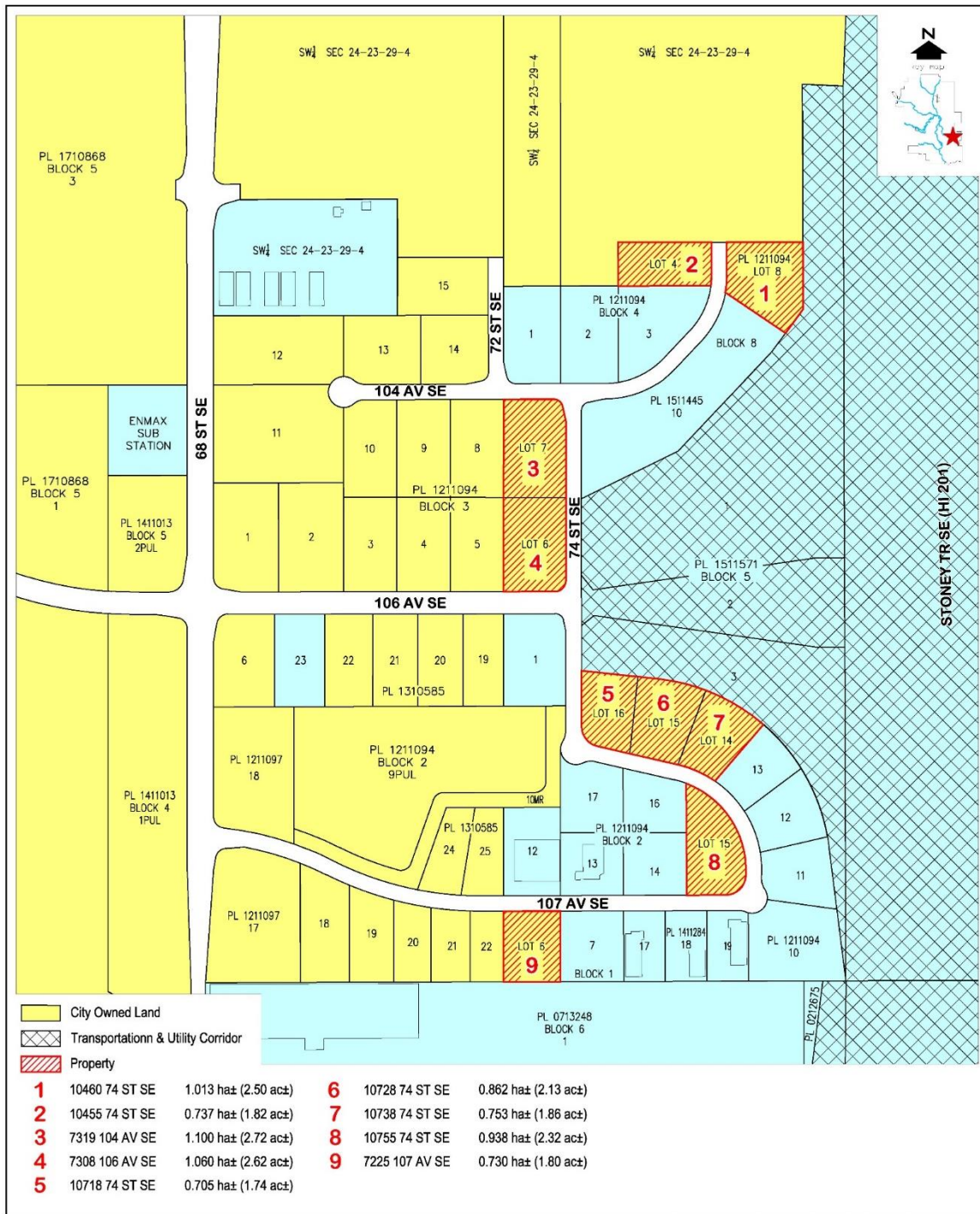
**Proposed Method of Disposition - (East Shepard Industrial) - Ward 12 (Cllr.
Keating) File No. 10460 74 ST SE**

some smaller lots that will provide a variety of options for end users looking to own and expand their business operations.

ATTACHMENT(S)

1. Attachment 1 – Site Map
2. Attachment 2 – Recommendations
3. Summary of Additional Property Information
4. Comparable Data Chart Land Sales
5. Proposed Marketing Plan & Estimate Cost of Sale

UCS2018-0053 ATTACHMENT 1



**UCS2018-0053
ATTACHMENT 2**

RECOMMENDATIONS:

- (1) SPC on Utilities and Corporate Services recommend that Council authorize the proposed Method of Disposition of the following:

(a) PROPERTY:

PLAN 1211094
BLOCK 8
LOT 8

CONTAINING 2.1 HECTARES(5.19 ACRES) MORE OR LESS
EXCEPTING THEREOUT:

	HECTARES	(ACRES)	MORE OR LESS
A) PLAN 1511445 SUBDIVISION	1.087	2.69	
EXCEPTING THEREOUT ALL MINES AND MINERALS			

Shown as property 1 on Attachment 1.
Municipally known as 10460 74 ST SE

PLAN 1211094
BLOCK 4
LOT 4

EXCEPTING THEREOUT ALL MINES AND MINERALS
AREA: 0.737 HECTARES (1.82 ACRES) MORE OR LESS

Shown as property 2 on Attachment 1.
Municipally known as 10455 74 ST SE

PLAN 1211094
BLOCK 3
LOT 7

EXCEPTING THEREOUT ALL MINES AND MINERALS
AREA: 1.1 HECTARES (2.72 ACRES) MORE OR LESS

Shown as property 3 on Attachment 1.
Municipally known as 7319 104 AV SE

PLAN 1211094
BLOCK 3
LOT 6

EXCEPTING THEREOUT ALL MINES AND MINERALS
AREA: 1.06 HECTARES (2.62 ACRES) MORE OR LESS

Shown as property 4 on Attachment 1.
Municipally known as 7308 106 AV SE

PLAN 1211094
BLOCK 1
LOT 16
EXCEPTING THEREOUT ALL MINES AND MINERALS
AREA: 0.705 HECTARES (1.74 ACRES) MORE OR LESS

Shown as property 5 on Attachment 1
Municipally known as 10718 74 ST SE

PLAN 1211094
BLOCK 1
LOT 15
EXCEPTING THEREOUT ALL MINES AND MINERALS
AREA: 0.862 HECTARES (2.13 ACRES) MORE OR LESS

Shown as property 6 on Attachment 1.
Municipally known as 10728 74 ST SE

PLAN 1211094
BLOCK 1
LOT 14
EXCEPTING THEREOUT ALL MINES AND MINERALS
AREA: 0.753 HECTARES (1.86 ACRES) MORE OR LESS

Shown as property 7 on Attachment 1.
Municipally known as 10738 74 ST SE

PLAN 1211094
BLOCK 2
LOT 15
EXCEPTING THEREOUT ALL MINES AND MINERALS
AREA: 0.938 HECTARES (2.32 ACRES) MORE OR LESS

Shown as property 8 on Attachment 1.
Municipally known as 10755 74 ST SE

PLAN 1211094
BLOCK 1
LOT 6
EXCEPTING THEREOUT ALL MINES AND MINERALS
AREA: 0.73 HECTARES (1.8 ACRES) MORE OR LESS

Shown as property 9 on Attachment 1.
Municipally known as 7225 107 AV SE

(b) METHOD OF DISPOSITION:

Authorization for Public Marketing of the Property, to be administered by Real Estate & Development Services, and authorization to negotiate a sale of the Property to the successful applicant(s).

(c) RESERVE PRICE:

As per Attachment 5.

**UCS2018-0053
ATTACHMENT 3****SUMMARY OF ADDITIONAL PROPERTY INFORMATION****SITE DETAILS FOR: 10460 74 ST SE****Land:**

Area: 1.010 ha. (2.50 ac.)
Topography: Level
L.U. Designation: I-G Industrial –
General

Improvements:

Type: N/A
Size: N/A
Age: N/A

Assessment:

Roll No: 202151346

Property: \$1,600,000.00

Assessment Comments: Property is a land only parcel with a valuation date of 2016 July 01. As legislated, assessments must be prepared using mass appraisal, must be an estimate of the value of the fee simple estate in the property, and must reflect typical market conditions for properties similar to that property.

Taxes:

Current Year: \$28,391.20 (2017)

Arrears: \$0.00

L.I. Levy: \$0.00

REMIS Land Interest Number:

Land Interest No: 2203481

SITE DETAILS FOR: 10755 74 ST SE**Land:**

Area: 20.937 ha. (32 ac.)
Topography: Level
L.U. Designation: I-G Industrial –
 General

Improvements:

Type: N/A
Size: N/A
Age: N/A

Assessment:

Roll No: 201773470

Property: \$1,490,000.00

Assessment Comments: Property is a land only parcel with a valuation date of 2016 July 01. As legislated, assessments must be prepared using mass appraisal, must be an estimate of the value of the fee simple estate in the property, and must reflect typical market conditions for properties similar to that property.

Taxes:

Current Year: \$19,123.22 (2017)

Arrears: \$0.00

L.I. Levy: \$0.00

REMIS Land Interest Number:

Land Interest No: 2203487

SITE DETAILS FOR: 7308 106 AV SE**Land:**

Area: 1.062 ha. (2.672 ac.)
Topography: Level
L.U. Designation: I-G Industrial –
 General

Improvements:

Type: N/A
Size: N/A
Age: N/A

Assessment:

Roll No: 201773579

Property: \$1,680,000.00

Assessment Comments: Property is a land only parcel with a valuation date of 2016 July 01. As legislated, assessments must be prepared using mass appraisal, must be an estimate of the value of the fee simple estate in the property, and must reflect typical market conditions for properties similar to that property.

Taxes:

Current Year: \$21,561.76 (2017)

Arrears: \$0.00

L.I. Levy: \$0.00

REMIS Land Interest Number:

Land Interest No: 2203483

SITE DETAILS FOR: 7319 104 AV SE**Land:**

Area: 1.099 ha. (2.72 ac.)
Topography: Level
L.U. Designation: I-G Industrial –
 General

Improvements:

Type: N/A
Size: N/A
Age: N/A

Assessment:

Roll No: 201773587

Property: \$1,750,000.00

Assessment Comments: Property is a land only parcel with a valuation date of 2016 July 01. As legislated, assessments must be prepared using mass appraisal, must be an estimate of the value of the fee simple estate in the property, and must reflect typical market conditions for properties similar to that property.

Taxes:

Current Year: \$22,460.16 (2017)

Arrears: \$0.00

L.I. Levy: \$0.00

REMIS Land Interest Number:

Land Interest No: 2203482

SITE DETAILS FOR: 10455 74 ST SE**Land:**

Area: 0.737 ha. (1.82 ac.)
Topography: Level
L.U. Designation: I-G Industrial –
 General

Improvements:

Type: N/A
Size: N/A
Age: N/A

Assessment:

Roll No: 201773660

Property: \$1,170,000.00

Assessment Comments: Property is a land only parcel with a valuation date of 2016 July 01. As legislated, assessments must be prepared using mass appraisal, must be an estimate of the value of the fee simple estate in the property, and must reflect typical market conditions for properties similar to that property.

Taxes:

Current Year: \$15,016.22 (2017)

Arrears: \$0.00

L.I. Levy: \$0.00

REMIS Land Interest Number:

Land Interest No: 2203480

SITE DETAILS FOR: 7225 107 AV SE**Land:**

Area: 0.730 ha. (1.80 ac.)
Topography: Level
L.U. Designation: I-G Industrial –
 General

Improvements:

Type: N/A
Size: N/A
Age: N/A

Assessment:

Roll No: 201773546

Property: \$1,160,000.00

Assessment Comments: Property is a land only parcel with a valuation date of 2016 July 01. As legislated, assessments must be prepared using mass appraisal, must be an estimate of the value of the fee simple estate in the property, and must reflect typical market conditions for properties similar to that property.

Taxes:

Current Year: \$14,887.87 (2017)

Arrears: \$0.00

L.I. Levy: \$0.00

REMIS Land Interest Number:

Land Interest No: 2203488

SITE DETAILS FOR: 10738 74 ST SE**Land:**

Area: 0.752 ha. (1.86 ac.)
Topography: Level
L.U. Designation: I-G Industrial –
 General

Improvements:

Type: N/A
Size: N/A
Age: N/A

Assessment:

Roll No: 201773421

Property: \$1,190,000.00

Assessment Comments: Property is a land only parcel with a valuation date of 2016 July 01. As legislated, assessments must be prepared using mass appraisal, must be an estimate of the value of the fee simple estate in the property, and must reflect typical market conditions for properties similar to that property.

Taxes:

Current Year: \$15,272.91 (2017)

Arrears: \$0.00

L.I. Levy: \$0.00

REMIS Land Interest Number:

Land Interest No: 2203486

SITE DETAILS FOR: 10728 74 ST SE**Land:**

Area: 0.861 ha. (2.13 ac.)
Topography: Level
L.U. Designation: I-G Industrial –
 General

Improvements:

Type: N/A
Size: N/A
Age: N/A

Assessment:

Roll No: 201773439

Property: \$1,370,000.00

Assessment Comments: Property is a land only parcel with a valuation date of 2016 July 01. As legislated, assessments must be prepared using mass appraisal, must be an estimate of the value of the fee simple estate in the property, and must reflect typical market conditions for properties similar to that property.

Taxes:

Current Year: \$17,583.10 (2017)

Arrears: \$0.00

L.I. Levy: \$0.00

REMIS Land Interest Number:

Land Interest No: 2203485

SITE DETAILS FOR: 10718 74 ST SE**Land:**

Area: 0.705 ha. (1.74 ac.)
Topography: Level
L.U. Designation: I-G Industrial –
 General

Improvements:

Type: N/A
Size: N/A
Age: N/A

Assessment:

Roll No: 201773447

Property: \$1,120,000.00

Assessment Comments: Property is a land only parcel with a valuation date of 2016 July 01. As legislated, assessments must be prepared using mass appraisal, must be an estimate of the value of the fee simple estate in the property, and must reflect typical market conditions for properties similar to that property.

Taxes:

Current Year: \$14,374.50 (2017)

Arrears: \$0.00

L.I. Levy: \$0.00

REMIS Land Interest Number:

Land Interest No: 2203484

This report and the resulting decision are solely recommendations and authorizations communicated between the Administration. It is not intended to provide representations or warranties to be acted upon by any other party or to be deemed or construed as an offer and an acceptance by The City.

Summary of Real Estate Transactions for the Third Quarter 2017

EXECUTIVE SUMMARY

Pursuant to Real Property Bylaw 52M2009 and LAS2011-17, Administration must report quarterly to Council on closed transactions approved through delegated authority. This report for information includes a summary of the following closed transactions for the Third Quarter 2017:

- Remnant land sales less than \$5,000,000.00
- Stand alone sales;
- Other dispositions;
- Land exchanges;
- Acquisitions less than \$5,000,000.00; and
- Occupations less than \$500,000.00.

ADMINISTRATION RECOMMENDATION:

The SPC on Utilities and Corporate Services recommend that Council authorize:

1. Receive this Report for information; and
2. Request the Recommendations, Report and Attachments remain confidential under Sections 23(1)(b), 24(1)(a), 24(1)(g), and 25(1)(b) of the Freedom of Information and Protection of Privacy Act until the report is published in the Council agenda.

RECOMMENDATION OF THE SPC ON UTILITIES AND CORPORATE SERVICES, DATED 2018 JANUARY 19:

That Council receive Report UCS2018-0055 for information.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 September 11 Council approved Bylaw 32M2017 to amend Real Property Bylaw 52M2009, which grants delegated authority to the City Manager who further delegates to those officers as set out in the Delegation of Authority by the City Manager.

On 2009 November 16 Council approved Real Property Bylaw 52M2009, which granted delegated authority to the City Manager who further delegated to those officers as set out in the Confirmation of Delegation of Authority by the City Manager.

On 2011 March 21 Council approved LAS2011-17 and directed Administration to report quarterly only on closed transactions approved through Delegated Authority.

BACKGROUND

Pursuant to Bylaw 52M2009 Section 18 (5) *"The City Manager must prepare and submit to Council a report listing all Transactions approved pursuant to the Bylaw every three (3) months, or as otherwise directed by Committee or Council, commencing January, 2010."* Further to

Summary of Real Estate Transactions for the Third Quarter 2017

Section 18 (5) of Bylaw 52M2009, Administration was directed to report quarterly only on closed transactions approved through delegated authority through LAS2011-17.

Real Property Bylaw 52M2009 is supported by a business process review that established well-defined real estate processes in a consistent, accountable and effective manner. The redesigned processes, procedures and forms ensure the necessary due diligence and documentation to support Bylaw 52M2009. Delegated authority was only exercised as defined in the Bylaw.

All of the attached remnant land sales are less than \$5,000,000.00 and are adjacent to the property owner(s).

All of the attached stand alone sales have been the subject of method of disposition reports and have been approved by either Land and Asset Strategy Committee or SPC on Utilities and Corporate Services (UCS) and Council.

All of the attached acquisitions are requirements of Council approved projects or otherwise authorized by Council and less than \$5,000,000.00.

All of the attached leases/licenses have an annual base rent or fee less than \$500,000.00, the term does not exceed five (5) years and there are no more than two (2) options to renew, as per Bylaw 52M2009 Section 8(1)(a).

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Not applicable.

Valuation

The negotiated prices of all of the Properties are based on internal valuations or independent appraisals which were endorsed by Administration's Valuation Review Committee.

Stakeholder Engagement, Research and Communication

Not applicable.

Strategic Alignment

This report aligns with Real Property Bylaw 52M2009 and LAS2011-17 whereby Administration must report quarterly to Council on closed transactions approved by delegated authority.

Social, Environmental, Economic (External)

Social

Bylaw 52M2009 provides a single point of reference for Council, Administration and the public concerning the authorities and responsibilities for real estate transactions to be undertaken by

Summary of Real Estate Transactions for the Third Quarter 2017

Real Estate & Development Services. Staff members are provided with training and are supported in implementing business processes and the Bylaw for all real estate transactions.

Environmental

The real estate processes are in accordance with The City of Calgary's Sales, Acquisitions and Leases Environmental (S.A.L.E.) Policy.

Economic

Where applicable, the changes to the processes and authorities for real estate transactions will streamline the transaction timeline by four to six weeks, thus reducing the time and financial costs associated with finalizing the transaction.

Financial Capacity

Current and Future Operating Budget:

Not applicable.

Current and Future Capital Budget:

Not applicable.

Risk Assessment

The approval processes place additional decision-making responsibility on Administration for The City's real estate transactions. The potential risks associated with giving Administration greater authority, are mitigated in several ways:

- Increased due diligence and documentation achieved by the clearly defined business processes for all real estate transactions;
- All proposed real estate transactions documented by a land report or land authorization form will be reviewed by the Management Real Estate Review Committee or authorized delegated authority position;
- Administrative approvals will only be exercised where the established guidelines are met;
- The Deputy City Manager can opt to forward any proposed sale, lease or acquisition under his authority on to UCS and Council for approval; and
- Quarterly reporting to UCS and Council regarding closed transactions approved by Administration.

REASON(S) FOR RECOMMENDATION(S):

Report for information.

Summary of Real Estate Transactions for the Third Quarter 2017

ATTACHMENT(S)

1. Attachment 1 – Summary of Remnant Land Sales less than \$5,000,000.00 for the Third Quarter 2017.
2. Attachment 2 – Summary of Stand Alone Sales for the Third Quarter 2017
3. Summary of Other Dispositions for the Third Quarter 2017
4. Summary of Land Exchanges for the Third Quarter 2017
5. Summary of Acquisitions less than \$5,000,000.00 for the Third Quarter 2017
6. Summary of Occupations less than \$500,000.00 Annually for the Third Quarter 2017

**SUMMARY OF REMNANT LAND SALES LESS THAN \$5,000,000.00
THIRD QUARTER 2017**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
1.	2009R (1/2) 50 AV SW	Sale of property in the community of North Glenmore Park	LAF2017-06	Ward 11 Councillor Brian Pincott	\$10,852.12	0.033	\$328,852.12	2017 September 29	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(b)
2.	2009R (2/2) 50 AV SW	Sale of property in the community of North Glenmore Park	LAF2017-07	Ward 11 Councillor Brian Pincott	\$14,452.58	0.044	\$328,467.73	2017 September 29	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(b)
3.	10030 Maplecreek DR SE	Sale of surplus property in the community of Maple Ridge	LAF2017-40	Ward 14 Councillor Peter Demong	\$34,628.80	0.069	\$501,866.67	2017 August 31	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(b)

TOTAL REMNANT LAND SALES THIRD QUARTER 2017: \$59,933.50

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

**SUMMARY OF STAND ALONE SALES
THIRD QUARTER 2017**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
1.	10311 15 ST SE	Sale of property in the community of Maple Ridge	MRER2015-76	Ward 14 Councillor Peter Demong	\$1,965,000.00	7.86	\$250,000.00	2017 July 31	At the 2015 July 27 Regular Meeting, Council approved LAS2015-21 – Proposed Method of Disposition	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(a)
2.	6 Royal Vista LI NW	Sale of property in the community of Royal Vista	MRER2017-07	Ward 02 Councillor Joe Magliocca	\$1,700,000.00	2.00	\$850,000.00	2017 August 15	On 2008 November 03 Council approved LAS2008-171 – Proposed Method of Disposition/ Sales Strategy for the Royal Vista Business Park	Authorized by: Acting Deputy City Manager Pursuant to Bylaw 52M2009 Sections 7.(1)(a) and 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

Item #7.12
UCS2018-0055
ATTACHMENT 2

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	PREVIOUS COUNCIL DIRECTION	DELEGATED AUTHORITY
3.	3804 17 AV SW and 3820 17 AV SW	Sale of properties in the community of Rosscarrock	MRER2017-43	Ward 08 Councillor Evan Woolley	\$3,015,000.00	0.527	\$5,721,062.62	2017 September 29	On 2016 November 28 at the Regular Council Meeting, Council approved LAS2016-133 and LAS2016-134 as amended, authorizing Administration to enter into direct negotiations with the adjacent owners	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(a)
4.	140 16 AV NW	Sale of property in the community of Tuxedo Park	MRER2017-44	Ward 09 Councillor Gian-Carlo Carra	\$1,652,000.00	0.205	\$8,058,536.59	2017 July 31	On 2015 May 11, Combined Meeting, Council approved LAS2015-14, Proposed Method of Disposition	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Sections 7.(1)(a) and 8.(1)(a)

TOTAL STAND ALONE SALES FOR THIRD QUARTER 2017: \$8,332,000.00

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

**SUMMARY OF OTHER DISPOSITIONS
THIRD QUARTER 2017**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
1.	5851 Richmond RD SW	Disposition of a utility right of way in Signal Hill to relocate transmission lines	MRER2017-15	Ward 06 Councillor Richard Pootmans	\$166,500.00	0.37	\$450,000.00	2017 July 31	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(f)
2.	10010 Bearspaw Dam RD NW	Disposition of a utility right of way in Residual Ward 1 for improvements to the natural gas transmission network	MRER2017-47	Ward 01 Councillor Ward Sutherland	\$110,625.00	1.77	\$62,500.00	2017 August 01	Authorized by: Manager, Sales & Acquisition Pursuant to Bylaw 52M2009 Sections 7.(1)(f) and 8.(1)(a)
3.	4610R 76 AV SE	Disposition of an access easement in the community of Foothills for a foot bridge connector	MRER2017-76	Ward 09 Councillor Gian-Carlo Carra	\$25,000.00	0.290	\$86,206.90	2017 September 01	Authorized by: Manager, Sales & Acquisition Pursuant to Bylaw 52M2009 Section 7.(1)(f)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

Item #7.12
UCS2018-0055
ATTACHMENT 3

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	SALE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
4.	Adjacent to 1925 46 AV SW	Disposition of a surplus road right of way in the community of Altadore to the adjacent owner	LAF2017-21	Ward 11 Councillor Brian Pincott	\$34,982.75	0.032	\$1,093,210.94	2017 August 01	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Section 7.(1)(b)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

**LAND EXCHANGE
THIRD QUARTER 2017**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	OWNER EXCHANGE	CITY EXCHANGE	CLOSING DATE	DELEGATED AUTHORITY
1.	9019 17 AV SW	Land exchange of surplus closed road right of way for road widening along 17 Avenue SW in the community of Springbank Hill	MRER2016-44	Ward 06 Councillor Richard Pootmans	The Anglican Diocese of Calgary Foundation	The City of Calgary	2017 September 28	Authorized by: Deputy City Manager Pursuant to Bylaw 52M2009 Sections 6.(1)(a) and 7.(1)(b)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

SUMMARY OF ACQUISITIONS LESS THAN \$5,000,000.00
THIRD QUARTER 2017

	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
1.	3907 Centre ST NW	Acquisition of property for the Green Line LRT project in the community of Highland Park	MRER2017-26	Ward 04 Councillor Sean Chu	\$600,500.00	0.138	\$4,351,449.28	2017 September 11	Authorized by: Acting Deputy City Manager, Pursuant to Bylaw 52M2009 Section 6.(1)(a)
2.	2509 2 AV NW	Acquisition of property for future construction upgrades to Crowchild Trail and Kensington Road NW in the community of West Hillhurst	MRER2017-34	Ward 07 Councillor Druh Farrell	\$875,000.00	0.067	\$13,059,701.49	2017 August 01	Authorized by: Deputy City Manager, Pursuant to Bylaw 52M2009 Section 6.(1)(a)
3.	2511 2 AV NW	Acquisition of property for future construction upgrades to Crowchild Trail and Kensington Road NW in the community of West Hillhurst	MRER2017-35	Ward 07 Councillor Druh Farrell	\$880,000.00	0.069	\$12,753,623.19	2017 July 28	Authorized by: Deputy City Manager, Pursuant to Bylaw 52M2009 Section 6.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
4.	12771 Symons Valley RD NW	Acquisition of property to complete east west connection of 128 Avenue NW between 37 Street NW and Symons Valley Parkway NW in the community of Kincora	MRER2017-38	Ward 02 Councillor Joe Magliocca	\$365,400.00	2.03	\$180,000.00	2017 July 31	Authorized by: Deputy City Manager, Pursuant to Bylaw 52M2009 Section 6.(1)(a)
5.	104 44 AV NE	Acquisition of property for the Green Line LRT project in the community of Highland Park	MRER2017-42	Ward 04 Councillor Sean Chu	\$487,000.00	0.149	\$3,268,456.38	2017 September 29	Authorized by: Deputy City Manager, Pursuant to Bylaw 52M2009 Section 6.(1)(a)
6.	2860 Glenmore TR SE	Acquisition of an easement for the intersection of Glenmore Trail and Ogden Road SE in the community of Ogden	LAF2016-30	Ward 09 Councillor Gian-Carlo Carra	\$127,190.00	0.083	\$1,532,409.64	2017 July 20	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Sections 6.(1)(f) and 18.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	PURCHASE PRICE	ACRES	PRICE PER ACRE	CLOSING DATE	DELEGATED AUTHORITY
7.	45, 49, 53, 57, 61, 65, 69, 73, 77, 81, 85, 89, 93, 97, 101, 105, 109, 113, 117, 121, 125, 129, 149 Mt Alberta VW SE and 114 Mt Douglas CL SE	Acquisition of an easement for Douglasdale McKenzie Lake Slope Stabilization and Pathway Protection Project in the community of McKenzie Lake	LAF2017-50	Ward 12 Councillor Shane Keating	\$10.00	1.774	N/A	2017 September 01	Authorized by: Manager, Sales & Acquisition Pursuant to Bylaw 52M2009 Sections 6.(1)(f) and 18.(1)(a)

TOTAL ACQUISITIONS FOR THIRD QUARTER: \$3,335,100.00

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

**SUMMARY OF OCCUPATIONS LESS THAN \$500,000.00 ANNUALLY
THIRD QUARTER 2017**

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
1.	2638 Country Hills BV NE	Third party lease of property for a temporary fire station in the community of Stonegate Landing	MRER2016-69	Ward 03 Councillor Jim Stevenson	\$105,334.41	2017 September 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)
2.	1910 39 AV NE	Lease of property to Calgary Rifle & Pistol Club for a shooting range	MRER2016-86	Ward 05 Councillor Ray Jones	\$10.00	2017 September 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Section 8.(1)(a)
3.	10010 Bearspaw Dam RD NW	License of property to ATCO Pipelines for the construction of West Calgary Connector Project	MRER2017-47	Ward 01 Councillor Ward Sutherland	\$59,218.75	2017 August 31	Authorized by: Manager, Sales & Acquisition Pursuant to Bylaw 52M2009 Sections 7.(1)(f) and 8.(1)(a)
4.	12400 Crestmont BV SW	Third party license of property to The City of Calgary for access to clean and dredge a storm pond	LAF2017-03	Ward 01 Councillor Ward Sutherland	\$10.00	2017 September 01	Authorized by: Manager, Land Pursuant to Bylaw 52M2009 Sections 8.(1)(a) and 18.(1)(c)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
5.	7820 18 ST SE	License of property to Millican Ogden Community Association to install a sign	LAF2017-30	Ward 09 Councillor Gian-Carlo Carra	\$100.00	2017 July 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 11.(1)(b)
6.	840 9 AV SW	License of Occupation to 1883865 Alberta Ltd. for a temporary use for a tent during stampede	LAF2017-31	Ward 08 Councillor Evan Woolley	\$53,145.00	2017 July 02	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
7.	114 Mahogany GD SE	License of Occupation to Westman Village Calligraphy Inc. for a temporary use workspace for storage, access and construction of connecting pathways	LAF2017-39	Ward 12 Councillor Shane Keating	\$1,000.00	2017 August 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
8.	5603 Bow TR SW	License of Occupation to ATCO gas and Pipelines Ltd. for a temporary use for staging and work space	LAF2017-42	Ward 06 Councillor Richard Pootmans	\$2,000.00	2017 July 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
9.	7451 Falconridge BV NE	License of property to Almor Testing Services Ltd. to undertake geotechnical testing	LAF2017-46	Ward 05 Councillor Ray Jones	\$10.00	2017 July 04	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
10.	2440 33 AV SW	License of Occupation to Marda Loop Residences Inc. for a temporary use for workspace, staging and temporary access	LAF2017-47	Ward 08 Councillor Evan Woolley	\$10,000.00	2017 July 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
11.	983 14 ST SW	License of Occupation to ATCO Gas and Pipelines Ltd. for a temporary use work space for installation of a distribution gas line	LAF2017-52	Ward 08 Councillor Evan Woolley	\$2,000.00	2017 August 01	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
12.	5510 Forand ST SW	License of Occupation to ALSO Road Construction Ltd. for a temporary use to construct a pathway	LAF2017-53	Ward 11 Councillor Brian Pincott	\$1,000.00	2017 August 15	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
13.	10020 19 ST SW	License of Occupation to The Board of Trustees of the Calgary School District No.19 for a temporary use fence for future construction and protection of the Braeside Dry Pond	LAF2017-54	Ward 11 Councillor Brian Pincott	\$10.00	2017 August 15	Authorized by: Manager, Sales & Acquisition Pursuant to Bylaw 52M2009 Sections 8.(1)(a) and 18.(1)(c)
14.	10340 19 ST SW	License of Occupation to the Board of Trustees of the Calgary Roman Catholic Separate School District for a temporary use fence for future construction and protection of the Braeside Dry Pond	LAF2017-55	Ward 11 Councillor Brian Pincott	\$10.00	2017 August 15	Authorized by: Manager, Sales & Acquisition Pursuant to Bylaw 52M2009 Sections 8.(1)(a) and 18.(1)(c)
15.	208 9 AV SW	License of Occupation to Meat & Bread Calgary Ltd. for a temporary use for operation of an outdoor patio	LAF2017-56	Ward 07 Councillor Druh Farrell	\$1,000.00	2017 August 25	Authorized by: Acting Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Sections 8.(1)(a) and 9.(1)(a)-(d)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
16.	3907 Centre ST NW	Lease of property to Ritchie Annon for residential purposes	LAF2017-57	Ward 04 Councillor Sean Chu	\$15,000.00	2017 September 11	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
17.	6201 68 ST SE	License of Occupation to ATCO Gas Pipelines Ltd. for a temporary use for decommissioning and removal of a gas line	LAF2017-58	Ward 09 Councilor Gian-Carlo Carra	\$1,000.00	2017 September 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
18.	8999 Shepard RD SE	License of Occupation to ATCO Gas and Pipelines Ltd. for a temporary use for decommissioning and removal of a gas line	LAF2017-59	Ward 09 Councillor Gian-Carlo Carra	\$1,000.00	2017 September 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)
19.	6921 Glenmore TR SE	License of Occupation to CWL Energy Management Ltd. for a temporary use for access, and to conduct geotechnical investigations.	LAF2017-60	Ward 09 Councillor Gian-Carlo Carra	\$10.00	2017 September 11	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

#	MUNICIPAL ADDRESS	TRANSACTION SUMMARY	MRER OR LAF ITEM NUMBER	WARD Prior to October 16, 2017	ANNUAL RENT/FEE	COMMENCEMENT DATE	DELEGATED AUTHORITY
20.	9000 & 9595 149 ST NE	Pasture lease to 3J Farms Ltd.	LAF2017-62	Ward 01 Councillor Ward Sutherland	\$4,320.00	2017 May 01	Authorized by: Manager, Land & Asset Management Pursuant to Bylaw 52M2009 Section 8.(1)(a)

LEGEND / NOTES

MRER Management Real Estate Review (e.g. MRER2017-XX)
LAF Land Authorization Form (e.g. LAF2017-XX)
UCS SPC on Utilities and Corporate Services (e.g. UCS2017-XX)
MOD Method of Disposition (report that establishes reserve price)

POSTPONED REPORT

Potential Rescheduling of the 2018 February 06 Regular Meeting of the Priorities and Finance Committee (Verbal), VR2018-0003

Background: At the 2018 January 22 and 23 Regular Public Hearing, Council postponed Report VR2018-0003 to the 2018 January 29 Regular Meeting of Council.

Excerpt from the Minutes of the Regular Public Hearing Meeting of Council, 2018 January 22 and 23:

"Moved by Councillor Carra
Seconded by Councillor Sutherland

That Council postpone Verbal Report VR2018-0003 to the 2018 January 29 Regular Meeting of Council.

MOTION CARRIED"

Chief Financial Officer's Report to
Regular Meeting of Council
2018 January 29

ISC: UNRESTRICTED
C2018-0083
Page 1 of 3

2017 Citizen Satisfaction Survey Results Presentation

EXECUTIVE SUMMARY

Since 1997, The City of Calgary has conducted its annual Citizen Satisfaction Survey. The Citizen Satisfaction Survey is an important tool for examining the larger picture of citizens' overall perceptions of, and satisfaction with, The City of Calgary. The representative telephone survey has provided City Council and Administration with a barometer of citizens' opinions on a variety of aspects of The City, including their satisfaction with The City's programs and services. The survey findings are an important input into City planning activities including One Calgary.

The annual findings from the survey also provide a performance-based report for Council, Administration and the public. Tracking citizens' perceptions over time allows for benchmarking against previous years' findings and against established municipal norms from other Canadian municipalities.

Additionally, the survey is a way of engaging citizens and providing them with an opportunity for feedback to The City and indicates that The City values citizens' opinions.

This presentation of the 2017 results represents a public release of the survey results. The presentation deck and the full report will be posted to Calgary.ca after the presentation to Council.

ADMINISTRATION RECOMMENDATION:

That Council receive the 2017 Citizen Satisfaction Survey results for information.

PREVIOUS COUNCIL DIRECTION / POLICY

In previous years, Council has also received the annual Citizen Satisfaction Survey results for information.

BACKGROUND

The annual Citizen Satisfaction Survey is conducted each year with a representative sample of Calgarians. They are asked for their opinions about a variety of topics including quality of life in Calgary, top issues facing the city, City performance and satisfaction levels with a range of City services. Since the survey is repeated on an annual basis, it is possible to track Calgarians' opinions over time and identify those areas that may need more attention from City staff and Administration.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The annual Citizen Satisfaction Survey is an integral part of an ongoing Corporate Research Strategy that is focused on gathering citizen input. This information is made available to decision-makers through presentations and updates as well as included in the online Research and Engagement Library located on Calgary.ca (<http://www.calgary.ca/cfod/csc/Pages/Research-Library.aspx>).

2017 Citizen Satisfaction Survey Results Presentation

Stakeholder Engagement, Research and Communication

Each year senior management is consulted on the survey questions and the plan for rolling out the findings from the survey. For the fall 2017 survey, direction was given to keep the questions the same as the fall 2016 survey to allow for tracking and remain aligned with Council priorities. A second abbreviated wave of the survey was conducted post-election to validate some of the key results.

The results of the survey are shared with Council and Administration and posted to Calgary.ca.

Strategic Alignment

The annual Citizen Satisfaction Survey helps support The Corporation's common purpose of "Making life better every day" and Council's five priorities by providing insights into the values, opinions and preferences of citizens and customers and allowing City decision-makers to incorporate this information into decisions they make that impact the daily lives of Calgarians.

This report also aligns with the Leadership Strategic Plan's mandate to lead in accountability and transparency and engage citizens in the conversations about issues facing Calgary.

Social, Environmental, Economic (External)

There are no direct social, environmental or economic impacts associated with this report.

Financial Capacity

Current and Future Operating Budget:

There is no impact to the operating budget. The annual Citizen Satisfaction survey is part of the Corporate Research Strategy and funded through the Corporate Research Team's existing operating budget.

Current and Future Capital Budget:

There is no impact to the operating budget. The annual Citizen Satisfaction survey is part of the Corporate Research Strategy and funded through the Corporate Research Team's existing budget.

Risk Assessment

Listening to Calgarians and better understanding their needs, values, attitudes, and aspirations is critical, especially when seen through the Leadership Strategic Plan's mandate to lead in accountability and transparency and engage citizens in the conversations about Calgary's future. As such, this research provides insights into citizens' perspectives on many issues and challenges facing Calgarians every day. Not seeing or hearing these perspectives can present a great risk to The City.

**Chief Financial Officer's Report to
Regular Meeting of Council
2018 January 29**

**ISC: UNRESTRICTED
C2018-0083
Page 3 of 3**

2017 Citizen Satisfaction Survey Results Presentation

REASON(S) FOR RECOMMENDATION(S):

The 2017 Citizen Satisfaction Survey Results provide a snapshot of citizens' opinions about The City's performance and provision of programs and services that can be used a context for decisions made by Council and Administration. The results are shared publically to foster transparency and accountability.

ATTACHMENT(S)

None

**Planning & Development Report to
Regular Meeting of Council
2018 January 29**

**ISC: UNRESTRICTED
C2018-0097
Page 1 of 2**

Amendment to the Calgary Planning Commission Bylaw

EXECUTIVE SUMMARY

The Calgary Planning Commission is a municipal planning commission established by Bylaw 28M95. Currently, the bylaw specifies that two members of Administration are to be appointed to the Commission by the City Manager: a General Manager and a Director, and that the General Manager so appointed shall be the chairperson of the Commission.

There is a need to provide greater flexibility for the City Manager to make appointments to the Commission, including the appointment of the chairperson, and to manage unexpected absences of employee members. This report presents proposed amendments to the Calgary Planning Commission Bylaw which will allow the City Manager to appoint two members of Administration to the Commission, each of whom must be a General Manager or Director. The City Manager can appoint either of the two employees to be the chairperson of the Commission. The City Manager may also appoint an employee to act in the place of a temporarily absent employee member on an interim basis.

ADMINISTRATION RECOMMENDATION:

That Council give three readings to Bylaw 19P2018 (set out in the Attachment) to amend the Calgary Planning Commission Bylaw 28P95.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2016 October 24, Council adopted Bylaw 47P2016 which amended the Calgary Planning Commission Bylaw (28P95). The amendment empowered the City Manager to appoint one General Manager and one Director to the Calgary Planning Commission, and made the General Manager so appointed the Chairperson of the Calgary Planning Commission.

BACKGROUND

The Calgary Planning Commission (CPC) is a municipal planning commission established by Bylaw 28M95. The bylaw sets out the terms of reference for the Calgary Planning Commission, including provisions regarding the procedure, conduct, functions and duties of the Commission and its members. This bylaw has been amended from time to time to reflect best practices in governance, and to help support the Commission to function effectively in carrying out its mandate.

Provisions for the membership of the CPC are set out in the bylaw. Presently, the bylaw provides for two members of Administration to be appointed to the Commission by the City Manager: a General Manager, and a Director. The General Manager so appointed is designated the chairperson of the Commission.

Administration is proposing a change that would enable two employees, who could be either a General Manager or a Director, to be appointed to the CPC, and that either of the two employees could be appointed as the chairperson of the CPC. As well a change is proposed to enable the City Manager to appoint an employee to act in the place of a temporarily absent employee member on an interim basis. In order to give effect to these proposed changes, an amendment to the bylaw that governs the CPC is required.

Amendment to the Calgary Planning Commission Bylaw

INVESTIGATION: ALTERNATIVES AND ANALYSIS

To provide the City Manager with greater flexibility in making appointments to the Commission, a proposed amendment to the Calgary Planning Commission Bylaw has been prepared. The proposed amendment is set out in the Attachment. The proposed amendment enables the City Manager to appoint two members of Administration to the Commission, each of whom must be a General Manager or Director. The City Manager can appoint either of the two employees to be the chairperson of the Commission. The amendment also allows for the appointment of an employee to act in the place of an absent employee member on an interim basis. These changes will provide greater flexibility to the City Manager to appoint employee members and to appoint the chairperson. They will also allow the City Manager to deal with unanticipated absences of the employee members.

Stakeholder Engagement, Research and Communication

Senior members of Administration will communicate the proposed changes to the Calgary Planning Commission.

Strategic Alignment

The proposed amendment to the Calgary Planning Commission Bylaw aligns with Council's priority for a Well-run City by providing additional flexibility for the City Manager in appointing employee members and the chairperson for the Commission. This will help support the effective governance and functioning of the Commission in carrying out its mandate.

Social, Environmental, Economic (External)

N/A

Financial Capacity

Current and Future Operating Budget:

There are no operating budget implications associated with this report.

Current and Future Capital Budget:

There are no capital budget implications associated with this report.

Risk Assessment

There are no significant risks associated with the proposed bylaw amendment.

REASON(S) FOR RECOMMENDATION(S):

The proposed amendment to the Calgary Planning Commission Bylaw will provide more flexibility to the City Manager in appointing Administration members and the chairperson. It will also provide the City Manager with flexibility in managing unanticipated absences. These changes will help support the Commission in functioning effectively in carrying out its mandate.

ATTACHMENT(S)

1. Attachment – Proposed Bylaw 19P2018

PROPOSED

ITEM #9.2.2
C2018-0097
ATTACHMENT

BYLAW NUMBER 19P2018

BEING A BYLAW OF THE CITY OF CALGARY TO AMEND BYLAW 28P95, THE CALGARY PLANNING COMMISSION BYLAW *****

WHEREAS Council considers it necessary to amend Bylaw 28P95, the Calgary Planning Commission Bylaw;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF CALGARY ENACTS AS FOLLOWS:

1. Bylaw 28P95, the Calgary Planning Commission Bylaw, as amended, is hereby further amended.
2. Section 4(d) is deleted and replaced with the following:
 - “(d) (i) Two employees of the City, each of whom must be a General Manager or a Director, appointed by the City Manager. The City Manager shall appoint one of the two employees as Chairperson of the Commission.
 - (ii) The employees appointed pursuant to subsection 4(d)(i) shall each remain a member of the Commission for so long as such person holds the position of General Manager or Director, as applicable, or until such appointment is revoked by the City Manager.
 - (iii) In the event of the temporary absence of a member appointed pursuant to subsection 4(d)(i), the member shall, in writing, appoint an employee of the City to act in his or her place.
 - (iv) In the event of the temporary absence of a member where the member has not appointed an employee of the City to act in his or her place pursuant to subsection 4(d)(iii), the City Manager shall appoint an employee of the City to act in place of the absent member on an interim basis.”

PROPOSED

ITEM #9.2.2
BYLAW NUMBER 9P2018

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

READ A FIRST TIME ON _____

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

MAYOR

SIGNED ON _____

CITY CLERK

SIGNED ON _____

The personal information provided on this form or on any attachments is required to administer the Alberta Community Partnership (ACP) program. This personal information is collected under the authority of section 33(c) of the Freedom of Information and Protection of Privacy (FOIP) Act and will be managed in accordance with the privacy provisions under the FOIP Act. If your ACP application is approved, your name, the grant program and the grant amount may be published by the Government of Alberta as authorized under section 40(1)(b) and (f) of the FOIP Act. Should you have any questions about the collection, use or disclosure of this information, please contact the Grant Program Delivery Unit at 780-422-7125, or by e-mail at acp.grants@gov.ab.ca, or write the Director of Grant Program Delivery, Alberta Municipal Affairs, 15th Floor, Commerce Place, 10155 - 102 Street, Edmonton, Alberta T5J 4L4.

INSTRUCTIONS: This form is for applicants to the Alberta Community Partnership (ACP) program. By checking the box next to the component you wish to apply for below, the form will only show the application questions relevant to that component. Applicants should first familiarize themselves with the ACP guidelines, available [here](#).

Applicant Information

Legal Name of Entity:

Calgary, City of

Contact Name, Title:

Ron Smith, Superintendent of Business & Market Research

Mailing Address (street address, city, province, postal code):

2808 Spiller Road S.E., Building E, North Tower, Mail Code 60, Calgary AB, T2G 4H3

E-mail Address:

Ron.Smith2@calgary.ca

Phone Number:

+1 (403) 268-2898

Grant Component

Select one program component for your project application. Refer to the ACP Guidelines for eligibility details.

Regional Collaboration

- ☒ Intermunicipal Collaboration
☐ Municipal Restructuring

Capacity Building

- ☐ Mediation and Cooperative Processes
☐ Municipal Internship

Project Title

Choose a concise title for your project.

(maximum 100 characters)

Regional Recreation Study for The City of Calgary and Rocky View County

Project Time Line

Project Start Date:

or ☒ Project will commence upon receipt of ACP funds.

Project Completion Date:

For Intermunicipal Collaboration applications, a default Project Completion Date of December 31, 2020 will be used unless a later date is specified.

Intermunicipal Collaboration

*** Note: The evaluation of your grant application will be based on the information submitted on this form only. Supplementary documentation will not be reviewed and will not impact the application evaluation and ranking.**

Partners

All members in the partnership, including the managing partner, must pass resolutions or motions supporting their involvement in the project prior to applying for funds. See Schedule 1A of the ACP program guidelines: Component Conditions.

Use the table below to list all municipalities participating in the project.

Managing Partner
Calgary, City of
Project Partner(s)
Rocky View County

☐ **I certify, as the managing partner, that all participating municipalities have passed motions or resolutions supporting participation in the project.***

* An IC grant application may still be submitted by the deadline of January 2, 2018 if council resolutions are not yet in place. In this case, the partnership has until February 2, 2018 to obtain resolutions and send a confirmation email to acp.grants@gov.ab.ca in order for the grant application to be considered for funding.

Project Overview

1. This project produces:

- | | |
|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| <input type="checkbox"/> A regional service agreement, plan, framework or model | <input type="checkbox"/> A new Intermunicipal Development Plan |
| <input checked="" type="checkbox"/> A study (e.g. shared service feasibility study, etc). | <input type="checkbox"/> An amended Intermunicipal Development Plan |

☐ Other. Specify (Limit 100 characters):

2. Provide a description of the project.

- What is the purpose of the project?
- What activities will the partnership undertake to complete the project?
- What are the project's outputs and expected concrete results?

(Limit 4000 characters)

The City of Calgary (The City) and Rocky View County (The County) have agreed to collaborate on a Regional Recreation Study to explore opportunities for developing an inter-municipal approach to providing recreation services in northwest Calgary and the adjacent western region of Rocky View County (regional recreation service area). The study will identify: the current state of recreation, current and future gaps in recreation, and recommendations for future collaborative decision making in providing recreation in the regional recreation service area.

The study objectives of the project are related to the regional service area and include:

- An inventory of all publicly accessible recreation facilities and amenities;

- Current patterns of use and demand for recreation facilities and amenities by residents and user groups;
- Expectations, perceptions and priorities of City and County residents regarding current and future recreation facilities and amenities;
- Current and future recreation facility and amenity needs; and
- Potential opportunities for addressing current and future gaps in recreation facilities.

The project will result in a regional recreation study that will be used by both municipalities to:

- Determine impact and/or benefit of facilities and amenities for communities and their residents, regardless of jurisdiction;
- Identify mechanisms for determining appropriate cost sharing;
- Identify appropriate inter-municipal service delivery options; and
- Evaluate the appropriateness of developing an inter-municipal recreation, culture and community service facility and amenity plan.

This project is well-aligned to Government of Alberta goals of increasing cooperation between municipalities and seeking cost effective regional/inter-municipal service delivery.

Project Priority

3. Why are the project and grant needed?

- a) Does the project help to resolve an outstanding service gap for the communities within the partnership?
If so, please explain.

(Limit 3000 character)

The Province has mandated the development of shared municipal service agreements (Inter-collaborative Framework Agreements - ICF's) where the potential demand for efficient inter-municipal services exists. In order to understand the need for inter-municipal service, the study seeks to establish and accurately forecast future demand in order to determine appropriate cost sharing for operational and capital investments. The study may also act as a pilot for other regional studies as part of the newly mandated Calgary Metropolitan Regional Board.

The need for the study has been triggered by planned residential development within the northwest edges of Calgary and new and planned development in the County that may result in future recreation service gaps. A more regional approach to recreation facility and amenity planning for current and future recreation service provision across the shared service area will serve to maximize cost effectiveness while addressing service gaps in both jurisdictions.

The information gathered through the Regional Recreation Study will be used to:

- provide information to address current and future recreation service gaps;
- provide recommendations for a regional approach to recreation facility and amenity planning for current and future recreation service provision;
- provide recommendations on inter-municipal service delivery options; and
- provide information on cost sharing models for recreational facilities and amenities.

The study information will provide the City of Calgary Council and Rocky View County Council information for future decision making on recreation within the regional recreation service area including inter-municipal service delivery

options, cost sharing options, and the need for an inter-municipal recreation plan.

- b) What is preventing the partnership from undertaking the project in-house or from obtaining the resources or expertise needed for the project? How will the grant be used to resolve these barriers?

(Limit 3000 Character

The City and County have limited internal capacity, resources and budget to complete an inter-municipal recreation study of this size and scope. Grant funding will allow the project to proceed with the use of an external consultant. It is important for both parties that an independent third party conduct the research to ensure the results are objective and to address concerns regarding the validity of the results.

Partnership and Project Readiness

- 4a. How will each participating municipality be involved in the project planning and administration?
Provide a brief description of the project roles and responsibilities for each partner.

(Limit 2000 character

The City and The County have identified the need to complete a Regional Recreation Study. The project is propose to be managed by The City in consultation with The County. Procurement of the professional services contract and financial tracking for the project will be undertaken by The City. A working committee, with representation from both jurisdictions, is expected to be established to support the development of the Request for Proposal, including the nature and scope of the study, the deliverables, key milestones and timelines. The working committee will also provide general oversight on the execution of the project.

The working committee will be required to make regular update reports to the respective administration leadership teams as required.

- 4b. How will conflict be resolved to ensure a successful outcome which meets the interests of all project participants?
Provide details on any dispute resolution mechanisms that may be in place between the partner municipalities.

(Limit 2000 character

The results of the study will enable The City and The County to make evidence-based decisions regarding future inter-municipal service delivery, cost sharing agreements and capital investments in recreation facilities and amenities to address service gaps. This project will establish a repeatable methodology for systematically assessing regional recreation service provision that can be applied to other recreation service areas shared by The City and The County. The Inter-municipal Development Plan (IDP) provides a road map for dispute resolution which will be implemented to determine a repeatable methodology as required.

5a. Provide a concise overview of the project workplan and timeline, and of any project risk mitigation strategies that are in place.

(Limit 3800 character

The proposed project will include three phases: Current State; Needs Assessment and Gap Analysis; Recommendations for Inter-municipal Recreation Service Delivery.

Current State and Suitability Analysis (2018 Q1-Q2)

- Conduct a review of relevant background materials and an assessment of their implications on current service provision.
- Develop a comprehensive inventory of recreation facilities and amenities in the regional recreation service area.
- Conduct a study of current utilization of facilities and amenities including levels of use and patterns of use.
- Consult with key stakeholders including sport groups, social groups, facility operators regarding current and future recreation needs.
- Develop a service area profile for each major recreation facility within the regional recreation service area.
- Assess the suitability for existing facilities and amenities to meet current recreation service needs.

Gap Analysis (2018 Q3-Q4)

- Conduct a general population survey of residents living in the regional recreation service area and intercept surveys at selected sites to assess their recreation participation, perceptions, expectations, and priorities regarding current and future recreation facilities and amenities. The study should update and complement existing research including but not necessarily limited to the following:
 - Participation patterns/use of recreation facilities and amenities;
 - Interests and motivations to participate in various types of recreation;
 - Perceived barriers to accessing recreation services;
 - Perceived current and future gaps in recreation services including recreation facilities and amenities; and
 - Preferences and priorities in recreation facilities and amenities.
- Identify projected changes in population and recreation participation in the regional recreation service area and the implication for future recreation facility and service provision needs on a regional basis.
- Consult with key stakeholders including sport groups, social groups, facility operators regarding current and future needs for recreation facilities and amenities.
- Complete a demand analysis
- Identify and map current and future gaps in recreation facilities and amenities in the regional recreation service area.

Recommendations for Inter-municipal Recreation Service Delivery (2019 Q1)

- Summary of results

- Opportunity identification for the following:
 - inter-municipal cost sharing
 - inter-municipal service delivery
 - inter-municipal facility and amenity planning
- Recommendations for going forward

The working group will be required to complete regular updates to the respective Administration Teams.

5b. What are the expenditure estimates provided under the Project Budget section based on?

Include details on the anticipated project resources, service providers, or contractors, as well as information on preliminary estimates or quotes if they have already been obtained.

Limit 2800 characters

The estimated projects costs for the study are based on recent work completed by The City, including the Facility Development and Enhancement Study and the Seton Recreation Facility Market Assessment. The study components outlined in this application are similar to those mentioned above. A preliminary discussion concerning costing for this work with the consultant on the projects above yielded some high-level cost estimates.

Intermunicipal Collaboration - Budget

6. List all estimated project costs in the table below. If you are applying for funds for a distinct phase of a long-term project, then only list the project cost information associated with the scope of work under this grant request. Refer to the AC program guidelines for information on eligible and ineligible expenditures.

Note: Capital expenditures are not eligible under the 2017/18 Intermunicipal Collaboration component.

Item Description		Estimated Item Cost
Review relevant background materials, provide an assessment of implications on current service provision.		\$10,000
Inventory of recreation facilities and amenities in the regional recreation service area and use pattern analysis.		\$15,000
Identify service areas for each facility and amenity and complete service area profiles.		\$10,000
Stakeholder consultation.		\$10,000
Suitability analysis.		\$20,000
General population survey of residents living in the regional recreation service area (n=800).		\$45,000
Intercept surveys at selected sites (n=300).		\$30,000
Assess current and future facility and service provision gaps on a regional basis.		\$30,000
Final report with recommendations for intermunicipal recreation service delivery.		\$30,000
		Total Project Costs
a)		\$200,000
		Total
b)	Total ineligible project costs (refer to Schedule 1A of the ACP Guidelines)	\$0
c)	ACP eligible costs (a - b)	\$200,000
d)	Total funds from other grant programs applied towards eligible costs (identify grant program name(s) below)	\$0
e)	Municipal cash contribution towards eligible costs	\$0
f)	*Total ACP grant request [c - (d + e)]	\$200,000

Intermunicipal Collaboration - Budget

**The grant maximum under the Intermunicipal Collaboration component is \$200,000. The total requested grant amount should not exceed \$200,000.*

Application Certification

- ☒ I certify that all information contained within this application to the Alberta Community Partnership program is true and correct and that all program funds will be used in accordance with the program guidelines. I certify that the grant will be applied in the year(s) and manner described within this application should it be accepted by the Minister of Alberta Municipal Affairs.

Brad Stevens, Deputy City Manager

Print Name, Title
Duly-Authorized Signing Officer



Jan 2, 2018

Signature
Duly-Authorized Signing Officer

Date

Application Checklist

I confirm that I have:

- ☒ Provided all partnership information and certified in the Partners section that all council resolutions or motions supporting the project are in place. If resolutions are not yet passed but are obtained by February 2, 2018, I will send confirmation email to acp.grants@gov.ab.ca.
- ☒ Provided responses to all questions on the application form; and
- ☒ Provided a certification signature from a duly-authorized signing officer.

Incomplete Intermunicipal Collaboration applications will not be reviewed.

Submission

Submit the completed grant application via mail, fax or email to one of the coordinates below. Please save a copy for your records.

Mailing Address:

Municipal Affairs
Grants and Education Property Tax
Grant Program Delivery Unit
15th Floor, 10155 - 102 Street
Edmonton AB T5J 4L4

Fax:

780-422-9133

E-mail:

acp.grants@gov.ab.ca

Print a Copy to Mail or Fax

Submit by Email

Save a Working Copy

Reset All Fields

Useful Resources

Alberta Community Partnership guidelines and application form:

Municipal Internship:

Collaborative Governance Initiative:

Mediation Services for Municipalities:

Municipal Grants Web Portal:

E-mail:

acp.grants@gov.ab.ca

<http://www.municipalaffairs.alberta.ca/alberta-community-partnership>

<http://www.municipalaffairs.gov.ab.ca/ms/internship/>

http://www.municipalaffairs.alberta.ca/mdrs_collaboration

<http://www.municipalaffairs.alberta.ca/mdrs>

<http://www.municipalaffairs.alberta.ca/municipalgrants>

Contact Phone:

For Intermunicipal Collaboration component inquiries:
780-422-7125 (dial 310-0000 first for toll-free calling).

BiodiverCity Advisory Committee – Resignation and Appointment

EXECUTIVE SUMMARY

The City Clerk's Office received notification that Sam Collins, a public member representing the technical industry or research field on the BiodiverCity Advisory Committee, has resigned.

ADMINISTRATION RECOMMENDATION:

That Council:

1. Accept the resignation of Sam Collins as a public member representing the technical industry or research field on the BiodiverCity Advisory Committee, and that he be thanked for his service;
2. Appoint a new public member to the BiodiverCity Advisory Committee from the Reserve List contained in Attachment 3, for completion of a term set to expire at the 2018 Organizational Meeting of Council;
3. Direct that attachments 2 and 3 remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2016 October 24 Organizational Meeting of Council, Council appointed Sam Collins to the BiodiverCity Advisory Committee for a 2-year term set to expire at the 2018 Organizational Meeting of Council.

At the 2015 October 19 Organizational Meeting of Council, Council appointed Sam Collins to the BiodiverCity Advisory Committee for a 1-year term expiring at the 2016 Organizational Meeting of Council.

BACKGROUND

The BiodiverCity Advisory Committee provides Council and Administration with strategic advice on matters affecting urban biodiversity in The City of Calgary. The BiodiverCity Advisory Committee advances the commitments and procedures identified within *Our BiodiverCity*, Calgary's 10-year biodiversity strategic plan and *The Durban Commitment: Local Governments for Biodiversity*. The BiodiverCity Advisory Committee's composition and quorum are detailed in Attachment 1.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

On 2017 December 18, Sam Collins informed Administration of his resignation from the BiodiverCity Advisory Committee, effective immediately. The formal letter of resignation is detailed in attachment 2.

On 2017 October 30, Council at its Organizational Meeting selected four applicants to be placed on a Reserve List for the BiodiverCity Advisory Committee. The Council policy on *Governance and Appointments of Boards, Commissions and Committees* (CP2016-03) provides that the "list of applicants adopted by Council may be used to fill a vacancy that occurs as a result of a Public Member not finishing a term". Of the four applicants placed on the reserve list, three met the eligibility criteria of "representative of the technical industry or research field".

BiodiverCity Advisory Committee - Resignation and Appointment

Stakeholder Engagement, Research and Communication

On 2018 January 09, the City Clerk's Office contacted the eligible Reserve List applicants, who did not receive an appointment to a Board, Commission or Committee during the 2017 Organization Meeting of Council, to confirm their continued interest in the BiodiverCity Advisory Committee. The applicants who expressed a continued interest are provided in Attachment 3.

Strategic Alignment

This report aligns with Council's priority of a well-run city: "Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price. We work with our government partners to ensure we have the tools we need" (Action Plan 2015-2018).

Further, this report aligns with strategy W5: "Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions".

Social, Environmental, Economic (External)

None.

Financial Capacity

Current and Future Operating Budget:

None.

Current and Future Capital Budget:

None.

Risk Assessment

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

REASON(S) FOR RECOMMENDATION(S):

Sam Collins, a member representing the technical industry or research field, resigned from his position creating a vacancy on the BiodiverCity Advisory Committee.

ATTACHMENT(S)

1. BiodiverCity Advisory Committee composition;
2. Resignation letter (confidential); and
3. Application forms (confidential)



Boards, Commissions & Committees

BiodiverCity Advisory Committee



Mandate: The BiodiverCity Advisory Committee provides Council and Administration with strategic advice on matters affecting urban biodiversity in The City of Calgary. The Committee advances the commitments and procedures identified within Our BiodiverCity, Calgary's 10-year biodiversity strategic plan and The Durban Commitment: Local Governments for Biodiversity.

Composition: 5 Members who represent the technical industry or research field.
2 Members who represent the ecological literacy field with a background in art, education and/or communications.
2 Citizens-at-Large with an interest in biodiversity and ecological literacy.
4 Members of City Administration.

Term: Two (2) years - Staggered

- A public member may serve a maximum of six consecutive years.
- Despite the above, a public member may serve until his or her successor is appointed. The service of a member beyond the appointed term shall not count toward the limit on the length of service set out above if the additional service is one year or less.
- When an appointment is made to fill a public member vacancy:
 - o If the balance of the term to be served is one year or less, that service shall not count toward the limit on the length of service; and
 - o If the balance of the term to be served is more than one year, that service shall count toward the limit on the length of service.
- A public member may serve more than six consecutive years by a two-thirds vote of Council.

Term Expiry Month: October

Meetings: monthly

Day:

Time:

Location: Not Specified

Quorum: A minimum of 50% + 1 member of which a minimum of three members representing City Administration is required.

Resource Staff: Snell, Steven (403-268-3527 )

Administrative Contact: Steven Snell
Business and Policy Planner, Calgary Parks

City of Calgary
P.O. Box 2100, Station M, Mail Code #54
Calgary AB T2P 2M5
Bus: 403-268-3527
E-mail: Steven.Snell@calgary.ca

Reports To: SPC on Community and Protective Services

Website: [Calgary's Biodiversity](#)

Chair	Vice Chair	Member	Role	Current Appointment	Expiry Year
		Nagwan Al-Guneid	Citizen-at-Large	2016	2018
		Abhishek Banerjee	Member who represents the technical industry or research field	2017	2019
		Meaghan Brierley	Member who represents the ecological literacy field	2015	2018
		Geoff Chow	Member who represents the technical industry or research field	2015	2018
		Polly Knowlton Cockett	Member who represents the ecological literacy field	2015	2019
x		John McFaul	Member who represents the technical industry or research field	2015	2018
		Katie Morrison	Citizen-at-Large	2015	2019
		Mathew Swallow	Member who represents the technical industry or research field	2017	2019
		Ethan Askey	City Administration, Transportation	2015	2019
		Natasha Kuzmak	City Administration, Utilities & Environmental Protection	2015	2019
	x	Chris Manderson	City Administration, Community Services	2015	2019
		Natalie Young	City Administration, Utilities & Environmental Protection	2017	2019
		{Vacant}	Member who represents the technical industry or research field	0	N/A



Report Number: C2018-0080

Meeting: Regular Meeting of Council

Meeting Date: 2018 January 29

NOTICE OF MOTION

RE: Waste Management Facility Schedule Changes

Sponsoring Councillor(s): Councillor Shane Keating

WHEREAS Waste & Recycling Services has been faced with significant revenue shortfalls due to a decline in waste being brought to facilities;

AND WHEREAS Waste & Recycling Services is planning on moving forward with schedule changes to reduce operating costs including closing the Shepard facility to all traffic except for industrial waste customers and Green Cart fleet;

AND WHEREAS during Question Period at the December 11, 2017 Combined Meeting of Council, Councillor Keating requested information about what alternatives were considered and details on the rationale for the schedule changes, specifically at the Shepard facility;

AND WHEREAS alternative considerations or rationales for the schedule changes have not yet been provided to Council;

AND WHEREAS the Waste Management Facility changes are scheduled to come into effect on February 5, 2018.

NOW THEREFORE BE IT RESOLVED that Waste & Recycling Services provide Council with a briefing report that clarifies:

1. Alternative service adjustments that were considered to address the revenue shortfall, and
2. The rationale for the service reductions at the Shepard facility

AND FURTHER BE IT RESOLVED that the schedule changes to the Shepard facility be suspended until Council is given an opportunity to consider the alternative service adjustments presented in the report from Waste & Recycling Services;

AND FURTHER BE IT RESOLVED that Waste & Recycling Services bring this report back to Council no later than February 26, 2018.



Report Number: C2018-0081

Meeting: Regular Meeting of Council

Meeting Date: 2018 January 29

NOTICE OF MOTION

RE: SETTING MAYORAL AND COUNCILLOR TERM LIMITS AND RECALL

Sponsoring Councillor(s): Joe Magliocca, Sean Chu

WHEREAS a foundational pillar of democracy is the ability for an electorate to select representatives for political office;

AND WHEREAS the City of Calgary Council election rules are set out by the *Local Authorities Election Act* of Alberta;

AND WHEREAS the Calgary electorate selects a Municipal Council from a pool of certified candidates;

AND WHEREAS Calgary City Council is currently comprised of one (1) Mayor and fourteen (14) Ward Councillors;

AND WHEREAS both the elected Mayor and Councillors serve terms of four (4) years;

AND WHEREAS currently the Mayor and Councillors are able to run for consecutive terms ad infinitum without recall;

NOW THEREFORE BE IT RESOLVED that Council request that the Mayor write to the Minister of Municipal Affairs to ask the Province of Alberta to amend the *Local Authorities Election Act* to include:

- Term limits of three (3) terms for Mayors and Municipal Councillors; and
- Recall provisions for Mayors and Municipal Councillors.



Report Number: C2018-0107

Meeting: Regular Meeting of Council

Meeting Date: 2018 January 29

NOTICE OF MOTION

RE: Improving Accessibility and Reducing Injuries Through Snow and Ice Control Reform

Sponsoring Councillor(s): Councillor Farrell

WHEREAS timely clearance of snow from sidewalks, pathways, and walkways is essential for ensuring safety and accessibility for Calgarians, particularly those with mobility challenges;

AND WHEREAS the Pedestrian Strategy gives direction to improve snow and ice control in areas with high walking volumes, investigate new clearing practices, address the lack of maintenance for engineered walkways, ensure City-responsibility sidewalks are cleared within 24 hours, encourage property owners to clear abutting infrastructure, improve bylaw enforcement, and support those who are not able to carry out snow clearing themselves;

AND WHEREAS existing snow and ice control policies are not updated to reflect Pedestrian Strategy direction;

AND WHEREAS private property owners are responsible for clearing abutting sidewalks and pathways within 24 hours after snow and ice are deposited;

AND WHEREAS Calgary employs complaint-based enforcement that results in fees for service for City-executed clearing, rather than fines and without cost recovery, and is inadequate to motivate timely and consistent clearing;

AND WHEREAS, the City of Calgary is held to a lower standard than for private property owners;

AND WHEREAS the Roads department walking-focused snow clearing budget is \$2.5 million (6 per cent) of a total \$38.8 million snow and ice control budget, with a further \$1.2 million allocated by the Parks department for sidewalk and pathway clearing;

AND WHEREAS the above budgets are less than other municipalities such as Ottawa and Toronto, which spend \$8.7 million (14 per cent) of a total \$64.3 million budget and \$17.5 million (19 per cent) of a total \$90.7 million budget on walking-focused snow clearing respectively;

AND WHEREAS, between the Roads and Parks departments, Calgary clears 600 kilometres (11 per cent) of its 5,600 kilometres of sidewalks within 96 hours, with an additional 400 kilometres (47 per cent) of Calgary's 850 kilometres of pathway cleared by Parks within 24 hours;

AND WHEREAS the above clearing standards are lower than other municipalities such as Ottawa and Toronto, which clear 2,100 kilometres (90 per cent) of 2,300 kilometres within 16 hours and 6,000 kilometres (75 per cent) of 7,900 kilometres within 48 hours respectively;

AND WHEREAS Calgary's current snow and ice control policies contribute to the following harmful effects:

- Alberta's slip and fall injury rate being three-times that of Ontario and the second highest in Canada;
- Alberta's 42.3 hospitalizations per 100,000 citizens from slips and falls between 2011-2016;
- Inconsistent or non-existent clearing of most City property abutting sidewalks, pathways, and engineered walkways;
- Inconsistent or non-existent clearing of private property abutting sidewalks, pathways, and engineered walkways;
- Consistently impassable wheelchair ramps and sidewalk crossings of laneway curb cuts;
- An inconsistent patchwork of infrastructure that results in severe barriers for those living with mobility challenges;

AND WHEREAS it is recognized that though flawless conditions cannot be expected, particularly during extreme winter weather events, current clearing policies are inadequate for public safety and basic mobility;

NOW THEREFORE BE IT RESOLVED that City Council directs City Administration to review walking-focused snow and ice control policies to improve the accessibility, safety, and equity of Calgary's walking network, with particular consideration to:

1. An escalating fine schedule for failure to clear abutting infrastructure within the 24 hours currently required by the Streets Bylaw 20M88, as well as other mechanisms that increase accountability, create more consistent outcomes, and ensure cost-recovery for enforcement;
2. Updating snow and ice control policies to be consistent with Council-approved direction in the Pedestrian Strategy;
3. Identification of a high-priority network, including missing links, for improved City clearing that facilitates access to transit routes, the Centre City, Major Activity Centres, Neighbourhood Activity Centres, Main Streets, and other destinations with high walking volumes;
4. Increased coordination of snow and ice control between Roads, Transit, Parks, and other relevant City departments;
5. Improved timelines for clearing sidewalks and pathways abutting City property that would bring them more in line with expectations on private property owners;
6. Identification of options to provide winter maintenance for Calgary's 78 kilometres of engineered walkways;
7. Guidelines or rules for the clearing of wheelchair ramps, curb cuts, and sidewalk crossings of laneways;
8. Improved 311 phone, website, and mobile app reporting options;
9. Identification of winter maintenance funding for relevant City departments whenever new capital and annual network growth projects are implemented;
10. An updated strategy to assist Calgarians who are unable to clear abutting walking infrastructure themselves;

AND FURTHER BE IT RESOLVED that City Council directs City Administration to report to Council with options to improve walking-focused snow and ice control, including One Calgary budget impacts, returning through the Standing Policy Committee on Transportation and Transit by the end of Q2 2018.

THE CITY OF CALGARY

TABULATION OF CAPITAL BORROWING AND LOAN BYLAWS TO BE PRESENTED TO THE COUNCIL OF THE CITY OF CALGARY ON MONDAY 2018 JANUARY 29

BORROWING BYLAW INFORMATION

Borrowing Bylaws	- 3B2017 - 5B2017 inclusive
Purpose	- To finance the 2018 Capital Budget of the regulated operations of ENMAX Corporation
Borrowing Authority	- \$165.266 million
Term	- 10, 20 & 25 years
Type of Debenture	- Self-supported
Statutory References	- Municipal Government Act ("MGA") – Sections No.
Borrowing Authorization	- 251 & 258
Passing a bylaw	- 187

Enabling a borrowing:

Section 251(1) A municipality may only make a borrowing if the borrowing is authorized by a borrowing bylaw.

(2) A borrowing bylaw must set out

- (a) the amount of money to be borrowed and, in general terms, the purpose for which the money is borrowed;
- (b) the maximum rate of interest, the term and the terms of repayment of the borrowing;
- (c) the source or sources of money to be used to pay the principal and interest owing under the borrowing.

Section 258(1) applies to a borrowing made for the purpose of financing a capital property when the term of the borrowing exceeds 5 years. Borrowing bylaws authorized under this section require advertising.

Passing a bylaw:

Section 187 stipulates every proposed bylaw must have 3 distinct and separate readings. The readings of a bylaw must follow the legislated procedures set out in the MGA.

THE CITY OF CALGARY

TABULATION OF CAPITAL BORROWING AND LOAN BYLAWS TO BE PRESENTED TO THE COUNCIL OF THE CITY OF CALGARY ON MONDAY 2018 JANUARY 29

LOAN BYLAW INFORMATION

Bylaw No.	- 47M2017
Loan made to	- ENMAX Corporation
Purpose of loan	- To loan to ENMAX Corporation the funds to be raised under Borrowing Bylaw Nos. 2B2017 - 5B2017 inclusive
Amount	- \$177.448 million
Repayment Terms	- ENMAX Corporation will repay the loans at ACFA's debenture rates plus a basic fee of 0.25% per annum on the average monthly outstanding debenture held by The City on behalf of ENMAX Corporation
Statutory Reference	- MGA Sections No. 264(1)(b) & 265

Purpose of loans

Section 264(1)(b) A municipality may only lend money to one of its controlled corporations.

Loan Bylaw

Section 265(1) A municipality may only lend money to one of its controlled corporations if the loan is authorized by bylaw.

- (2) The bylaw authorizing the loan must set out;
 - (a) the amount of money to be loaned and, in general terms, the purpose for which the money that is loaned is to be used;
 - (b) the minimum rate of interest, the term and the terms of repayment of the loan;
 - (c) the source or sources of the money to be loaned.
- (3) The Bylaw that authorizes the loan must be advertised.

Council's Authorizing Document (as Shareholder) - The 2018 Capital Budget of the regulated operations of ENMAX Corporation

Council's Approval Date (as Shareholder) - 2017 December 7

AFFIRMATIVE VOTES REQUIRED - Majority of members present

ADMINISTRATIVE COMMENTS

The City has entered into a Debt Management Service Level Agreement with ENMAX Corporation to continue to issue debentures for its regulated operations. ENMAX Corporation shall pay to The City semi-annual interest and principal when due and as required, plus a basic fee of 0.25% as per the contractual agreements with The City.

THE CITY OF CALGARY

TABULATION OF CAPITAL BORROWING AND LOAN BYLAWS TO BE PRESENTED TO THE COUNCIL OF THE CITY OF CALGARY ON MONDAY 2018 JANUARY 29

Borrowing Bylaw Nos. 2B2017 - 5B2017 inclusive are for financing ENMAX Corporation's 2018 Capital Budget.

Borrowing Bylaw 2B2017 financing capital projects with a borrowing term of 5 years received three readings on 2017 December 18.

To loan the debenture funds to a controlled corporation pursuant to MGA sections 264 and 265, Loan Bylaw No. 47M2017 is also required.

On 2017 December 18, Council gave first reading to Borrowing Bylaws 3B2017, 4B2017 and 5B2017 and Loan Bylaw 47M2017. Pursuant to Section 231 of the Municipal Government Act, Borrowing Bylaws 3B2017, 4B2017 and 5B2017 and Loan Bylaw 47M2017 were advertised in the Calgary Herald on 2017 December 21 and 28. The 15-day statutory deadline for a petition asking for a vote on the bylaws was 2018 January 5 and no valid petitions have been received.

FINANCIAL CAPACITY

Pursuant to MGA section 252 and the associated regulations, The City cannot make a borrowing if the borrowing will cause the municipality to exceed its debt limit. Debt issued on behalf of ENMAX is excluded from the MGA debt limits and debt service limits and as such does not impact these limits.

OTHER LEGISLATIVE REQUIREMENTS

Section 254: No municipality may acquire, remove, or start the construction or improvement of a capital property that is to be financed in whole or in part through a borrowing unless the borrowing bylaw that authorizes the borrowing is passed.

RECOMMENDATION

That Council give Borrowing Bylaws 3B2017 to 5B2017 inclusive and Loan Bylaw 47M2017 second and third readings

ATTACHMENTS

1. Summary of Borrowing Bylaws Requiring approval
2. Borrowing Bylaws 3B2017 - 5B2017 inclusive and Loan Bylaw 47M2017

THE CITY OF CALGARY

**Summary of Borrowing Bylaws Requiring Approval
(per Sections 251, 258 and 187 of the M.G.A.)
2018 Capital Budget Programs of the regulated operations of ENMAX Corporation
(‘millions)**

Bylaw No.	Term (year)	Project Description	Estimated Required Financing	Other Financing Sources	Debenture Financing Required	No. of Readings Required
SELF SUPPORTED BORROWING BYLAWS						
3B2017	10	Acquisition of fleet and equipment	6,488	-	6,488	2&3
4B2017	20	Distribution network improvements	12,833	5,873	6,960	2&3
5B2017	25	Upgrades and improvement of transmission system and substations Upgrades and improvements of metering Upgrades and improvements of distribution system General building upgrades and improvement	179,675	27,857	151,818	2&3
TOTAL BORROWING AUTHORITY:			<u>198,996</u>	<u>33,730</u>	<u>165,266</u>	

**Summary of Borrowing Authority to be loaned under Loan Bylaw No. 47M2017
(per Sections 264 and 265 of the M.G.A.)
(‘millions)**

			Debenture Borrowing Authority	No. of Readings Required
2B2017	5	Acquisition of hardware and software	12,182	
3B2017	10	Acquisition of fleet and equipment	6,488	
4B2017	20	Distribution network improvements	6,960	
5B2017	25	Upgrades and improvement of transmission system and substations Upgrades and improvements of metering Upgrades and improvements of distribution system General building upgrades and improvement	151,818	
TOTAL BORROWING AUTHORITY TO BE LOANED UNDER BYLAW NO. 47M2017			<u>177,448</u>	2&3

PROPOSED

ITEM #10.2.1.1
BYLAW TABULATION
ATTACHMENT 1

BYLAW NUMBER 3B2017

**BEING A BYLAW OF THE CITY OF CALGARY
TO INCUR INDEBTEDNESS
BY THE ISSUANCE OF DEBENTURES
IN THE TOTAL AMOUNT OF \$6.488 MILLION
FOR FINANCING THE ACQUISITION OF FLEET
AND EQUIPMENT FOR THE REGULATED
OPERATIONS OF ENMAX CORPORATION

WHEREAS Council of The City of Calgary ("**Council**") has approved the 2018 Capital Budget for ENMAX Corporation, a controlled corporation of The City of Calgary ("**The City**");

AND WHEREAS the acquisition of fleet and equipment for the regulated operations of ENMAX Corporation (the "**Acquisitions**") are estimated to cost \$6.488 million;

AND WHEREAS Council has decided to pass a bylaw pursuant to Sections 251 and 258 of the *Municipal Government Act* (R.S.A. 2000 c. M-26) to borrow the sum of \$6.488 million from Alberta Capital Finance Authority ("**ACFA**") by the issuance of debentures to finance the Acquisitions;

AND WHEREAS the estimated lifetime of the project financed under this Bylaw is equal to, or in excess of, ten (10) years;

AND WHEREAS the amount of the long term debt of The City as at 2016 December 31 is \$3,204 million with \$451 million being tax supported debt, \$554 million being self-sufficient tax supported debt and \$2,199 million being self supported debt and no part of the principal or interest is in arrears;

AND WHEREAS all required approvals for the Acquisitions will be obtained to ensure they are in compliance with all the laws in force in the Province of Alberta;

NOW THEREFORE, THE MUNICIPAL COUNCIL OF THE CITY OF CALGARY, DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. The proper officers of The City are hereby authorized to issue debentures on behalf of The City to a maximum sum of \$6.488 million to finance the Acquisitions.
2. The City shall repay the indebtedness over a period not exceeding ten (10) years in semi-annual equal principal and interest installments, with interest being calculated at a rate not exceeding the rate fixed by ACFA on the date of the borrowing, up to a maximum rate of 8% per annum.
3. The City shall obtain funds from ENMAX Corporation to repay the said indebtedness under the terms of the agreement between The City and ENMAX Corporation, as described in Bylaw No. 47M2017. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.

PROPOSED

ITEM #10.2.1.1
BYLAW NUMBER 3B2017

4. The indebtedness shall be contracted on the credit and security of The City.
5. The net amount borrowed under this Bylaw shall be applied only to the purposes specified by this Bylaw.
6. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON DECEMBER 18 2017

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

SIGNED ON _____

SIGNED ON _____

PROPOSED

ITEM #10.2.1.2
BYLAW TABULATION
ATTACHMENT 1

BYLAW NUMBER 4B2017

**BEING A BYLAW OF THE CITY OF CALGARY
TO INCUR INDEBTEDNESS
BY THE ISSUANCE OF DEBENTURES
IN THE TOTAL AMOUNT OF \$6.96 MILLION
FOR FINANCING THE IMPROVEMENTS AND
UPGRADES OF THE DISTRIBUTION NETWORK
FOR REGULATED OPERATIONS
OF ENMAX CORPORATION**

WHEREAS Council of The City of Calgary ("**Council**") has approved the 2018 Capital Budget for ENMAX Corporation, a controlled corporation of The City of Calgary ("**The City**");

AND WHEREAS the improvements and upgrades of the distribution network for the regulated operations of ENMAX Corporation (the "**Improvements and Upgrades**") are estimated to cost \$12.833 million;

AND WHEREAS it is estimated that \$5.873 million of the total cost will be financed from sources other than debenture borrowing;

AND WHEREAS Council has decided to pass a bylaw pursuant to Sections 251 and 258 of the *Municipal Government Act* (R.S.A. 2000 c. M-26) to borrow the sum of \$6.96 million from Alberta Capital Finance Authority ("**ACFA**") by the issuance of debentures to finance the Improvements and Upgrades;

AND WHEREAS the estimated lifetime of the project financed under this Bylaw is equal to, or in excess of, twenty (20) years;

AND WHEREAS the amount of the long term debt of The City as at 2016 December 31 is \$3,204 million with \$451 million being tax supported debt, \$554 million being self-sufficient tax supported debt and \$2,199 million being self supported debt and no part of the principal or interest is in arrears;

AND WHEREAS all required approvals for the Improvements and Upgrades will be obtained to ensure they are in compliance with all the laws in force in the Province of Alberta;

NOW, THEREFORE, THE MUNICIPAL COUNCIL OF THE CITY OF CALGARY, DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. The proper officers of The City are hereby authorized to issue debentures on behalf of The City to the maximum sum of \$6.96 million to finance the Improvements and Upgrades.
2. The City shall repay the indebtedness over a period not exceeding twenty (20) years in semi-annual equal principal and interest installments, with interest being calculated at a rate not exceeding the rate fixed by ACFA on the date of the borrowing, up to a maximum rate of 8% per annum.

PROPOSED

ITEM #10.2.1.2
BYLAW NUMBER 4B2017

3. The City shall obtain funds from ENMAX Corporation to repay the said indebtedness under the terms of the agreement between The City and ENMAX Corporation, as described in Bylaw No. 47M2017. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.
4. The indebtedness shall be contracted on the credit and security of The City.
5. The net amount borrowed under this Bylaw shall be applied only to the purposes specified by this Bylaw.
6. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON DECEMBER 18 2017

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

SIGNED ON _____

SIGNED ON _____

PROPOSED

ITEM #10.2.1.3
BYLAW TABULATION
ATTACHMENT 1

BYLAW NUMBER 5B2017

**BEING A BYLAW OF THE CITY OF CALGARY
TO INCUR INDEBTEDNESS
BY THE ISSUANCE OF DEBENTURES
IN THE TOTAL AMOUNT OF \$151.818 MILLION
FOR FINANCING THE IMPROVEMENTS AND
UPGRADES OF BUILDINGS AND ELECTRIC
SYSTEMS FOR THE REGULATED OPERATIONS
OF ENMAX CORPORATION**

WHEREAS Council of The City of Calgary ("**Council**") has approved the 2018 Capital budget for ENMAX Corporation, a controlled corporation of The City of Calgary ("**The City**");

AND WHEREAS the electric system and building improvements and upgrades for the regulated operations of ENMAX Corporation, as described in the attached Schedule "A" (the "**Improvements and Upgrades**") are estimated to cost \$179.675 million;

AND WHEREAS it is estimated that \$27.857 million of the total cost will be financed from sources other than debenture borrowing;

AND WHEREAS Council has decided to pass a bylaw pursuant to Sections 251 and 258 of the Municipal Government Act (R.S.A. 2000 c. M-26) to borrow the sum of \$151.818 million from Alberta Capital Finance Authority ("**ACFA**") by the issuance of debentures to finance the Improvements and Upgrades;

AND WHEREAS the estimated lifetime of the project financed under this Bylaw is equal to, or in excess of, twenty five (25) years;

AND WHEREAS the amount of the long term debt of The City as at 2016 December 31 is \$3,204 million with \$451 million being tax supported debt, \$554 million being self-sufficient tax supported debt and \$2,199 million being self supported debt and no part of the principal or interest is in arrears;

AND WHEREAS all required approvals for the Improvements and Upgrades will be obtained to ensure they are in compliance with all the laws in force in the Province of Alberta;

NOW, THEREFORE, THE MUNICIPAL COUNCIL OF THE CITY OF CALGARY, DULY ASSEMBLED, ENACTS AS FOLLOWS:

1. The proper officers of The City are hereby authorized to issue debentures on behalf of The City to a maximum sum of \$151.818 million to finance the Improvements and Upgrades.
2. The City shall repay the indebtedness over a period not exceeding twenty five (25) years in semi-annual equal principal and interest installments, with interest being calculated at

PROPOSED

ITEM #10.2.1.3
BYLAW NUMBER 5B2017

a rate not exceeding the rate fixed by ACFA on the date of the borrowing, up to a maximum rate of 8% per annum.

3. The City shall obtain funds from ENMAX Corporation to repay the said indebtedness under the terms of the agreement between The City and ENMAX Corporation, as described in Bylaw No. 47M2017. In the event of any revenue deficiency, The City shall levy and raise municipal taxes sufficient to pay the indebtedness.
4. The indebtedness shall be contracted on the credit and security of The City.
5. The net amount borrowed under this Bylaw shall be applied only to the purposes specified by this Bylaw.
6. The attached Schedule "A" is hereby declared to form part of this Bylaw.
7. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON DECEMBER 18 2017

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

SIGNED ON _____

SIGNED ON _____

PROPOSED

ITEM #10.2.1.3
BYLAW NUMBER 5B2017

SCHEDULE "A"

THE CITY OF CALGARY

BORROWING BYLAW NO. 5B2017
(000's)

Amount of Bylaw : \$ 151,818

Term of Borrowing: 25 Years

Municipal Government Act Section no. 251 & 258

Council's Authorizing Document (As Shareholder): ENMAX Corporation's 2018 Capital Budget

Purpose of Borrowing

ENMAX
Corporation

Upgrades and improvement of transmission system and substations

Upgrades and improvements of metering

Upgrades and improvements of distribution system

General building upgrades and improvement

PROPOSED

ITEM #10.2.1.4
BYLAW TABULATION
ATTACHMENT 1

BYLAW NUMBER 47M2017

BEING A BYLAW OF THE CITY OF CALGARY AUTHORIZING MUNICIPAL LOANS TO ENMAX CORPORATION

THE MUNICIPAL COUNCIL OF THE CITY OF CALGARY DULY ASSEMBLED ENACTS THE FOLLOWING:

Purpose

1. The purpose of this Bylaw is to provide Loans from The City to ENMAX pursuant to Sections 264(1)(b) and 265 of the Municipal Government Act (R.S.A. 2000 c. M-26), for financing the regulated operations of ENMAX's capital programs.

Interpretation

2. In this Bylaw,
 - (a) "The City" means The City of Calgary, a municipal corporation of the Province of Alberta;
 - (b) "Loans" means the lending of debenture funds from The City to ENMAX as authorized by this Bylaw. The debenture funds are issued by Alberta Capital Finance Authority ("ACFA") under Borrowing Bylaws 2B2017, 3B2017, 4B2017 and 5B2017;
 - (c) "ENMAX" means ENMAX Corporation, a controlled corporation of The City and incorporated under the Business Corporations Act (R.S.A. 2000 c. B-9) on July 29, 1997.
 - (d) "Council" means the council of The City.

The Loans

3.
 - (1) The City shall lend to ENMAX the debenture funds issued under Borrowing Bylaws 2B2017, 3B2017, 4B2017 and 5B2017 to a maximum sum of \$177.448 million. Such loan authorization is made on the condition that the Loans are in accordance with the terms and conditions outlined in the Debt Management Service Level Agreement between The City and ENMAX, dated as of December 18, 1997 and as amended from time to time.
 - (2) The Loans shall be advanced by The City to ENMAX after:
 - (a) Council has given three readings to Borrowing Bylaws 2B2017, 3B2017, 4B2017 and 5B2017;
 - (b) Council has given three readings to this Bylaw; and

PROPOSED

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- (c) Upon receipt of a written request from ENMAX and approval from the City Treasurer of The City.
- (3) ENMAX shall pay to The City the indebtedness over a period not exceeding 25 years in semi-annual equal principal and interest installments, with interest being calculated at a rate not less than the rate fixed by ACFA on the date of borrowing.
- (4) ENMAX shall pay to The City a basic fee of 0.25% per annum on the average monthly outstanding debentures held by The City on behalf of ENMAX.

General matters

- 4. This Bylaw comes into force on the date it is passed.

READ A FIRST TIME ON DECEMBER 18 2017

READ A SECOND TIME ON _____

READ A THIRD TIME ON _____

SIGNED ON _____

SIGNED ON _____



NOTICE OF MOTION

RE: Spending on External Conferences

Sponsoring Councillor(s): Jeff Davison
Jeromy Farkas

WHEREAS the citizens of Calgary are experiencing a difficult economic downturn;

AND WHEREAS the private sector has employed cost cutting practices relating to external conferences;

AND WHEREAS Calgarians rightfully expect their City Council to lead by example and continue to make every effort to reduce costs within its control;

AND WHEREAS the Office of the Councillors has budgeted for all City Council members to attend the Federation of Canadian Municipalities ("FCM") 2018 Annual Conference and Trade Show in Halifax, Nova Scotia;

NOW THEREFORE BE IT RESOLVED that City Council directs the Office of the Councillors to limit FCM 2018 Annual Conference travel costs to the Mayor, the FCM Board Director and three Councillors to be chosen by random draw;

AND FURTHER BE IT RESOLVED that the Councillor-attendees of the FCM 2018 Annual Conference present a five-minute summary of findings and value achieved from the Conference at a public meeting of Council no later than July 2018;

AND FURTHER BE IT RESOLVED that City Council implement a similar approach as highlighted above for all future conferences attended by Councillors occurring at the taxpayers expense;

PROPOSED URGENT BUSINESS



Report Number: VR2018-0006

Meeting: Regular Meeting of Council

Meeting Date: 2018 January 29

NOTICE OF MOTION

RE: Potential Rescheduling of the 2018 February 15 Regular Meeting of the Gas, Power and Telecommunications Committee

Sponsoring Councillor(s): Councillor Sean Chu

WHEREAS the 2018 February 15 Regular Meeting of the Gas, Power and Telecommunications Committee is scheduled to be held at 1:00 p.m.;

AND WHEREAS the Chair of the Gas, Power and Telecommunications Committee wishes to reschedule the meeting to 9:30 a.m. on 2018 February 23;

NOW THEREFORE BE IT RESOLVED that the 2018 February 15 Regular Meeting of the Gas, Power and Telecommunications Committee be rescheduled to 9:30 a.m. on 2018 February 23.

PROPOSED URGENT BUSINESS