



AGENDA

PRIORITIES AND FINANCE COMMITTEE

March 22, 2018, 9:30 AM
IN THE COUNCIL CHAMBER
Members

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart (CPS Chair)
Councillor S. Keating (T&T Chair)
Councillor J. Magliocca (PUD Chair)
Councillor W. Sutherland
Councillor E. Woolley (Audit Chair)

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2018 March 06
5. POSTPONED REPORTS
(including related/supplemental reports)
None
6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 6.1 Silvera for Seniors Budget Review, PFC2018-0196
 - 6.2 2017 Year End Accountability Report, PFC2018-0101
 - 6.3 Strategic Growth in the Rangeview Area Structure Plan, PFC2018-0240
 - 6.4 Municipal Naming, Sponsorship and Naming Rights Policy Update, PFC2018-0159
 - 6.5 Recognitions by Council Policy, PFC2018-0112

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS

None

7.2 NOTICE(S) OF MOTION

None

8. URGENT BUSINESS

None

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1.1 Silvera for Seniors Ministerial Order Review, PFC2018-0197
Held confidential pursuant to Sections 23, 24, and 25 of FOIP
with exception of Attachment 3.

9.2 URGENT BUSINESS

None

10. ADJOURNMENT



MINUTES

PRIORITIES AND FINANCE COMMITTEE

**March 6, 2018, 9:30 AM
IN THE COUNCIL CHAMBER**

PRESENT:

Mayor N. Nenshi, Chair
Councillor S. Chu, Vice-Chair
Councillor D. Colley-Urquhart (CPS Chair)
Councillor S. Keating (T&T Chair)
Councillor W. Sutherland (UCS Chair)
Councillor E. Woolley (Audit Chair)
*Councillor J. Davison
*Councillor J. Farkas
*Councillor D. Farrell
*Councillor J. Gondek

ALSO PRESENT:

Chief Financial Officer E. Sawyer
Acting City Clerk Jeannie Dubetz
Acting City Clerk L. McDougall
Legislative Assistant J. Lord Charest

1. CALL TO ORDER

Mayor Nenshi called the Meeting to order at 9:32 a.m.

2. OPENING REMARKS

Mayor Nenshi provided opening remarks at today's Meeting.

3. CONFIRMATION OF AGENDA

Moved by Councillor Colley-Urquhart

That the Agenda for the 2018 March 06 Regular Meeting of the Priorities and Finance Committee, be confirmed.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the Priorities and Finance Committee, 2018 February 22

Moved by Councillor Chu

That the Minutes of the Priorities and Finance Committee held on 2018 February 22, be confirmed.

MOTION CARRIED

5. POSTPONED REPORTS

(None)

6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 6.1 Green Line Light Rail Transit Project Delivery Model Recommendation, PFC2018-0207

A PowerPoint presentation, entitled "Green Line Light Rail Transit Project Delivery Model Recommendation", dated 2018 March 06, was distributed with respect to Report PFC2018-0207.

A clerical correction was noted to Report PFC2018-0207, page 9 of 12, first bullet, by deleting the words "Design-Build-Finance-Operate-Maintain" and substituting with the words "Design-Build-Finance-Vehicle-Maintain".

Subject to Section 6(1) of the Procedure Bylaw, Section 77(c) was suspended by general consent in order that Committee have additional time for questions of clarification to Administration.

Moved by Councillor Colley-Urquhart

That in accordance with Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*, Committee now move into Closed Meeting, at 10:42 a.m., in the Council Lounge, in order to discuss confidential matters with respect to Report PFC2018-0207.

MOTION CARRIED

Committee reconvened in Public Meeting at 11:02 a.m. with Mayor Nenshi in the Chair.

Moved by Councillor Sutherland

That the Committee rise and without reporting.

MOTION CARRIED

Administration and External Presenters in attendance during the Closed Meeting discussions with respect to Report PFC2018-0207:

Clerk: J. Dubetz and L. McDougall. Legal Advice: G. Cole. Advice: E. Sawyer, M. Thompson, D. Morgan. C. Male, R. Mueller and F. McIntyre. External Presenters: P. Lan (KPMG Canada), D. Ewing (KPMG Canada) and J. Wilson (Blakes, Cassels and Graydon LLP).

Moved by Councillor Keating

That with respect to **Corrected** Report PFC2018-0207, the following be approved, **after amendment**:

That Priorities and Finance Committee recommends that:

1. Council approve Design-Build-Finance ("DBF") as the delivery model for the Green Line LRT project from 16 Avenue North to 126 Avenue Southeast;
2. Council authorize the General Manager, Transportation, to negotiate all funding agreements with the federal and provincial governments, and the General Manager, Transportation, and the City Clerk to execute the funding agreements and any other agreements necessary to advance the procurement process. The General Manager, Transportation, and the City Solicitor will also sign off on the funding agreements as to content and form, respectively;
3. Council direct that Attachment 4 **and the Closed Meeting discussions** remain confidential pursuant to section 23, 24, 25 **and 27** of the *Freedom of Information and Protection of Privacy (FOIP) Act* (Alberta) until the agreements for the Project considered in this Report are awarded and financial close is achieved, with the exception, of information Administration needs to share with funding partners, which will be shared in confidence;
4. Direct that this Report be brought forward to the 2018 March 19 Combined Meeting of Council; and
5. Council direct Administration to report back no later than Q4 2018 to the Priorities and Finance Committee of Council with the recommended budgets for approval including financing and confirmation of funding from the other orders of government for the Project.

MOTION CARRIED

6.2 Economic Development Investment Fund Governance and Terms of Reference, PFC2018-0187

A PowerPoint presentation, entitled "Economic Development Investment Fund Governance and Terms of Reference", dated 2018 March 06, was distributed with respect to Report PFC2018-0187.

A clerical correction was noted to Attachment 4 of Report PFC2018-0187, page 5 of 7, by deleting the name "Hutscheson" and substituting with the name "Hutcheson" wherever it occurs on this page.

SPEAKERS:

1. Mary Moran
2. Jim Gray
3. Steve Allen
4. Barry Munro
5. Cheryl Gottselig
6. Scott Hutcheson

Subject to Section 6(1), Section 78(2)(a) of the Procedure Bylaw was suspended by general consent in order that Committee finish Item 6.2, Report PFC2018-0187, prior to the 12:00 noon recess.

Moved by Councillor Sutherland

That with respect to Report PFC2018-0187, the following be approved:

That the Priorities & Finance Committee recommends that Council:

1. Approve the creation of a new non-profit Wholly Owned Subsidiary of The City of Calgary to govern the Economic Development Investment Fund (EDIF);

Against: Councillor Farkas

MOTION CARRIED

Moved by Councillor Sutherland

That with respect to Recommendation 2.a. contained in Report PFC2018-0187, the following be approved:

That the Priorities and Finance Committee recommend that Council:

2. Subject to the approval of Recommendation 1, and the holding of a shareholder meeting:

a. Endorse the Mayor to serve on the Board of Directors of the Wholly Owned Subsidiary for a term of one year; and

For: (4): Mayor Nenshi, Councillor Colley-Urquhart, Councillor Keating, and Councillor Farrell

Against: (5): Councillor Chu, Councillor Sutherland, Councillor Woolley, Councillor Davison, and Councillor Farkas

MOTION DEFEATED

Moved by Councillor Sutherland

That with respect to Recommendation 2.b contained in Report PFC2018-0187, the following be approved:

That the Priorities and Finance Committee recommend that Council:

2. Subject to the approval of Recommendation 1, and the holding of a shareholder meeting:

b. Endorse the current Council appointment to the Calgary Economic Development Ltd. Board of Directors Councillor Jeff Davison to serve on the Board of Directors of the Wholly Owned Subsidiary for a term of one year;

For: (7): Mayor Nenshi, Councillor Chu, Councillor Colley-Urquhart, Councillor Keating, Councillor Sutherland, Councillor Woolley, and Councillor Davison

Against: (2): Councillor Farkas, and Councillor Farrell

MOTION CARRIED

Moved by Councillor Sutherland

That with respect to Recommendation 3 contained in Report PFC2018-0187, the following be approved:

That the Priorities and Finance Committee recommend that Council:

3. Receive the bios of the proposed EDIF Governance Board members for information (Attachment 4).

MOTION CARRIED

Moved by Councillor Sutherland

That with respect to Recommendation 4 contained in Report PFC2018-0187, the following be approved:

That the Priorities and Finance Committee recommend that Council:

4. Approve the EDIF Terms of Reference (Attachment 3);

Against: Councillor Farkas

MOTION CARRIED

Moved by Councillor Sutherland

That with respect to Recommendation 5 contained in Report PFC2018-0187, the following be approved:

That the Priorities and Finance Committee recommend that Council:

5. Approve the EDIF Reserve Terms and Conditions (Attachment 5a).

Against: Councillor Farkas

MOTION CARRIED

Moved by Councillor Sutherland

That with respect to Recommendation 6 contained in Report PFC2018-0187, the following be approved:

That the Priorities and Finance Committee recommend that Council:

6. Approve the EDIF funding approval levels and decision-making authority as follows.

- a. Up to \$10 million, EDIF Wholly Owned Subsidiary;

- b. Greater than \$10 million, Priorities & Finance Committee and Council; and

Against: Councillor Farkas

MOTION CARRIED

Moved by Councillor Sutherland

That with respect to Recommendation 7 contained in Report PFC2018-0187, the following be approved:

That the Priorities and Finance Committee recommend that Council:

7. As part of the proposed reporting process for the Wholly Owned Subsidiary, direct Administration to work with the EDIF Wholly Owned Subsidiary to bring a report to the Priorities & Finance Committee that reviews the pilot EDIF governance structure no later than 2019 Q2.

Against: Councillor Woolley

MOTION CARRIED

Committee recessed at 12:25 p.m. and reconvened at 1:27 p.m. with Mayor Nenshi in the Chair.

6.3 2018 Tax Relief Option Report, PFC2018-0045

A PowerPoint presentation, entitled "2018 Tax Relief Option", dated 2018 March 06, was distributed with respect to Report PFC2018-0045.

Moved by Councillor Farkas

That Recommendation 1 contained in Report PFC2018-0045 be amended by deleting the words "option 3A; the 2018 Municipal Non-Residential Phased Tax Program (PTP)" following the words "Direct Administration to implement" and replacing with "option 2; the 2018 Business Tax Cancellation".

For: (3): Councillor Chu, Councillor Woolley, and Councillor Farkas

Against: (4): Mayor Nenshi, Councillor Colley-Urquhart, Councillor Keating, and Councillor Sutherland

MOTION DEFEATED

Moved by Councillor Keating

That with respect to Report PFC2018-0045, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Direct Administration to implement option 3A; the 2018 Municipal Non-Residential Phased Tax Program (PTP).
2. That Report PFC2018-0045 be forwarded to the 2018 March 19 Combined Meeting of Council.
3. Direct that Attachment 3 remain confidential pursuant to sections 23, 24 and 27 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

Subject to Section 6(1), Section 78(2)(b) was suspended by general consent in order that Committee complete the remainder of today's Agenda.

6.4 Municipal Government Act Regulation on a Code of Conduct for Elected Officials, PFC2018-0063

Item 6.4, Report PFC2018-0063, was brought forward by general consent, to be dealt with prior to Item 6.3, Report PFC2018-0045.

Moved by Councillor Chu

That with respect to Report PFC2018-0063, the following be approved:

That the Priorities and Finance Committee recommend that Council:

1. Direct the Ethics and Integrity Office to consolidate the *Ethical Conduct Policy* and the *Integrity Commissioner Complaints Policy* into a single document to be enacted as a bylaw;
2. Direct the Ethics and Integrity Office to draft the bylaw so as to make its compliance with the Code of Conduct for Elected Officials Regulation transparent;
3. Direct the Ethics and Integrity Office to update the Context and Commentary document to be provided to Council for information;
4. Advise the Ethics and Integrity Office on how to address matters identified in the Regulation but not sufficiently addressed by Council policy; and
5. Direct the Ethics and Integrity Office to bring the draft bylaw and updated Context and Commentary to PFC and to Council by no later than 2018 June 30.

MOTION CARRIED

6.5 Assessment Review Board Bylaw, PFC2018-0108

A Revised Attachment 1 was distributed with respect to Report PFC2018-0108.

Moved by Councillor Colley-Urquhart

That with respect to Report PFC2018-0108, the following be approved, **after amendment**:

That the Priorities and Finance Committee recommend that Council:

1. Repeal and replace the Calgary Assessment Review Boards Bylaw 25M2010; and
2. Give three readings to the proposed Bylaw (**Revised** Attachment 1).

MOTION CARRIED

6.6 Calgary Planning Commission – Resignation and Appointment, PFC2018-0241

Moved by Councillor Chu

That in accordance with Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*, Committee now move into closed meeting, at 3:19 p.m., in the Council Lounge, in order to discuss confidential matters with respect to Report PFC2018-0241.

MOTION CARRIED

Committee reconvened in Public Meeting at 3:25 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Chu

That Committee rise and report.

MOTION CARRIED

Administration in attendance during the Closed Meeting discussions with respect to Report PFC2018-0241:

Clerk: L. McDougall. Advice: E. Sawyer

Moved by Councillor Woolley

That with respect to Report PFC2018-0241, the following be approved, **after amendment**:

That the Priorities and Finance Committee recommend that Council:

1. Accept the resignation of Douglas Leighton as a Citizen-at-Large on the Calgary Planning Commission and thank him for his service;
2. Appoint a Citizen-at-Large from the list of remaining applicants received at the 2017 Organizational Meeting as contained in Attachments 2 and 3, for completion of a two-year term to expire at the 2018 Organizational Meeting of Council; and
3. Direct that Attachments 2 and 3 **and the Closed Meeting discussions** remain confidential pursuant to Sections 17 and 19 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

6.7 Status of Outstanding Motions and Directions, PFC2018-0018

Item 6.7, Report PFC2018-0018, was brought forward by general consent, to be dealt with prior to Item 6.6, Report PFC2018-0241.

Moved by Councillor Chu

That with respect to Report PFC2018-0018, the following be approved:

That the Priorities and Finance Committee receive this report for information.

MOTION CARRIED

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS

(None)

7.2 NOTICE(S) OF MOTION

(None)

8. URGENT BUSINESS

(None)

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

(None)

9.2 URGENT BUSINESS

(None)

10. ADJOURNMENT

Moved by Councillor Chu

That this meeting adjourn at 3:27 p.m.

MOTION CARRIED

THE FOLLOWING ITEMS HAVE BEEN FORWARDED TO THE 2018 MARCH 19
COMBINED MEETING OF COUNCIL:

CONSENT:

Green Line Light Rail Transit Project Delivery Model Recommendation, PFC2018-0207

Economic Development Investment Fund Governance and Terms of Reference,
PFC2018-0187

2018 Tax Relief Options Report, PFC2018-0045

Municipal Government Act Regulation on a Code of Conduct for Elected Officials,
PFC2018-0063

COMMITTEE REPORTS

Assessment Review Board Bylaw, PFC2018-0108

Calgary Planning Commission - Resignation and Appointment, PFC2018-0241

The next Regular Meeting of the Priorities and Finance Committee has been scheduled
for 2018 March 22.

CONFIRMED BY COMMITTEE ON 2018

CHAIR

ACTING CITY CLERK

**Community Services Report to
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2017 March 22**

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Silvera for Seniors Budget Review

EXECUTIVE SUMMARY

Silvera for Seniors (Silvera) provides affordable housing to approximately 1,600 seniors in 25 communities. Its relationship with The City is defined under the *Alberta Housing Act* and Ministerial Order H:029/16. Under the Act and the Ministerial Order, Silvera is required to present its operating and capital budgets to The City for approval and has the authority to requisition The City for the operating deficit in the lodge program. Instead, The City has been provided an annual grant of \$1.365M since 2009 to meet this requirement. To date, Silvera has been asked to present its 2018 budget to the Priorities and Finance Committee on two occasions in 2017 September and December.

In 2017 December, Silvera presented a high-level overview of its 2018 budget and made a request for additional operating and capital funding for 2018. After receiving this presentation Council approved a recommendation from the Priorities and Finance Committee requesting Silvera to return with a full board approved 2018 budget.

This report attaches Silvera's full 2018 budget and requests Council approval of that budget. Administration has conducted a comprehensive analysis of the 2018 budget; it shows flat-lined revenues and increasing costs due to new provincial regulations, increasing food costs and additional administrative expenses. Administration has analyzed these expenses in detail and, as a result, Administration is recommending that an additional one-time grant of \$1.85M be provided to Silvera in 2018 from the Fiscal Stability Reserve to cover these costs. This is in addition to the \$1.365M provided to Silvera as an annual grant for a total City financial contribution of \$3.215M for 2018.

Moving forward, Silvera will transition to reporting through the Civic Partners framework, with revised and modernized governance arrangements and will come forward with a request for four-year funding through the 2019-2022 One Calgary budget deliberations.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council:

1. Review Silvera for Seniors' 2018 capital and lodge operating budgets for consistency with The City's operating and budgeting principles.
2. Approve the Silvera for Seniors budget as presented, or with adjustments that Council sees as appropriate based on The City's 2018 operating budget.
3. Approve an additional one-time grant of \$1.85M for Silvera for Seniors for 2018, to be funded from the Fiscal Stability Reserve. This is in addition to the \$1.365M provided to Silvera as an annual grant for a total City financial contribution of \$3.215M for 2018.
4. Recommend that The City continue working with and advocating to the Government of Alberta to improve asset management for seniors' lodges including an end of life cycle plan and replacement strategy.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2017 December 18 Regular Meeting of Council, the following recommendations from the 2017 December 5 meeting of the Priorities and Finance Committee were approved:

That Council:

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1. Review Silvera for Seniors' 2018 capital and operating budgets, for consistency with The City's operating and budgeting principles;
2. Request Silvera to pursue efficiencies and budget reduction measures to match the funding provided by The City through Action Plan 2015-2018 and the transitional funding provided by the Province;
3. Direct Administration to request that Silvera report annually to the Standing Policy Committee on Community and Protective Services as part of the Civic Partner Annual Report commencing in Q2 2018;
4. Direct Administration to request that Silvera's business plan and budget for the 2019-2022 budget cycle be approved as part of the One Calgary budget and business process. This will include a review of the current lodge portfolio to confirm the transition of aging lodges to new properties and request the removal of lodges that are under contract with Alberta Health Services to provide health services; and
5. Request Silvera for Seniors to submit their 2018 final budget plan once their Board has approved it and return to the Priorities and Finance Committee.

At the 2017 September 11 Combined Meeting of Council, the following recommendations from the 2017 September 5 meeting of the Priorities and Finance Committee were approved:

That Council:

1. Accept this report and its attachments for information;
2. Direct Silvera to report back to Council through the Priorities and Finance Committee with its full 2018 budget for consideration of Council approval no later than 2017 December;
3. Direct Administration to work with Silvera and the Government of Alberta to prepare a transition plan to address the expected discontinuation of Provincial gap funding for Silvera, reporting back to Council through PFC by 2017 Q4; and
4. Approve the recommendations contained in Attachment 8 and keep Attachment 8, In Camera discussions and recommendations confidential under sections 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act until such time as this matter is resolved.

On 2014 November 24, Council approved the 2015-2018 Action Plan as well as the associated operating and capital budgets. The 2015-2018 operating budget for funding Silvera for Seniors included an annual grant of \$1.365M.

BACKGROUND

Silvera for Seniors (Silvera), established in 1952 as the Metropolitan Calgary Foundation, is the largest seniors affordable housing provider in Calgary. It provides affordable housing to approximately 1,600 seniors in 25 communities. Senior's lodge housing was an established municipal responsibility beginning in 1958 and is consistently applied across the entire province of Alberta. Silvera operates two different types of seniors housing: 16 independent living communities and nine seniors' lodge communities. The City holds two Council-appointed positions on Silvera's Board of Directors; the current appointments are Councillor Ward Sutherland and Teresa Goldstein, Manager, Affordable Housing.

Silvera is the sole Housing Management Body under the *Alberta Housing Act* responsible for operating the seniors' lodge housing program in Calgary. The relationship between The City and

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Silvera for Seniors Budget Review

Silvera is defined by the Government of Alberta under the *Alberta Housing Act* and Ministerial Order H:029/16 (Attachment 1). Under this governance model, Silvera's board is required to submit an annual capital and operating budget to The City for approval and has the authority to requisition The City for operating losses and reserves for specifically identified facilities that fall under the lodge program. It has not exercised this requisition authority since 1997. Instead, The City has contributed an annual mill-rate funded grant to support Silvera's operations and reserves related to the lodge program through the Calgary Housing business unit's annual operating budget. Since 2009, the amount of this grant has been \$1.365M. From 2015 to 2017, the Government of Alberta provided additional annual funding to cover Silvera's operating losses that exceeded the amount of The City's grant. For 2018, the Government of Alberta has committed to provide an annual grant of \$1.365M but, as of 2019, will no longer be providing these additional funds (Attachment 2).

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Until 2017, The City had not exercised its ability under the *Act* to require Silvera to submit its operating and capital budgets for approval. Instead, The City had provided a set grant amount, and supported Silvera's strategy to achieve financial sustainability through a mixed income portfolio that reduced the organization's reliance on external government funding. In 2017 September, in light of financial challenges, uncertain funding, and a request from Silvera to increase the number of lodges included under the Ministerial Order, Administration proposed that The City exercise its ability under the *Act* and initiate an annual review of Silvera's capital and operating budgets. An initial report was brought forward to the Priorities and Finance Committee (PFC) in 2017 September to provide an opportunity to review Silvera's historical financial performance; however, due to the timing of Silvera's fiscal year, the Board of Directors had not yet approved its 2018 operating and capital budgets. As a result, Council directed Silvera to report back to Council through PFC in 2017 December to submit these documents for consideration of Council and approval.

Silvera presented at the 2017 December 5 PFC meeting and provided an overview of their 2018 lodge funding requirements. PFC did not approve this request and recommended that Council "Request Silvera for Seniors to submit their 2018 final budget plan once their Board has approved it and return to the Priorities and Finance Committee." Council subsequently approved this recommendation at the 2017 December 18 regular meeting of Council. The purpose of this report is therefore to present Silvera's board approved budget in full (Attachment 3) and provide PFC with the opportunity to review it and determine whether it requires adjustments before Council approval.

Silvera's board approved lodge program budget (Attachment 3) shows total expenses of \$20.13M. Operating revenues (rent) for the year are budgeted to be flat from 2017 at \$12.33M. The difference between rent revenues and expenses is covered by:

- \$495K in other revenue (e.g. third party commercial rent).
- \$3.17M in Provincial grant funding which is specifically targeted towards low income seniors.
- \$1.365M in 'top up' Provincial grant funding.
- \$1.365M from The City's annual grant.

Overall expenses have increased, and when combined with a reserve contribution, there is a funding gap of \$1.85M. The major increases in expenses are as follows:

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- A \$200K (4%) increase in operating expenses including food, utilities, and other operating costs. This is attributed to higher food costs, carbon levy tax and higher utility costs.
- A \$1M (11%) increase in HR expenses. The increase is attributed mainly to:
 - New positions/filling vacant positions (\$470K)
 - Minimum wage increase (required as per provincial regulations)
 - Increased provision for statutory holiday pay (required as per provincial regulations which came into force on 2017 January 1)
 - Increased required operational training as per legislative requirements.
- A \$300K (10%) increase in administration expenses. This is primarily due to costs relating to the implementation of a new enterprise software system which is replacing the current aging and unsupported software system.
- \$360K left over in “cash available for capital purchases” after the operating budget expenses and reserves are covered. These capital equipment purchases are broken out within the budget; they are primarily:
 - IT equipment
 - Dining equipment
 - Maintenance equipment

As in prior years, Silvera plans to put \$400K into capital maintenance reserves in 2018. Silvera have looked across the Province for best practices in reserve allocation and have found Greater Edmonton Foundation provide on average \$1,000 in reserves per door. They seem to be actively using the reserves; as the budget shows that the current reserve balance for the lodges is \$3.2M, and they will draw down \$2.1M of this in 2018 for capital maintenance and renovations.

On the basis of the information provided by Silvera, and the nature of the expenses the organization is incurring, Administration recommends that The City provide an additional one-time grant of \$1.85M for 2018 to be funded from the Fiscal Stability Reserve. This is in addition to the \$1.365M provided to Silvera as an annual grant for a total City financial contribution of \$3.215M for 2018. Going forward, Silvera will present its 2019-2022 budget for Council approval and Administration will bring an annual operating adjustment for Silvera through the One Calgary budget deliberations in 2018 November.

To continue to improve how The City and Silvera work together, Administration is working with the Government of Alberta and Silvera to amend Ministerial Order H:029/16. Items of discussions to date have included the board appointment process, and process for City approval of Silvera’s business plan and budgets. Proposed amendments to the Ministerial Order are being brought forward under a separate report for approval.

Once the amendments to the Ministerial Order are approved, Administration will work with Silvera and the Government of Alberta to assess the organization’s long-term operating and capital funding needs in 2019 and beyond. Administration will work with Silvera to bring forward a business plan and budget that integrates a fiscally responsible and financially prudent approach as part of the One Calgary 2019-2022 budget deliberations in 2018 November.

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Silvera for Seniors Budget Review

As part of this work, Administration will support ongoing collaboration to ensure that business and capital plans consider ongoing operating and capital requirements for new lodges, decommissioning, repurposing and/or selling aging assets, and a shared commitment to reducing the reliance on taxpayer funding.

Administration's support for The City's partnership with Silvera is in the process of transitioning to align with the relationship management and accountability practices that are consistent with the Council approved Investing in Partnerships Policy and its Civic Partner Category. Starting in Q2 2018, Silvera will report as part of the Civic Partner Annual Report to the Standing Policy Committee on Community and Protective Services.

Stakeholder Engagement, Research and Communication

Administration has worked with Silvera to provide this update to Council. As described above, Administration is working closely with both Silvera and the Government of Alberta to implement a more sustainable governance and funding model for Silvera going forward.

Strategic Alignment

The City's partnership with Silvera is aligned with The City's Corporate Affordable Housing Strategy, which formalizes affordable housing as a Council Priority and provides a direction to "utilize all appropriate municipal tools to support affordable housing providers." It is also aligned with The City's Seniors Age-Friendly Strategy and Implementation Plan 2015-2018, specifically with Result 2 under the Housing Priority Area: "Older adults live in homes that they can afford."

Social, Environmental, Economic (External)

Silvera is an important non-profit organization that provides much needed homes to low- and moderate-income seniors in Calgary. Council's review and approval of Silvera's budget will enable continued partnership between Silvera and The City to deliver affordable housing for seniors in a variety of built forms and operating models that best serve their housing needs. The ongoing partnership between Silvera, The City, and the Province to implement a sustainable funding and governance model will ensure that Silvera is able to work toward greater financial sustainability while preserving homes and continuing to deliver services for citizens in need.

Financial Capacity

Current and Future Operating Budget:

The recommendation made in this report would impact The City's 2018 operating budget. It is proposed that the one-time funding requested by Silvera be funded from the Fiscal Stability Reserve. Administration has confirmed that the Fiscal Stability Reserve can cover this request. As described above, Administration will be working with Silvera to bring forward a business plan and budget that integrates a fiscally responsible and financially prudent approach as part of the One Calgary 2019-2022 budget deliberations 2018 November. As seen in Attachment 3, the Government of Alberta current provides \$3.17M in Lodge Assistance Program funding and one-time funding for 2018 of \$1.365M. It is expected that the level of funding request for this budget cycle will increase from the \$1.365M that has been provided since 2009 to approximately \$4.5M.

Silvera for Seniors Budget Review

Current and Future Capital Budget:

Silvera's board approved budget does not contain a request for capital funding from The City. The capital projects planned for 2018 are outlined in the budget and are covered from reserves and provincial capital funding requests. Going forward, Administration will request a full and comprehensive estimate of the deferred maintenance on the properties in the Ministerial Order, a statement on the accuracy of those estimates and a long-term plan to address the deferred maintenance before making any recommendations to provide additional capital funding. Administration is also recommending that the Province undertake a comprehensive asset management plan for seniors' lodges including an end of lifecycle plan and replacement strategy.

Risk Assessment

The City's relationship with Silvera is characterized by an historical element of financial risk due to the *Alberta Housing Act* and the requisition authority. Administration is mitigating this risk by working with Silvera to ensure the funding The City provides is appropriate and spent prudently in the public interest. Administration is confident that the amount requested by Silvera is in line with similar providers and consists mostly of costs that Silvera cannot control.

Looking further ahead, Silvera oversees a portfolio of aging lodge infrastructure that has significant lifecycle needs and ambitious capital development plans to grow its lodge facilities. This, coupled with inflation and increasing operating costs elsewhere, means there is a high likelihood of Silvera's financial requests increasing over at least the medium term. Administration is mitigating this risk through the changes being requested to the Ministerial Order which are intended to provide The City more oversight of board recruitment and the ability to approve Silvera's business plan and budget going forward. Future requirements include asset management planning of the lodge portfolio and a capital plan to replace the aging lodges as they approach the end of their lifecycle based on a financially sustainable business model.

REASON(S) FOR RECOMMENDATION(S):

The City of Calgary is legislatively responsible for operating deficits incurred in the seniors' lodge program managed by Silvera and listed on the Ministerial Order. This budget request fulfils The City's obligations under the legislation

ATTACHMENT(S)

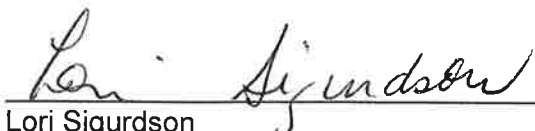
1. Attachment 1 - Ministerial Order H:029/16
2. Attachment 2 - Letter from the Government of Alberta confirming Silvera funding for 2018
3. Attachment 3 - Silvera for Seniors 2018 Board Approved Operating and Capital Budget
4. Attachment 4 - Silvera for Seniors 2018 Lodge Program Budget – Supporting Information Provided by Silvera

ALBERTA
SENIORS AND HOUSING*Office of the Minister*
*MLA, Edmonton-Riverview*MINISTERIAL ORDER NO. H:029/16
DEPARTMENT OF SENIORS AND HOUSING
PROVINCE OF ALBERTA
SILVERA FOR SENIORS

I, Lori Sigurdson, Minister of Seniors and Housing, pursuant to Section 5 of the *Alberta Housing Act*, make the following order:

1. Ministerial Order No. H:018/96 as amended, establishing the **Silvera for Seniors** as a management body, is amended:
 - (a) by replacing the Appendix of Silvera for Seniors as amended, attached to Ministerial Order No.H:006/16, with the attached Appendix of Silvera for Seniors.
2. This Ministerial Order comes into effect on the date it is signed by the Minister.

Dated at Edmonton, Alberta, this 15th day of August, 2016.


Lori Sigurdson
Minister of Seniors and Housing

APPENDIX

SILVERA FOR SENIORS

1. **Silvera for Seniors** (hereafter referred to as the "management body") is hereby established as a management body.
2. The **City of Calgary** is the only member of the management body.
3. (1) The management body shall be governed by a board (hereafter referred to as the "board"), comprised of a maximum eleven (11) members appointed as follows, and in accordance with subsections (2) and (3):
 - (a) A maximum of two (2) members of the board shall be appointed by the City of Calgary from Senior Administration or from Council.
 - (b) Nine (9) members of the board shall be selected from the public at large by the selection committee of Silvera for Seniors and adopted to the board by the City of Calgary.
- (2) For the purposes of subsection (1), the City of Calgary and the board of the management body respectively have the sole discretion to determine:
 - (a) the boundaries of the areas from which members of the board may be appointed;
 - (b) the eligibility requirements, including:
 - (i) members shall be residents of the City of Calgary;
 - (ii) members shall be Canadian citizens;
 - (iii) members shall be the age of majority, mature and of some expertise in community matters;
 - (iv) board members, persons of their family or business associates shall not be employed or contracted by Silvera for Seniors; and
 - (v) members must satisfactorily comply with a criminal records check as outlined under the Protection of Persons in Care Act and found acceptable by Silvera for Seniors.
- (3) The board shall be appointed as follows:
 - (a) Members of the board referred to in subsection (1)(a) shall be appointed at the annual organizational meeting of the City of Calgary in accordance with this Order and at the times the board requests the City of Calgary.
 - (b) Members of the board referred to in subsection (1)(b), shall be appointed by the board of the management body and adopted at the annual organizational meeting of the City of Calgary in accordance with this Order and at the times the board requires.
 - (c) The term of office for each member of the board shall be as follows:
 - (i) board members shall be appointed for a term of three (3) years and may be re-appointed up to a maximum of nine (9) years; and
 - (ii) for continuity, no more than three (3) Board Members' terms may expire in each year.
 - (d) The chairperson, vice-chairperson, treasurer or any other officers of the board that the board determines necessary, shall be appointed from among the

- board members in the manner and at the times the board determines appropriate.
- (e) The term of office for the chairperson, vice-chairperson, treasurer or any other officers of the board shall be for a one (1) year term.
 - (f) A board member shall only be elected Chairperson by the Board for three (3) consecutive years and shall vacate the Chair for at least one (1) year before further consideration as Chair for the board.
 - (g) Each member of the board is entitled to deal with all matters of the board arising from the policies and programs, and operation and administration, of the management body, except where otherwise provided under the Act and its Regulations.
- (4) The board is a continuing body.
- (5) The board shall provide the Deputy Minister with the name of its chairperson and vice-chairperson as soon as possible on selection, and shall notify the Deputy Minister of any change of chairperson and vice-chairperson.
4. The board shall:
- (a) designate the offices of the management body, and
 - (b) immediately notify the Deputy Minister of the location of its primary place of business in Alberta and any other offices, the management body's address for service, and any change in the location of such offices or address for service.
5. For the purposes of providing lodge accommodation, the management body may requisition the City of Calgary.
6. (1) The management body is responsible for the operation and administration of the housing accommodation listed in Schedule "A".
- (2) In addition to the housing accommodation operated under subsection (1), the management body may operate Rent Supplement housing accommodation as designations are allocated to the management body by the Minister under the Rent Supplement Regulation.
7. The board shall annually submit for approval to the City of Calgary operating and capital budgets, as may require revision from time to time, which shall include an estimate of the funding required to requisition the City.
8. For the purposes of the Act, the management body has and is subject to the powers, functions or duties as provided in the following Regulations:
- (a) Management Body Operation and Administration Regulation;
 - (b) Social Housing Accommodation Regulation;
 - (c) Housing Accommodation Tenancies Regulation;
 - (d) Rent Supplement Regulation; and
 - (e) Lodge Assistance Program Regulation.

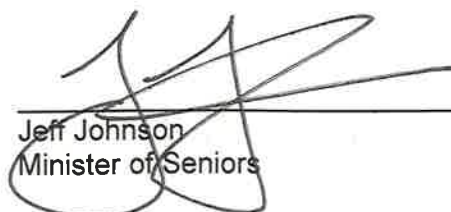
ALBERTA
SENIORS*Office of the Minister
MLA, Athabasca - Sturgeon - Redwater*

MINISTERIAL ORDER NO. H:006/15

I, Jeff Johnson, Minister of Seniors, pursuant to section 5 of the *Alberta Housing Act*, make the following order:

- 1) Ministerial Order No. H:018/96 as amended, establishing the **Metropolitan Calgary Foundation** as a management body, is amended:
 - a) by changing the name of Metropolitan Calgary Foundation to Silvera for Seniors.
 - b) by replacing the Appendix of Metropolitan Calgary Foundation as amended, attached to Ministerial Order No. H:020/2007, with the attached Appendix of Silvera for Seniors.
 - c) by replacing the Schedule "A" of Metropolitan Calgary Foundation, as amended, attached to Ministerial Order No H:001/12 with the attached Schedule "A" of Silvera for Seniors.
- 2) This Ministerial Order comes into effect on the date it is signed by the Minister.

Dated at Edmonton, Alberta, this 1 day of April, 2015.



Jeff Johnson
Minister of Seniors

424 Legislature Building 10800 - 97 Avenue, Edmonton, Alberta T5K 2B6 Canada

Printed on recycled paper

APPENDIX**SILVERA FOR SENIORS**

1. **Silvera for Seniors** (hereafter referred to as the "management body") is hereby established as a management body.
2. The **City of Calgary** is the only member of the management body.
3. (1) The management body shall be governed by a board (hereafter referred to as the "board"), comprised of a maximum nine (9) members appointed as follows, and in accordance with subsections (2) and (3):
 - (a) A maximum of two (2) members of the board shall be appointed by the City of Calgary from Senior Administration or from Council.
 - (b) seven (7) members of the board shall be selected from the public at large by the selection committee of the Silvera for Seniors and adopted to the board by the City of Calgary.
- (2) For the purposes of subsection (1), the City of Calgary and the board of the management body respectively have the sole discretion to determine:
 - (a) the boundaries of the areas from which members of the board may be appointed;
 - (b) the eligibility requirements, including:
 - (i) members shall be residents of the City of Calgary;
 - (ii) members shall be Canadian citizens;
 - (iii) members shall be the age of majority, mature and of some expertise in community matters;
 - (iv) board members, persons of their family or business associates shall not be employed or contracted by Silvera for Seniors; and
 - (v) members must satisfactorily comply with a criminal records check as outlined under the Protection of Persons in Care Act and found acceptable by Silvera for Seniors.
- (3) The board shall be appointed as follows:
 - (a) Members of the board referred to in subsection (1)(a) shall be appointed at the annual organizational meeting of the City of Calgary in accordance with this Order and at the times the board requests the City of Calgary.
 - (b) Members of the board referred to in subsection (1)(b), shall be appointed by the board of the management body and adopted at the annual organizational meeting of the City of Calgary in accordance with this Order and at the times the board requires.
 - (c) The term of office for each member of the board shall be as follows:
 - (i) board members shall be appointed for a term of three (3) years and may be re-appointed up to a maximum of nine (9) years; and
 - (ii) for continuity, no more than three (3) Board Members' terms may expire in each year.

- (d) The chairperson, vice-chairperson, treasurer or any other officers of the board that the board determines necessary, shall be appointed from among the board members in the manner and at the times the board determines appropriate.
 - (e) The term of office for the chairperson, vice-chairperson, treasurer or any other officers of the board shall be for a one (1) year term.
 - (f) A board member shall only be elected Chairperson by the Board for three (3) consecutive years and shall vacate the Chair for at least one (1) year before further consideration as Chair for the board.
 - (g) Each member of the board is entitled to deal with all matters of the board arising from the policies and programs, and operation and administration, of the management body, except where otherwise provided under the Act and its Regulations.
- (4) The board is a continuing body.
- (5) The board shall provide the Deputy Minister with the name of its chairperson and vice-chairperson as soon as possible on selection, and shall notify the Deputy Minister of any change of chairperson and vice-chairperson.
4. The board shall:
- (a) designate the offices of the management body, and
 - (b) immediately notify the Deputy Minister of the location of its primary place of business in Alberta and any other offices, the management body's address for service, and any change in the location of such offices or address for service.
5. For the purposes of providing lodge accommodation, the management body may requisition the City of Calgary.
6. (1) The management body is responsible for the operation and administration of the housing accommodation listed in Schedule "A".
- (2) In addition to the housing accommodation operated under subsection (1), the management body may operate Rent Supplement housing accommodation as designations are allocated to the management body by the Minister under the Rent Supplement Regulation.
7. The board shall annually submit for approval to the City of Calgary operating and capital budgets, as may require revision from time to time, which shall include an estimate of the funding required to requisition the City.
8. For the purposes of the Act, the management body has and is subject to the powers, functions or duties as provided in the following Regulations:
- (a) Management Body Operation and Administration Regulation;
 - (b) Social Housing Accommodation Regulation;
 - (c) Housing Accommodation Tenancies Regulation;
 - (d) Rent Supplement Regulation; and
 - (e) Lodge Assistance Program Regulation.



PFC2018-0196
ATTACHMENT 1

**Stakeholder Relations and Housing
Strategies**
Housing Division
3rd Floor, Capital Boulevard
10044 - 108 Street
Edmonton, Alberta T5J 5E6
www.seniors.alberta.ca

April 24, 2015

Ms. Arlene Adamson
Chief Administrative Officer
Silvera for Seniors
804, 7015 McLeod Trail SW
Calgary, Alberta T2H 2K6

Dear Ms. Adamson:

We noticed a minor error on the first page of the Schedule A of the MO just sent to you regarding the name change.

Attached is the new copy along with a copy indicating where the error was noticed and corrected.

Thanks,

A handwritten signature in cursive script that reads "Sonya Burak-Bernard".

Sonya Burak-Bernard

Assistant to the Director
Housing Strategies and Program Support

Schedule "A"

SILVERA FOR SENIORS

Housing Accommodation

Housing Accommodation Type		Legal Description							No. of Units
Project Name	Project Number	Meridian	Plan	Block	Lot	Unit	LINC	Municipal Address	
COTTAGE UNITS									
JAMES SHOULDICE	221827566005		7810845	1			9560000014	4730 - 19 AVENUE NW	20
LODGE									
ASPEN LODGE	221827512200		273JK	C	1		9510000009	1171 BOW VALLEY LANE NE	267
BEAVER DAM LODGE 1200	221827510124		8652 GP	7			0013682471	2012 - 66 AVENUE SE	61
BOW VALLEY LODGE 1100	221827510123		8410639	2			0014635355	1020 BOW VALLEY DRIVE NE	61
CONFEDERATION PARK 1000	221827510010		7510987	1			0017002403	1320 - 21 AVENUE NW	57
JAMES SHOULDICE LODGE 1300	221827510125		7810845	1			0013682166	4730 - 19 AVENUE NW	61
SHAWNESSY LODGE	221827516063		8111812	15	35		0015157407	30 SHANNON PLACE SW	81
SPRUCE LODGE	221827512118		4897HE	A			0017042540	1055 BOW VALLEY DRIVE NE	133
VALLEY VIEW LODGE 1400	221827516006		7811669	1	1		0016604928	2736 - 19 AVENUE SE	59

Schedule "A"
SILVERA FOR SENIORS
Housing Accommodation

Housing Accommodation Type		Legal Description							No. of Units	
Project Name	Project Number	Meridian	Plan	Block	Lot	Unit	LINC	Municipal Address		
SENIORS SELF CONTAINED										
ALDER COURT	221827550304		2864 AF	13	24-25		0018087395	1633 - 20 AVENUE NW	CALGARY	6
AUSTIN H. NIXON MANOR	221827556133		8011461	18	2A		0016270209	10660 ELBOW DRIVE SW	CALGARY	46
BEAVER DAM PLACE	221827556048		8652 GP	7			9550000078	19 STREET & CRESTWOOD ROAD SE	CALGARY	32
BEAVER DAM SENIOR CITIZENS	221827556196		8652 GP	7			9550000079	2012 - 66 AVENUE SE	CALGARY	8
BOW VALLEY TOWNHOUSES (ATCO)	221827556180		8410639	2			9550000080	1060 BOW VALLEY DRIVE NE	CALGARY	16
BOXWOOD PLACE	221827556148		4479 P	13	9-10		0019451046	1818 - 28 AVENUE SW	CALGARY	6
CHESTNUT GROVE	221827556034		4031 N	B	13-14		0019631621	828 - 4 STREET NE	CALGARY	8
DREAM HAVEN	221827556194		4879 L		3		0016065287	1518 - 8 AVENUE NW	CALGARY	28
ELMWOOD COURT	221827556049		4610 AJ	21	9		0019438019	3606 TO 3613 - 63 STREET NW	CALGARY	6
FRIENDSHIP MANOR	221827556154		5705GD	IF	1		0016596240	1923 - 33 STREET SW	CALGARY	57
			5705GD	IF	1		0016596258			

Schedule "A"

SILVERA FOR SENIORS

Housing Accommodation

Housing Accommodation Type		Legal Description							No. of Units
Project Name	Project Number	Meridian	Plan	Block	Lot	Unit	LINC	Municipal Address	
SENIORS SELF CONTAINED									
GILCHRIST GARDENS (ATCO)	221827556182		3696FR	IF	A		0018113076		20
			3696FR	IF	A		0018113084		
			7510782	32	13		0013681218	3011 - 56 STREET NE CALGARY	
			7510782	32	13		9550000006	3003 - 56 STREET NE CALGARY	
GILCHRIST MANOR	221827556035		7510782	32	13		9550000006	3003 - 56 STREET NE CALGARY	49
JAMES SHOULDICE MANOR	221827556075		7810845	1			9550000081	2003 - 46 STREET NW CALGARY	18
MCCANN COURT	221827556027		1367 O	3	4-89&E		0020424396	207 - 21 AVENUE NE CALGARY	12
			1367 O	3	4-89&E		0020424396	209 - 21 AVENUE NE CALGARY	
			1367 O	3	4-89&E		0020424396	211 - 21 AVENUE NE CALGARY	
			1367O	3	50-51		0020424404		
MOUNTVIEW 2	221827556000		4930 GV	1			0021826615	710 - 16 AVENUE NE CALGARY	102
QUEENS COURT	221827556101		4348 AN	30	19-27		0016024911	UNITS 1-10, 4500 - 47 STREET SW CALGARY	24
			4348 AN	30	19-27		0016024911	UNITS 11-24, 4500 - 47 STREET SW CALGARY	

PFC2018-0196

ATTACHMENT 2



Office of the Executive Director
Housing Operations
3rd Floor, 44 Capital Boulevard
10044 - 108 Street
Edmonton, Alberta T5J 5E6
www.seniors-housing.alberta.ca

March 14, 2018

Ms. Arlene Adamson, CAO
Silvera for Seniors
804-7015 Macleod Trail SW
Calgary, Alberta T2H 2K6

Dear Arlene:

RE: Silvera for Seniors Operational Deficit Funding

We want to advise you that operational deficit funding amounting to \$1.365 million in support of the lodge program has been approved by the Minister for 2018.

The operational deficit funding is in addition to the forecasted Lodge Assistance Program (LAP) funding of \$3.27 million for 2018. It is important to note that the operational deficit funding of \$1.365 Million has not been forecasted for 2019.

I understand that the Department, the City of Calgary, and Silvera for Seniors have had success in developing a collaborative plan to move forward and a resolution is forthcoming. The department is supportive of these collaborative discussions and looks forward to a positive outcome.

We hope this increased funding for 2018 will help with operating costs for the 780 seniors' lodge accommodations within your portfolio.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dean Lussier".

Dean Lussier
Executive Director, Housing Operations
Seniors and Housing

cc: Brenda Matthews, Housing Advisor, Seniors and Housing
cc: Teresa Goldstein, Manager, Affordable Housing, the City of Calgary

Silvera For Seniors (SLV02) - Silvera Portfolio
BUDGET WORKSHEET
Summary -Lodge Program
For the Period from Jan 01 to Dec 31, 2018

LODGE PROGRAM

Account Name	ANNUAL ACTUAL 2015	ANNUAL ACTUAL 2016	FORECAST ANNUAL 2017	ANNUAL BUDGET 2018
Rent Revenue Total	11,106,128	11,386,682	11,562,104	11,658,314
Resident Services Total	394,864	391,308	393,022	500,331
Non Resident Services Total	219,578	208,305	218,433	170,218
Operating Revenue Total	11,720,570	11,986,295	12,173,559	12,328,863
Management & Administration Total	14,071	34,840	27,334	11,250
Charitable Donations Total	1,462	7,569	94,029	-
Investment Income Total	399,761	425,858	490,577	483,739
Other Revenue Total	415,293	468,267	611,940	494,989
ASHC - LAP Grant Total	3,206,199	3,212,404	3,175,340	3,170,682
Provincial - Other Grants	1,227,373	1,185,714	1,186,588	1,365,000
Municipal Grants	-	-	1,365,000	1,365,000
Other Grants	-	-	-	-
Requisition Revenue	1,365,000	1,365,000	-	1,854,706
Provincial and City Grants Total	2,592,373	2,550,714	2,551,588	4,584,706
Government Contributions Total	5,798,572	5,763,118	5,726,928	7,755,388
TOTAL REVENUE	17,934,435	18,217,680	18,512,426	20,579,240
Food Total	1,689,424	1,763,551	1,756,897	1,872,154
Operating Total	630,521	641,053	744,084	791,969
Operating Maintenance Total	1,059,367	1,215,072	1,278,994	1,231,725
Utilities Total	1,328,493	1,265,277	1,378,413	1,457,126
Operating Expense Total	4,707,805	4,884,953	5,158,388	5,352,974
Human Resources Total	9,005,553	9,370,335	9,585,105	10,658,216
Administration Total	2,042,724	2,494,003	3,020,744	3,324,971
Charitable Costs Total	113	250	11,870	-
Interest Expense Total	-	-	-	-
Amortization Expenses Total	690,193	662,760	780,469	795,281
Other Expenses Total	11,738,583	12,527,348	13,398,187	14,778,468
TOTAL EXPENSES Total	16,446,387	17,412,302	18,556,575	20,131,442
Operating Surplus (Deficit)	1,488,048	805,379	(44,149)	447,798
Net Amortization Total	290,432	236,902	289,891	311,535
Maintenance Reserve Total	(400,000)	(400,000)	(323,317)	(400,000)
Inter community Reserve adjustment			-	-
Mortgage			-	-
Cash available for capital purchases	1,378,480	642,281	(77,575)	359,333

% Change

- 0.8% Resident income increase
- 27.3% Carbon recovery fee for April 1
- 22.1% commercial customer moved
- 1.3%

Analysis of increase in HR cost:	
<i>- staff position changes and salary COLA for April 1.</i>	
<i>Hourly 3% increase throughout year</i>	
-0.1% Decrease in benefits	(175,000)
impact of new + vacant positions	477,000
Provision for Stat holiday	135,000
Increase in relief hours provided	81,000
Increase in training cost	175,000
Total increase in HR cost	1,073,000

- 6.6% Rates per Complete Purchasing Services buying group.
- 6.4% Re-align +Activities, -Housekeeping, + Dining services
- 3.7% reduction in flooring & HVAC (paint 160 - 20%, refloor 125 - 15%)
- 5.7% Carbon tax, waste removal, water

- 11.2% See table
- 10.1% Increasing marketing (\$100K), insurance coverage (\$25K), one-time consulting (\$310K)

For the Period from Jan 01 to Dec 31, 2018

SILVERA PROGRAMS BUDGET

Account Name	2018 Annual Budget								Lodges Total
	Aspen	Spruce	Beaverdam	Shawnessy	BowValley	Shouldice	Confederation	Valleyview	
Community Code	40050	40045	40025	40040	40020	40030	40015	40035	
# of rooms	267	133	58	81	61	61	57	59	777
% of wage cost	25%	13%	8%	9%	8%	8%	8%	8%	87%
Rent Revenue Total	4,085,148	2,122,621	1,001,046	1,237,000	905,437	864,780	772,383	669,900	11,658,314
Resident Services Total	174,976	90,849	29,624	54,293	39,608	37,553	34,796	38,632	500,331
Non Resident Services Total	41,108	17,891	14,110	7,607	12,154	9,320	58,511	9,517	170,218
Operating Revenue Total	4,301,232	2,231,361	1,044,780	1,298,900	957,199	911,653	865,690	718,049	12,328,863
Management & Administration Total	3,100	2,100	500	1,500	1,000	1,000	1,000	1,050	11,250
Charitable Donations Total	-	-	-	-	-	-	-	-	-
Investment Income Total	314,135	157,258	4,581	3,765	1,000	1,000	1,000	1,000	483,739
Other Revenue Total	317,235	159,358	5,081	5,265	2,000	2,000	2,000	2,050	494,989
ASHC - LAP Grant Total	1,089,539	542,729	236,679	330,534	248,921	248,921	232,598	240,760	3,170,682
Provincial and City Grants Total	1,575,440	784,769	342,230	477,942	359,932	359,932	336,330	348,131	4,584,706
Government Contributions Total	2,664,979	1,327,499	578,909	808,477	608,853	608,853	568,928	588,890	7,755,388
TOTAL REVENUE	7,283,446	3,718,218	1,628,770	2,112,642	1,568,052	1,522,506	1,436,618	1,308,989	20,579,240
									-
Food Total	643,326	320,459	139,749	195,166	146,978	146,978	137,340	142,158	1,872,154
Operating Total	255,975	141,036	63,036	83,682	61,236	64,486	60,832	61,686	791,969
Operating Maintenance Total	350,016	188,414	116,887	154,053	98,667	98,817	100,667	124,204	1,231,725
Utilities Total	443,191	221,697	126,263	134,656	124,997	120,916	145,646	139,760	1,457,126
Operating Expense Total	1,692,508	871,606	445,935	567,557	431,878	431,197	444,485	467,808	5,352,974
Human Resources Total	3,027,148	1,634,532	931,301	1,105,967	989,345	976,733	1,003,645	989,544	10,658,216
Administration Total	936,467	504,626	291,723	347,399	311,955	308,378	313,969	310,454	3,324,971
Charitable Costs Total	-	-	-	-	-	-	-	-	-
Interest Expense Total	-	-	-	-	-	-	-	-	-
Amortization Expenses Total	459,932	197,191	23,101	16,704	29,484	20,167	22,612	26,090	795,281
Other Expenses Total	4,423,547	2,336,350	1,246,125	1,470,070	1,330,783	1,305,279	1,340,226	1,326,088	14,778,468
TOTAL EXPENSES Total	6,116,055	3,207,956	1,692,060	2,037,627	1,762,661	1,736,476	1,784,711	1,793,896	20,131,442
Net Operating Surplus (Deficit)	1,167,390	510,263	(63,289)	75,014	(194,609)	(213,970)	(348,094)	(484,907)	447,798
Net Amortization Total	145,797	39,933	18,520	12,939	28,484	19,167	21,612	25,090	311,535
Maintenance Reserve Total	(267,000)	(133,000)	-	-	-	-	-	-	(400,000)
Inter community Reserve adjustment									
Mortgage									
Net Surplus (Deficit)	900,390	377,263	(63,289)	75,014	(194,609)	(213,970)	(348,094)	(484,907)	47,798

Silvera
FOR SENIORS

PFC2018-0196
ATTACHMENT 4



2018 Lodge Program Budget

March 22, 2018

2018 Lodge Program Budget

Mandate:

Silvera for Seniors is a Housing Management Body designated by the Ministry of Seniors and Housing and is a registered charity. Overall, Silvera for Seniors provides affordable housing and services to 1600 low income seniors in 25 communities (facilities) and has been a trusted operator for 56 years. Specific relation to the City of Calgary, Silvera operates The Lodge Program under provincial Ministerial Order H:029/16. The Lodge Program addresses housing needs of low income seniors and is funded by the Province and the City of Calgary as required by the Alberta Housing Act.

The volunteer Board of Directors consists of nine members. The City holds two Council-appointed positions and the remaining seven directorships are filled through a skills driven and open public recruitment process by the Board's Governance and Nomination Committee. The City also has representation on Silvera's Finance and Risk Management Committee.

Through the Ministerial Order, the City has the authority to review and approve annual budgets and may be requisitioned for operational deficits (including Capital Maintenance and reserves) of the Lodge Program.

The Lodge Program consists of eight properties; six owned by the Province and two owned by Silvera for Seniors. Facilities are located on land owned by the Province or the City of Silvera for Seniors.

Additionally, Silvera for Seniors operates its own supportive living facility and an independent living facility. It also operates 16 provincially owned independent living apartments for which it is paid a management fee. These facilities do not receive municipal funding nor are they eligible. These facilities also create a surplus that we are required to return to the Provincial Government.

Silvera's Strategic Imperatives:

- 1) Create dynamic communities;
- 2) Support seniors to live fully and age successfully with Silvera;
- 3) Maintain financial discipline;
- 4) Build Silvera's high performance culture;
- 5) Steward our trusted reputation.

2018 Lodge Program Budget

City of Calgary Relations:

The Ministerial Order provides Silvera with the right to requisition the City for Lodge Program operational and capital deficits. Through tacit agreement, Silvera has not requisitioned the City since 1997 (20 years), nor requested assistance for furniture, fixture and equipment reserves. Instead, Silvera has received a flat grant amount every year, and since 2009 (9 years) this grant has been \$1,365k.

Management began a funding dialog with the City in 2012 and initiated the discussion regarding the Ministerial Order legislated obligations and the funding model in 2014. In 2015, Silvera secured an additional operating grant from the Province matching municipal funding. Negotiated each year, Silvera expects to receive this grant for a fourth and final year in 2018.

The identified requisition funds are required to help Silvera continue to address the impact of higher costs due to legislative changes, raising cost of living and 20 – 40-year-old lodges facilities.

A medium-term planning horizon of 4 years is also being adopted and budget timing cycle incorporated into the Board workplan to coincide with the City's budget approval cycle.

Timeline of Events:

- *August 2, 2017* – Silvera provides funding requirement to Priority and Finance Committee (PFC)
- *September 5, 2017* – Silvera presentation to PFC, by invitation
- *November 8, 2017* – Silvera submits 2018 Budget Snapshot
- *December 5, 2017* – Silvera presentation of 2018 Budget, prior to Board approval
- *January 12, 2018* – Silvera Board approves 2018 Budget, without provincial and municipal funding commitment
- *March 22, 2018* – City PFC presentation scheduled

2018 Lodge Program Budget

Response to December 5, 2017 Recommendations:

Silvera's mandate and initiatives are aligned with the Municipal Development Plan, specifically 2.3.1 housing objective to "Ensure a choice of housing forms, tenures and affordability to accommodate the needs of current and future Calgarians and create sustainable local communities."

The Lodge Program supports this through "access to adequate and affordable housing (as a) fundamental component of the quality of life in a city" and "ensures that housing choice exists for a range of needs and income levels." Providing safe, secure support and services to a vulnerable population alleviates other pressured services such as emergency response and policing.

Recommendation# 2 – Align to City Action Plan

The City's Action Plan 2015-2018 and its subsequent adjustments are in reaction to changes in the local economy and a shift in citizen's needs and priorities. In the same vein, Silvera is also reacting to the local economy and shifting citizen's needs. The City's own research indicates accelerated growth of the senior's demographic, therefore it reasonable to expect a proportionate growth in low income seniors. Management is leading the Lodge operation strategically by managing resources, ensuring operating efficiently, maximizing cost containment, operating efficiently and securing the Lodge Program's funding, and future planning for Capital growth as a priority.

Recommendation #2 Pursue efficiencies and budget reduction

City Administration requested efficiencies and budget reduction measures be pursued. Given Silvera's mandate and vulnerability of our residents, management takes a least harm approach while maintaining service delivery ensuring regulatory compliance and supporting residents. Silvera operated under extreme long term underfunding and as such has ongoing internal reviews to achieve cost controls and operational efficiencies. To that end we

have reformed spending to ensure we have leveraged our purchasing power (i.e. Housekeeping and Dining Supplies, Food costs), conducted staff unit time counts, and ongoing process improvements, etc. We have also reduced costs where possible, most notable is utilities, cable contract, etc., we have controlled costs in wages and staff vacancies which has been an ongoing priority given we have never had adequate funding for the Lodge program resulting in suppressed wages, working short, managing our workforce and vacancies in a high turnover industry. We manage training cost to stay within legislated compliance requirements. These efforts have added other risks and pressures impacting our workforce stability and retention. We can no longer operate with chronically under funded workforce. These measures are laid out in the risk discussion and in the notes and schedules of this document.

Recommendation# 3 Report via Civic Partners

Silvera has advanced our planning cycle to meet City budget and Civic reporting expectations. We are agreeable to report annually and we are discussing our role with the City as part of the discussions to update the Ministerial Order.

Recommendation# 1&3 Budget and Planning Align to Civic Partner and City Process

City Administration requests Silvera's business plan and budget for the 2019-2022 budget cycle be approved as part of the four year Calgary budget and business process. Silvera Board and Management have addressed this request, and subsequently adjusted our planning cycles and accelerated internal processes to align with the City's timeline. Silvera's medium term budget (2019-2022) will provide the Lodge Program portfolio overview and lay out its interim and long-term strategy.

2018 Lodge Program Budget

Lodge Communities:

The six provincially owned Lodges were built in the late 1970's and are nearing their life cycle and **Long-term** we have an opportunity to look at options to optimize both buildings and land. Today we need to continue to maintain these Lodges investing in suite maintenance and upkeep as they have high occupancy. The two Silvera owned facilities were built in the late 1990's and are due for re-freshing to maintain asset value.

Five of the above provincially owned facilities have between 58 – 61 suites each and one facility with 81 suites (Shawnessy). The Silvera owned facilities have 133 suites (Spruce) and 267 suites (Aspen). The Lodge Program comprises 777 suites total.

Two of the provincial lodges have shared bathrooms and showers, which don't meet today's resident needs nor required accommodation standards.

Under the Lodge Program, management have implemented programs to address emerging and specific needs. The Beaverdam lodge (58 suites) supports residents with early cognitive impairment and the Shawnessy lodge offers suites for seniors with greater mobility impairment.

The Lodge Program waitlist is expected to grow as our population ages. Occupancy remains relatively constant at 94.6% (2017), 95.9% (2016), and 94.2% (2015).

Future Plans:

The medium and larger facilities achieve economies that are unattainable within the small (60unit) lodges. Therefore, management is investigating the possibility to optimize and/or re-purposing the small lodges.

Silvera has outlined a capital plan for the Provincial Government to fund more affordable seniors housing that we need in order to advance the portfolio and to house the demand. Building new housing is critical to support current and future senior needs but also to support any opportunities to transition out of old lodges that operate at a deficit.

Silvera has recommended, once new is built that the Province consider an opportunity to optimize two of these smaller lodges to serve unique population needs and could stretch the life of the Lodge, giving time to advance the capital plan and reduce the deficit, while at the same time meet unique population housing demand.

The province is the key holder in these decision and it would support the interest of AHS who are keen to partner with Silvera and carry the operating cost.

With the success of the dementia support and mobility programs, management is also considering expansion to other facilities in the Lodge Program to create additional "village concept" communities.

Another possibility is to re-purpose another of these lodges to a convalesce facility. This provides those who normally live alone with a place to recover from hospital procedures thus freeing up expensive hospital beds as they otherwise could not be released.

Finally, Silvera is actively pursuing new development of medium to larger lodges to replace the small lodges that are nearing the end of their lifecycle. It should also be noted that Silvera pursues and obtains major capital development funding from the Province, and not from the City.

2018 Lodge Program Budget

Lodge Program Risk:

The Lodge Program as conceived by the Province was not designed to be profitable, given it is mandated and regulated to house the lowest income seniors. It is jointly funded by the Province and City under Ministerial Order through which its success is dependent. In addition, this sector, seniors supportive housing (Lodge), is heavily regulated which increases administrative burdens.

Therefore, one of the primary uncontrollable risks facing the organization is the political debate between the Province and the City. Significant shifts in this relationship impact Silvera.

Aside from the above entity risk, the most significant, uncontrollable operational risk is regulatory changes both provincially and municipally which affect both revenue generation and cost containment.

Revenue is restricted by provincial statute as the Lodge Program operates on a Rent Geared to Income basis. The Government regulations require applicants be point scored ensuring those in greatest need regardless of ability to pay rent are housed.

Rent charges, therefore are not calculated based on expense coverage, but on a points system prioritizing the lowest income applicants. Silvera is also legally obligated to ensure residents have minimum monthly cash of \$315 after rent charges. It is the principal constraint of the Lodge Program, however it is also the success as it delivers the mandate the program intends.

Cost containment and mitigation over controllable risk due to inflation is pursued through purchase economies, and prioritizing spending.

Uncontrollable regulatory changes are absorbed. The major budget increases reflect: recent changes to labor standards legislation saw significant increases to minimum wage earners, mandatory pay-outs for stat holidays (i.e. no time in lieu) and the banking of overtime hours at the statutory pay rate (i.e. 1.5 hr.) have profoundly impacted salary costs. Silvera has responded through decreasing benefit costs, being extremely cautious with staff wages and reserving increases for hourly workers to comply with these new requirements.

The introduction of the carbon tax, organics recycling program, water and waste water rate increases, accelerated utilities costs. HVAC systems are dated, and residents cannot tolerate cold or extreme heat, therefore Silvera has a higher risk in response to weather.

Unforeseen costs associated with accommodating additional organic recycling bins and collection areas increased utilities and operating maintenance expenses. Our communities are not casual with respect to food waste, and organic composting has triggered operational changes. New capital renovation projects are being planned with some already underway to comply with fire code and other by-law changes.

Maintenance backlogs devalue assets, and older facilities incur proportionately more expenses to maintain.

2018 Lodge Program Budget

<i>*in thousands</i>	2015	2016	2017 FORECAST	2018 BUDGET
Operating Revenue (Rent) – (note 1)	11,721,000	11,986,000	12,174,000	12,328,000
Other Revenue (note 2)	415,000	468,000	612,000	495,000
ASHC - LAP Grant (note 3)	3,206,000	3,212,000	3,175,000	3,171,000
Provincial – One Time Funding (note 4)	1,227,000	1,186,000	1,187,000	1,365,000
Municipal Grant (note 5)	1,365,000	1,365,000	1,365,000	1,365,000
Municipal Required Funding	-	-	-	1,855,000
TOTAL REVENUE	\$ 17,934,000	\$ 18,217	\$ 18,513,000	\$ 20,579,000
Food (note 6)	1,689,000	1,764,000	1,757,000	1,872,000
Operating (note 7)	631,000	641,000	744,000	792,000
Operating Maintenance (note 8)	1,059,000	1,215,000	1,279,000	1,232,000
Utilities (note 9)	1,32,000	1,265,000	1,378,000	1,457,000
<i>Operating Expense Sub-Total</i>	<i>4,708,000</i>	<i>4,885,000</i>	<i>5,158,000</i>	<i>5,353,000</i>
Human Resources (note 10)	9,006,000	9,370,000	9,585,000	10,659,000
Administration (note 11)	2,043,000	2,494,000	3,020,000	3,325,000
Amortization Expenses (note 12)	690,000	663,000	780,000	795,000
<i>Other Expenses Sub-Total</i>	<i>11,739,000</i>	<i>12,527,000</i>	<i>13,385,000</i>	<i>14,779,000</i>
TOTAL EXPENSES	\$ 16,447,000	\$ 17,412,000	\$ 18,543,000	\$ 20,132,000
Operating Surplus (Deficit)	\$ 1,487,000	\$ 805,000	\$ (30,000)	\$ 449,000
Maintenance Reserve (note 13)	(400,000)	(400,000)	0	(400,000)
Net Surplus (Deficit)	1,080,000	405,000	\$ (30,000)	49,000

\$4,585

2018 Lodge Program Budget

Notes and Supporting Schedules:

General:

The Lodge Program delivers meals, basic housekeeping and activities/active aging program as the resident population need support to live independently. Residents are low income and rents are controlled through provincial regulation requirements thus year over year revenue increases are minimal. Operating expenses including suite turnover maintenance are suppressed through purchasing economies and trade-offs with respect to building reserves accumulation of both facilities' operating and capital maintenance reserves.

Revenue and Operating Expense per Suite, per Month

	2015	2016	2017	2018
Per suite per month				
Operating Rent Revenue	1,257	1,286	1,292	1,322
Other Revenue	45	50	71	53
ASHC - LAP	344	345	340	340
Revenue before municipal support	1,645	1,680	1,703	1,715
Food Costs (1)*	181	189	189	201
Operating costs (2)*	68	69	78	85
Utilities	142	136	148	156
Operating Maintenance (3)*	107	129	137	132
Human Resources (4)*	966	1,005	1,038	1,143
Total Operating Costs, per suite, per month	1,464	1,527	1,591	1,717

1. 6% increase over 2018 yet 15% below monthly cost of a similar Housing Management Body.
2. 7% increase over 2018 yet inline with the monthly cost of a similar Housing Management Body.
3. Decrease to balance budget and excludes suite refurbishment, Furniture, Fixtures & Equipment (FF&E), and Capital Maintenance
4. 10% increase over 2018 yet 6% lower than monthly cost of a similar Housing Management Body.

2018 Lodge Program Budget

Notes and Supporting Schedules (cont.):

1. Rental rates are calculated based on Rent Geared to Income regulations whereby resident income is averages \$23k. Resident's income is largely comprised of Government benefits. In addition, Silvera is also legally obligated to ensure residents have minimum monthly cash of \$315 after rent charges. Intake is according to Government regulations based on a point scoring system to identify applicants in greatest need regardless of ability to pay. With the Federal government's announcement to increase Old Age Security payments, estimated rental rates increased by 0.8%.

In late 2017, Silvera received approval to introduce a (partial) carbon recovery fee. This is budgeted to begin April 2018 and is estimated to increase resident services by over 20%.

2. Other revenue decreased due to loss in third party commercial rent by approximately 20%.
3. Alberta Seniors and Housing Corporation (ASHC) – LAP (Lodge Assistance Program) grant applies to a maximum income threshold of \$28,650 (2018) and is anticipated to fund 90% of residents; the remaining 10% exceed the threshold, but do not fully cover operating expense per suite. Subsequent to the 2018 approved budget, the ASHC-LAP grant was increased by \$0.60 per day or 3%; the net impact on revenue was determined to be an additional \$90k – \$100k.
4. In 2015, Silvera negotiated interim additional grant funding of \$1.365k from the Province, matching the City grant and expects 2018 will be the final year for additional funding. As the Province made no stipulation that funding was exclusive to the Lodge Program, it was proportionally allocated to the whole supportive living program. In 2018 it is being solely allocated to the Lodge Program, adding \$200k of revenue support that the City is not being requested to fund.
5. Silvera anticipates the City will continue to fund the current grant level of \$1.365k and we are seeking an additional \$1.855k in 2018. As a last resort Silvera may have to exercise requisition rights as provided for under the Ministerial Order. These additional funds offset increased uncontrollable expenses of the Lodge Program.

2018 Lodge Program Budget

Notes and Supporting Schedules (cont.):

6. Food costs are based on a 6-week rotation of a dietician approved menu and 2 annual holiday meals (Christmas and Stampede). 2017 food costs went down in absolute terms by \$6,654 due to improved food management practices. The budgeted increase of 6.6% is calculated using the Complete Purchasing Services buying group 2018 food cost forecast, through which Silvera leverages buying power and economies. In comparison to one other Housing Management Body, our food cost are 15% lower.
7. Operating expenses increased due to increasing costs for housekeeping and dining services by \$0.19 per suite per day. Small wares (dishes etc.) and equipment are at the end of their useful life and require replacement after cost suppression over the past 5 years.
8. Operating maintenance decrease of 3.7% due to scale back, deferment of schedules and HVAC maintenance. Lodge Program facilities were assessed to determine if repair/ replacement could be delayed without causing undue harm. As a result, painting and flooring estimates were reduced by 20% and 15% respectively.
9. Utility cost increase of 5.7% provides for the implementation of the provincial carbon tax, municipal water and waste rates and recycling and organics programs. Utility costs are offset by an 8% reduction in cable costs and a 15% reduction in cell phone costs.
10. Human resource costs increased 11.2% due to regulatory changes to minimum wage, overtime and statutory holiday payments. Overtime and stat holiday provisions increased by \$81k and \$135k respectively. Hourly staff represent 75% of all staff and are subject to a 3% increase in 2018, of this population approximately 20% are minimum wage earners. Using the Boland (CCVO) Survey for NFP, the AB Senior's Community Housing Association 2017 Compensation and Benefits Report and the City of Calgary's Compensation Disclosure List of 2017, 50% of salaried staff are below these market indexes. A change in benefit plan provider decreased benefit costs by \$175k. These savings have been applied to educational updates related to accommodation standards, health and food safety standards, etc.

2018 Lodge Program Budget

Notes and Supporting Schedules (cont.):

11. Administration costs increased 10.1% primarily due to insurance premium increases (\$25k), consulting fees relating to the planned upgrade and implementation of a new enterprise software system (\$310k).

Upgrading the enterprise software system in this next year is critical. It is important that Silvera upgrade systems prior to the lifecycle of the software and associated support agreements becoming unsupportable, so that transition is planned rather than a reactive decision. In addition, Silvera can take advantage of the current economic climate as fewer for-profit business and other organizations are embarking on such projects. Thus, suppliers who may not normally service a non-for-profit such as Silvera with a comparatively small budget, may come forward allowing the organization to get superior value-for-money.

12. Amortization expense is applied to furniture, fixtures and equipment and the two lodge facilities owned by Silvera.
13. The maintenance reserve is taken on the two lodge facilities owned by Silvera as the six provincially owned lodges are provided for directly by the Province. This reserve is based on \$1000/door and to ascertain the adequacy of this formula, the facility condition index reports are expected to be complete in 2018.

2018 Lodge Program Budget Supplemental Information:

Furniture, Fixture and Equipment Reserves

Most furniture, fixtures and equipment are past their useful life and purchases are done on an emergency basis. The need is clear, for resident safety and compliance, to replace furniture & fixtures and equipment. Going forward, Silvera needs FF&E reserves once the existing backlog is addressed.

Proposed Capital Equipment Purchases

Small capital equipment purchases are prioritized based on contractual obligations and impact on operational efficiency. The table below lists the forecasted purchases for 2018:

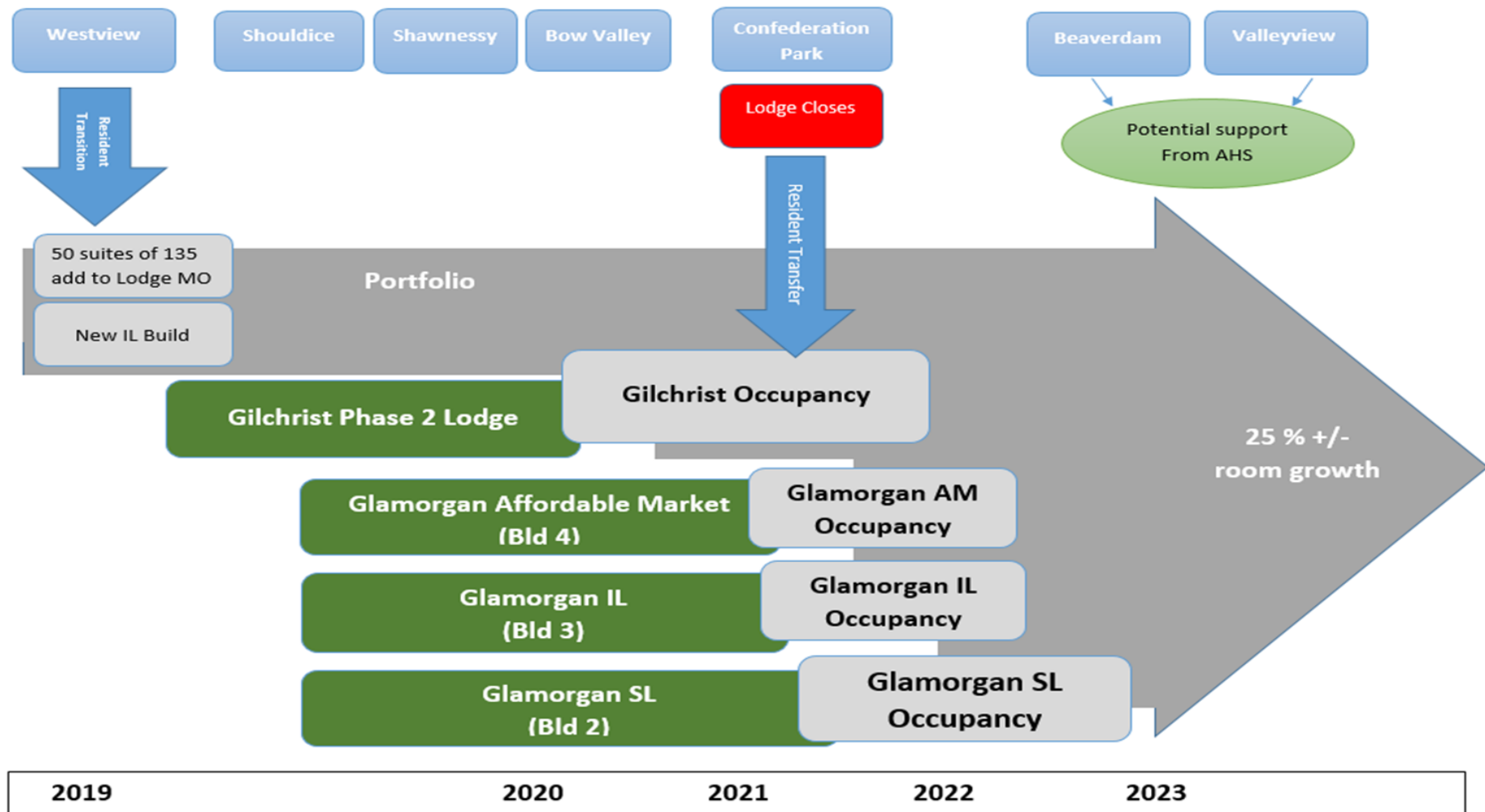
Cash Available for Capital Equipment Purchases	\$359
IT: evergreening – move to multipurpose tablets /notebooks	(\$100)
Housekeeping: service carts/ autoscrubbers	(\$14)
Dining Services: various kitchen equipment	(\$126)
Maintenance Shop: water extractor, room blowers	(\$57)
Communications: website	(\$62)

Aspen and Spruce Reserves

The province has recommended annual 1% of building replacement cost for capital maintenance reserve on the Lodge Program facilities. We provide 0.45 %
 These two approximately 20 years old large lodges need refurbishment to address defunct smoking rooms and organic recycling renovations as such we are drawing on the reserves.

	Capital Maintenance Aspen	Capital Maintenance Spruce
January 1, 2017	2,009,055	2,048,388
2017 Projects	(327,500)	(413,091)
Restricted Cash, beginning 2018	\$1,681,555	\$1,635,297
2017 Carryover	(256,020)	(270,222)
2018 Planned Projects	(264,500)	(1,460,000)
2018 Forecasted Reserves	267,000	133,000
Net Restricted & Committed Cash, end 2018	\$1,428,035	\$ 38,075

2018 Lodge Program Budget Facility Development TimeLine



**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 March 22**

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2017 Year End Accountability Report

EXECUTIVE SUMMARY

The 2017 Year-End Accountability Report informs Council of Administration's achievement of Action Plan 2015-2018 commitments during the year 2017.

In 2017, Council's Priorities and associated strategic actions are progressing as planned. 47 of the 48 strategic actions are on target with several having achieved significant milestones. Key areas of progress include: rolling out the green carts to 320,000 homes; opening of three new affordable home developments with 72 units; obtaining approval on Green Line stations and funding commitment from the Province for the first phase; and continuing to support community associations.

The economic recovery from the two years of contraction continues to be gradual. Keeping tax increases low and closing the \$170 million budget for 2018 were therefore a priority in 2017. As The City delivers the balance of Action Plan, Administration will continue to find ways of providing high quality, cost-effective services for our citizens, communities and customers.

The report includes a two-page summary for each of the five Council Priorities, which provides an update on how the city (i.e. the community) overall is faring and how The City of Calgary as an organization is performing. The report also provides an update on progress made on the Leadership Strategic Plan, an overview of corporate operating, capital budgets and efficiency gains. Departmental pages include headline performance measures and details on operating and capital budgets.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council receive this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

In 2005, Council approved the Multi-Year Business Planning and Budgeting Policy (CFO004), which states that Administration will provide mid-year and year-end reports to the Priorities and Finance Committee as the means by which Council is informed about the performance of the organization in relation to approved business plans and budgets.

In September 2014, Council approved the City Manager's Leadership Strategic Plan (C2014-0703), which includes a commitment to "timely and meaningful reporting of accomplishments".

BACKGROUND

Action Plan 2015-2018 is The City of Calgary's business plan and budget and describes how The City will respond to the needs and aspirations of citizens over the four-year period.

Accountability reports are presented to the Priorities and Finance Committee semi-annually to update Council on The City's progress towards commitments made in Action Plan. These reports ensure Administration remains accountable to Council and that Council is informed on the status of goals, performance measures and The City's financial situation.

2017 Year End Accountability Report

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Corporate Performance

In 2017, Administration continued to respond to the economic environment while delivering on the 48 strategic actions approved by Council. A few key achievements for 2017 are:

- Reduction in the 2018 property tax rate from 4.7% to 0.9% by closing the \$170 million operating budget gap through cost savings and service reductions based on the least-harm approach.
- Residential Green Cart program successfully rolled out to over 320,000 homes. Higher than expected volume of food and yard waste, approximately 38,000 tonnes, was diverted from landfills to the new award-winning composting facility.
- Green Line (Phase 1), the single largest piece of public infrastructure undertaken by The City, obtained approval of the final alignment and station locations, and funding commitment from the Province.

Calgarians also benefitted from the new Rocky Ridge recreation centre and the rejuvenation of Prairie Winds, Bowness and Mills parks with thousands of people showing up for the inauguration events. Over 650,000 people also participated in the multitude of Canada 150 events held throughout the city.

Technology enhancements, such as the MyBusiness website, Invest in Calgary website, garbage day collection app, and 3-1-1 self-service app, made it easier for citizens and businesses to connect and do business with The City. The increase in followers on all the social media platforms is another indication of the increase in citizen engagement.

Services promoting inclusivity and opportunities for all Calgarians continued to be a priority. Three new affordable homes developments were opened in 2017, providing a total of 72 new homes. Over 80,000 Calgarians were approved for at least one subsidy program, the sale of low-income monthly transit passes increased by 64 per cent, and 177 summer programs were provided to children with financial and geographical barriers.

Corporate Financial Results

In addition to delivering high quality services despite the financial challenges, The City actively reduced costs and pursued efficiencies and productivity gains. In 2017, \$112.1 million of operating savings were transferred to the Budget Savings Account and the Fiscal Stability Reserve.

The \$34.3 million transferred to the Budget Savings Account consisted mainly of workforce management, including intentional vacancy management and decreasing the use of contractors and consultants. Unbudgeted revenues from insurance settlements were also moved to this account.

The \$77.8 million transferred to the Fiscal Stability Reserve (FSR) was a result of:

- Lower employee benefits costs;

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2018 March 22**

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2017 Year End Accountability Report

- Higher investment income;
- Full reimbursement of the 2016 Fort McMurray fire costs from the Province; and
- Lower corporate contingency expenses, net of transfers to Community Economic Resilience Fund to provide tax relief to non-residential property owners, Economic Development Investment Funds, and the Municipal Complex Structural Upgrade - Truss Recovery, partially offset by lower franchise fees.

The transfer to the FSR with the year-end close brings the uncommitted balance of the reserve to \$428.0 million which is 13.6 per cent of tax-supported gross expenditures net of recoveries.

The minimum FSR balance is 5 per cent with a target of 15 per cent.

Capital programs spent 86.2% of the \$2.0 billion budgeted for 2017. \$101.1 million was contributed to Capital Budget Savings Account bringing the total to \$196.3 million.

Stakeholder Engagement, Research and Communication

All City departments collaborated to produce one corporate voice to report on Council Priorities and to compile the information contained in the 2017 Year-End Accountability Report.

Strategic Alignment

Accountability reporting aligns with the City Manager's Leadership Strategic Plan and the commitment to "focus on results by establishing timely and meaningful reporting of accomplishments." The report format incorporates Results-Based Accountability, which is a key component of The City's performance management system. Further, the inclusion of cross-departmental reporting of accomplishments along with department-specific results reinforces the organizational values of collective accountability and individual responsibility.

Social, Environmental, Economic (External)

The 2017 Year-End Accountability Report provides considerable detail on The City's accomplishments and challenges in 2017, including social, environmental and economic impacts.

Financial Capacity

Current and Future Operating Budget:

No budget impacts as a result of this report.

Current and Future Capital Budget:

No budget impacts as a result of this report.

**Chief Financial Officer's Report to
Priorities and Finance Committee
2018 March 22**

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2017 Year End Accountability Report

Risk Assessment

Providing accountability reports to Council twice per year helps to manage risk by ensuring that Council and senior management are aware of emerging issues and challenges in a timely manner and can react accordingly. The Accountability reports are complemented by twice-yearly updates to departmental and corporate risks, carried out by Administration.

REASON(S) FOR RECOMMENDATION(S):

Administration is providing this information as part of its commitment to provide timely and meaningful reporting of accomplishments and to comply with Council direction and policy (CFO004) relating to accountability reporting.

ATTACHMENT(S)

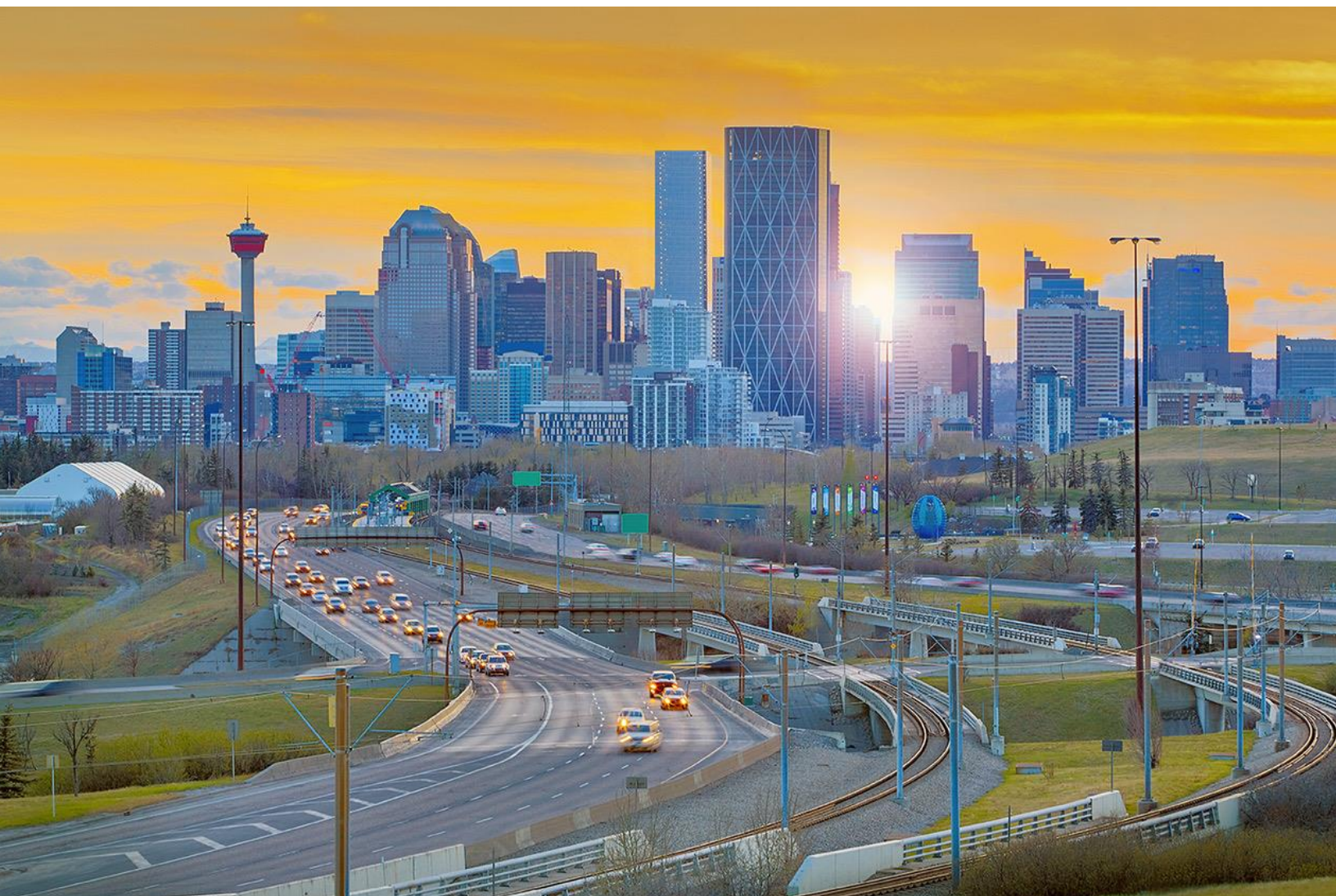
2017 Year-End Accountability Report



Item #6.2
PFC2018-0101
ATTACHMENT

Action Plan 2015-2018

2017 Year-End Accountability Report



Accountability Reports



Action Plan 2015-2018 is The City of Calgary's business plan and budget and describes how The City will respond to the needs and aspirations of the citizens of Calgary over the four-year period.

Accountability Reports inform Council of The City's progress towards achieving the approved business plans and budgets. The reports provide an update on the status of all Council Priorities, major service initiatives, key accomplishments, challenges, and department budget performance.

Accountability Reports are presented to the Priorities and Finance Committee semi-annually (the Mid-Year Report is presented in September of the current reporting year and the Year-End Report is presented in March of the following year).

The timeline below illustrates when Council can expect to receive Accountability Reports and Adjustments related to Action Plan.

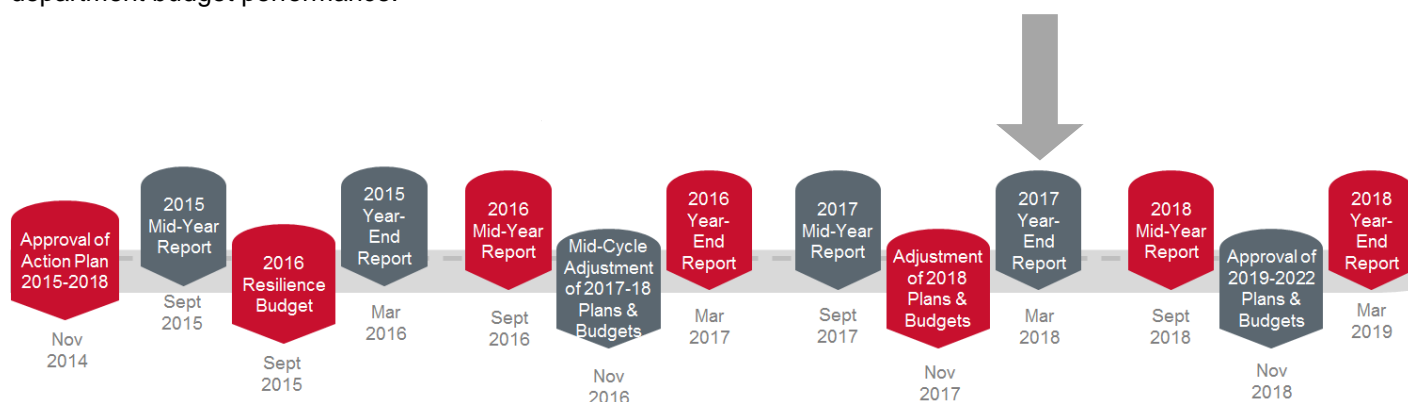


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Executive Summary

Calgary is gradually recovering from two years of recession. The unemployment rate dropped to 7.2 per cent at the end of the year after peaking at 10 per cent in October 2016. Population increased by 1 per cent to 1,246,337 residents and oil prices rebounded to \$60 per barrel (Western Canadian Select). While GDP is projected to grow by 3 per cent in 2018, the economic activity will be driven by government investment and not traditional industries. Changes in job growth, vacancy rates and construction value are therefore expected to be moderate.

The City is responding to the economic environment and continuing to deliver on the 48 strategic actions approved by Council. A few key achievements for 2017 are:

- Reduction in the 2018 property tax rate from 4.7 per cent to 0.9 per cent by closing the \$170 million operating budget gap through cost savings and service reductions based on the least-harm approach.
- Residential Green Cart program successfully rolled out to over 320,000 homes. Higher than expected volume of food and yard waste, approximately 38,000 tonnes, was diverted from landfills to the new award-winning composting facility.
- Green Line (Phase 1), the single largest piece of public infrastructure undertaken by The City, obtained approval of the final alignment and station locations with a funding commitment from the Province.

Calgarians also benefitted from the new Rocky Ridge recreation centre and the rejuvenation of Prairie Winds, Bowness and Mills parks with thousands of people showing up for the inauguration events. Over 650,000 people also participated in the multitude of Canada 150 events held throughout the city.

Technology enhancements, such as the MyBusiness website, Invest in Calgary website, garbage day collection app, and 3-1-1 self-service app, made it easier for citizens and businesses to connect and do business with The City. The increase in followers on all the social media platforms is another indication of the increase in citizen engagement.

Services promoting inclusivity and opportunities for all Calgarians continued to be a priority. Three new affordable homes developments were opened in 2017, providing a total of 72 new homes. Over 80,000 Calgarians were approved for at least one subsidy

program, the sale of low-income monthly transit passes increased by 64 per cent, and 177 summer programs were provided to children with financial and geographical barriers.

In addition to delivering high quality services despite the financial challenges, The City actively reduced costs and pursued efficiencies and productivity gains. In 2017, \$112.1 million of operating savings were transferred to the Budget Savings Account and the Fiscal Stability Reserve.

The \$34.3 million transferred to the Budget Savings Account was mainly delivered through workforce management, including intentional vacancy management and decreasing the use of contractors and consultants. Unbudgeted revenues from insurance settlements were also moved to this account.

The \$77.8 million transferred to the Fiscal Stability Reserve (FSR) was a result of:

- Lower employee benefits costs;
- Higher investment income;
- Full reimbursement of the 2016 Fort McMurray fire costs from the Province; and
- Lower corporate contingency expenses, net of transfers to Community Economic Resilience Fund to provide tax relief to assist Calgary business, Economic Development Investment Funds, and the Municipal Complex Structural Upgrade - Truss Recovery, partially offset by lower franchise fees.

The transfer to the FSR with the year-end close brings the uncommitted balance of the reserve to \$428.0 million which is 13.6 per cent of tax-supported gross expenditures net of recoveries. The minimum FSR balance is 5 per cent with a target of 15 per cent.

Capital programs spent 86.2 per cent of the \$2.0 billion budgeted for 2017. \$101.1 million was contributed to Capital Budget Savings Account bringing the total to \$196.3 million.

The rest of the report expands on the information highlighted here. Updates are provided on each Council priority in the first part of the report and selected performance measures are presented by Department in the latter part. Supplementary information with greater detail can be found online.

[Link to Council Priorities & Departmental Supplementary Information](#)

Outlook for Calgary



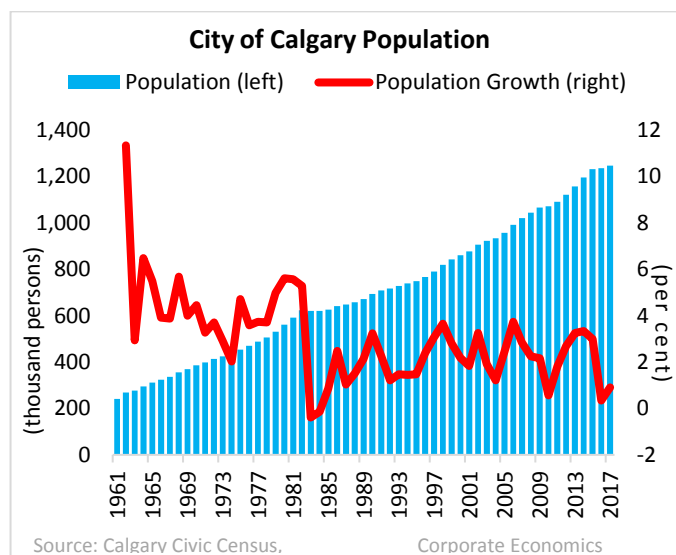
To inform the creation of Action Plan 2015-2018, Administration completed an environmental scan and analysis of key trends affecting Calgary. This page provides a synopsis of more recent conditions – including changes in the economy and intergovernmental affairs – and their impact on The City of Calgary.

The local economy is gradually emerging from two consecutive years of recession, during which employment levels dropped and vacancy rates rose in various segments of the real estate market. The improving economic condition of Alberta and the Calgary Economic Region is connected to new capacity to export energy out of Alberta, and global oil prices.

Economic activity in the Calgary Economic Region contracted in 2016 (-1.2 per cent) in response to lower oil prices and a resulting drop in business investments. After two years of contraction, the Calgary economy improved by an estimated 3.0 per cent in 2017.

WTI crude oil prices in 2017 averaged \$US 50.80 per barrel, higher than in 2016 (\$US 43.30 per barrel). Lately WTI seems to have stabilized in the \$US 60 per barrel range, however, Canadian producers are not benefiting from this. A barrel of West Canadian Select trades for roughly US\$ 25 less than WTI due to transportation bottlenecks.

The 2017 civic census placed the city's population at 1,246,337 up 11,166 people from 2016. Natural increase contributed 10,192 to population growth, while net migration was estimated at 974 persons, an improvement over the previous year when Calgary experienced a net out migration of 6,526 people.



Housing stock continues to increase with the addition of 7,170 units, bringing the total number of dwellings in Calgary to 506,392, an increase of 1.44 per cent. The overall vacancy rate is 4.76 per cent though vacancies in apartments and high-rise condos exceeded 9 percent. The vacancy rate among single detached homes remained low at 2.0 per cent. The number of dwellings under construction in 2017 was 6,537. This was down 2,971 from the 9,508 built in 2016 as the number of multi-residential units being developed dropped in response to the high vacancy rate in this housing class.

The unemployment rate in 2017 averaged 8.6 per cent compared to 9.0 per cent in 2016. The unemployment rate is expected to taper down to the 5 to 6 per cent range by mid-2020. The slow improvement in the unemployment rate is the result of multiple factors. First, at the end of a recession jobs tend to become available and people who exited the labour force tend to return and as a result unemployment rates tend to remain high even as the number of employed people increase. Secondly, this recession saw the elimination of thousands of high paying jobs. The service economy that is responsible for most new jobs today does not pay as well, so people are reluctant to take those positions.

The wage inflation rate for 2017 was much lower than in 2016, weighed down by relatively high unemployment rates. The wage inflation rate is expected to remain subdued while the unemployment rate remains above the long-term average of 5 to 6 per cent.

The City continues to collaborate with regional partners and the Government of Alberta to establish a Growth Management Board in 2018. Once established, The City will need to be an active partner in the development of a legislated Metropolitan Regional Growth Plan and a Metropolitan Regional Servicing Plan, as these plans will have significant implications on the Corporation.

To support the new authorities being provided through the City Charter and the Modernized Municipal Governance Act, The City continues to work with the Government of Alberta and The City of Edmonton to adopt a new fiscal framework that better reflects the roles and responsibilities of Alberta's two big cities.

Council Priorities 2015 -2018



These five Priorities set the direction for 2015 to 2018, describing the outcomes that are most important for the City of Calgary.

Council Priorities are founded on the 100-year community vision, long-term goals and aspirations articulated by Calgarians through imagineCalgary. They were also influenced by information on key trends and emerging issues anticipated in the next four years, the views of Calgarians as expressed through extensive citizen engagement and Council-approved long-term plans (specifically the Municipal Development Plan and the Calgary Transportation Plan). Council also took into account The City's financial projections, and funding opportunities and constraints.

Council Priorities include 48 strategic actions to provide direction to Administration on what is important for moving Calgary forward. To achieve these, Action Plan identifies over 1000 actions, including capital investments, during 2015-2018.

Reporting on the Council Priorities

There are two dedicated pages for each of the first four Council Priorities. The first page describes desired community outcomes (or results) related to the Council Priority. These outcomes are bigger than any one program, service, department or level of government. The whole community including public and private partners are needed in order to make a difference. The role and contribution of The City is important, but equally important is the story behind the data and the critical role of partners in achieving results.

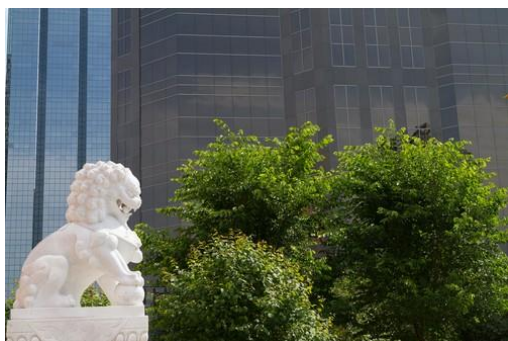
This first page for each of the first four Council Priorities includes:

- A description of the priority;
- Selected quality of life indicators with explanations;
- Identification of some key partners; and
- Identification of The City's role and contribution to overall community well-being.

The second of the two pages is a performance page that shows the status of The City's performance on each of the Strategic Actions under the priority. It also includes highlights of noteworthy achievements and challenges that were experienced in 2017.

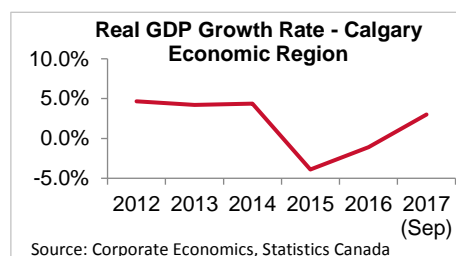
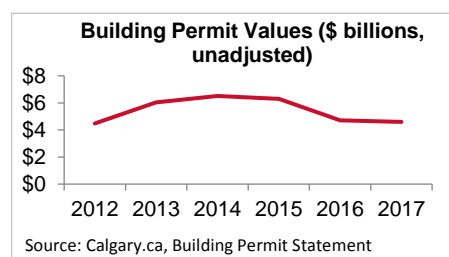
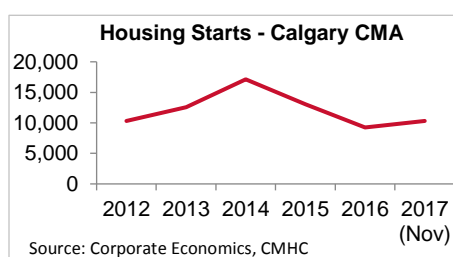
For the 'well-run city' Council Priority, the first page includes City-wide performance measures, rather than quality of life indicators with the focus being The City of Calgary's performance. The second page provides a status update on each of the Strategic Actions under this priority as well as highlights of noteworthy accomplishments and challenges that were experienced in 2017.

A prosperous city



Prosperous cities offer economic opportunities across a range of industries, attracting talented people from all over the world. Prosperous cities strive to create a business environment where corporations, businesses, and entrepreneurs thrive. In prosperous cities, municipal government partners with local agencies to provide affordable housing, promote community wellbeing, and work to maintain the quality of life for citizens during challenging economic times.

How Is The Community Doing? Selected Indicators:



Some Partners Include:

Calgary Economic Development	University of Calgary
Calgary Public Library	Government of Alberta
Calgary Arts Development Authority	Calgary Chamber of Commerce

Story Behind the Indicators:

After reaching a peak of 10 per cent in October 2016, unemployment in the Calgary Economic Region (CER) declined to 7.5 per cent in January 2018.

Increased population growth and net migration has resulted in a total of 10,851 housing starts as of November 2017 compared to 9,245 housing starts in all of 2016.

The loss in economic output from the CER between 2014 and 2016 is estimated at \$5.4 billion. Real GDP is estimated to grow at 3.0 per cent in 2017 as economic activities adapt to the lower energy price environment.

Total estimated construction value for 2017 was \$4.58 billion, just below the \$4.59 billion of 2016. The Calgary Cancer Centre was the largest permit value in Calgary history at \$868 million. Net of that development, Calgary construction activity was only \$3.7B, the third lowest in the last eleven years. Further details are provided under *Outlook for Calgary* (page 3 of this report).

The City contributes to Calgary's prosperity in a number of different ways, including:

- Supporting the development and growth of Business Revitalization Zones and fostering a competitive tax environment for small business success.
- Working in partnership with the community and other levels of government to provide programs to youth, seniors, and low income Calgarians to promote individual and community wellbeing.
- Addressing affordable housing challenges by developing strategies to increase availability.
- Providing sound governance, financial, legal, security and risk management advice so that the economy and Calgarians can prosper.

A prosperous city

Selected highlights of The City's performance as of 2017 December 31

While economic indicators suggest Calgary's economy is entering a recovery period, many Calgarians still face tough economic challenges. The City continues to take the lead in fostering economic growth and diversification, working with partners to strengthen communities, and supporting vulnerable populations.

With City support, Calgary Economic Development's (CED) strong marketing efforts in 2017 showcased Calgary as a business location of choice to an international audience. The campaign for Amazon HQ2 generated more than 150 million media impressions across North America including CNN, The New York Times and The Washington Post. **(P1)**

CED was successful in the attraction, retention or expansion of 67 companies and film projects, resulting in 5,719 direct and indirect jobs. Achievements include a new Amazon fulfillment centre in Balzac generating 750 new jobs. Council approved \$100 million for an Economic Development Investment Fund to continue to focus on economic diversification, job creation, and the revitalization of the downtown core. **(P2)**

Access to information and services online were improved for the business community with the launch of a new myBusiness website. It provides step-by-step instructions on how to acquire a business license, change an existing license, change a designation of land use, or obtain additional permits. **(P4)**

To support the arts organizations that contribute to the vibrancy of the city's cultural scene, \$2 million in funding was provided to cornerstone arts organizations enabling them to continue operating despite low revenues during the economic downturn. **(P9)**

The City remains committed to increasing access to affordable housing. Three new affordable housing developments were opened in the communities of Crescent Heights, Bridgeland and Kingsland, providing a total of 72 new homes. In addition to the openings, The City celebrated a sod turning with various stakeholders at a new site in Wildwood. **(P6)**

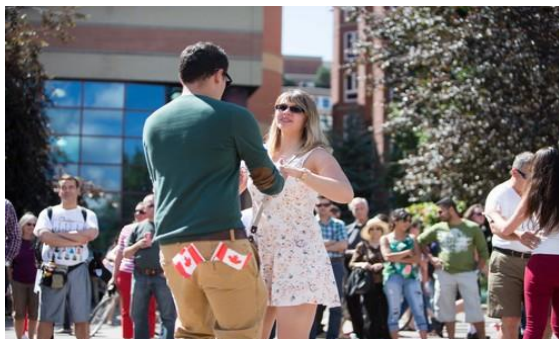
To assist Calgarians impacted by the economic downturn, funding was provided to thirty local non-profit organizations from the 2017 Emergency Resiliency Fund to help meet increased demand for programs and services. **(P7)**

[Link to additional highlights and milestones available here](#)

- Progressing as planned.
- * Significant milestone(s).
- ▼ Possible challenges identified; mitigation measures being developed.
- ◆ One or more challenges materialized; mitigation measures underway.

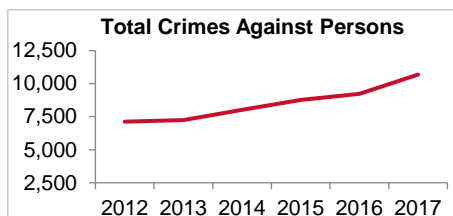
Status	Strategic Actions
●	P1 Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.
●	P2 Advance purposeful economic diversification and growth.
●	P3 Support civic, business and community partners, as well as business revitalization zones, to collaborate and attract local and global investment.
●	P4 Cut red tape and continue to foster a competitive tax environment to help small business succeed.
●	P5 Seek out partnerships with other governments and community partners to achieve community well-being.
● *	P6 Increase affordable and accessible housing options.
●	P7 Continue policies and programs to reduce the number of people living in poverty.
●	P8 Respond to the needs of an aging population.
●	P9 Cultivate the city's talent, diversity and energy to enable Calgarians to live creative lives.
●	P10 Expand our library system and enhance access to technology and information.
●	P11 Facilitate programs and services for children and youth, including, in some cases, providing, a variety of affordable after school programs.
●	P12 Establish approaches and practices that welcome and support full participation of vulnerable populations in City activities.

A city of inspiring neighbourhoods

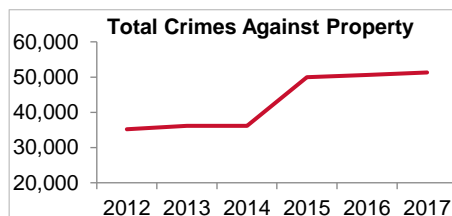


All neighbourhoods contribute in their own way to make a city great. As neighbourhoods evolve, so do their needs and neighbourhoods and communities must be renewed so that citizens can participate in all facets of urban life. Citizens that live in inspiring neighbourhoods experience a sense of community pride, feel safe and secure, and enjoy great public spaces. Growth is promoted and well-managed, heritage sites are protected, and public safety and resiliency are high priorities.

How Is The Community Doing? Selected Indicators:



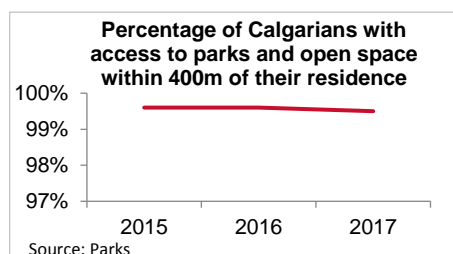
Source: Calgary Police Service



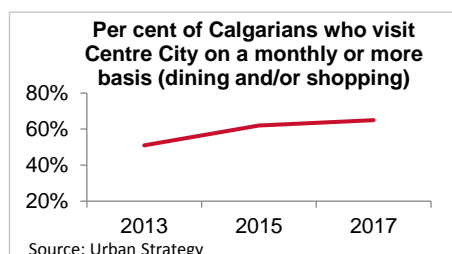
Source: Calgary Police Service



Source: Citizen Satisfaction Survey, Ipsos



Source: Parks



Source: Urban Strategy

Some Partners Include:

Government of Canada
Government of Alberta
Calgary Home Builders Association
Urban Development Institute
Community Associations

Story Behind the Indicators:

Total person and property crimes increased over the previous year and 5-year average. Increases in person crimes were driven by domestic and non-domestic assaults. Domestic violence occurrences in 2017 were 41 per cent higher than the five-year average and 12 per cent higher than 2016.

Increase in property crimes was driven by theft of vehicles, theft from vehicles, and commercial break and enter. There were 420 more incidents of vehicle thefts in 2017 than 2016 and 41 per cent more incidents over the five-year average. Survey results indicated that 81 per cent of citizens feel safe walking alone at night, down slightly from 84 per cent in 2016.

The City partners with the development community to ensure access to quality public parks and open spaces is within a five-minute walk of almost all residents of Calgary. The percentage of Calgarians who report visiting the Centre City at least once a month to dine or shop has increased from 51% in 2013 to 65% in 2017. This reflects the efforts made to create an attractive downtown core to encourage future investment and growth.

The City contributes to the creation and maintenance of inspiring neighbourhoods by:

- Responding to community calls for service, conducting crime prevention, and criminal investigations through the Calgary Police Service.
- Enhancing plans to deal with emergencies.
- Supporting the development of complete communities by providing accessible and affordable transportation networks and services.
- Promoting increased use of public spaces to build closer community bonds.
- Working with stakeholders to encourage diversity in amenities, housing types, activities, and services to create places where all citizens can make choices about their quality of life

A city of inspiring neighbourhoods

Selected highlights of The City's performance as of 2017 December 31

In 2017, the number of emergency calls increased by more than 10 per cent over the previous year. While fire calls increased by 5 per cent, calls for medical and public service assistance increased by 13 and 33 per cent respectively, with a significant increase in opioid related calls. Ten Emergency Communications Officers completed a cross training course enabling them to better respond to call volume surges in the different service areas. More cross training will continue in 2018. Also, a third medical response unit was put into service in the Beltline area. Despite the increase in calls, response times improved for High-Risk Fire Suppression incidents and were maintained for Critical Medical Intervention incidents.

(N1)

A comprehensive update of Calgary's Municipal Emergency Plan was completed to reflect updated processes, roles and responsibilities, including alignment with business continuity and recovery planning. The City's Infectious Disease Management Plan was updated to reflect emerging practices and research in public health emergencies. In addition, The City's pandemic supplies were bolstered to protect the health and safety of City staff during an outbreak. City staff also participated in two large-scale emergency exercises – a flood and snowstorm - to test response, recovery and business continuity processes and plans. **(N3)**

In 2017, support was provided to twenty-two Community Associations in completing their business plans. The City also continued to work in collaboration with CAs on efforts to improve public facilities and spaces and increase community engagement and active living. The Rocky Ridge Royal Oak Community Association was assisted in establishing an outdoor rink and hub with basketball courts, a picnic area and benches. The City also supported the Banff Trail Community Association as it replaced its 50-year-old outdoor hockey rink. Both groups were connected with appropriate City resources and guided through the grant application process. **(N4 and N5)**

Results from initiatives to provide great public spaces and promote urban vitality were delivered. The area under the 4th Avenue Flyover was revitalized as a vibrant play and gathering spot as part of The City's pedestrian strategy and in collaboration with the University of Calgary, the Bridgeland-Riverside Community Association, and students from Langevin School. Construction on the 1st Street SW corridor has been completed and included upgrades to sidewalks, lighting and street furniture. Streetscape improvements for 3rd Avenue in Chinatown were completed to make the street more welcoming to pedestrian traffic. **(N9)**

[Link to additional highlights and milestones available here](#)

- Progressing as planned.
- * Significant milestone(s).
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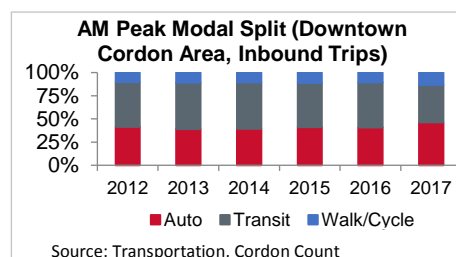
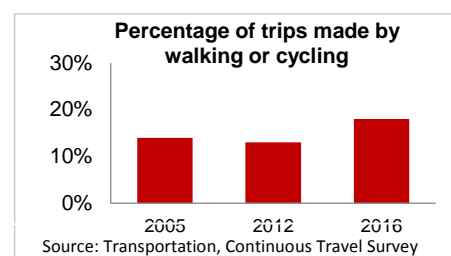
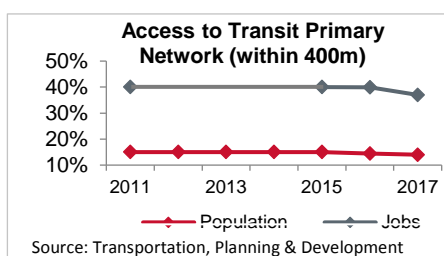
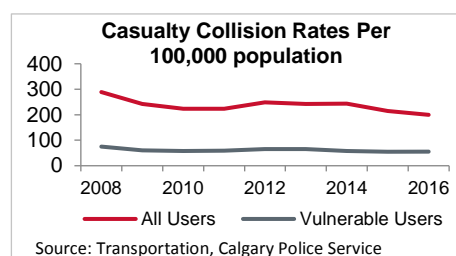
Status	Strategic Actions
▽	N1 Keep communities safe by meeting and maintaining standards for crime prevention, fire response, and enforcement.
●	N2 Build resiliency to flooding.
●	N3 Enhance The City's capacity and resiliency to prepare for and respond to pandemics, natural disasters and emergency situations.
● *	N4 Revitalize the role and ability of community associations, and use of community facilities.
●	N5 Systematically invest in established neighbourhoods as they evolve to accommodate changing community needs.
●	N6 Manage and promote growth to achieve the best possible social, environmental and economic outcomes within financial capacities.
●	N7 Develop a new funding framework to provide for infrastructure in new and redeveloping neighbourhoods.
●	N8 Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives.
●	N9 Provide great public spaces and public realm improvements across the city to foster opportunity for well used public spaces and places for citizen connections and urban vitality.
●	N10 Review The City's heritage processes to improve the protection and enhancement of heritage assets.
●	N11 Promotion of public safety through education, prevention, and partnerships.
●	N12 Promote and strengthen community standards through facilitated compliance.

A city that moves



The movement of people and goods throughout the city is made possible by providing a safe, efficient, and accessible transportation network used every day by citizens, commuters and visitors. Getting around is a top priority among citizens and influences daily quality of life. Efficient movement of workers and goods helps foster economic development in and around Calgary. Access to a variety of transportation options (including walking, cycling, public transit, driving, parking and taxis) that are affordable and convenient is critical to ensuring a city continues to move well. Effective emergency response depends on a safe and secure transportation system.

How Is The Community Doing? Selected Indicators:



Some Partners Include:

Calgary Parking Authority
Government of Alberta
Government of Canada

Calgary Police Service
Calgary Regional Partnership
Livery Transport Advisory Committee

Story Behind the Indicators:

Safety is a top priority for the transportation department, underlying all projects and programs. Overall casualty collision rates have been trending down for several years. However, vulnerable user collisions (i.e. people walking and biking) saw a slight increase in 2017. Addressing this challenge through an updated Safer Mobility Plan is a key focus for 2018. Access to the primary transit network (PTN) fell after several years of stability. This is partly due to a small section of the PTN being reduced and to changing employment areas in the city. Launching the Bus Rapid Transit (BRT) network and building the Green Line LRT are key to reversing this. Over the past decade, more Calgarians are choosing to walk and cycle, from 14 per cent of all trips in 2005 to 17 per cent in 2016. In contrast, changes in downtown employment levels have shifted peak hour travel choices and commuters are taking advantage of lower congestion and choosing cars over transit.

The City works to ensure a city that moves by:

- Providing a safe, customer-focused, efficient, and sustainable transportation network by developing plans, building infrastructure and delivering service.
- Developing an integrated transportation system that provides citizens with accessible and affordable mobility choices and connects communities.
- Prioritizing transportation capital projects including lifecycle maintenance and leveraging funding sources as they become available.
- Reviewing and enhancing regulation to promote safe and convenient taxi service.

A city that moves

People and goods can move well and safely throughout the city, using a variety of convenient, affordable, accessible and efficient transportation choices.

Selected highlights of The City's performance as of 2017 December 31

2017 saw significant improvements to current infrastructure and progress on long term projects in alignment with The City's long-term Route Ahead strategic plan.

The Green Line achieved several milestones in 2017: the approval of a final alignment and station locations, and funding commitment from the Province of Alberta for Phase 1 of the project. The Green Line is the single largest piece of public infrastructure ever undertaken by The City and work continues in the areas of modeling and forecasting, pre-design planning, and network integration. **(M1)**

To increase capacity of the CTrain system, changes to infrastructure and operations were completed to run four-car trains on all LRT lines. Improvements included track adjustments on three platforms, five mainline track switch replacements, repairs to three crossings, replacement of ballast, and repairs to track surfaces. **(M1)**

Construction began on Calgary's Bus Rapid Transit (BRT) network, comprised of the 17th Avenue SE transitway (phases 1 and 2), north crosstown, south crosstown and southwest BRT (phase 1). These projects will bring high-quality, high-frequency service to dozens of communities across the city. **(M1)**

Four interchange projects to improve safety and access at strategic development locations were completed: Bowfort Road at Trans-Canada Highway, Glenmore Trail at Ogden Road, and Macleod Trail at 162 Avenue, and Sarcee Trail at 16 Avenue. Macleod Trail and 162 Avenue is Canada's first diverging diamond interchange, a configuration designed to reduce both congestion and collisions. **(M3)**

The first dedicated on-street bicycle infrastructure east of Deerfoot Trail was completed as part of complete streets projects for 8th Avenue SE, Marlborough Way NE and 40th Street E. **(M4)**

The first slate of deliverables for the Step Forward pedestrian strategy were completed. These included supporting the ActivateYYC microgrant program to help communities to walk, play and be neighbourly, and launching The City's tactical urbanism program. The Step Forward strategy was awarded the Institute of Transportation Engineers (ITE) 2017 Transportation Planning Council Best Project Award. **(M4)**

To improve the taxi system a review of the governance model for the Livery Transport Advisory Committee (LTAC) was conducted in 2017. Council endorsed The City's recommendation to dissolve the committee with The City taking on the responsibility for industry and public consultation. This recommendation would improve efficiency, eliminate the duplication of engagement efforts and result in cost saving. **(M5)**

[Link to additional highlights and milestones available here](#)

Status	Strategic Actions
● *	M1 Implement and accelerate Route Ahead as transit funding becomes available.
●	M2 Maximize the flow of traffic on the existing transportation network through the application of technology.
●	M3 Invest in strategic road improvements in priority growth areas as funding becomes available.
● *	M4 Invest in active transportation infrastructure, including cycling and pedestrian networks as funding becomes available.
●	M5 Improve the taxi system.

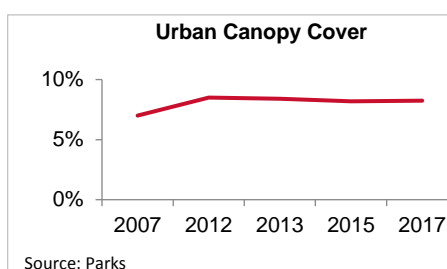
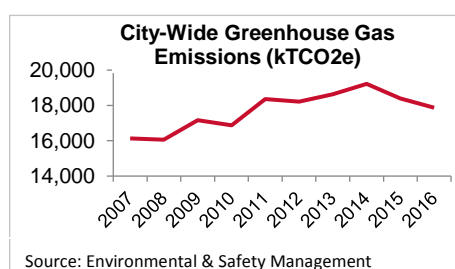
- Progressing as planned.
- * Significant milestone(s).
- ▽ Possible challenges identified; mitigation measures being developed.
- ◇ One or more challenges materialized; mitigation measures underway.

A healthy and green city

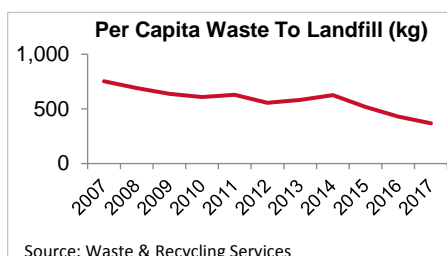
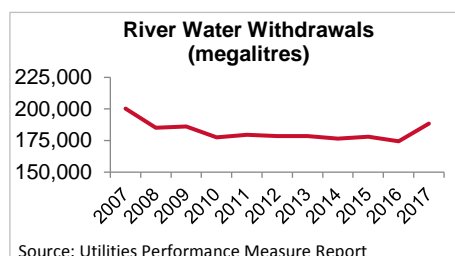


Environmental stewardship is a shared responsibility of government, business, communities, and individual citizens. Collectively they make decisions and take action to conserve energy and other resources, protect air and water quality, and minimize waste and pollution. A healthy and green city includes a well-planned and maintained mix of urban forest, parks, pathways, recreation amenities, and natural areas. Healthy lifestyles are supported through access to facilities and programs to promote health and well-being, and through services that enable active modes of travel and community engagement.

How Is The Community Doing? Selected Indicators:



Some Partners Include:
 Government of Canada
 Government of Alberta
 Recycling Council of Alberta
 YMCA



Story Behind the Indicators:

Energy consumption due to economic recovery, population growth and weather are the largest drivers for greenhouse gas emissions. Data for 2017 will be available in June 2018, whereby an increase in greenhouse gas emissions is expected. Planting trees on private and public property continues to promote the long-term growth of the urban canopy. In 2017, an additional 7,668 trees were planted through the ReTree YYC program. It is important to focus on planting and maintaining trees to improve canopy scores.

River water withdrawals continue to meet the overarching goal in The Water Efficiency Plan to accommodate Calgary's future population growth with the same amount of water withdrawn from the river in 2003 (212,500 ML). This is a result of system efficiencies as well as the wise use of water by citizens, businesses and partners. Per capita waste to landfill has trended downward since 2007, and continues to decline due to lower tonnages from commercial customers, current economic conditions, and increased diversion.

The City has many contributions towards achieving a healthy and green city including:

- Reducing the environmental impact when delivering projects and services.
- Protecting and enhancing Calgary's natural environment and promoting active lifestyles.
- Working with the community and region to conserve, protect, and enhance the environment.
- Supporting energy reduction efforts by examining alternative sources, and communicating programs, information and successes to citizens and staff.
- Building public awareness and understanding of the shared responsibility to conserve and protect the environment.

A healthy and green city

People and goods can move well and safely throughout the city, using a variety of convenient, affordable, accessible and efficient transportation choices.

Selected highlights of The City's performance as of 2017 December 31

The City successfully implemented the residential Green Cart program to over 320,000 homes across all Calgary communities. From the start of service in July to December 31st, approximately 38,000 tonnes of food and yard waste has been composted at The Organics and Biosolids Composting Facility, a higher than expected volume, that would have otherwise gone to the landfills. In addition to food and yard waste, approximately 6,500 tonnes of biosolids have been processed in the facility. This is an important part of The City's plan to achieve the target of 70 per cent waste diversion in all sectors by 2025. **(H1)**

In efforts to encourage the use of clean energy technologies, two solar power plants at water treatment plants were completed, totaling 917 kW of installed capacity. These two plants are anticipated to reduce greenhouse gas emissions by 650 tonnes per year and avoid over \$125,000 in electricity costs annually. A 1,080-kW solar power plant was also initiated at Shepard Landfill. The energy produced will be used in the operation of the composting facility. **(H2)**

The City established three climate change mitigation working groups (Buildings and Energy Systems, Land-use and Transportation, and Waste and Consumption) to provide guidance and feedback for the development of the Low Carbon Plan for Calgary. The City published briefings on climate change resiliency to inform stakeholders and citizens about climate changes and its impacts on our city. **(H6)**

Healthy lifestyles were fostered through a range of accessible and affordable recreational programs and opportunities for Calgarians. Special events and initiatives such as Jumpstart games, #GetMovingYYC, and athletic meets saw participation from over 4,000 Calgarians of all ages. Citizens celebrated cultural celebrations throughout the year with Canada 150 events, with Canada Day 150 engaging 650,000 Calgarians. **(H7)**

The City continues to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians, with several major initiatives underway and completed. Construction of the Rocky Ridge Recreation Centre was completed and operation transferred to YMCA Calgary. Construction on the Seton facility continues on schedule. **(H8)**

The City optimized the existing park network to ensure Calgarians have access to nature and active lifestyles. A major rejuvenation of Prairie Winds Park was completed. The popular park features new and improved play areas for children, basketball courts, picnic areas, a public tandoori oven, tennis courts, fitness stations and a wading pool. A grand reopening event held in May attracted 2,500 citizens. As well, the Mobile Adventure Playground (MAP) program saw increased interest and participation, with well-attended events across the city in both winter and summer. **(H9)**

[Link to additional highlights and milestones available here](#)

Status	Strategic Actions
● *	H1 Implement the green cart program and multi-family recycling strategy, and reduce industrial, commercial and institutional waste in our landfills.
● *	H2 Encourage a broader range of innovative and clean energy technologies.
●	H3 Manage the interrelationships between flood protection, water quality and quantity, and land use.
●	H4 Work with our regional partners and the Government of Alberta on an integrated approach to the watershed.
●	H5 Protect and enhance our urban forest and natural landscape throughout Calgary.
●	H6 Continue to build public awareness and understanding of our shared responsibility to conserve and protect the environment.
●	H7 Foster healthy lifestyles through a range of accessible and affordable recreational programs and opportunities that encourage active daily living.
●	H8 Continue to invest in indoor and outdoor recreation facilities that address the changing needs of Calgarians.
●	H9 Optimize the existing parks network to ensure Calgarians have access to nature and healthy and active lifestyles.
●	H10 Lead by example and manage regulatory risks to protect public health and the environment.

● Progressing as planned.

* Significant milestone(s).

▽ Possible challenges identified; mitigation measures being developed.

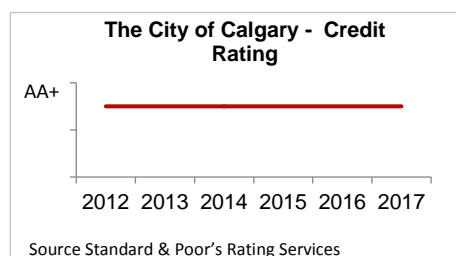
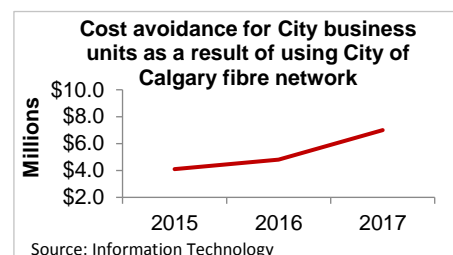
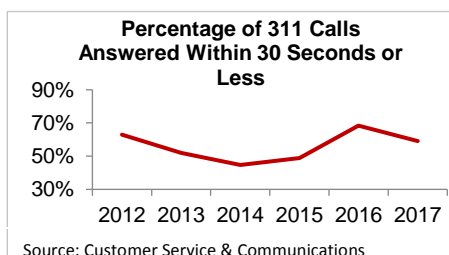
◇ One or more challenges materialized; mitigation measures underway.

A well-run city



Calgary's government strives to be open, responsive, accountable, and transparent, delivering excellent services at a fair price. Public dollars are used wisely to provide quality public services that add value to citizens' lives. Citizens understand how and where tax dollars are spent and departments collaborate in new and effective ways. An enthusiastic and motivated workforce is attracted and retained, and employee safety is a priority. A well-run city is focused on the efficiency and effectiveness of its services and programs and plans for a sustainable financial future.

Organization-wide Performance Measures:



Story Behind the Measures:

Total Recordable Injury Frequency increased mainly due to falls, body positioning, and contact with a direct object or equipment. Improving hazard communication will increase awareness and influence actions and behaviors to prevent incidents. Safety performance will be a key corporate focus in 2018. 311 received 50,898 additional calls between June and December 2017, negatively impacting service levels. In response, 26 agents were trained and equipped to work from home and the functionality of the lower-cost self-serve 311 app was improved. Using a fibre network in place of external providers achieved \$7.0 million in cost avoidance. Fibre infrastructure will be expanded to connect all City facilities and assets. Standard & Poor's reaffirmed Calgary's AA+ credit rating in 2017 reflecting the agency's view of good financial and managerial strength. The rating is one of the highest among Canadian municipalities.

The City works to ensure a well-run city by:

- Seeking opportunities to deliver programs and services more efficiently and effectively.
- Negotiating for a City Charter to enable greater flexibility in some areas of decision-making.
- Prudently managing public funds and assets to maintain a solid financial foundation.
- Providing customer-centric service delivery.
- Committing to strengthening and managing its workforce and safety culture.
- Using technology to support safety through online reporting of corporate safety incidents, near misses and hazardous conditions.
- Establishing significant cross-corporate projects and programs like One Calgary, Infrastructure Calgary and AnalyticsCalgary.
- Maintaining public assets and infrastructure to provide maximum benefit and value to Calgarians.

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.

Selected highlights of The City's performance as of 2017 December 31

Due mainly to lower than expected revenues in this budget cycle, The City was faced with a projected operating budget deficit of \$170 million for 2018. The City worked across departments to identify efficiencies and cost-savings. In November, a budget adjustment was approved by Council that followed a least-harm approach to balance the financial impact to citizens through cost savings and service reductions. **(W4)**

To minimize the tax burden on citizens, Council reduced the 2018 property tax increase from the previously approved 4.7 per cent to 0.9 per cent (not including the tax rebate of 2.9 per cent carried over from 2017). In total, \$126 million in citizen and business benefits were approved including investments in the Low Income Transit Pass and funding for youth, low income, and crime prevention programs. **(W4)**

The City remains focused on increasing efficiencies in its services. Approximately \$27 million in annual financial gains were realized through the Zero-Based Review program as of December 2017. Through careful workforce planning, savings of \$20.2 million were realized by managing growth and vacant positions. The number of City employees decreased by 420 from October 2016 to October 2017. **(W2)**

The City has been successful in using alternative service delivery options to stay competitive. The newly opened organics and biosolids facility is the first composting facility to be delivered under a public-private partnership model in Canada. It was awarded the 2017 Silver Award for Infrastructure from the Canadian Council for Public Private Partnerships. The City was also innovative in prototyping, and provisionally patenting, a new dewatered biosolids trailer to support the new compost facility. **(W3)**

The City worked collaboratively across service lines to engage citizens to help inform decisions. The Calgary Transit Customer Advisory Group met six times and provided feedback that helped guide service changes. In anticipation of the future legalization and regulation of recreational cannabis, The City developed a program of extensive public engagement including a survey and focus groups to establish a baseline on Calgarians' views to inform Council decision-making. The City also leveraged its social media platforms to engage with citizens. The City received more than 74,000 incoming social media messages and saw an increase in followers on all platforms, an increase of 68,407 for Twitter, 12,028 for Facebook, and 14,531 for Instagram. Social media was used effectively to promote participation in the 2017 Election through an "I will vote" campaign. **(W5)**

There was strong civic participation in the 2017 Election with the highest voter turnout (58.1 per cent) in 80 years, a record number of votes through advanced polls, and traffic to the Election's website was four times higher than in the past. The City has initiated a process review and audit to identify improvements needed in Election Calgary's processes to handle higher participation in future elections. **(W7)**

[Link to additional highlights and milestones available here](#)

Status	Strategic Actions
●	W1 Finalize a new City Charter with the province
●	W2 Be as efficient and effective as possible, reducing costs and focusing on value-for-money.
●	W3 Examine opportunities for alternative service delivery for competitiveness.
●	W4 Balance demand for quality City services with affordable taxes.
●	W5 Regularly collaborate and engage citizens to encourage participation in City decision-making, and better communicate the reasons for the decisions.
●	W6 Effectively manage The City's inventory of public assets, optimizing limited resources to balance growth and maintenance requirements.
●	W7 Continue to transform the organization to be more citizen-focused in its approach and delivery of service.
●	W8 Increase collaboration across the organization, including alignment of budgets with service delivery to achieve City priorities.
●	W9 Strive to be an employer of choice with a focus on addressing The City's aging workforce.

- Progressing as planned.
- * Significant milestone(s).
- ▽ Possible challenges identified; mitigation measures being developed.
- ◇ One or more challenges materialized; mitigation measures underway.

Leadership Strategic Plan



The story behind the plan

The Leadership Strategic Plan (LSP), approved by Council in September 2014 (C2014-0703) is the organization's response to Council's and citizens' priorities. Consistent with our commitment to be publicly accountable, Administration provides LSP status updates in each Accountability Report. These two pages continue that practice, with highlights of accomplishments in 2017.

1) Establish a cooperative and meaningful relationship with Council

- As part of the corporate calendar project, a list of Council and Committee reports is shared with Council on a quarterly basis. This allows members of Council to see what items Administration is bringing forward and when, providing an opportunity to better understand projects, programs and initiatives in advance of Committee or Council meetings.
- Supported Council in establishing their priorities and direction to Administration for 2019-2022. This included working with Councillors to understand what they heard from citizens on the campaign trail, a facilitated workshop and a data-driven report on how the community is doing.

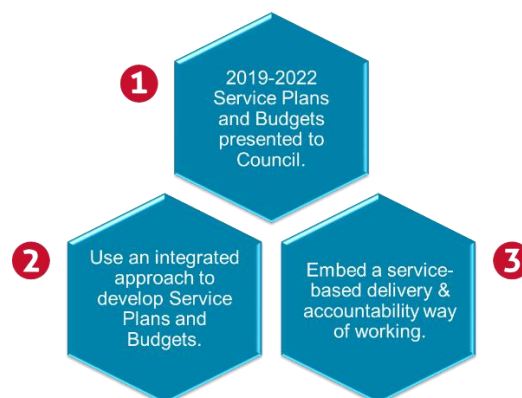
2) Cohesive leadership culture and collaborative workforce

- Corporate Employee Survey results remained steady.
- Code of conduct training was developed and will be available 2018 Q2 with a focus on values-based decision making.
- The recognition program has been realigned to the corporate culture. The One City Awards received more than 275 nominations, recognizing over 2200 individual employees.
- Inclusion continues to promote a healthy workplace through leadership tools and resources, including education to raise awareness of unconscious bias, human rights and bridging cultures.
- Calgary's first Quality of Life Report was published, describing the conditions in the community to which The City contributes, along with other organizations and levels of government. The Report has many uses, including providing input to Council Directives and to business plans and budgets for 2019-2022.

- City Manager Jeff Fielding administered his "Where We Stand" survey to better understand the perspectives of employees, senior management, and Council on where The City of Calgary is on a spectrum of culture characteristics and qualities of an ideal municipal government. 3,400 employees, 36 members of senior management, and all of Council completed the survey. Results will inform Administration's strategy in the next four-year term.

3) Better serve our citizens, communities, and customers

- The One Calgary Program (2019-2022 Service Plans and Budgets) was established, including a governance structure designed to enable greater collaboration and integration across services.
- Results for the One Calgary Program were defined. In addition to providing 2019-2022 plans and budgets to Council in November 2018, the program will be leveraged to embed a service-based culture in the organization and break down silos.



- Improvements to the ZBR program status reports present a year-over-year forecast of when financial (efficiency) gains are expected to be realized, as well as progress tracking by individual recommendation, to give a more granular view than previous reports.
- To support The City in moving forward as a data driven organization, input data from the Economic Perspectives and Calgary's Economy report was provided to the 100 Resilient Cities initiative and as a foundational part of the planning for The City's next business plan and budget cycle.
- The new Enabling Online Services program makes it easier for citizens to accomplish more tasks online, improves users' online experience, increases task completion scores, and supports reaching a One City, One Voice mindset.



Leadership Strategic Plan

- A 311 software upgrade enabled enhanced call recording including quality monitoring, speech recognition and automated surveying of citizen satisfaction. This enhancement, along with tracking analytics, enabled The City to successfully manage an increase of over 40,000 Service Requests in the last two quarters of 2017.
- A policy prioritization strategy was established to effectively manage and execute ongoing and future policy work which will guide and enable building a great Calgary,
- The City processed 90 per cent (up 3 per cent from 2016) of 50,214 trade permits online and 87 per cent (up 4 per cent from 2016) of 4,226 new home permits online in 2017, saving customers time and money,
- The Centre City Enterprise District removes a number of process and regulatory requirements, making it easier for businesses to move into new spaces. It assists building owners to make improvements or modifications to their buildings.

4) Focus immediate and collective attention on planning and building a great city

- The Industry/City work plan helps remove barriers to development. Notable achievements include: policy and process changes to accept Outline Plan applications in Growth Management Overlays areas, research for the industrial strategy working group and a communications plan to enable the sharing of industrial education work, the publication of a utility Neighbourhood-Specific Infrastructure report, and streamlining the application submission and review process, along with improvements to feedback and communication with customers.
- Improved the governance of the Urban Design Review Framework enabling high quality development making Calgary a great City,
- The Citizen and community experience was enhanced throughout the planning process, through engagement sessions to better understand how our citizens want the city to look, function and grow, and also through the highly-rated partners in planning sessions hosted with the Federation of Calgary Communities.

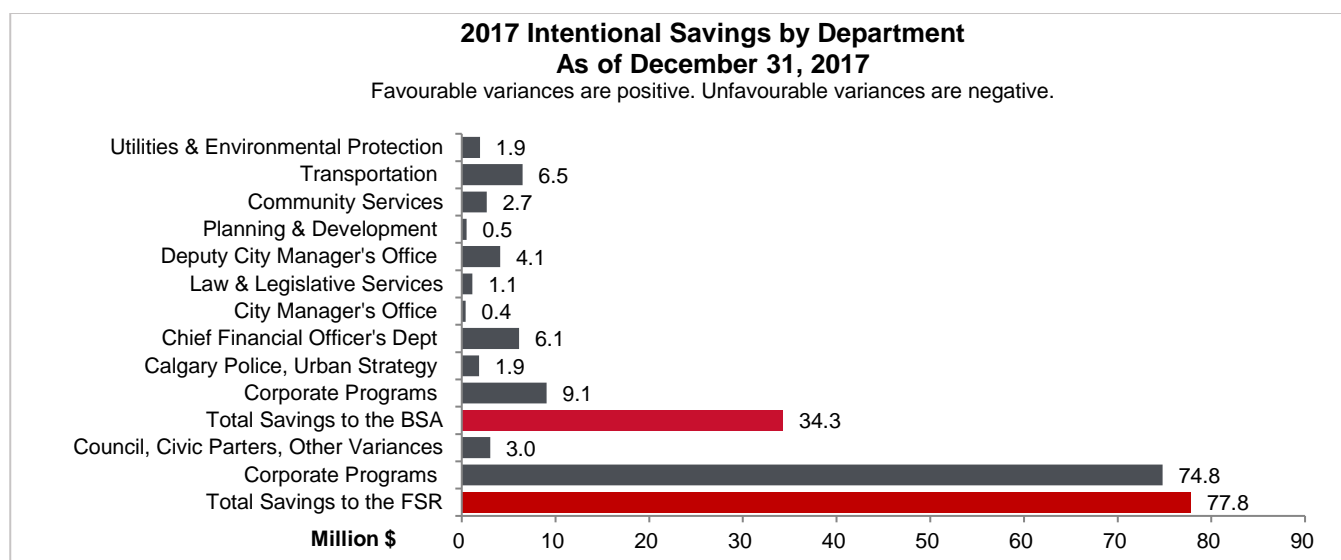
5) Strengthen the Corporation's financial position

- Received Council's approval of the 2018 Adjustments for the final year of Action Plan, and

approving targeted initiatives to respond to The City's emerging needs during the current economic challenges.

- Recast the 2018 Capital Budget to better align budget to the years when funds are expected to be spent, resulting in better estimated capital investment cash flows and project delivery. Recasts provide an improved insight into the status of capital projects across The Corporation and allowed Administration to better inform Council about The City's planned investment.
- Business Units contributed over \$100M to the capital budget savings account during the recast process for reallocation to additional investments as recommended by Infrastructure Calgary.
- Received approval in principle to fund 21 additional program/project investments, including reserves, off-site levies, grants, unallocated capital funds and the capital budget savings account.
- Initiated the alignment of capital investments to services as part of One Calgary.
- Continued work with the Government of Alberta on a new fiscal framework, the third phase set out in the Framework Agreement for Charters. The parties have agreed to four changes: a new infrastructure funding formula; improving the efficiency and effectiveness of local improvement levies and special taxes; improving the administration of the Destination Marketing Fee; and increasing responsibility for debt management. Details are to be finalized in 2018.
- Effectively managed the Fiscal Stability Reserve to help maintain service levels due to the current downturn in the economy.
- Identified workforce savings up to \$105 million for 2018 through initiatives including the Corporate Workforce Planning project.
- Found savings leading to contributions of \$34.3 million to the Budget Savings Account Reserve for future one-time projects and corporate-wide initiatives.
- Received the Government Financial Officers Association award for reporting excellence for our 2016 Annual Report

Operating Budget Overview



Figures may not add due to rounding.

2017 year-end operating savings are \$112.1 million and transferred as follows:

Business Units' operating savings of \$34.3 million transferred to the Budget Savings Account (BSA):

- Savings in salary and wages from various business units due to management of workforce and intentional vacancy management, lower contracted services, consultants, software maintenance and training costs (\$14.7 million favourable);
- Unallocated budget from Workforce Planning (\$9.1 million favourable);
- Calgary Transit's favourable fuel costs, savings from intentional vacancy management, and contributions from Community Economic Resiliency Fund, partially offset by lower Transit ridership and lower demand for reserved parking (\$6.1 million favourable);
- Savings in Waste & Recycling Services from efficiency improvements in collection services (\$1.8 million favourable); and sum of small savings from various business units (net to \$2.7 million favourable).

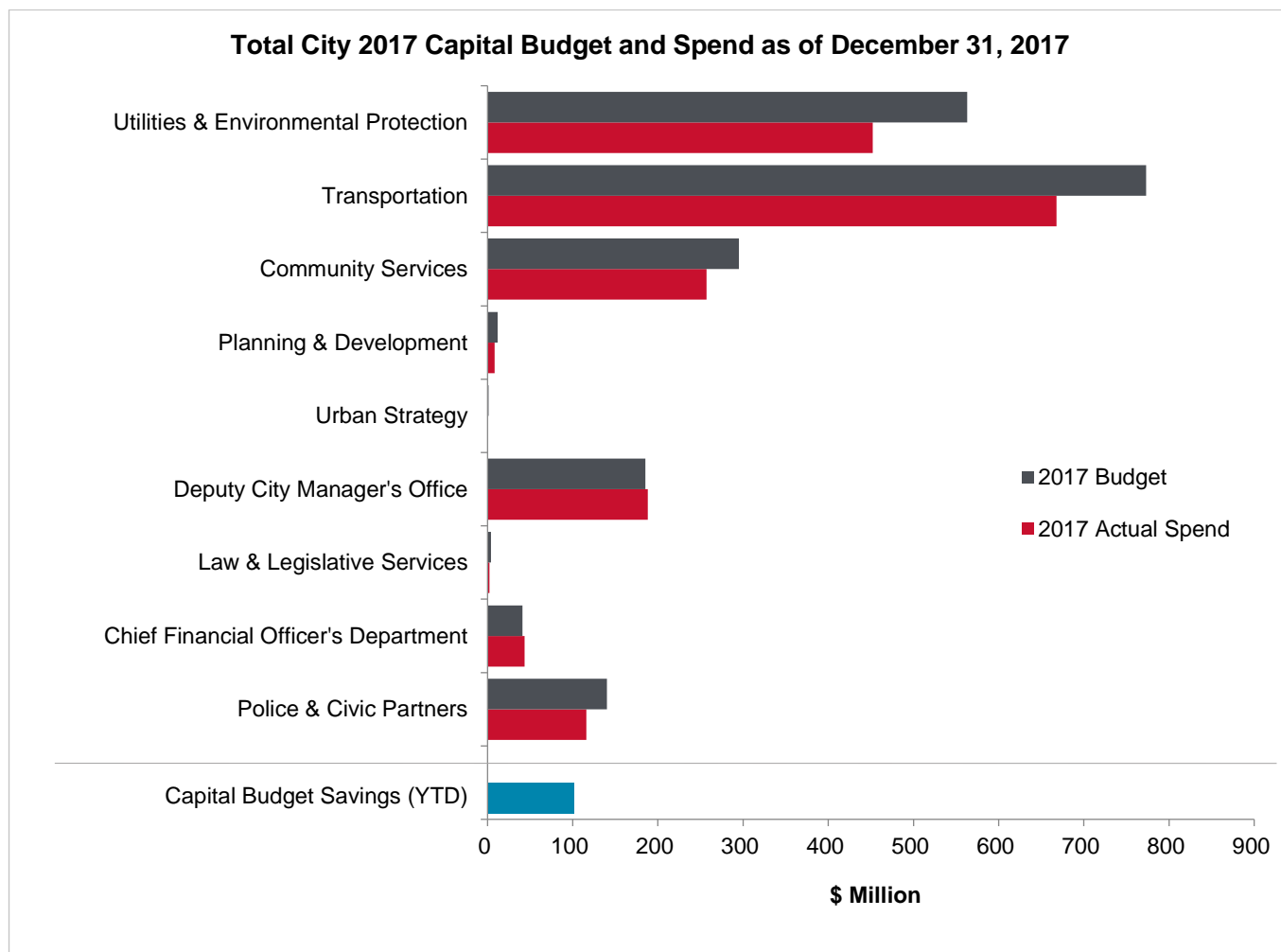
Intentional savings of \$77.8 million transferred to the Fiscal Stability Reserve (FSR):

- Lower actuarial valuations on pensions and retirement benefits, lower spending on Corporate Workforce Strategy program and savings in other health benefits, partially offset by higher Workers Compensation Board (WCB) rate and lower fringe benefits recoveries (\$25.6 million favourable);
- Higher investment income earned due to a strong capital market, external investment managers realizing capital gains, and higher principal balances invested in external portfolios (\$21.7 million favourable);
- Unbudgeted revenue due to full reimbursement received from the Provincial Government for the 2016 Fort McMurray Fire (\$6.3 million favourable);
- Lower corporate contingency expenses, net of transfers to Community Economic Resilience Fund for providing tax relief to assist Calgary non-residential tax payers (\$45 million), Economic Development Investment Funds (\$25 million), and Municipal Complex Structural Upgrade - Truss Recovery (\$8.1 million), \$31.8 million favourable was partially offset by lower franchise fees received from ATCO Gas and ENMAX due to lower natural gas prices and electricity prices, \$7.9 million unfavourable (net to \$23.9 million favourable);
- Savings in Council's Office (\$3.0 million favourable); and other small variances (net to \$2.7 million unfavourable).

The transfer to the FSR with the year-end close brings the uncommitted balance of the reserve to \$428.0 million which is 13.6 per cent of tax-supported gross expenditures net of recoveries. The minimum FSR balance is 5 per cent with a target of 15 per cent.

Note: Financial numbers and variance explanations are provided prior to final external audit confirmation. Numbers are as at 2018 February 8.

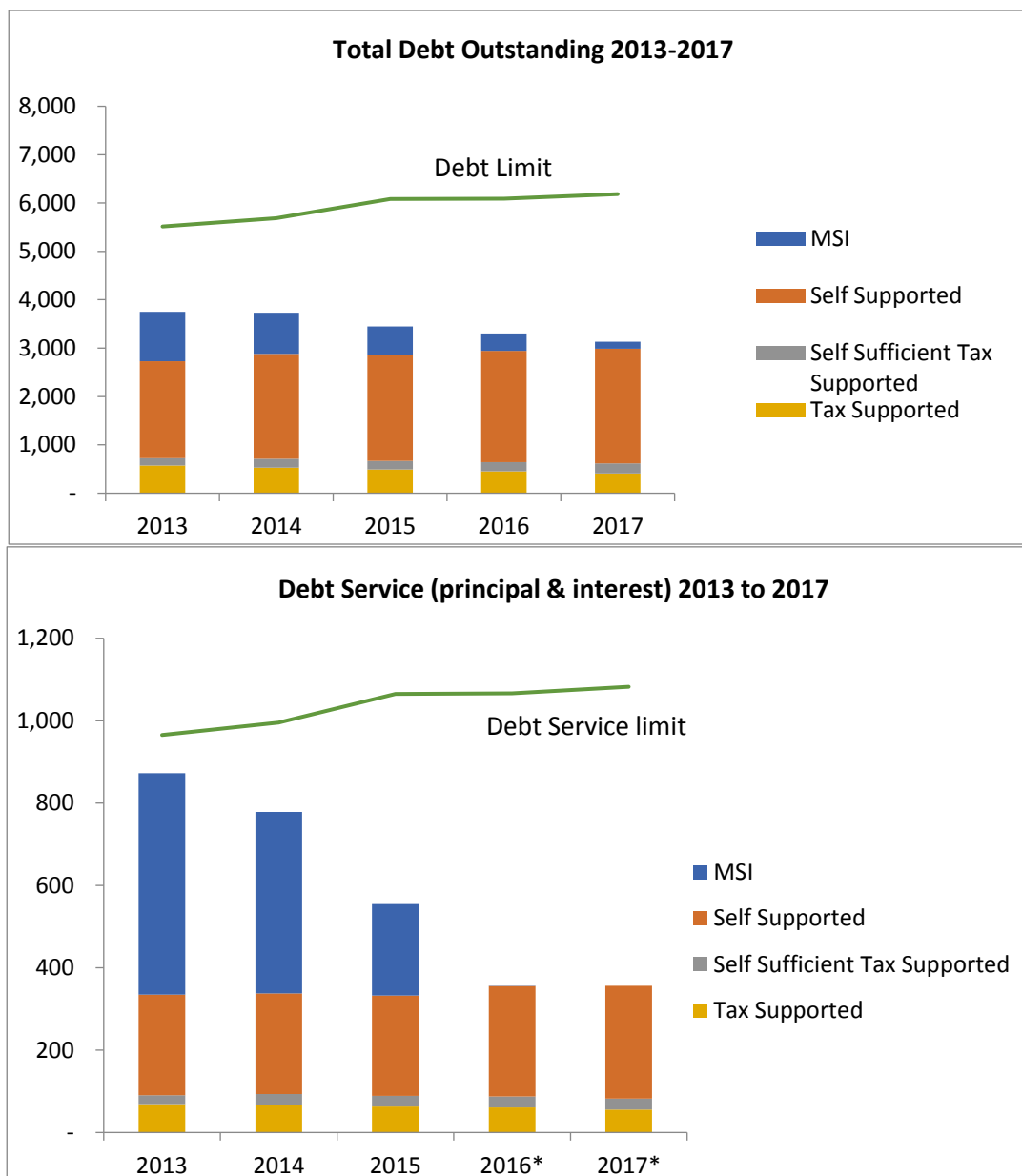
Capital Budget Overview



In 2017, the City's capital investment was \$1.735 billion (86.2 per cent of the \$2.014 billion budget). This represented a 13.0 per cent increase from the \$1.535 billion capital investment made in the same period in 2016. The tax supported component of the City's 2017 investment represents approximately 83.4 per cent or \$1.447 billion.

The cumulative balance in the Capital Budget Savings Account is \$196.3 million with 2017 contributions representing \$101.1 million. These savings were included in the corporate capacity identified by Infrastructure Calgary to fund a list of recommended new projects (C2017-0214).

Debt Overview



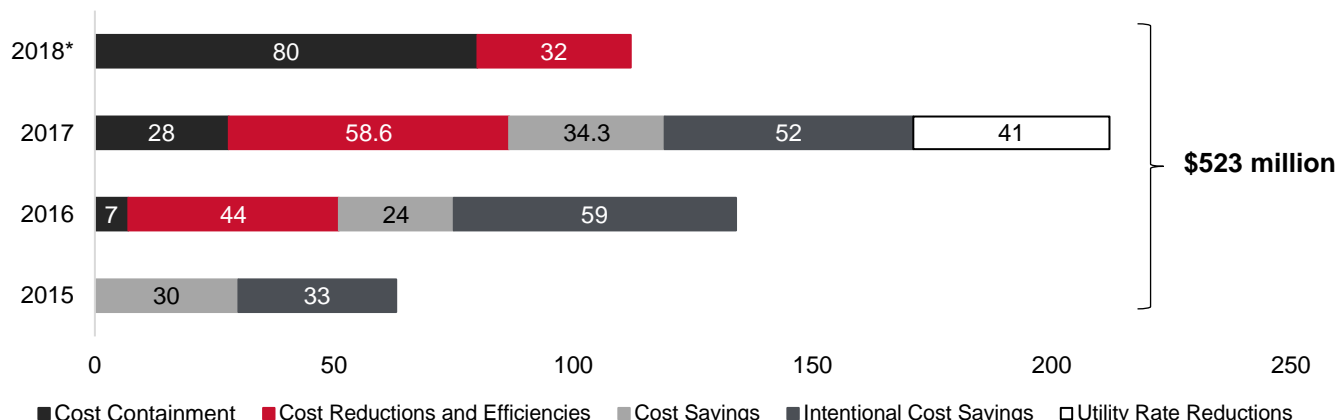
* Due to Provincial changes in the debt service calculation, the portion of the MSI debt maturing after 2016 December 31 are excluded (MSL:124/11 and 077/16).

Debt outstanding in 2017 was \$1.1 billion lower than estimated in Action Plan. The 2017 Action Plan estimated outstanding debt was \$4.3 billion.

Savings & Efficiencies Overview



Efficiencies, Savings & Reductions (Base and One-Time)
(\$ millions)



*There may be intentional cost savings and cost savings in 2018; however, it is too early to know or forecast what those may be at this point in time.

Since Action Plan 2015-2018 was approved, The City of Calgary has achieved approximately **\$523 million** in savings and efficiencies.

Cost Containment in 2017 (**\$28 million**) was achieved by reducing the budgeted increase in pay for exempt employees along with lower than budgeted settlements for some unions.

The **\$58.6 million** in Cost Reductions and Efficiencies in 2017 was composed of corporate efficiencies (**\$21 million**), efficiencies arising from the 2017 Mid Cycle Adjustments (**\$10 million**), and Action Plan budgeted business unit efficiencies (**\$11 million**).

Some of the Cost Reductions and Efficiencies in 2017 included but were not limited to:

- \$6.4 million saved by switching to trenchless technology for the sanitary collection network;
- \$2.0 million saved on electricity through accelerated completion of the retrofit of 80,000 street lights;
- \$0.9 million saved by initiatives including pursuing alternative service delivery for parks maintenance and implementation of other Parks ZBR recommendations.
- \$0.8 million saved through energy consumption and improved monitoring and conservation systems

More details on Cost Savings contributed to the Budget Savings Account (**\$34.3 million**) and the Intentional Cost Savings used to fund certain 2018 Adjustment initiatives (**\$52 million**) can be found in the Operating Budget Overview on page 18.

The ZBR program has identified between \$57.3 million (low estimate) and \$68.2 million (high estimate) in annual financial gains. Of these identified gains, \$15 million was realized in 2017, bringing the total realized to \$27.3 million.

Utilities & Environmental Protection (UEP)



UEP Business Units

Environmental & Safety Management (ESM)

Waste & Recycling Services (WRS)

Utilities - Water Resources and Water Services (UTIL)

UEP aligns with the following Council Priorities:

A city of inspiring neighbourhoods

A healthy and green city

A well-run city

OVERVIEW

Utilities & Environmental Protection (UEP) protects public health and the environment and helps all employees work safely. Services include: collection of residential waste; recycling services; composting and waste diversion programs; landfill management; contaminated site management; environmental and safety management; provision of safe, clean drinking water; treatment and disposal of wastewater; stormwater management, and protection of our rivers and watercourses.

UEP leads The Corporation for workplace health and safety and environmental performance. Through the Corporate Safety Strategy and environmental policies, UEP supports all City departments to continually improve safety performance and manage environmental risk.

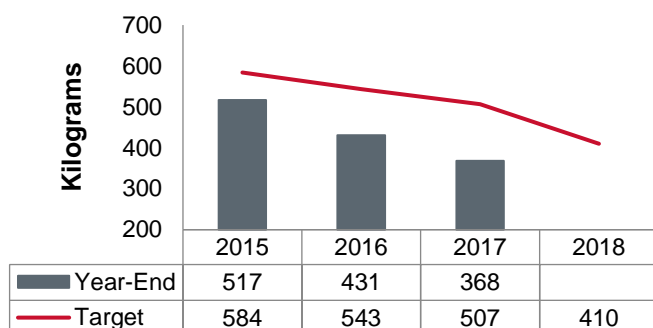
YEAR-END HIGHLIGHTS

- Drinking water and wastewater facilities met provincial regulations at all times.
- The department experienced significant reductions in revenue, requiring adjustments to operating budgets through efficiencies and operating reductions.
- The City continues to work collaboratively to implement flood mitigation solutions on the Bow and Elbow rivers.
- The City completed implementation of the residential Green Cart Program for single-family homes and is servicing all Calgary communities.
- The City of Calgary's Organics and Biosolids Composting Facility, a Public Private Partnership (P3), was completed on time and on budget.
- Climate change working groups were established to provide guidance and feedback for the development of the City's Low Carbon Plan.
- Corporate Safety is being addressed through greater focus on hazard identification, communication, incident investigation and follow-up.

Utilities & Environmental Protection (UEP)



H.PM2 Annual Waste Landfilled Per Capita



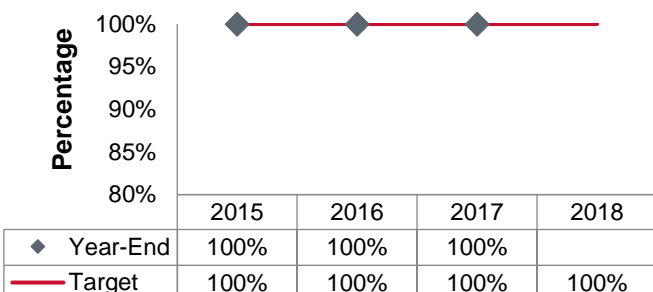
H.PM2 Annual Waste Landfilled Per Capita

Waste landfilled per capita measures the total amount of waste disposed at The City of Calgary landfills by all customer sectors and allocates an average amount (kilograms) to each Calgarian.

Year-End Update

Waste landfilled per capita continues to trend downward attributed to lower tonnage from commercial customers, current economic conditions and increased diversion. With the implementation of new strategies and the city-wide green cart composting program, it is anticipated that this trend will continue.

H.PM5 Provincial Regulations Met for Treated Drinking Water Quality



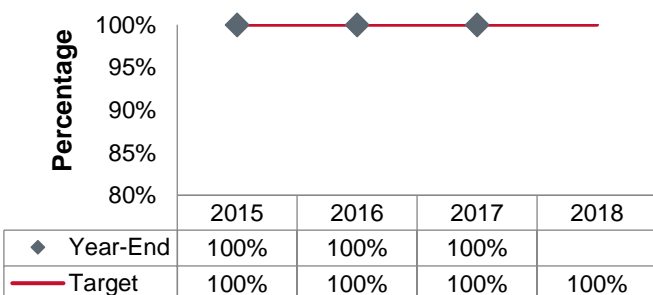
H.PM5 Provincial Regulations Met for Treated Drinking Water Quality

The Water Utility is committed to protecting public health and the environment, and treating drinking water in order to meet provincial regulations. This involves over 100,000 accredited laboratory tests per year, on more than 150 water quality parameters.

Year-End Update

In 2017, Provincial regulations for treated drinking water quality were met 100 per cent of the time at The City's Water Treatment Plants.

H.PM6 Provincial Regulations Met for Treated Wastewater



H.PM6 Provincial Regulations Met for Treated Wastewater

The Water Utility's treated wastewater must meet standards set by the provincial operating approval and Federal Regulations that came into effect in January 2015. Regular tests are conducted to measure the quality of the treated water returning to the river.

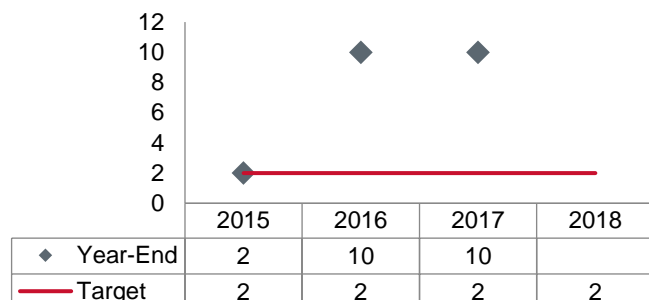
Year-End Update

In 2017, Federal and Provincial regulations for treated wastewater were met 100 per cent of the time at The City's Wastewater Treatment Plants.

Utilities & Environmental Protection (UEP)



N.PM3 Number of City-Owned Brownfields Returned to Productive Community Use



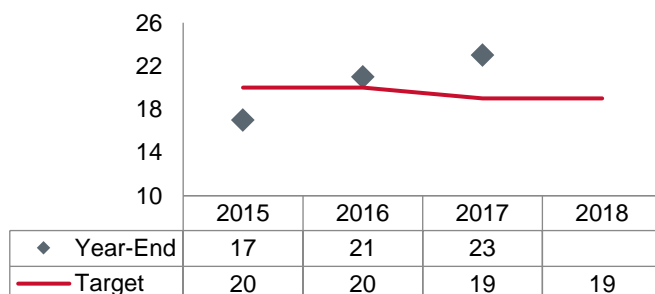
N.PM3 Number of City-Owned Brownfields Returned to Productive Community Use

The City encourages the return of productive use of City-owned brownfields. Redeveloping brownfields allows for the re-use of land, supports urban densification, and stimulates community revitalization.

Year-End Update

A combined total of 10 brownfield sites were returned to productive community use in 2017, exceeding the annual target. The additional sites included 7 land dispositions, 2 redevelopments and 1 interim use project.

W.PM17 Annual Average Number of Days Lost Per Lost Time Claim Throughout the Corporation



W.PM17 Annual Average Number of Days Lost Per Lost Time Claim throughout The Corporation

Reducing the number of days lost per Lost Time Claim (LTC) supports employees and contributes to reducing Workers' Compensation Board (WCB) claims costs. Supporting employees in their recovery through gradual increases in their duties and work hours reduces the number of days away from work and reduces costs.

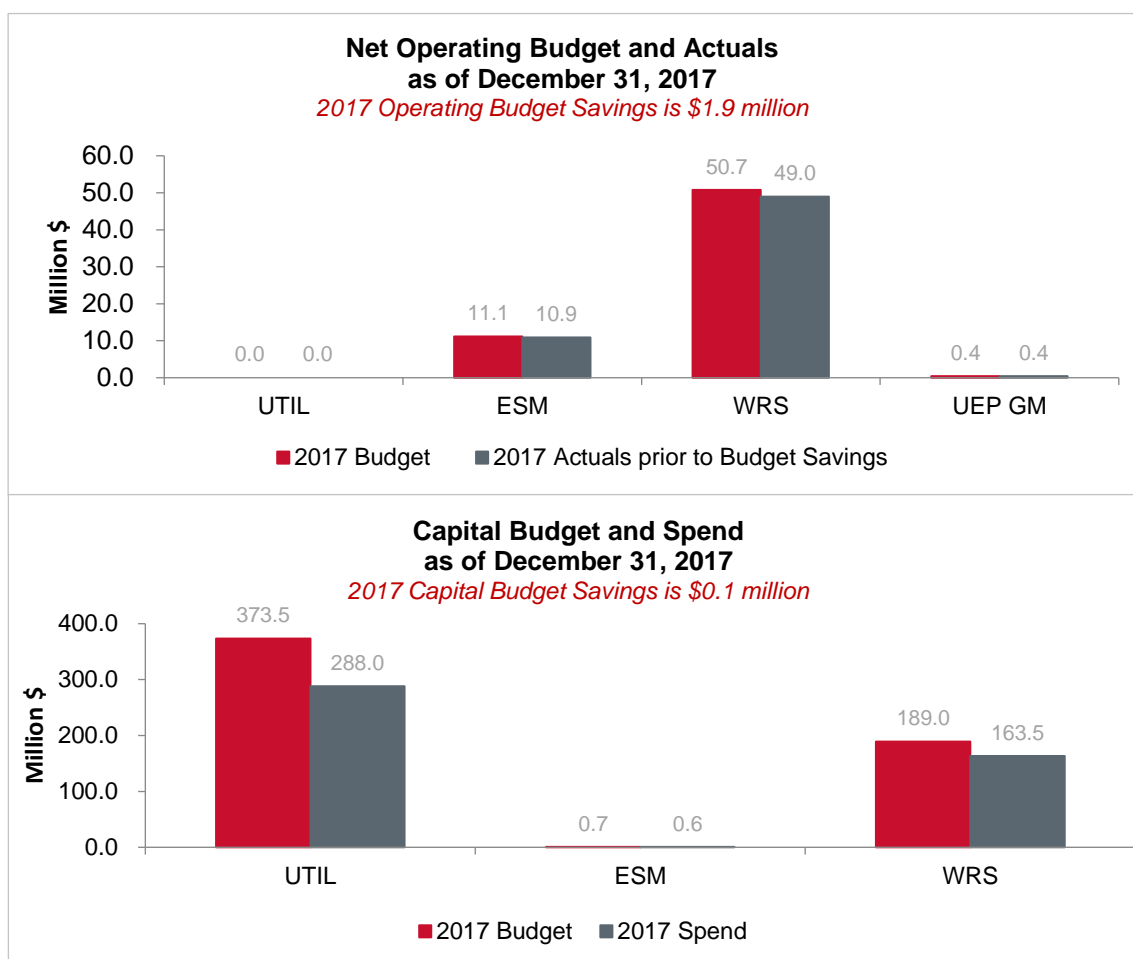
Year-End Update

Business Units, ESM and Human Resources are working collaboratively to ensure employees are accommodated to return to work. The focus has been to find suitable work for employees to return to some capacity, until they have the capability to return to their original job duties.

[Link to additional performance measures here](#)



Utilities & Environmental Protection (UEP)



Operating Budget Summary

Tax-supported operations in WRS were \$1.76 million favorable due to efficiency improvements, and as planned, the additional efficiencies on black cart collection was used to offset the costs of the green cart program. ESM was \$191 thousand favorable mainly due to savings in Salary & Wages net recoveries from delay in filling vacant positions and efficiency from Contract and General Services. These favorable variances were contributed to the Budget Savings Account. Self-supported - Utilities' year end variance was 0 because the operating surplus of \$240.6 million was transferred to reserve. The reserve used for funding capital expenditures and offsetting future borrowing was larger than budget primarily due to higher water consumption during the dry and hot summer months. WRS (blue cart recycling and landfill operations) revenue was \$11.8 million favorable mainly due to the tipping fees from the Green Line waste removal, which will be applied to the cost of waste removal and future capital and maintenance of replacement infrastructure.

Capital Budget Summary

Utilities: The capital spend rate was 77 per cent. Bonnybrook Dewatering Building was commissioned in October 2017 as scheduled. Other major projects that made good progress in 2017 were Bonnybrook Plant D Expansion, Bonnybrook Electrical System Upgrades, and the Silverado West Pine Creek Trunk. Projects that were challenged in 2017 were stormwater and flood recovery projects, which typically have more complex stakeholder and regulatory issues to manage. ESM – The capital spend rate was 92 per cent mainly due to the Climate Change project. WRS - The capital spend rate was 87 per cent. The Organics and Biosolids Composting Facility, with P3 partner Chinook Resource Management Group, was completed and moved into operation in July 2017. Federal Gas Tax funding of \$56.8 million was used to fund a variety of environmental and facilities projects.

Transportation



Transportation Business Units

Calgary Transit (CT)

Roads (RDS)

Transportation Infrastructure (TI)

Transportation Planning (TP)

Transportation aligns with the following Council Priorities:



OVERVIEW

Transportation provides a comprehensive system of safe, efficient and customer-focused travel choices that keep Calgarians moving. The department works together and with partners to plan, design, build, operate and maintain a transportation network that supports walking, cycling, transit, goods movement and private motoring. Transportation focuses on constant improvement in safety, efficiency and effectiveness to enhance and support the growth of our city.

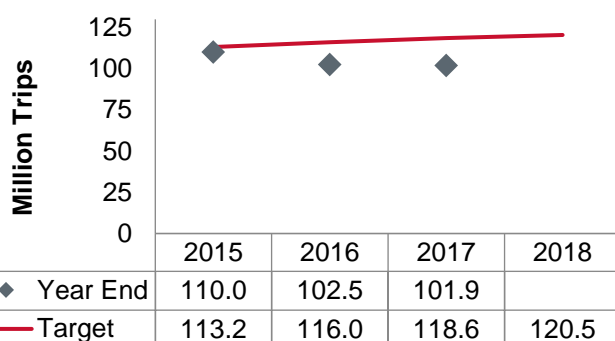
YEAR END HIGHLIGHTS

- A final alignment and staging plans were completed for the Green Line LRT project. Funding from the Province of Alberta was announced and phase one of the project is now moving towards design and construction.
- After several behind-the-scenes infrastructure upgrades, four-car CTrain service was rolled out on the blue line. The entire system now sees regular four-car service.
- 32 new S200 LRVs were put into service bringing improved features and comfort to riders.
- Four major interchanges were opened at Bowfort Rd/Trans-Canada Hwy, Glenmore Tr/Ogden Rd, Sarcee Tr/16 Ave and Macleod Tr/162 Av. This includes Canada's first diverging diamond interchange.
- The multi-year Crowchild Trail corridor study was completed and short-term improvements are currently under construction.
- Construction started on the Bus Rapid Transit (BRT) network including dedicated transitways.
- Complete Streets projects were completed on 8 Avenue SE, Marlborough Way NE and 40 Street SE. This is the first on-street bicycle infrastructure east of Deerfoot Trail.
- Roads completed retrofitting over 80,000 streetlights to LED more than a year ahead of schedule, providing better visibility and ongoing savings of approx. \$5 million per year.

Transportation



M.PM5 Annual transit ridership (in millions)



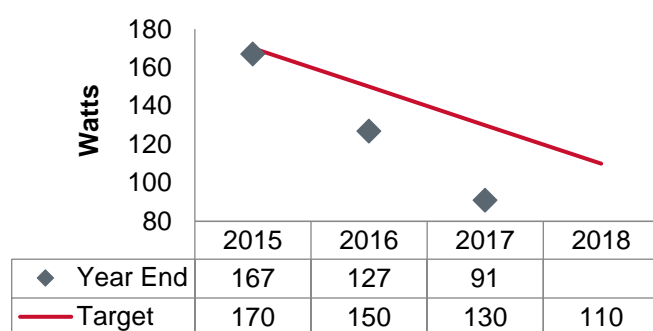
M.PM5 Annual transit ridership (in millions)

The number of trips taken on Calgary Transit each year is an indicator that people are choosing a more economically and environmentally sustainable modes of travel.

Year End Update

Transit ridership remains lower than expected due to a weakened economy and considerable downtown vacancy where transit is most competitive. Transit ridership tends to lag economic downturns and recovery, and this year is no exception. Calgary Transit is strategically adjusting service and improving efficiencies to adjust to these changes and maintain their financial position.

H.PM1 Average energy usage (Watts) per streetlight



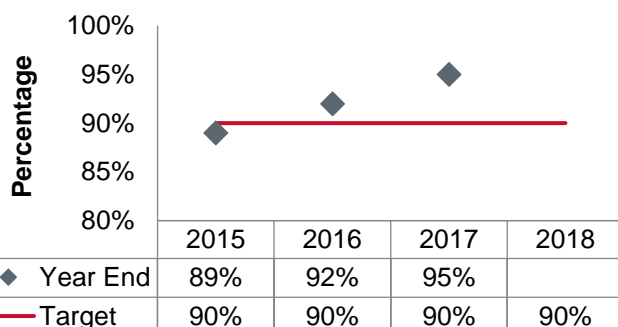
H.PM1 Average energy usage (Watts) per streetlight

Streetlights make up one of the largest infrastructure systems in the city. A major multi-year initiative to refit fixtures to LED from other technologies was started in 2015 and is now complete more than a year ahead of schedule. The change not only uses more efficient lighting that saves energy and saves money, it also improves reliability reducing the amount of time and effort needed to maintain a quality streetlight system.

Year End Update

After accelerating the LED streetlight refit program, work is now completed on the over 80,000 replacements that were planned. Finishing this work more than a year ahead of schedule is allowing The City to realize the savings from lower energy use and lower maintenance costs quicker than anticipated. Average energy usage is now lower than 2018 targets.

W.PM1 Transportation's 311 service request on-time completion rate



W.PM1 Transportation's 311 service request on-time completion rate

On-time completion of requests is an important reflection of our commitment to citizens, businesses, visitors and customers.

Year End Update

Transportation has been focusing on improving citizen service and this metric in particular. Steady improvement over the past five years has brought the on-time completion rate to 95 per cent while the number of total requests continues to rise. Transportation answered over 120,000 requests seen in 2017.

Transportation



M.PM16 Per cent of trips going to the centre city made by transit in the AM peak period

Percentage

60%

50%

40%

30%

	2015	2016	2017	2018
◆ Year End	47.9%	48.6%	40.6%	
— Target	50.2%	50.6%	50.9%	51.3%

M.PM16 Per cent of trips going to the centre city made by transit in the AM peak period

Downtown Calgary is an economic engine of the city and the centre of the transit system. The proportion of transit trips into the city centre is an indication that Calgarians are choosing to commute by sustainable modes.

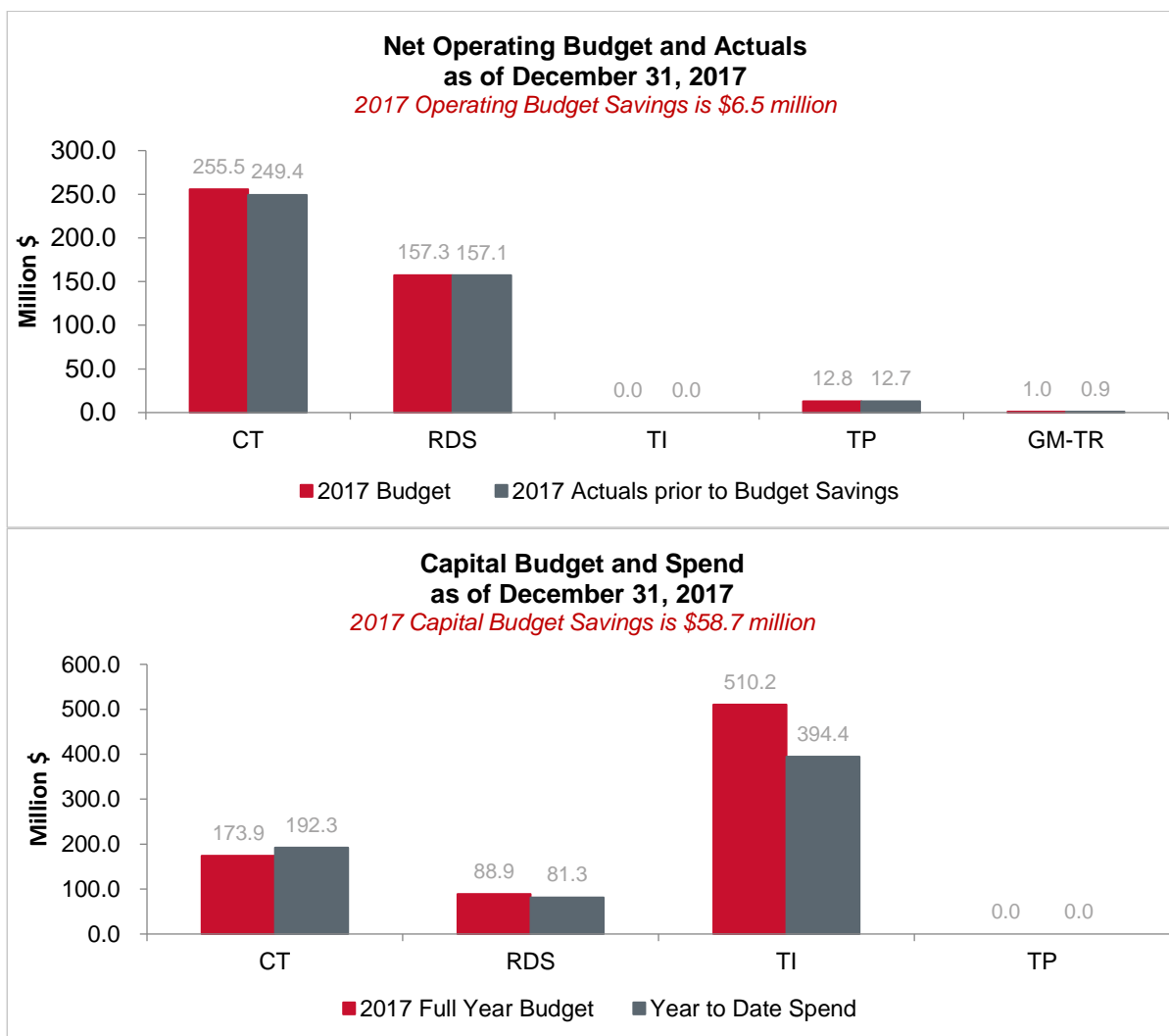
Year End Update

The proportion of transit trips has fallen significantly during the economic downturn. This is largely correlated to fewer jobs in the downtown core where transit is very competitive with other travel choices. Approximately 28 per cent fewer Calgarians travel to downtown as compared to peak levels in 2013. This reduces traffic congestion for all modes, and affects how different travel choices compete with each other.

[Link to additional performance measures here](#)



Transportation



Operating Budget Summary

A sustained drop in ridership resulting from the economic downturn has led to lower overall revenues for Calgary Transit. Careful adjustment of service levels throughout 2017 has controlled costs leading to a small favourable variance. A busier than average winter in 2016/2017 led to higher snow and ice control costs, but these were offset by higher than expected permit revenues.

Capital Budget Summary

Several major capital projects were completed in 2017 including Bowfort Road/Trans-Canada Highway, Glenmore Trail/Ogden Road, Macleod Trail/162 Avenue and Sarcee Trail/Trans-Canada Highway. Several other major projects started including the major components of the BRT network, a bridge at 194 Avenue/Priddis Slough and enabling works for Green Line. The capital spend rate for Transportation was 86% in 2017.

Work was also completed on the LED streetlight retrofit program which provides ongoing operating savings while reducing energy use, light pollution and maintenance costs. Over 80,000 fixtures were replaced since 2014.

Community Services (CS)



CS Business Units

Calgary Community Standards (CCS)

Calgary Emergency Management Agency (CEMA)

Calgary Fire Department (CFD)

Calgary Housing (CH)

Calgary Neighbourhoods (CN)

Calgary Parks (PRK)

Calgary Recreation (REC)

CS aligns with the following Council Priorities:



OVERVIEW

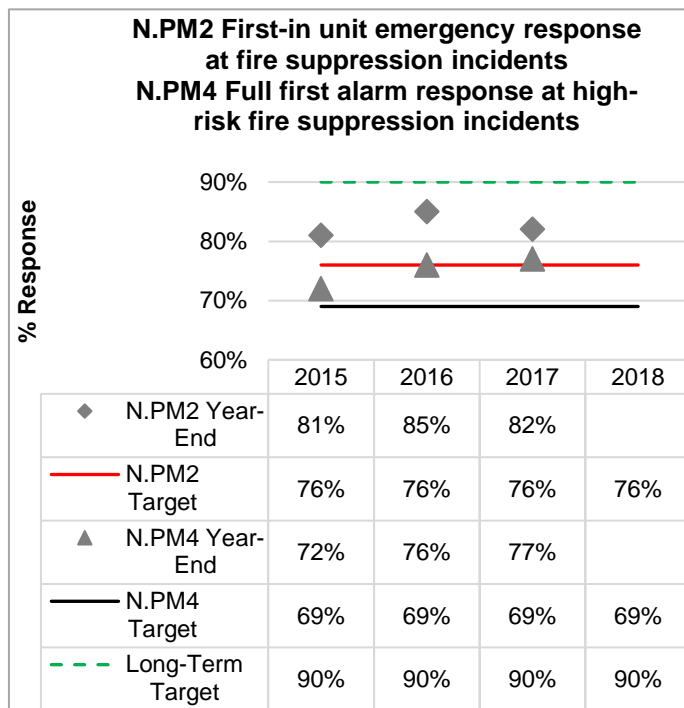
Community Services (CS) is The City's most citizen-facing department. CS works with The City's official Civic Partners and hundreds of other partner organizations to deliver programs and services that contribute to the well-being and quality of life of Calgarians.

Much of CS' work has a direct impact on Calgarians' quality of life and contributes to all five Council Priorities. CS and its partners lead 21 and support another 22 of Council's 48 Strategic Actions.

YEAR-END HIGHLIGHTS

- Affordable housing strategy improvements included supporting the development of over 1,000 units through fee rebates and grants (from the Housing Incentive Program) and establishing the Home Program to increase housing stability through Ready to Rent.
- 10,000 citizens celebrated Canada 150 at Confederation Park. In honour of the park's 50th Anniversary, citizens also enjoyed new park improvements including a natural playground, barbeque stands, seating areas, public art murals and accessible interpretive signs.
- In anticipation of the federal Cannabis Act, a City team was established to work on identifying issues and potential impacts of cannabis legalization.
- International Play Conference: Community Services and the International Play Association Canada successfully hosted 700 delegates from over 30 countries this fall. The City's legacy play work sets a foundation for improving children's physical and mental health in Calgary. A Mobile Adventure Playground program also hosted over 800 children during the event.
- A Community Hubs partnership was launched between The City, the United Way and the Rotary Club, in support of the *Enough For All* strategy. This initiative establishes approaches and practices to support full participation of vulnerable populations in City activities.
- City staff participated in two large-scale emergency exercises – a flood and snowstorm – to test response, recovery and business continuity processes and plans. A comprehensive update of Calgary's Municipal Emergency Plan was completed to reflect updated processes, roles and responsibilities, including alignment with business continuity and recovery planning.

Community Services (CS)

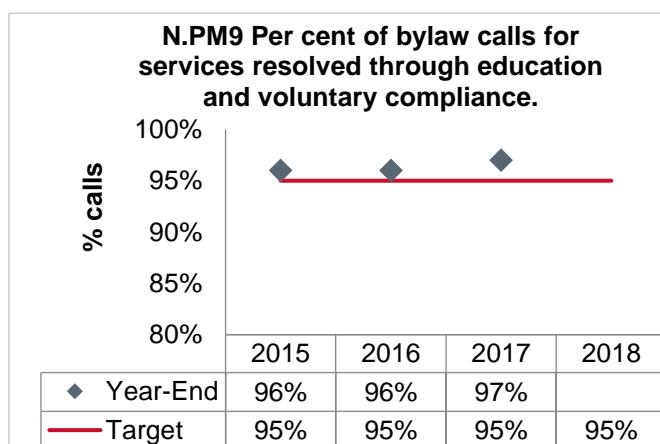


N.PM2 First-in unit emergency response within seven minutes at fire suppression incidents

Calgary Fire's year over year response performance declined by 3 per cent over 2017, but improved by 1 per cent since 2015, notwithstanding the 10 per cent increase in the number of calls in 2017. 90th percentile performance for first-in unit emergency response at fire suppression incidents was 7 minutes and 55 seconds, with 82 per cent of responses within the target time of 7 minutes. For Calgarians, even a small change can translate to lives and property saved.

N.PM4 Achieve full first alarm assignment at high-risk fire suppression incidents within 11 minutes

Despite the economic downturn and other factors contributing to a 10 per cent increase in calls, Calgary Fire made an improvement in its fire response performance at high-risk fire suppression incidents. Calgary Fire assembled the needed firefighters, slightly higher than the short-term target of 69 per cent, with 90th percentile performance at 13 minutes and 31 seconds. Significant improvements are required to make the long-term target of 90 per cent within 11 minutes.



N.PM9 Per cent of bylaw calls for services resolved through education and voluntary compliance.

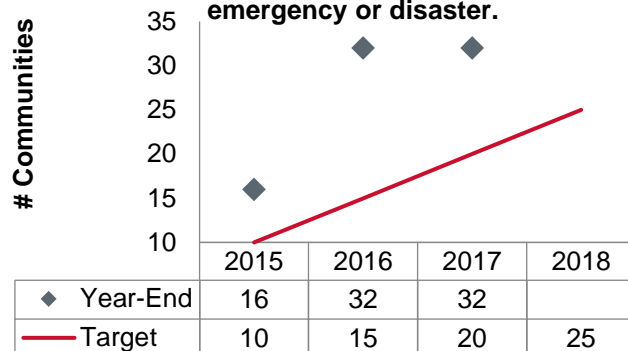
The voluntary compliance rate measures our success in public awareness programming in partnership with other city business units, community organizations, and schools to promote public safety, community standards and bylaw compliance. It reflects the core value we believe in – compliance comes before enforcement.

The target was exceeded in 2017. Calgary Community Standards put considerable effort into public education programs and outreach initiatives to foster citizens' compliance with bylaws. The programs we delivered in 2017 include 113 community cleanups and the Safety Expo event.



Community Services (CS)

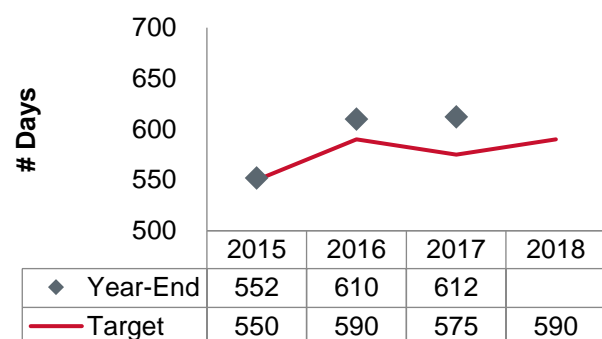
N.PM6 Number of communities informed about preparing for, responding to, and recovering from an emergency or disaster.



N.PM6 Number of communities informed about preparing for, responding to, and recovering from an emergency or disaster.

2017 saw an evaluation and re-scoping of the Ready Calgary program to include an online version, increasing access for Calgary communities. The online version is anticipated to launch in Q2 of 2018. Therefore, 32 communities remained engaged in Ready Calgary education as previously reported. It is forecasted that another 18 communities will be trained by the end of 2018, for a cumulative total of 50 targeted communities for the period of Action Plan.

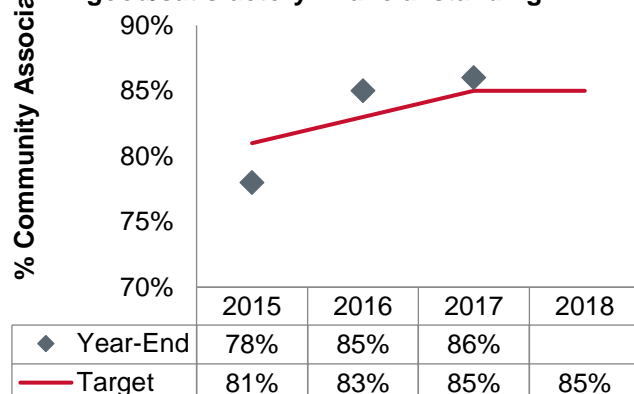
P.PM7 Number of City-supported festival and event days.



P.PM7 Number of City-supported festival and event days.

With 8 more events than 2016, and 612 event days in 2017, Recreation exceeded its target in supporting community organizations and partners to create a sense of community and civic pride through cultural activities, community celebrations, festivals and sporting events. Canada 150 events led the way throughout the year and Calgarians demonstrated the importance they place on festivals and events with their support and attendance.

N.PM7 Per cent of community associations that are at a good/satisfactory financial standing.

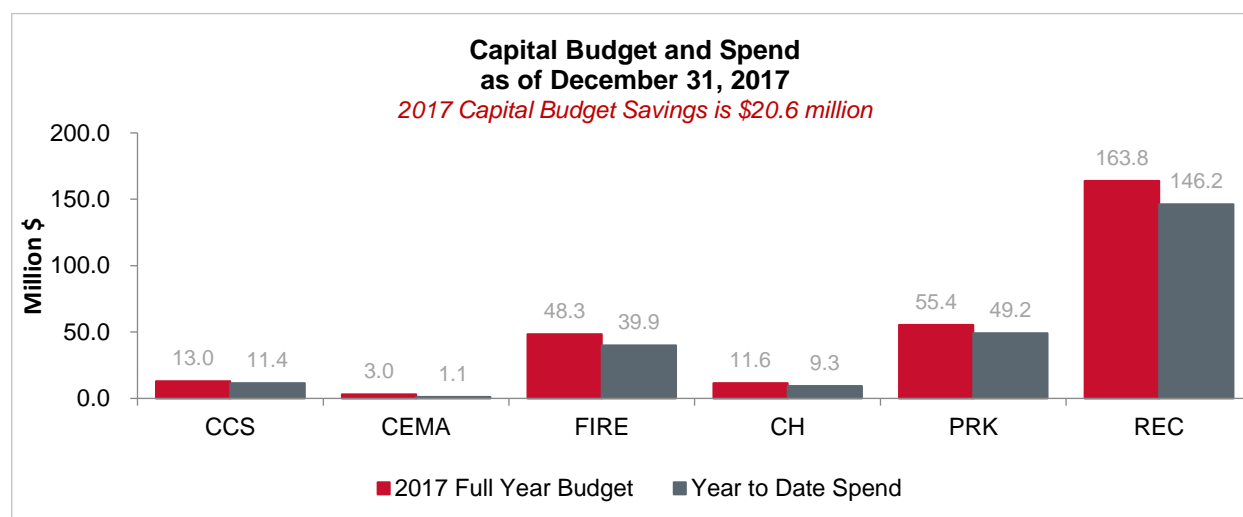
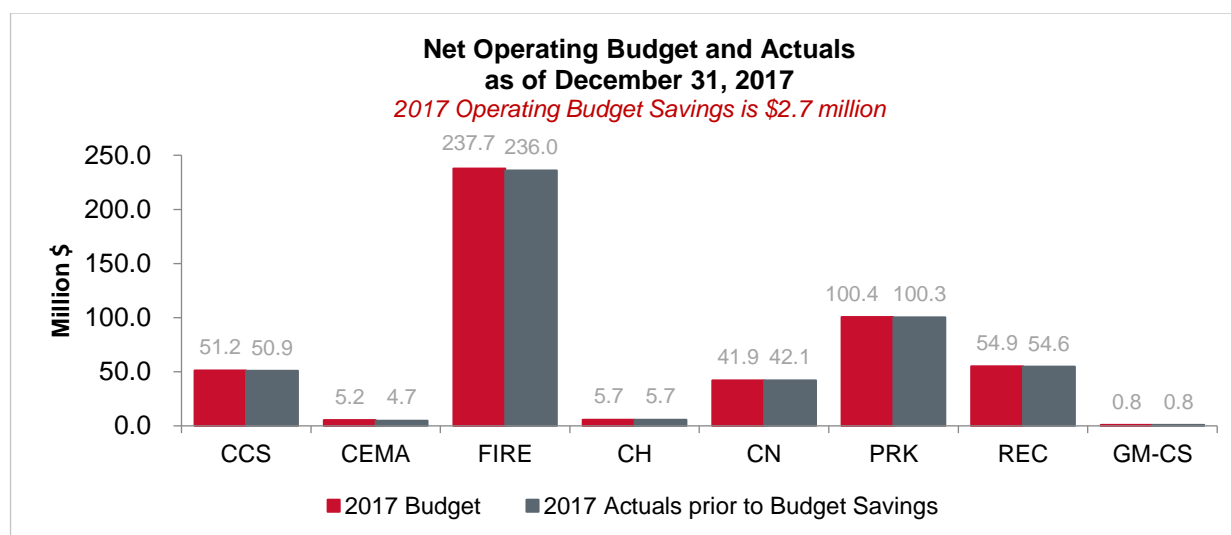


N.PM7 Per cent of community associations that are at a good/satisfactory financial standing.

Financial health is an important factor in the long-term sustainability of any organization. City Liaison staff support Community Associations (CAs) with their financial practices and governance. A financial review and compliance status of CAs and social recreation organizations with a lease or license of occupation on City-owned land is reported to Audit Committee and Council on an annual basis. 86 per cent of 177 organizations that had their financial statements reviewed in 2017, received a rating of "good" or "satisfactory", demonstrating financial stability. This performance measure has seen continued improvement since 2015, in part due to City Liaison staff helping CAs to take a proactive approach in identifying and implementing mitigation strategies for financial, facility or organizational risks.

[Link to additional performance measures here](#)

Community Services (CS)



Operating Budget Summary

Community Services (CS) had a positive variance of \$2.7 million on a \$506 million operating budget, prior to budget savings. This variance is primarily due to the intentional management of workforce and utilization of other resources.

Capital Budget Summary

CS spent \$257.1 million, achieving an 87 per cent spend rate. Highlights of these investments include Recreation's new Rocky Ridge Recreation Facility, together with renovations to three locations including Village Square Leisure Centre, Canyon Meadows and Foothills Aquatic Centers. Affordable Housing increased their portfolio with three new developments in Crescent Heights, Bridgeland and Kingsland totaling 72 new units. Fire station #7 was re-opened following rehabilitation of aging infrastructure, and Calgary 911 completed procurement of their new 911 IP Phone system, with implementation to follow in 2018. Both Prairie Winds and Bowness Parks were re-opened after redevelopment, and two new adventure playgrounds opened in Confederation Park and Mills Park. Upgrades to trail networks in Nose Hill Park and the Douglas Fir Trail round out the Parks investments. The Capital Conservation Grant invested \$8 million on urgent safety issues in aging neighbourhood group infrastructure, ensuring facilities can stay open and provide for vital community programming.

Planning & Development (PD)



PD Business Units

Calgary Growth Strategies (CGS)

Calgary Approvals Coordination
(CAC)

Community Planning (CP)

Calgary Building Services (CBS)

PD aligns with the following
Council Priorities:



OVERVIEW

Planning & Development's (PD) mission is to plan and enable building a great Calgary. Planning & Development strives to meet the aspirations of communities through great planning, while ensuring Calgarians have safe buildings in which to live and work. We develop plans and policies and deliver services that support land use and development throughout Calgary and in the surrounding region. The department's three key result areas are: Advancing the Municipal Development Plan (MDP) Vision, Realizing Development, and Ensuring Building Safety.

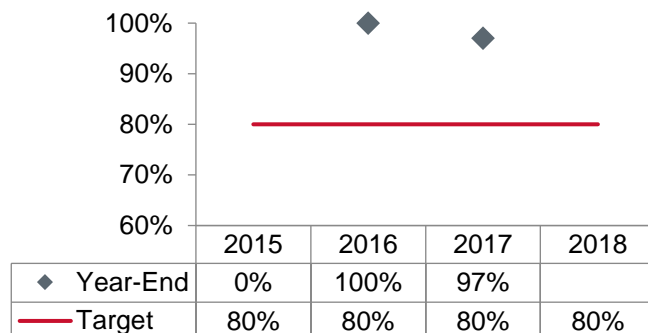
YEAR-END HIGHLIGHTS

- Municipal Development Plan (MDP) is advanced:** The Centre City Guidebook and Developed Areas Guidebook were adopted in 2017, helping to provide clarity and certainty for customers and communities in achieving the MDP vision. Additionally, one new Area Structure Plan (ASP) was approved, along with amendments to the following four: South Macleod Centre ASP, Springbank Hills ASP, Symons Valley Community Plan, and West Springs ASP. PD also received approval on two new Area Redevelopment Plans (ARP's): Anderson Station ARP and the Rundle Station Area Master Plan.
- Development is Realized:** We improved communication with customers through the implementation of customized timelines for specific application types for land use and development permit applications. PD facilitated the completion of 4,593 development permits, 349 land-use amendments, and 19 outline plans. We increased transparency with Industry and citizens through releasing the 2017 Off-site Levy Report, along with the Centre City Levy Program.
- Buildings are safe:** PD responded to 573 urgent response service requests and 136 Infill (unsafe construction) service requests, attending incidents where unsafe conditions have been identified and/or conducting an inspection at the specific site. PD also completed 16,071 building permits and 51,953 trade specific permits ensuring compliance and safety. In 2017, there was a 27 per cent increase to a total of 890 suites on the City's Secondary Suites Registry, which ensures safe and legal secondary suites.



Planning & Development (PD)

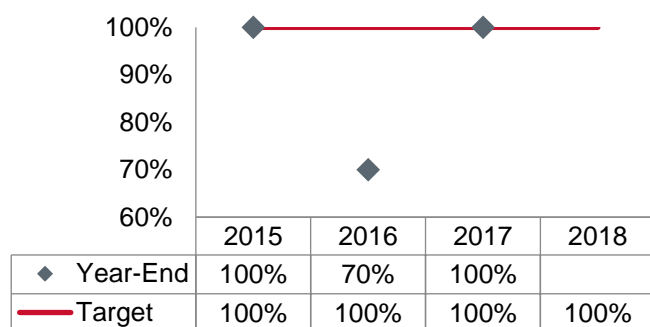
P.PM2 Participant rating of four out of five or better for service levels on affordable housing inquiries/applications



P.PM2 Participant rating of four out of five or better for service levels on affordable housing inquiries/applications

This performance measure demonstrates a commitment made to engaging in two-way communication with our customers and creating mutual benefit through meaningful feedback. With 2017 being the highest response rate from the survey to date, the feedback clearly demonstrates that this program has been embraced by customers and the end result is an added benefit to our citizens and communities.

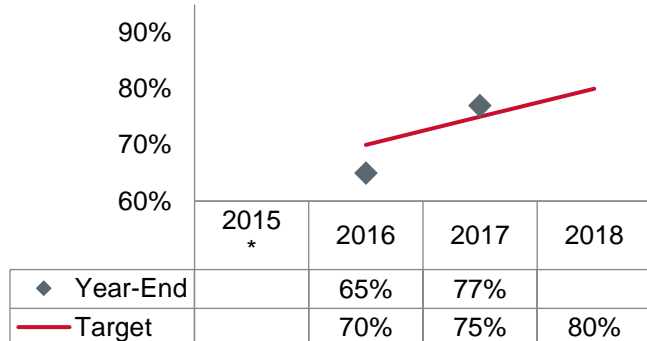
N.PM5 Per cent of the municipal heritage conservation grant program utilized in the current budget cycle



N.PM5 Per cent of the municipal heritage conservation grant program utilized in the current budget cycle

The reserve fund supplying the City of Calgary Historic Resource Conservation Grant Program is 100 per cent allocated (subscribed) through this current budget cycle. The grant program has been an important incentive in the City's heritage conservation program with its availability enticing several property owners to designate their heritage property's to access the grant program. Participation in this program helps promote inspiring neighborhoods, and vibrant character-inclusive communities. With the reserve fund depleted through 2018 it's likely that fewer property owners will seek designation than in the past.

N.PM6 Per cent of development permit decisions made for low density residential infill applications within 90 calendar days of application



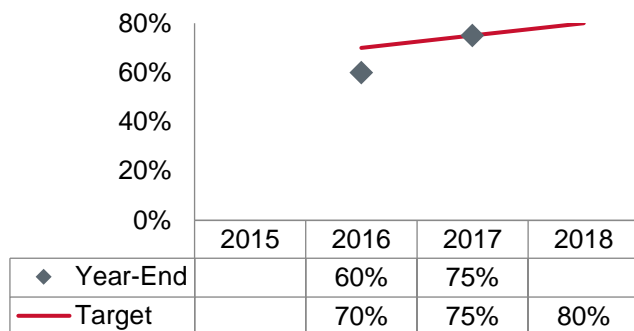
N.PM6 Per cent of development permit decisions made for low density residential infill applications within 90 calendar days of application submission

This performance measure provides a level of certainty for customers to facilitate a predictable review process and construction timeline. Applications for infills and major additions have shown a significant increase over 2016 volumes and resulted in an overall increase of 42 per cent over 2016. The increased training, process efficiencies and utilizing digital circulations have contributed to the performance target of 75 per cent being successfully achieved (77 per cent).



Planning & Development (PD)

N.PM7 Per cent of development permit decisions made within 120 calendar days of application submission

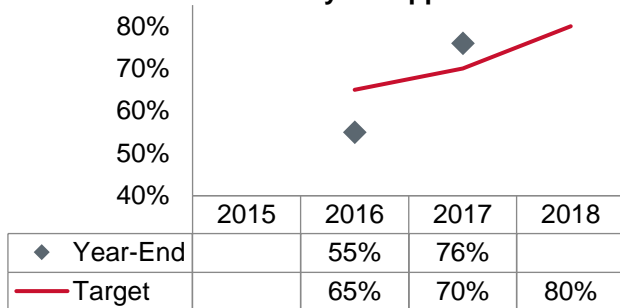


*N.PM6, N.PM7 and W.PM7 were new performance measures from 2016 May 06 PUD2016-0322 report and had no 2015 measures to report.

N.PM7 Per cent of development permit decisions made for multi-family, commercial, industrial and institutional applications within 120 calendar days of application submission

This performance measure incorporates both City and applicant times to reach a decision, and requires the parties to work collaboratively. This measure is in addition to any applications where a customer has approached The City to develop a customized timeline related to concurrent applications, or for extenuating circumstances causing an extension of time being requested by the customer (such as a delayed Provincial approval). PD continues to work with its partners to find process improvements, standardization and other efficiencies as part of the Continuous Process Improvement initiative of the Industry/City Work Plan. Additionally, PD has reached an agreement with BILD to reduce the amount of time applicants are given to respond to City comments. It is expected that this change, along with continued use of customized timelines for extremely complex applications, will allow us to reach our 2018 target of 80 per cent.

W.PM7 Per cent of building permits for tenant improvements to commercial and multi-family development issued within 21 calendar days of application



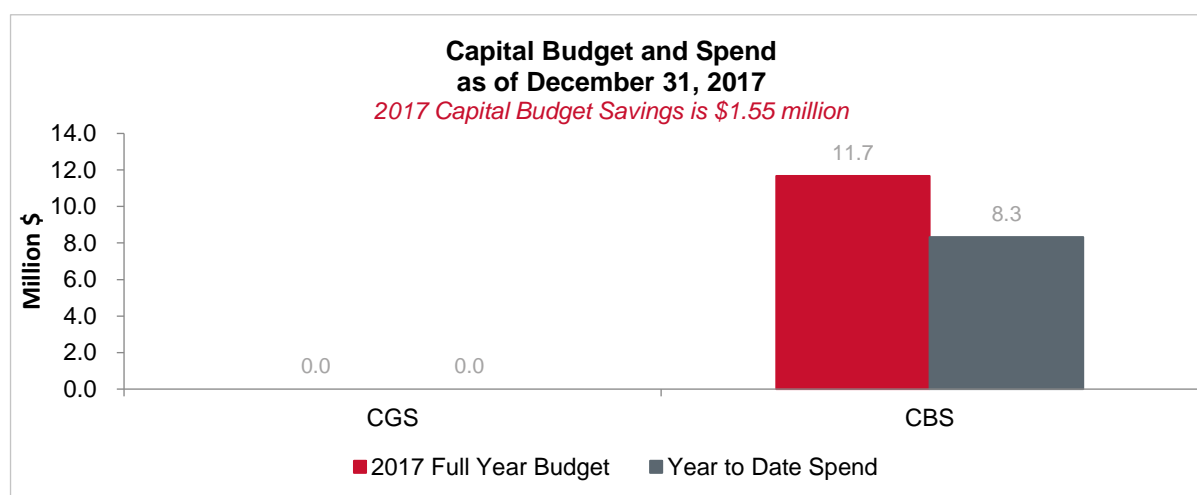
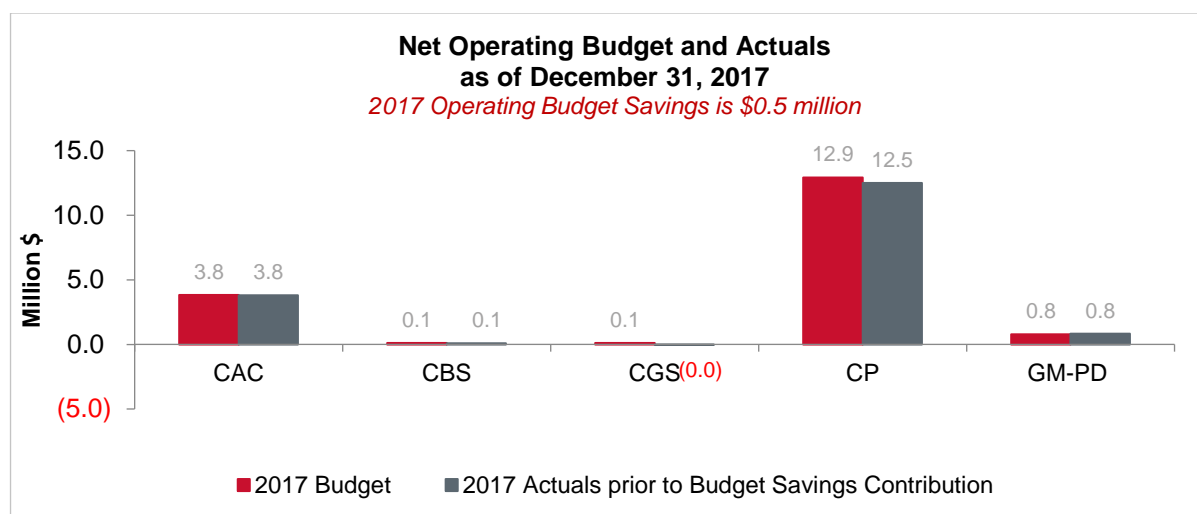
W.PM7 Per cent of building permits for tenant improvements to commercial and multi-family development issued within 21 calendar days of application submission

This measure speaks to Administration's ability to understand and respond to the evolving needs of tenants and business owners through building permit applications for alterations, renovations and/or additions. A timely response provides certainty to the business or property owner and ensures a safe building for tenants. The total number of applications received remained steady over the past two years, and continued in spite of the economy. During downtimes, owners continue to renovate or make tenant improvements, rather than invest in new construction.

[Link to additional performance measures here](#)



Planning & Development (PD)



Planning & Development (PD) includes four business units and the General Manager's Office (GMO). Community Planning (CP) and the GMO are tax supported, Calgary Building Services (CBS) is primarily self-supported, Calgary Approvals Coordination (CAC) and Calgary Growth Strategies (CGS) are a mix of tax and self-supported.

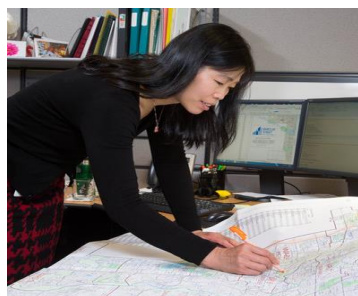
Operating Budget Summary

PD's favourable variance of \$0.5 million before BSA contributions is mainly due to favourable license and fee revenue as well as savings in contractual services and office rental. CBS is mandated to fund its operating and capital expenditures from its revenue and transfer all operating surplus or deficit to/from the CBS Sustainment Reserve to sustain its self-supporting status. As at 2017 December 31, the CBS Sustainment Reserve has a balance of \$86.8 million (down \$12.3 million from the previous year) mainly due to a \$20 million contribution in 2017 to the Economic Development Investment Fund to attract new business to Calgary downtown. An additional \$20 million contribution for 2018 is also approved. During the 2018 budget deliberation, Council approved the extension of the 2017 PD application fee freeze to 2018. The fee freeze is estimated to reduce the 2018 PD revenue by \$1.4 million.

Capital Budget Summary

As at 2017 December 31, the PD capital expenditure was \$8.3 million (or 71 per cent) of its 2017 capital budget of \$11.7 million. This includes projects for Work Space Initiatives (the 3rd floor Planning Services Counter renovation), Business Technology Sustainment (conversion of systems to support external services and enable on-line application and payment) and Capital Asset Acquisition (e.g. vehicles and lifecycle replacement of computer equipment).

Deputy City Manager's Office (DCMO)



DCMO Business Units

Corporate Analytics & Innovation
(CAI)

Facility Management (FM)

Fleet Services (Fleet)

Real Estate & Development Services
(RE&DS)

Resilience and Infrastructure Calgary
(RIC)

Supply Management (SM)

DCMO aligns with the following
Council Priorities:



OVERVIEW

The DCMO collaborates with all departments to manage data, assets and relationships within the organization and with other levels of government. Through innovative problem solving, new coordinated approaches to managing the organization's capital, information and assets have been identified and implemented.

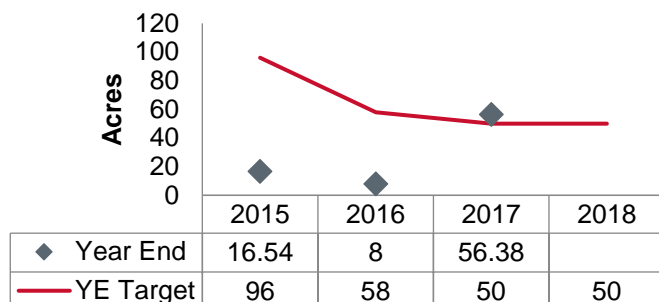
YEAR END HIGHLIGHTS

- Fleet created an asphalt carrier that can be interchanged with a stainless-steel sander on a standard truck reducing the number of trucks required by the organization. Fleet sold one of these vehicles to the City of Airdrie reflecting the marketability of the finished product.
- Supply co-championed and actively participated in the Supply Transit Enhancement Program (STEP) to improve business outcomes through an end-to-end integrated process review from maintenance planning to delivery of requested goods and services.
- Infrastructure Calgary oversaw the reallocation of capital budget and alignment of funding capacity for over 20 newly funded capital projects, aligned with the new Capital Investment Plan.
- CAI developed the Calgary Rights-of-Way Management (CROWM) portal to meet the requirements of the new Rights-of-Way bylaw. The portal facilitates the application process for utility line assignments, provides enhanced reporting and industry account management tools.
- FM completed an extensive review of best practices for centralized operations and maintenance. This research highlighted the benefits of a centralized approach, including the potential realization of cost savings, efficiencies, and service coordination enhancements.
- RE&DS initiated the planning of the Great Plains-Starfield industrial park to bring on more than 800 acres of prime industrial land in SE Calgary.

Deputy City Manager's Office (DCMO)



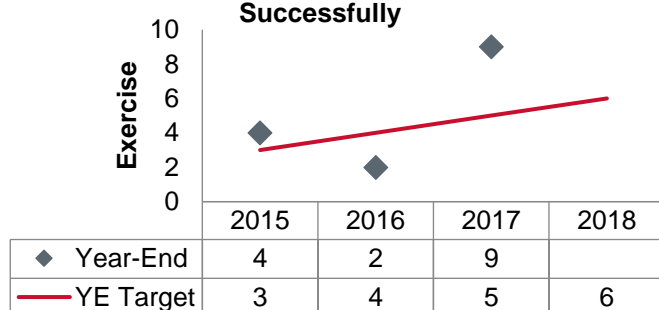
P.PM2 Industrial Land Sold Annually



P.PM2 Industrial Land Sold Annually (Acres)

2017 was a successful year for industrial land sold compared to the past few years where it was a challenge due to the economic downturn. RE&DS has exceeded the targeted goal of 50 acres by selling 56.38 acres of industrial land resulting in a total of \$39 million from 13 transactions.

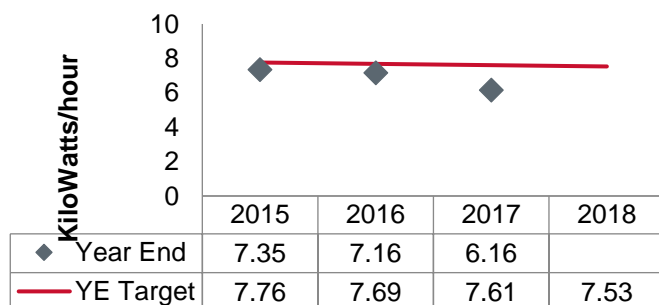
N.PM1 Number of Corporate Workplace Emergency Training Exercises Run Successfully



N.PM1 Number of Corporate Workplace Emergency Training Exercises Run Successfully

Facility Management continues to participate in Calgary Emergency Management Agency (CEMA) led and FM-focused training exercises to help identify gaps, overlaps and interdependencies while improving employee knowledge of business continuity and emergency protocols and systems.

H.PM1 Energy Units Consumption Per Gross Floor Area in FM's BMS



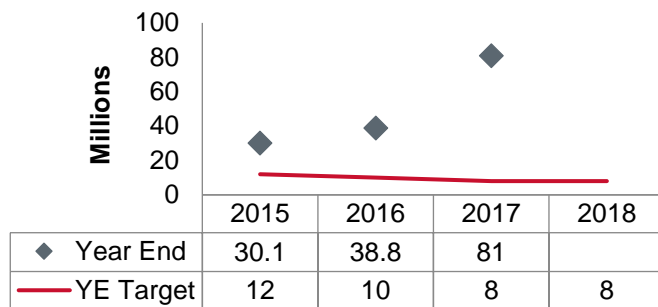
H.PM1 Energy Units Consumption Per Gross Floor Area for Buildings in Facility Management's Building Management System

Facility Management's energy management efforts in 2017 resulted in a consumption rate of 6.16 kWh, which is 19 per cent lower (better) than the target set. FM is well ahead of its final Action Plan target and continues to seek opportunities to reduce utility consumption and contribute to initiatives such as the Corporate Energy Plan.

Deputy City Manager's Office (DCMO)



**W.PM14 Revenue from General Surplus
Parcels Sold Annually**



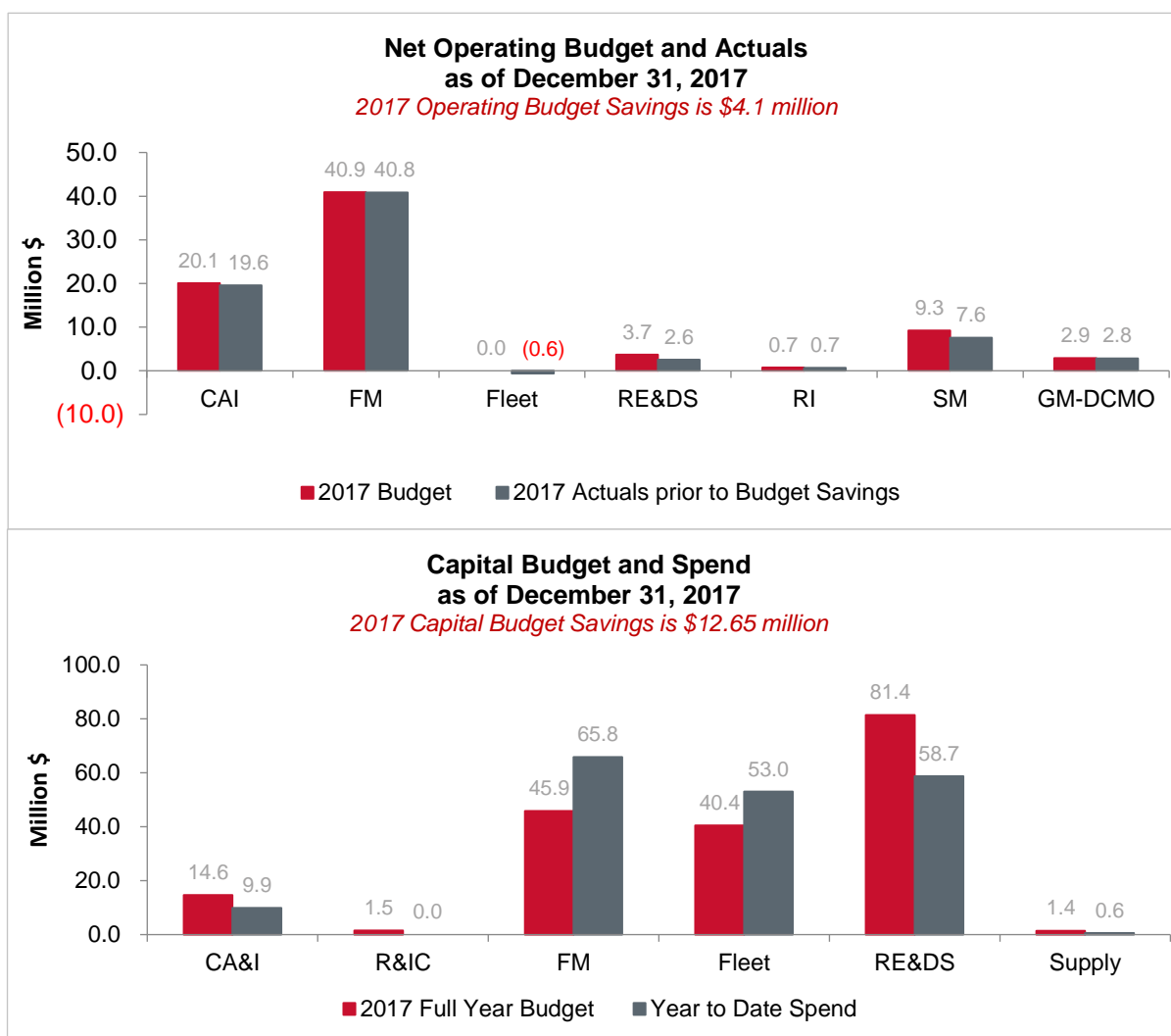
W.PM14 Revenue from General Surplus Parcels Sold Annually

2017 was another positive year for Real Estate & Development Services (RE&DS) in general surplus land sales. The target of \$8 million was well surpassed this year with a total of \$81 million in general lands sold. Overall, RE&DS had a total of 25 transactions over the course of this year, with one large transaction that amounted to \$53 million for the Westbrook Mall lands. Outside of the Westbrook Mall sale, RE&DS was still able to achieve sales well above the targeted \$8 million.

[Link to additional performance measures here](#)



Deputy City Manager's Office (DCMO)



Operating Budget Summary

The Deputy City Manager's Office (DCMO) favourable variance of \$4.1 million, prior to budget savings, is mainly attributed to intentionally reducing manageable costs within the Department including materials and business expenditures. Other drivers of the favourable variance include unbudgeted markup revenues earned from the sales of LED street lights in SM, higher than budgeted Utility Line Assignment revenue in CAI, favourable acquisition fee revenues earned because of the Green Line project in RE&DS, and lower utilities costs in FM.

Capital Budget Summary

The DCMO capital budget is 102 per cent spent as of 2017 December 31. SM - Monitoring equipment was installed on all fuel sites which enhanced safety compliance and supports the accurate reporting of fuel inventory and status. CAI - The corporate imagery program implemented the use of Geospatial Information Systems (GIS) to conduct 3-dimensional analysis of properties in the Springbank Hill community identifying which properties had panoramic view of the mountains resulting in a more accurate property valuation for the community. The Calgary.ca web mapping framework upgrade program worked with the Roads business unit to redesign and improve the maintenance process of the Snow and Ice Control (SNIC) online map by simplifying how information was displayed to enable the public to more quickly and easily find the information required for their travel routes within The City. Also, the solar potential map was updated with the most recent data to enable citizens to explore the potential of powering their homes and workplaces with solar energy. This raw data was posted on The City's open data portal for citizens to integrate and analyze the information with other data sources.

Chief Financial Officer's Department (CFOD)



CFOD Business Units

Assessment (ASMT)

Customer Service & Communications
(CSC)

Finance (FN) + Corporate Initiatives
(CI)

Information Technology (IT)

Human Resources (HR)

CFOD aligns with the following
Council Priorities:



OVERVIEW

The Chief Financial Officer's Department (CFOD) collaborates with internal and external partners to provide financial leadership, annual market value assessments, technology solutions, human resources strategies, customer and communication services as well as strategic leadership and coordination of corporate-wide initiatives.

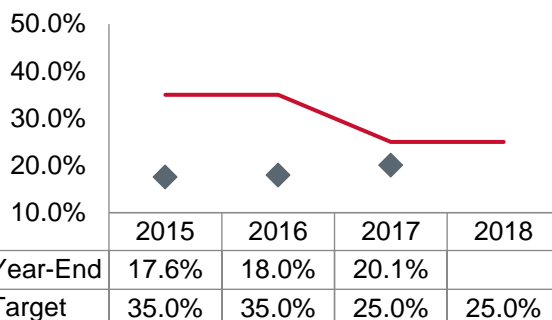
YEAR-END HIGHLIGHTS

- Through budget adjustments, Council reduced the 2018 property tax increase from the previously approved 4.7 per cent to 0.9 per cent, and directed Administration to fund tax relief to businesses. Additionally, Council approved \$126 million in benefits for citizens, including adjusted landfill tipping fees and planning and development permit fees, investment in Low Income Transit Pass, funding targeted to safe communities, youth and low income programs as well as crime prevention efforts.
- 911 event data is being shared with the Advanced Traffic Information System (ATIS) to identify traffic accident locations and inform citizens of detours resulting from the accidents. This information is shared with over 30,000 Twitter followers.
- Through the Workforce Planning Initiative, savings of \$20.2 million were realized by consolidating growth and budget use only positions. One-time contributions to the Budget Savings Account of \$18.9 million were realized through position reductions and vacancy management.
- Assessment initiated a multi-disciplinary team that meets regularly during the tax billing mail-out timeframe to ensure the resolution across business units of potential issues.
- The ZBR program has identified between \$57.3 million (low estimate) and \$68.2 million (high estimate) in annual financial gains. Of these identified gains, \$15 million was realized in 2017, bringing the total realized to \$27.3 million. The program is on track to meet the goal of reviewing services that account for 80 per cent of gross operating budget by 2020.
- The City continues to enhance citizen access to information and services in the channel of their choice. In addition to the 21 million visits Calgary.ca received in 2017, another 30 million interactions were conducted via online applications, an increase of 5 per cent over 2016.

Chief Financial Officer's Department (CFOD)



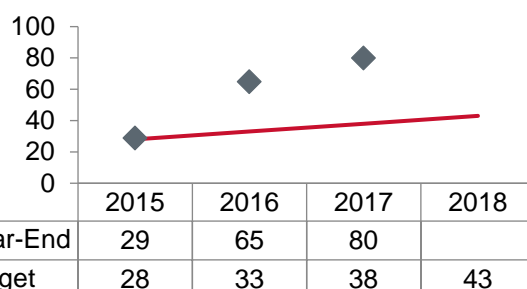
W.PM44 Per cent of the total annual assessment base under formal complaint



W.PM44: Per cent of the total annual assessment base under formal complaint

The per cent of total annual assessment base under complaint has been steadily increasing since 2015. The 2017 result is still distinctly lower than in 2013 and 2014, when it was at 27.5 per cent and 30.4 per cent respectively. To address this trend and increased workload, Assessment is working with Law ahead of establishing assessed values for the year, to have preliminary assessed values signed off on during the Advance Consultation Period and to establish a Tribunal Taskforce.

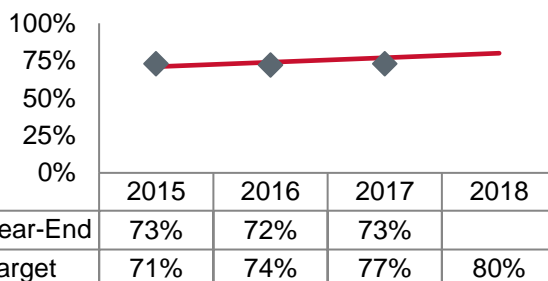
P.PM13: Number of public City of Calgary facilities with free access to wireless internet



P.PM13: Number of public City of Calgary facilities with free access to wireless internet

Since public Wi-Fi was launched in May 2014, there have been more than 22 million connections to the service. The City now offers public Wi-Fi at 80 locations, including every CTrain station, most City Recreation sites, and several Parks locations. The popularity of public Wi-Fi at City facilities demonstrates that Calgarians find value in the service. To keep up with citizen demand for connectivity, The City has already exceeded the 2018 target set out in Action Plan by 86 per cent.

P.PM9 Percentage of website visitors who are able to complete their task online via Calgary.ca



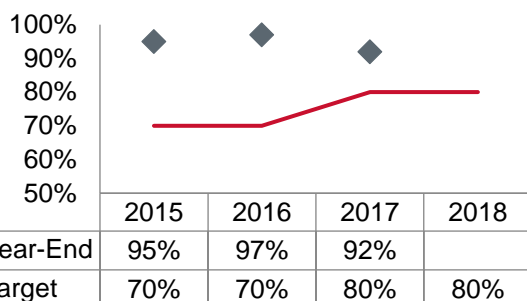
P.PM9: Percentage of website visitors who are able to complete their task online via Calgary.ca

Task Completion is the percentage of website visitors who are able to complete their task online via Calgary.ca. In 2017 Calgary.ca had over 21 million visits and the task completion score was 73 per cent, which is four percentage points below the target of 77 per cent. The challenge in increasing the score over the past year is primarily the performance of applications used for online transactions. To address this, the prominent public-facing applications will be evaluated to determine their impact on citizens' ability to complete tasks online. User experience improvements along with customer feedback will be shared with application owners to help improve online completion rate.

Chief Financial Officer's Department (CFOD)



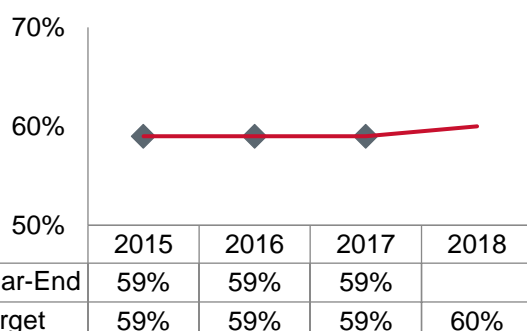
W.PM17: Job applicant satisfaction with on-line experience



W.PM17: Job applicant satisfaction with on-line experience

In 2017, the job applicant satisfaction score continues to be strong at 92 per cent, well above the 80 per cent target. The year over year satisfaction score dropped by 5 per cent as a result of some initial technical issues with the HCM upgrade. These technical problems have since been resolved, resulting in notable increase in job applicant satisfaction since Q4 2017.

W.PM6: Tax Installment Payment Plan Accounts (TIPP) participation



W.PM6: Tax Installment Payment Plan Accounts (TIPP) participation

TIPP is a citizen-centric program that allows property owners to pay property taxes on a monthly basis, helping citizens budget payments and reduce the risk of late payment penalties. It provides The City with a reliable income stream, reducing cash flow volatility and short term borrowing. Calgary's TIPP participation rate in 2017 continues to lead the country, remaining constant at 59 per cent as property tax accounts increased steadily. A TIPP recalculation was performed to include the forecast municipal tax rate increase to mitigate the volatility of taxpayers' monthly tax instalments.

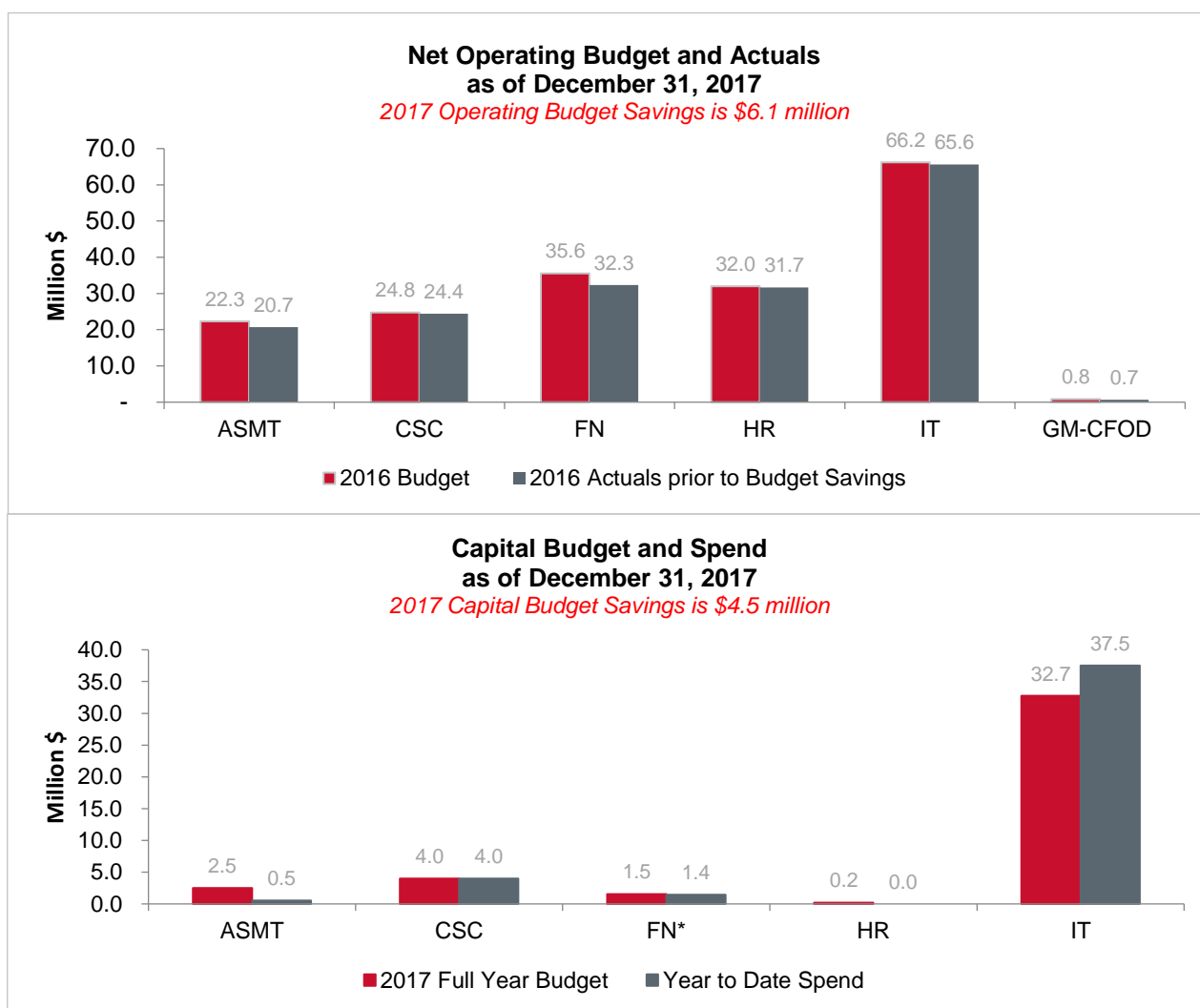


[Link to additional performance measures here](#)

OTHER HIGHLIGHTS

- A new Garbage Day Collection application reminds citizens about their collection day and cart color. Approximately 100,000 citizens have signed up for the application.
- Partnering with the Calgary Public Library, The City leveraged the myID portal, enabling citizens to access the library's catalog, chat, contact management and access e-library, and to make room booking applications.
- The completion of Phase 2 of Accounts Payable Work Flow successfully automated electronic invoice approval, reduced payment cycle time and supported timely invoice approvals.
- The City processed Municipal Phased Tax Program credits of approximately \$20 million to 4,900 non-residential property accounts. It is anticipated that the total cost of the 2017 program credits will be \$30 million when all complaints and appeals have concluded.
- The Engage portal is enhancing public input. Since March 2016, over 212,000 citizens and stakeholders have visited the site, providing 50,000 inputs, ideas, and comments on various initiatives. Seventy-five research projects were initiated in 2017 to gather information and insights from citizens and customers.

Chief Financial Officer's Department (CFOD)



Operating Budget Summary

The Chief Financial Officer's Department variance of \$6.1 million, prior to budget savings, is mainly due to hiring of limited term positions, intentional management of expenditures including contractual, printing, and business expenses. This is partially offset by higher postage expenses due to increased tax billing mail outs, higher than budgeted internally provided service costs, and hiring of temporary positions.

Capital Budget Summary

The Chief Financial Officer's Department capital budget is 106 per cent spent as of 2017 December 31. The Accounts Payable workflow implementations and the Human Resource System upgrade were completed. Network, servers, storage, telecommunication, identity management, workstations, and monitors for City employees were successfully lifecycled as planned in 2017. This not only replaced aging equipment, it accommodated current growth and ensured continued redundancy, resiliency and scalability. Several citizen-facing applications were delivered such as the Garbage Day app, My Innovation crowd sourced platform for citizen collaboration, My Home app for online permits, and the streetlight outage app. Delivering on the Council-approved Fiber Infrastructure Strategy, 30 km of new fiber conduit was built, 65 km of new fiber optic cable was pulled, and 120 locations were connected to the fiber backbone. The 311 Software was deployed onto a new platform to increase the quality of service to citizens due to a faster and a more robust platform available to first contact agents. In addition, twenty-six 311 agents are now equipped to work from home which will allow the City to be more resilient and responsive to unplanned events while reducing overall operating costs.

Urban Strategy (US)



OVERVIEW

In partnership with other City Departments and the private and public sectors, Urban Strategy (US) seeks to effectively realize and attract redevelopment potential. US is focused as a department on four key result areas: the 24 Main Street areas identified in the Municipal Development Plan (MDP) are implemented creating unique, vibrant, and thriving places, the vision of the Centre City is advanced, urban spaces are active and animated, and a comprehensive vision is achieved through Strategic Corporate Coordination.

YEAR-END HIGHLIGHTS

Main Streets:

- A major milestone was achieved in 2017 with land use policy amendments, using the newly approved Developed Areas Guidebook (DAG), and land use redesignations for five Main Street areas.
- US has capital funding to improve the public realm along the street and sidewalks within individual priority Main Streets areas. Work has begun on the streetscape master plans for the first eight Main Streets.

Centre City:

- US collaborated with Planning & Development and Calgary Economic Development successfully in the creation of a Centre City Enterprise District which allows for a temporary suspension of bylaw rules and a streamlined process.
- 1st Street SW corridor improvement project construction has been completed including upgraded sidewalks, lighting and street furniture.
- Streetscape improvements for 3rd Avenue in Chinatown were completed.
- Construction of the West Eau Claire Park has begun and will continue into 2018.

Urban Animation:

- US successfully organized “The Backyard alleyway activation” event in coordination with the 17th Avenue reconstruction. The event showcased the opportunity to help businesses attract citizens in creative ways to the area during construction.

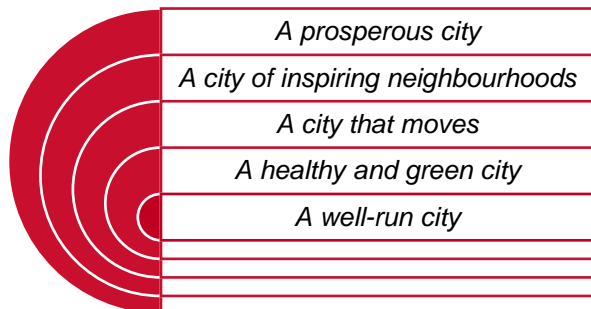
Strategic Corporate Coordination:

- Community engagement sessions were held in collaboration with PD for Dalhousie and North Hill mall to create a vision for each area to inform development applications.

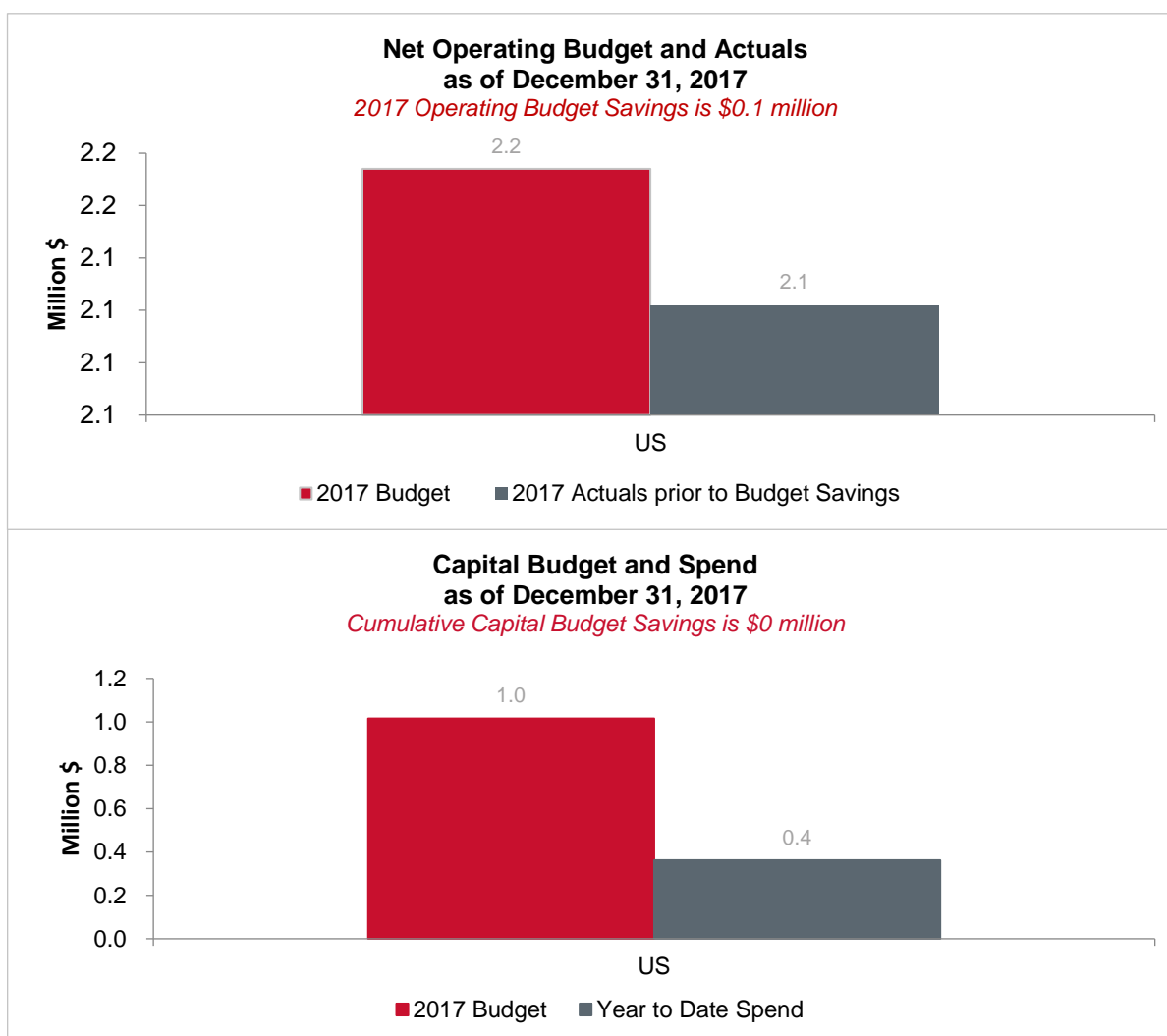
Urban Strategy Units

Urban Strategy (US)

US aligns with the following
Council Priorities:



Urban Strategy (US)



Operating Budget Summary

Urban Strategy consists of a mix of tax-supported and self-supported operations. For the year ended 2017 December 31, the tax-supported operation has a favourable variance of \$0.1 million before BSA contribution mainly due to savings in consultants and salary & wage from staff management. The savings in consultants and salary & wage in the self-supported operation is fully offset by reduced recovery from Calgary Building Services for internal administrative support to a net zero variance.

Capital Budget Summary

For the year ended 2017 December 31, Urban Strategy has spent \$0.4 million of its 2017 capital budget of \$1.0 million mainly on Chinatown downtown improvement and banners. The remaining \$0.3 million budget for Centre Street lighting enhancement and the \$0.3 million for the Mainstreet projects have been delayed due to the combining of multiple Main Street areas into one procurement request to increase efficiencies and reduce turnaround times as these corridor projects proceed.

Law & Legislative Services (LLS)



LLS Business Units

City Clerk's Office (CCO)

Corporate Security (SEC)

Law (LAW)

LLS aligns with the following
Council Priorities:



*Law & Legislative Services was created as a department on June 1, 2017.

OVERVIEW

Law and Legislative Services (LLS) provides direct service to the public as well as providing enabling services to other areas of The City of Calgary. The CCO serves Calgarians by providing advice, expertise and support to ensure open, accessible, transparent, and impartial government. Law provides legal counsel and advocacy, insurance, risk management and claims, and issues management services to help ensure the timely delivery of Council priorities, corporate objectives and City services within acceptable risk tolerances. SEC is responsible for the security of City employees, infrastructure, assets, and visitors to City facilities.

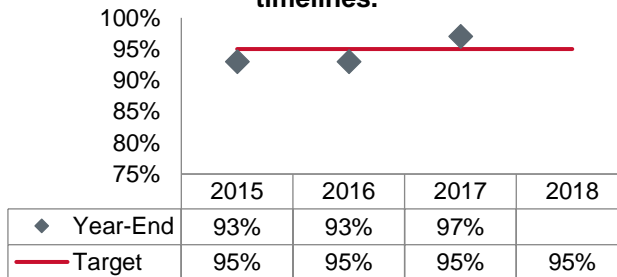
YEAR-END HIGHLIGHTS

- SEC's Information Security team successfully completed the Cyber Security Awareness Campaign in October 2017.
- SEC's Technical Operations and Physical Security team completed four critical infrastructure threat risk assessments in 2017. One assessment was completed at the Bonnybrook Wastewater Treatment Plant and three assessments were completed at pump stations with reservoirs.
- Working with Supply, Law completed new construction procurement templates and commenced training clients. Law and Supply continue to examine ways in which procurement processes can be made more efficient and effective.
- Led by the CCO, The City's new legislative agenda and minutes system, eScribe, was launched in October 2017.
- Overseen by Elections Calgary, the 2017 election turnout was 58.1 per cent, the highest rate for the City in 80 years. The advance vote saw the highest number of advance votes cast in Calgary and Alberta's civic history. Candidate Profiles were the most viewed content type on the elections website. Website traffic was 4.5 times higher than during the 2013 election.

Law & Legislative Services (LLS)



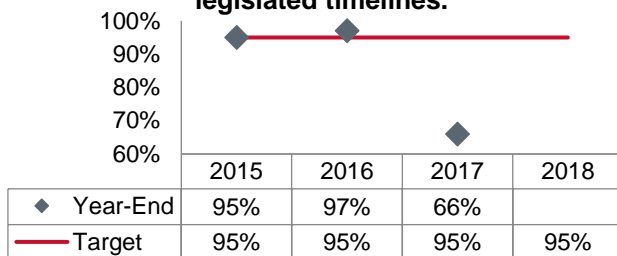
W.PM1 Percentage of Law and Legislative Services' 311 service requests completed within the target timelines.



W.PM1 Percentage of Law and Legislative Services' 311 service requests completed within the target timelines.

In 2017, Law and Legislative Services received a total of 4,495 service requests. 97 per cent of the service requests were completed on time. This is well above The City's 311 on-time target of 80 per cent and surpasses the department's Action Plan performance target of 95 per cent.

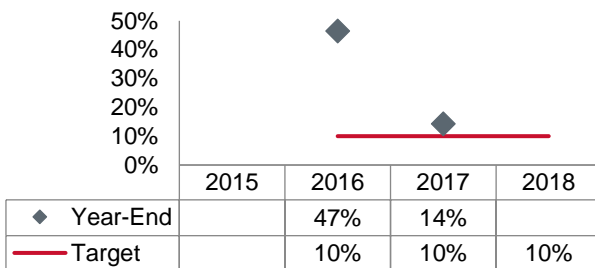
W.PM28 Percentage of Freedom of Information and Protection of Privacy (FOIP) requests completed within legislated timelines.



W.PM28 Percentage of Freedom of Information and Protection of Privacy (FOIP) requests completed within legislated timelines.

In 2017, 233 out of 352 FOIP requests were completed within legislated timelines, an on-time rate of 66.2 per cent. Increasing complexity in requests resulting in a higher volume of work has required the City Clerk's Office to increase staffing to improve the FOIP Office's ability to respond to customer service expectations.

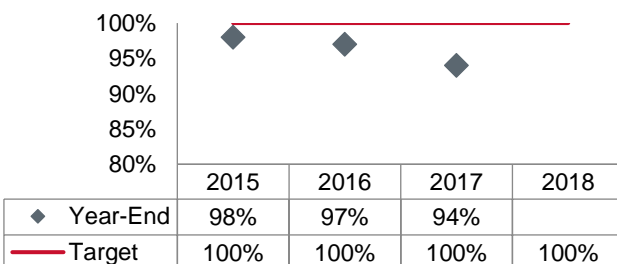
W.PM36 Percentage increase in legal education seminars



W.PM36 Annual percentage increase in legal education seminars offered to clients to assist with earlier identification and mitigation of risk.

In 2017, Law offered 72 education sessions either within the department or to clients to assist with earlier identification and mitigation of risk. This represents a 14.3 per cent increase over the 63 sessions offered in 2016.

W.PM34 Percentage of City Clerk's-supported Committee minutes posted on time



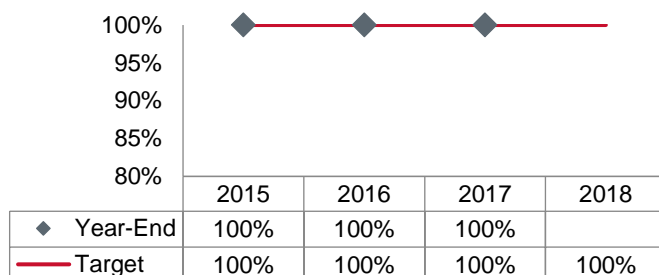
W.PM34 Percentage of City Clerk's-supported Committee minutes posted within two business days after the end of the meeting.

81 out of 86 sets of Committee minutes were published on time, representing 94 per cent on-time performance in 2017, a slight reduction from the 97 per cent mark recorded in 2016. This result is largely due to meeting duration and complexity.

Law & Legislative Services (LLS)



N.PM3 Annual percentage increase in critical threat risk assessments performed



N.PM3 Annual percentage increase in threat risk assessments performed on assets identified as critical infrastructure.

In 2017, Corporate Security conducted 4 threat risk assessments on critical infrastructure sites, doubling the 2 assessments completed in 2016. One assessment was completed at the Bonnybrook Wastewater Treatment Plant and three assessments were completed at pump stations with reservoirs.

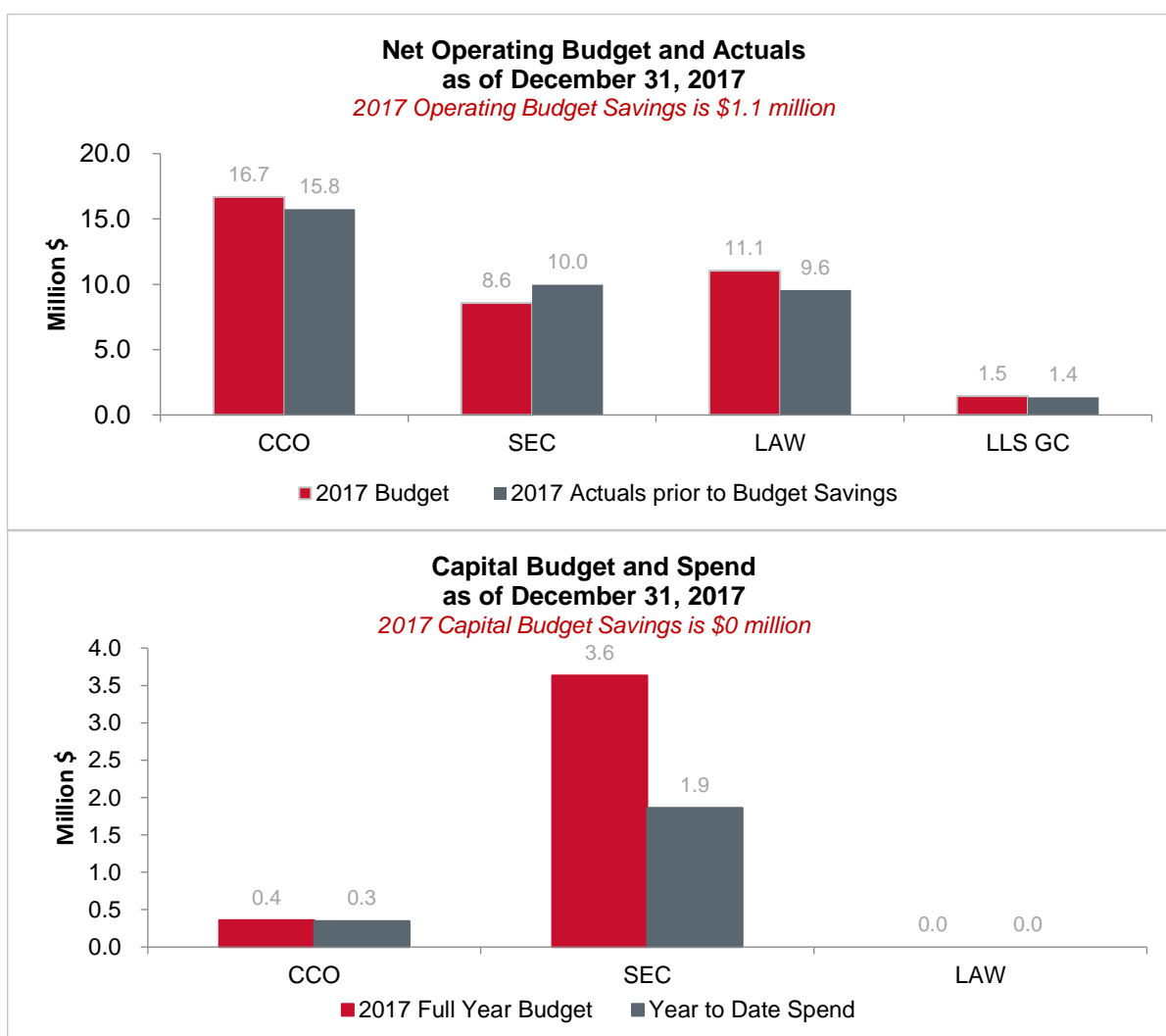
[Link to additional performance measures here](#)



ADDITIONAL YEAR-END HIGHLIGHTS

- SEC's Technical Operations and Physical Security team enhanced access control and upgraded and/or implemented closed circuit television cameras at all Recreation facilities.
- Reviews of business processes in each of Law's Sections and Divisions were undertaken. These resulted in the development of lists of opportunities and issues that will inform Law's zero-based review.
- The Subdivision and Development Appeal Board (SDAB) and Assessment Review Board (ARB) were made more open and accessible through website updates, use of OpenCalgary's data catalogue, better public access to statistics, and the introduction of online video of SDAB meetings.
- The CCO completed the 2017 municipal census. The online Census was completed by 177,700 households, a significant increase from the 98,849 households that participated in 2016.
- Employee suggestion boxes were deployed as part of Law's employee engagement program. Other initiatives included conducting focus groups on employee survey results, and reviewing and updating hiring and onboarding processes.
- Law concluded a water servicing agreement with Cochrane. Work is ongoing with amendments to agreements with the Tsuut'ina Nation, Rockyview County and the MD of Foothills.

Law & Legislative Services (LLS)



Operating Budget Summary

The LLS favorable variance of \$1.1 million before budget savings contributions is mainly attributed to lower Assessment Review Board (ARB) hearing costs in the CCO higher than budgeted settlements collected from third parties or their insurers in the Risk Management and Claims division within Law. This is partially offset by unbudgeted temporary positions and unfavorable internal recoveries within SEC, higher than budgeted legal liability accruals relating to the 2017 fiscal year in Law, and higher than budgeted project costs in CCO.

Capital Budget Summary

LLS' capital budget is 55 per cent spent as of 2017 December 31.

CCO – 2017 ongoing capital projects include the Corporate Records Content Suite Phase 2 project, audio-visual upgrades to the Council Chambers, and the Assessment Review Board's online service enhancement project, which has a paperless hearing pilot project component that was delayed into 2018.

SEC – The Information Security team continued to improve its technology risk mitigation and monitoring abilities in 2017. Projects are progressing with remaining work anticipated to be complete in late 2018 to 2019. The Physical Security team improved enterprise system resilience through awareness campaigns. The remaining identified projects are anticipated to start in 2018 with completion in 2019-2020.

City Manager's Office (CMO)



CMO Business Units

CMO

CMO aligns with the following
Council Priorities:

	<i>A prosperous city</i>
	<i>A city of inspiring neighbourhoods</i>
	<i>A city that moves</i>
	<i>A healthy and green city</i>
	<i>A well-run city</i>

OVERVIEW

The City Manager is the administrative head of the municipality, ensuring the policies and programs of the municipality are implemented, advising and informing Council on the operation and affairs of the municipality, and performing the duties and functions assigned by the Municipal Government Act and Council. The City Manager's Office (CMO) team supports the City Manager to lead a well-run organization and enable the delivery of quality public services. We provide the City Manager and the Administrative Leadership Team the support they need to lead the organization effectively, helping give employees line of sight to the organization's vision, purpose and values in their everyday work and providing clear corporate direction on goals and priorities.

YEAR-END HIGHLIGHTS

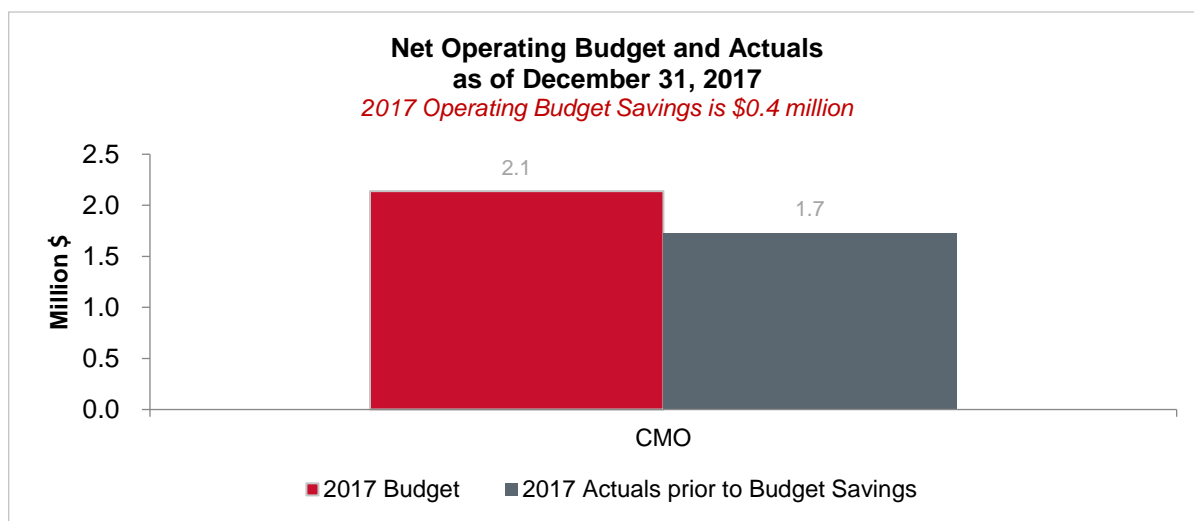
- In partnership with Calgary Economic Development, the City Manager's Office brought forward the Economic Development Investment Fund (EDIF) in December 2017. The \$100 million fund is a mechanism to intentionally address Calgary's economic uncertainty and the financial and economic crisis, which were identified as the top acute shock and chronic stress respectively at the 2017 March 03 #ResilientYYC Agenda-Setting Workshop. The EDIF represents a commitment by local government to invest in strategic and catalytic projects to strengthen the local economy particularly during times of economic downturn and recovery.
- In July 2017, the CMO supported the launch of the "The Top 7 over 70" awards program - a first-of-its-kind in Canada celebrating older adults in Calgary and area (the MDs of Foothills, Rocky View and Bighorn, Kananaskis and Banff). Founded by Calgary businessman and philanthropist Jim Gray, the awards recognize individuals who have started a new venture or reprised an existing one after the age of 70.

City Manager's Office (CMO)



YEAR-END HIGHLIGHTS CONTINUED

- The City Manager's Office led the development of "Calgary's Economy Report" in September 2017, combining statistical and public perception data. Areas reviewed included demographic trends, standard of living and equity, business climate, City infrastructure, real estate, economic performance, and composition and diversity.
- In 2017, the City Manager's Office supported Calgary Rotary District 5360's bid to host the 2025 Rotary House International Convention for Calgary. Hosting the Rotary International Convention will provide significant support to the local economy. The Rotary International Convention also offers opportunities for Rotarians to spread goodwill within the host community about the organization and its objectives, while local members and their partners can enrich their lives through participation.
- The City Manager's Office hosted a series of roundtables on growth management and financing, property tax, and assessment in the second half of 2017. The CMO also hosted joint Administrative Leadership Team meeting between The City of Edmonton and City of Calgary. These efforts have fostered positive and collaborative working relationships with The City's stakeholders and partners.
- City Manager Jeff Fielding spoke at a number of events to promote The City as a place to do business, as a place of employment, and as an innovative organization in Calgary. These events included Calgary's Real-Estate Forum in October, the North American Society of Trenchless Technology Conference in early November, and the Southern Alberta Institute of Technology (SAIT) and the Project Management Institute's (PMI) *Open Mic Series* on leadership.



Operating Budget Summary

The CMO's favorable variance of \$408 thousand, before budget savings contributions, is mainly attributed to intentional management of expenditures including salary and wage, business, and contractual costs.

There is no capital budget for the CMO.



Strategic Growth in the Rangeview Area Structure Plan

EXECUTIVE SUMMARY

Administration has received and reviewed an Outline Plan/Land Use (OP/LU) application within the Rangeview Area Structure Plan (ASP). The developer of these lands, Brookfield Residential, is seeking approvals in order to continue development of ±76.42 hectares (±188.8 acres) in the community of Seton, as illustrated in Attachment 1.

The subject lands are currently covered by a Growth Management Overlay (Overlay), indicating funding for growth must be resolved prior to Overlay removal and land use approval. A number of capital and operating investments have been made in the community in the recent past. The remaining issue linked to Overlay removal for the subject lands is to address servicing for utilities. The developer has submitted supporting information reports, proposing an interim sanitary infrastructure solution in seeking to remove a portion of the Overlay.

In addition to reviewing the sanitary servicing proposal from the developer, Administration undertook an analysis that looked at alignment with strategic growth policy, market capacity and demand, and impact on The City's financial position, as it is important that growth planning recommendations reflect merit in each of these considerations. After completing this review, Administration is confident in recommending that the Overlay can be removed for the subject lands.

ADMINISTRATION RECOMMENDATION:

Administration recommends that the Priorities and Finance Committee recommend:

1. That this report (PFC2018-0240) be directed to the April 16 Combined Meeting of Council to the Public Hearing portion of the Agenda;
2. That Council hold a public hearing on the proposed bylaw amendment set out in Attachment 2; and
3. That Council approve the proposed bylaw amendment to the Rangeview Area Structure Plan in Attachment 2.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 February 22, the Priorities and Finance Committee recommended that Council approve an Administration recommendation to return in Q2 2018 with strategic growth recommendations that increase the level of City commitment and investment in new communities beginning with the 2019-2022 budget cycle, and prioritize future growth areas outlined in Attachment 3 of this report, including financial implications for the 2019-2022 budget cycle, future budget cycles, and how any funding gaps for operating and capital would be funded using the property tax.

On 2017 March 20, Council approved a capital budget increase of \$39M in 2017-2018 for Deerfoot Trail and 212 Avenue SE interchange.

On 2016 June 13, Council adopted Bylaw 26P2016, to remove portions of the Growth Management Overlay in the Rangeview Area Structure Plan.

Strategic Growth in the Rangeview Area Structure Plan

On 2014 September 8, Council gave three readings to bylaw 26P2014 adopting the Rangeview Area Structure Plan.

BACKGROUND

In late 2014, Council adopted the Rangeview ASP. The ASP included a full Overlay indicating that, at the time, the capital infrastructure required for the initiation of development was not in place or approved in The City's capital budget.

The Rangeview ASP was identified as a Proposed Investment Strategy Discussion Area in 2016 August. A business case was written by Administration, in consultation with developers, which highlighted the economic and strategic benefits of public investment in Rangeview, as well as the expected private investment from developers that would follow. A portion of the required infrastructure (the Deerfoot Trail/212 Avenue SE interchange) was approved by Council in 2017 March. Investment in required permanent utilities remains unfunded, and no commitments have been made on timing.

In 2016 June, based on an interim sanitary servicing proposal from the developer, Administration recommended that two portions of the Overlay could be removed. Council subsequently approved the ASP amendment to remove a portion of the Overlay as well as granting land use approval. These approvals introduced significant additional residential development to Seton, complementing the retail and institutional uses in the Seton Urban District. These lands are in a pre-development phase. Table 1 summarizes the ASP population targets and those that have been assumed in the sanitary servicing hydraulic model.

Table 1 – Rangeview ASP and sanitary servicing hydraulic model assumptions

	Rangeview ASP	Seton Stage 1A	Seton Stage 1B	Seton Stage 1C West
Total Dwelling Units	14,500	820	779	1,800
Single/Semi	11,000	242	0	850
Multi-residential	3,500	578	779	950
Population	44,000	2,316	1,715	4,885
Jobs/Students	4,400	0	0	55/1,800
Gross Area (hectares)	767	24.26	23.5	76.42

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The subject site shown in Attachment 1 is located in southeast Calgary, in the community of Seton and includes ±76.42 hectares (±188.8 acres). The subject lands are currently used for agriculture. The developer proposed that the Overlay could be removed for lands northeast of

Strategic Growth in the Rangeview Area Structure Plan

the future Deerfoot Trail/212 Avenue SE interchange (known as Seton Stage 1C West), and submitted studies proposing an interim sanitary infrastructure solution in support.

Growth management policies are contained in Section 8.2 of the Rangeview ASP, with reference to Section 4.3 in the Municipal Development Plan (MDP) Volume 2, Part 1: New Community Planning Guidebook. The ASP indicates the boundary of the Overlay (Map 10) and states that development shall not occur until the Overlay is removed. The MDP describes how an applicant can demonstrate that infrastructure capacity either exists, or how it will be funded, through a Growth Management Analysis submission. A proposed text amendment in Attachment 2 addresses a housekeeping item to detach the Outline Plan approval from the removal of the Overlay. The text amendment supports the ability to approve an Outline Plan area larger than the Land Use area without committing The City to funding and financing decisions for infrastructure for the larger area. This approach allows the developer and The City to better understand and plan for infrastructure and development phasing. The details of the proposal were reviewed and accepted by Administration, bringing the submission into conformity with all applicable policy. Strategic considerations and technical details are provided below in the Strategic Growth, Utilities, Emergency Response and Transportation sections.

Strategic Growth

Administration has been focusing on three elements as a basis for making growth planning recommendations to Council. These elements are growth policy alignment, market forces, and City financial capacity. It is important that growth decisions can demonstrate alignment and consideration of these factors.

The proposed development supports the continuation of build out of the community of Seton and is in alignment with the policies of the MDP and Rangeview ASP. Seton is one of 27 actively developing communities where The City has made significant investments in capital infrastructure that include a:

- Fire station;
- Recreation centre and library; and
- Deerfoot Trail SE/212 AV SE interchange.

The use of existing infrastructure supports the following policies in the MDP:

- Optimize the use of existing infrastructure and services. [MDP, 2.1.4a]; and
- Accommodate growth while avoiding premature investment in municipal infrastructure. [MDP, 2.1.4d]

The proposed development also helps maintain 3-5 years of serviced suburban land in the next budget cycle with no additional capital costs.

Seton is a community along the future Greenline LRT with a significant employment concentration as a result of the South Health Campus. Seton Stage 1C complements the previous Seton stages by providing the remaining uses in the Transit Station Planning Area in the Rangeview ASP. Multi-residential development in a variety of forms, a 1.2 hectare site for non-residential uses and a Calgary Catholic School District high school site have been provided in accordance with policy 4.5.2 of the ASP.

Strategic Growth in the Rangeview Area Structure Plan

Continuing development in the Seton community will help grow the population and tax base to support these amenities, and will complement the existing development in the Seton Urban District and the pending/under construction development in Seton Stages 1A and 1B.

Market

The proposed development will add growth capacity of approximately 850 single/semi/townhouse units and approximately 950 multi-residential units. This is in addition to the ~1600 units approved in Seton stages 1A and 1B. Altogether, Stages 1A, 1B and 1C West add approximately 5-6 years of supply for single/semi/townhouse units based on The City's projected absorption for the southeast sector. The actively developing communities of Cranston, Auburn Bay and Copperfield in this sector are completing the build out of remaining single residential capacity, thus continued growth in Seton provides additional choice and competition in the city's fastest growing suburban area. An overview of actively developing communities is provided as Attachment 3. Additional residential population will also support the existing non-residential development within the Seton Urban District.

Financial Capacity

The applicant demonstrates that existing sanitary trunk system capacity is sufficient to allow for the proposed development Seton Stage 1C West. Therefore, no additional City capital infrastructure would be required to facilitate this development, and no alternate funding and financing arrangements would be necessary in the interim, based on the population assumptions in Table 1 above and in the submitted interim sanitary servicing study for Seton Stage 1C West. Interim lift stations have been used before as a servicing solution.

As development proceeds, the provision of City services such as roads, parks, local transit and waste and recycling would have an operating budget impact at such time as they are provided. The most significant portion of operating costs such as fire service and Bus Rapid Transit (BRT) are currently included in the annual operating budget. The total gross operating cost would be approximately \$250,000 in the OneCalgary 2019-2022 budget. Seventy per cent of the total tax revenue projected during 2019-2022 would be approximately \$750,000 to \$1,100,000 annually, leading to a positive balance over 2019-2022. The gross annual operating cost at full build out (whenever that is) would be approximately \$1,920,000. Seventy per cent of the gross annual tax revenue at full build out (whenever that is) would be approximately \$1,750,000, leading to a deficit of \$170,000. Inputs from the applicant and City were used to generate projected revenue and costs. Factors such as, but not limited to, annual development absorption, actual development built form and City service provision may influence in a positive or negative direction the projected revenue and costs.

Infrastructure/Service

- *Utilities*

The assumptions for utilities and servicing in the Rangeview ASP include a permanent sanitary trunk along 210/212 Avenue SE to the Pine Creek Wastewater Treatment Plant, permanent water feedermain upgrades in the local area, and permanent storm ponds, trunks and outfalls.

In their submitted Sanitary Servicing Study, the applicant proposed to access available capacity in the existing sanitary trunk system within lower Cranston and downstream of the forcemain syphon connection from the Mahogany lift station. The applicant also

Strategic Growth in the Rangeview Area Structure Plan

proposed to access water servicing by extending the local distribution network from north of the subject site, and to provide developer funded stormwater ponds for storm servicing. The subject site is to be ultimately serviced by the Rangeview Sanitary Trunk.

Following an analysis of the interim sanitary servicing proposal submitted by Brookfield, Water Resources confirmed that the proposed interim servicing solution is acceptable, subject to conditions that are to be implemented through future subdivision and development approvals.

- *Emergency Response*
Emergency services are provided from the nearby Seton Fire Hall, and the subject lands are located within the 7 minute fire response time target.
- *Transportation*
The developer, City and Province agreed to a funding proposal for the construction of the Deerfoot Trail SE/212 Avenue SE interchange. The interchange is expected to be completed by 2019, which would increase available capacity in the regional road network. The applicant submitted a Transportation Impact Assessment that was reviewed by The City and determined the local off site and on site transportation network requirements. Several conditions are to be implemented through future subdivision and development approvals.

Conclusion

The agreements reached with Transportation Development Services and Water Resources illustrate that there are no immediate capital budget implications triggered as a result of this amendment. The interim sanitary servicing proposal submitted by Brookfield for Seton Stage 1C West does not trigger an immediate need for the ultimate infrastructure solution, as development on the removed Overlay lands will utilize existing capital infrastructure that has already been constructed as described in the above Utilities section.

The ultimate sanitary trunk will be required once the population in Seton Stage 1C West reaches the projected threshold of 4885 people, 55 jobs and 1800 students. The timing of the ultimate water feedermain and stormwater infrastructure will be reviewed and confirmed as development proceeds in this community. The ultimate utility infrastructure funding required for the Rangeview development is not included in the current Action Plan (2015-2018) budget. A decision on the funding status of infrastructure in the remainder of the Rangeview ASP for the 2019-2022 budget will be made as part of the Q2 2018 report on funding recommendations on business cases for new communities. The Rangeview business case will be considered alongside 11 other business cases seeking to open up additional new community areas.

Should the population projections or development timing change, the timing of the ultimate infrastructure may be impacted.

Stakeholder Engagement, Research and Communication

The developer and applicant have worked with members of Administration to resolve the outstanding technical details, creating a solution that is agreed upon by all parties. Internally, the solution was reviewed and endorsed by the Directors Integrated Growth Committee (DIGC).

Strategic Growth in the Rangeview Area Structure Plan

Strategic Alignment

The proposed development optimizes the use of existing infrastructure and services in accordance with MDP policy 2.1.4a and Strategic Action W2 from Action Plan 2015-2018 – Be as efficient and effective as possible, reducing costs and focusing on value-for-money. Greater efficiencies of the existing infrastructure are created by the additional development and tax base created.

The proposed development provides a Transit Station Planning Area in alignment with Rangeview ASP policy 4.5, by providing multi-residential development in a variety of forms, non-residential uses in a neighbourhood activity centre, a Resident's Association site, and a catholic high school site to serve the greater area.

Social, Environmental, Economic (External)

Social

The continuation of development in Seton will provide additional population to support the existing and planned amenities and services within the community, including the existing Bus Rapid Transit and the under construction Seton Recreation Facility and Library.

Environmental

Site specific environmental considerations are part of the Outline Plan and Land Use Amendment application review.

Economic (External)

Further development in Seton allows the developer to continue to invest in the residential market and supports the existing non-residential development. This, in turn, will help grow the tax base and help maintain the pace of private investment in this area. The Overlay removal area is expected to provide approximately \$33,375,000 in off-site levies for The City. The levies are put towards funding the City infrastructure required to service new communities and are included in the Off-site Levy bylaw.

Financial Capacity

Current and Future Operating Budget:

A large portion of operating costs required to service the proposed development are included within the current operating budget. As development proceeds, the provision of other City services such as roads, parks and waste and recycling would have an operating budget impact at such time as they are provided. The total gross operating cost would be approximately \$250,000 in the OneCalgary 2019-2022 budget. Seventy per cent of the total tax revenue projected during 2019-2022 would be approximately \$750,000 to \$1,100,000 annually, leading to a positive balance over 2019-2022. The gross annual operating cost at full build out (whenever that is) would be approximately \$1,920,000. Seventy per cent of the gross annual tax revenue at full build out (whenever that is) would be approximately \$1,750,000, leading to a deficit of \$170,000.

The operation and maintenance of the interim utility infrastructure is the developer's responsibility until the ultimate utility infrastructure is installed. Therefore, no impact to the operating budget for the interim servicing solution is expected.

Strategic Growth in the Rangeview Area Structure Plan

Current and Future Capital Budget:

There is no impact to the current capital budget as a result of this report. The Overlay removal area for Seton Stage 1C West leverages existing City funded capital investment. Local capital investment to bring on this phase will be at the developer's cost. Additionally, the developer will pay off-site levies, which helps generate funding for the permanent infrastructure.

Future development phases beyond the Overlay removal area will require the future capital-funded Rangeview sanitary trunk, water feedermain, storm trunks and outfall(s), and transportation improvement. At the time of this report, no funding decisions or commitments have been made on the timing of the permanent infrastructure funding solutions for Rangeview for 2019-2022 and beyond. Decisions on the funding of infrastructure in Rangeview will occur as part of the report to Priorities and Finance Committee at the end of Q2 2018, alongside other submitted business cases.

Risk Assessment

1. **Risk:** Capital funding for the ultimate sanitary servicing solution has not been approved. This could result in a deferral of the construction of the ultimate infrastructure. As a result, the cessation of development beyond 1C West may occur, as the proposed interim sanitary servicing can only accommodate a certain amount of sanitary flow.

Proposed Mitigation Solution:

Administration and the developer agreed that the developer will be responsible for monitoring the sanitary flows for the duration of the interim sanitary servicing solution. The continuous monitoring helps mitigate potential issues in the future by addressing any problems immediately. Water Resources will review the flow monitoring data, and if the sanitary flows from Seton 1A, 1B and 1C West exceed anticipated values, measures may need to be taken to reduce the potential trunk surcharge. Further cap on sanitary discharge volumes to the existing sanitary system might be required at a later date. Water Resources will work with Brookfield if this were to occur.

2. **Risk:** An agreement needs to be secured with the developer to ensure that the proper abandonment of interim servicing infrastructure is ensured, and that the tie-in to the ultimate solution, once the ultimate infrastructure is in place, will be completed to the satisfaction of Water Resources.

Proposed Mitigation Solution:

Through a special servicing agreement or an indemnification agreement, Water Resources will ensure that a strategy and contract are in place for the appropriate decommissioning of the interim servicing infrastructure, once the ultimate infrastructure has been installed. Typically, a security is collected from the developer, and is only released at Final Acceptance Certificate (FAC) stage. The purpose of the FAC is to transfer full responsibility for a municipal improvement from the developer to the City. FAC for this project will be granted upon the successful decommissioning of the interim servicing infrastructure and, once installed, tie-in into the ultimate servicing infrastructure. Conditions of approval will also be added to the Outline Plan to tie into the ultimate servicing infrastructure, and to address the decommissioning of interim servicing.

Strategic Growth in the Rangeview Area Structure Plan

- 3. Risk:** The Master Drainage Plan for the Rangeview ASP area is currently being amended. At this time, the ultimate stormwater drainage servicing strategy has not been finalized.

Proposed Mitigation Solution:

Water Resources is currently working with the land owner and consultants (Urban Systems) on reviewing the amendments proposed to the Rangeview Master Drainage Plan.

Removal of the Overlay based on an interim servicing solution does put pressure on The City to fund and deliver on the permanent servicing solution. While endorsement of the interim servicing solution does not commit The City to deliver the permanent solution, it does introduce growth that is dependent on future budget decisions, as reliance on interim solutions is not ideal in the medium to long term. However, Rangeview has been identified as a Proposed Investment Strategy Discussion Area and the community of Seton has benefited from significant public and private investment in capital infrastructure (i.e. hospital, fire station, recreation centre) and is included in the future Greenline investment.

REASON(S) FOR RECOMMENDATION(S):

The Rangeview ASP was adopted by Council with a full Growth Management Overlay, indicating that the leading capital infrastructure required for development was not in place or approved in The City's capital budget. The applicant engaged Administration with a proposal that demonstrated leading capital infrastructure capacity was available to service the proposed development.

Administration worked with the developer to review their proposal and determine if there was sufficient infrastructure capacity available to remove the Overlay for the proposed development identified as Seton Stage 1C West. The strategic growth merits, market impacts, and City financial considerations were also reviewed. As a result, Administration recommends removal of a portion of the Overlay in Attachment 2 to allow the Outline Plan/Land Use Amendment application to proceed, subject to conditions outline in these reports.

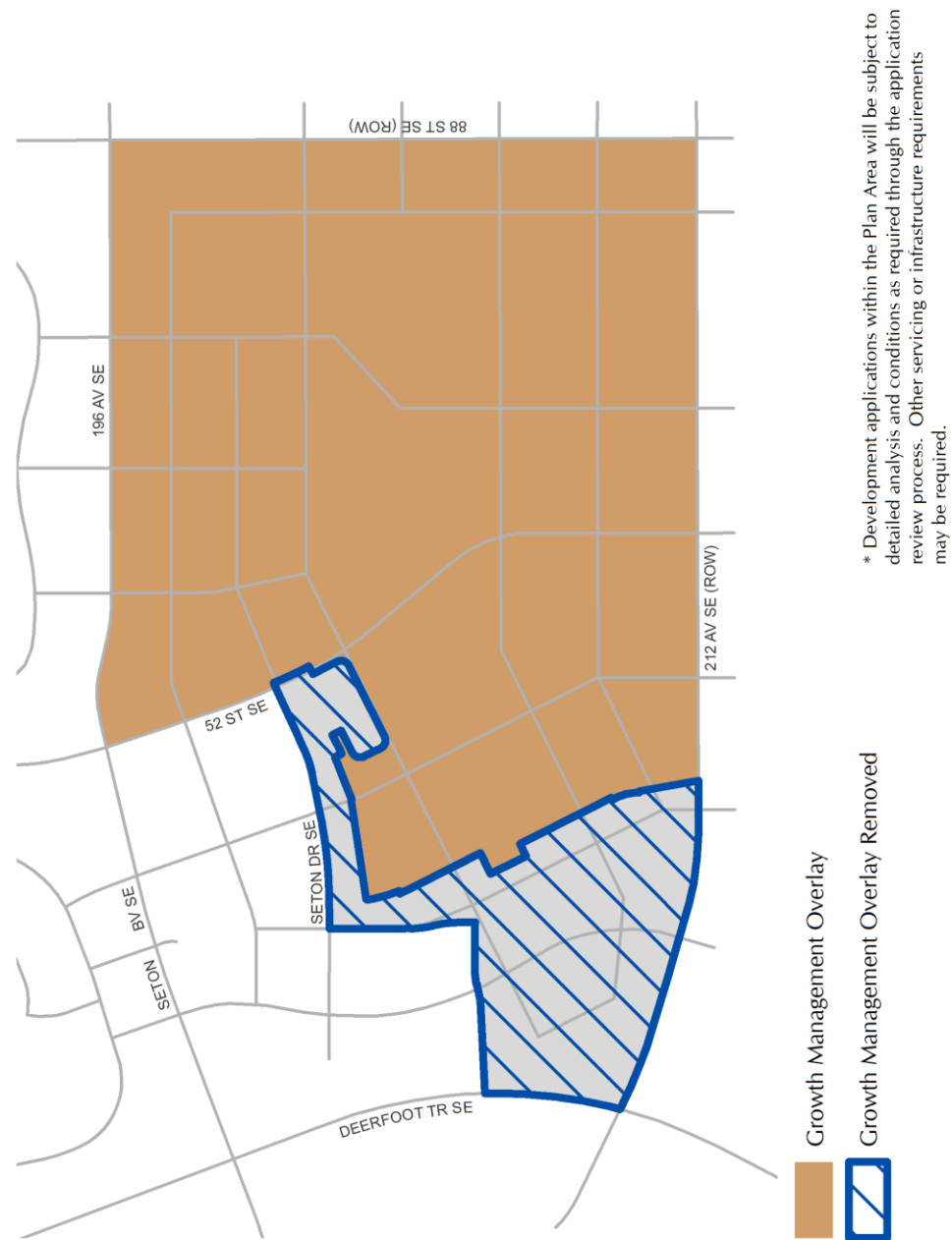
ATTACHMENT(S)

1. Attachment 1 – Map of Land Use Application Area
2. Attachment 2 – Proposed Amendment to the Rangeview Area Structure Plan
3. Attachment 3 – Actively Developing Communities with Land Use and Future Investment Areas

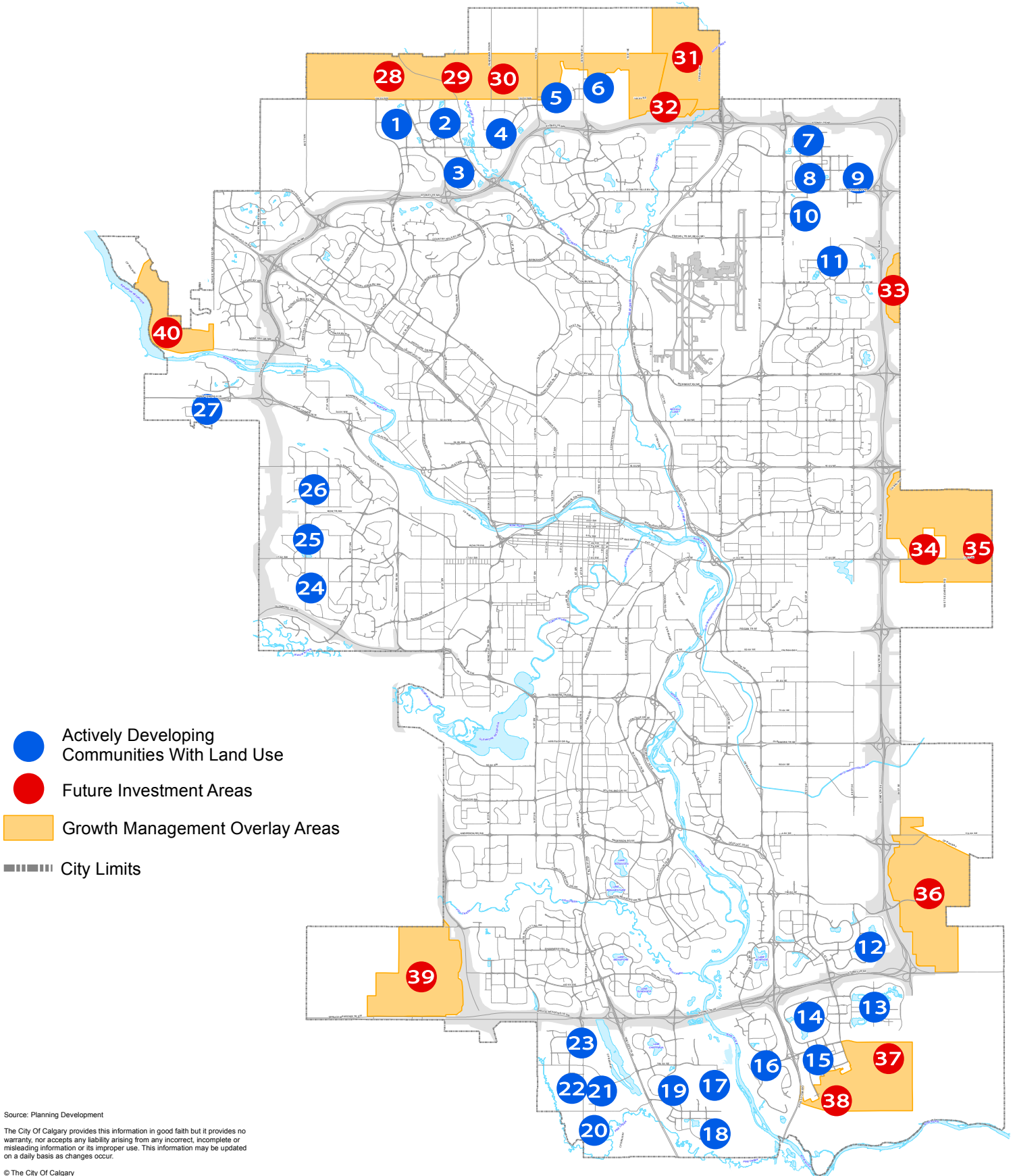
Proposed Amendment to the Rangeview Area Structure Plan

1. Delete the existing Map 10 entitled “Growth Management Overlay” and replace it with revised Map 10 entitled “Growth Management Overlay” attached as Schedule “A”.
2. Under section 8.2(2) titled Growth Management, Policies, delete the following text “Outline Plan/”.

Schedule “A” Revised Map 10 – “Growth Management Overlay”



Actively Developing Communities with Land Use and Future Investment Areas



Source: Planning Development

The City Of Calgary provides this information in good faith but it provides no warranty, nor accepts any liability arising from any incorrect, incomplete or misleading information or its improper use. This information may be updated on a daily basis as changes occur.

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Actively Developing Communities with
Land Use and Future Investment Areas

Actively Developing Communities with Land Use (mix of funded and unfunded)				
	Community	TYPE	Existing Units	Full Build Out Units
1	Nolan Hill	Residential /Commercial	2,095	3,368
2	Sage Hill	Residential/ Commercial/ Office	5,883	12,080
3	Kincora	Residential	2,214	4,429
4	Evanston	Residential/ Commercial	5,229	6,195
5	Carrington	Residential/ Commercial	83	5,738
6	Livingston	Residential/ Commercial/ Institutional	93	12,167
7	Redstone	Residential/ Commercial	1,132	3,873
8	Skyview Ranch	Residential/ Commercial	3,834	10,688
9	Cornerstone	Residential/ Commercial/ Office	296	10,885
10	Cityscape	Residential/ Commercial	741	4,770
11	Saddle Ridge	Residential/ Commercial/ Office/ Industrial	5,383	9,199
12	Copperfield	Residential/ Commercial	4,930	5,379
13	Mahogany	Residential/ Commercial	3,106	11,154
14	Auburn Bay	Residential/ Commercial	5,932	6,557
15	Seton	Residential/ Institutional/ Office	4	7,500
16	Cranston	Residential/ Commercial	6,750	8,578
17	Wolf Willow	Residential/ Commercial	-	3,518
18	Legacy	Residential/ Commercial	2,114	5,265
19	Walden	Residential/ Commercial	1,925	3,911
20	Pine Creek	Residential/ Commercial	-	3,661
21	Belmont	Residential/ Commercial	-	2,640
22	Yorkville	Residential/ Commercial	-	3,254
23	Silverado	Residential/ Commercial	2,515	8,556
24	Springbank Hill	Residential/ Commercial	3,334	5,651
25	Aspen Woods	Residential/ Commercial	2,983	3,867
26	West Springs	Residential/ Commercial/ Office	3,268	5,528
27	Crestmont	Residential/ Commercial	488	1,714
	TOTALS			170,125

Future Investments - Growth Management Overlay Areas			
	Business Case - ASP Areas	TYPE	Projected res. units at full build out from Business Case Assumptions
28	Glacier Ridge (Community A)	Residential/ Commercial	1,600
29	Glacier Ridge (Community B)	Residential/ Commercial	1,540
30	Glacier Ridge (Community D)	Residential	400
31	Nose Creek (Community A/B)	Industrial	3,000 – 3,600
32	Keystone (Community C/D)	Residential/ Commercial	1,228
33	East Stoney	Residential/ Commercial	1,700
34	Belvedere (Community D)	Residential	2,000
35	Belvedere (Community C)	Residential/ Commercial/ Office/ Industrial/ Institutional	3,544
36	South Shepard (Neighbourhood 7/8)	Residential/ Commercial	3,277
37	Rangeview (Community B)	Residential/ Commercial	9,500
38	Rangeview (Seton, Community A)	Residential/ Commercial	
39	Providence (Community A)	Residential/ Commercial/ Office/ Industrial	3,200
40	Haskayne	Residential/ Commercial	2,958
	TOTALS		~33,947

Deputy City Manager's Office Report to
Priorities and Finance Committee
2018 March 22

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PFC2018-0159
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Municipal Naming, Sponsorship and Naming Rights Policy Update

EXECUTIVE SUMMARY

Upon approval of the *Municipal Naming, Sponsorship and Naming Rights Policy, CP2016-01*, in 2016 April, Corporate Analytics & Innovation (CAI) was tasked to monitor the implementation and report back to the Priorities and Finance Committee and Council with an analysis and recommended policy changes. The effectiveness of the policy was monitored using various channels. Based in the results of the monitoring, and with input from various stakeholder, an amended policy has been created for consideration by Council.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommends that Council approve the proposed amendments to the *Municipal Naming, Sponsorship and Naming Rights Policy, CP2016-01* (Attachment 2).

PREVIOUS COUNCIL DIRECTION / POLICY

On 2017 March 21 Priorities and Finance Committee approved Administration's request to defer reporting on CAI's monitoring of policy implementation and report back to the Priorities and Finance Committee no later than the end of Q1 2018 with recommended amendments, if any (PFC2017-0274).

On 2016 April 11 Council rescinded *Municipal Naming Policy* (CS03), *Naming Rights Guidelines – City-Owned, Civic Partners Operated Facilities* (CSPS012) and *Sponsorship Policy – City-Owned, City Managed Assets* (CS011) and approved the omnibus *Municipal Naming, Sponsorship and Naming Rights Policy*. Administration was directed to monitor the implementation of the new policy and report back to the Priorities and Finance Committee no later than the end of Q1 2017 with recommended amendments, if any (C2016-0218).

BACKGROUND

Combining policies CS03, CSPS012 and CS011 into one omnibus policy, as shown in Attachment 1, was a significant undertaking. It introduced new processes, terminology, requirements and the removal of the Municipal Naming Committee, transitioned responsibilities to the asset stewards, and created the Policy Steward role. This ongoing work is coordinated by CAI to allow for centralized data collection and stewarding the transition in a strategic fashion. The evaluation of how municipal naming, sponsorship and naming rights impact each other is still in its early stages, given the reduced activity levels of the recent economic downturn. However, extensive engagement of CAI with communities of practice experts has yielded numerous proposed amendments to ensure the most efficient and effective regulation in the three distinct areas.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Since the approval of the *Municipal Naming, Sponsorship and Naming Rights Policy* in 2016, CAI has been actively monitoring the policy's application, specifically in the area of effectiveness. Information on policy effectiveness was gathered through three main channels:

1. Two communities of practice organized by CAI (Municipal Naming community of practice and Naming Rights and Sponsorship community of practice);

Municipal Naming, Sponsorship and Naming Rights Policy Update

2. Specific naming, sponsorship and naming rights files; and
3. Direct engagement with internal and external stakeholders to solicit their feedback on the policy.

While further data and study may improve the policy in some areas, the proposed amendments as summarised in Attachment 3, will provide immediate benefits to numerous stakeholders.

Stakeholder Engagement, Research and Communication

CAI has consulted with numerous internal and external subject matter experts including:

- City of Calgary employees across 16 business units within 6 departments;
- Impacted Senior Management Team (Planning & Development, Transportation, Community Services, DCMO, CFOD and Law); and
- BILD Calgary Region, the Building Industry and Land Development Association (Attachment 4).

The City's partnership management team was consulted on the implications for the partners. The proposed amendments were deemed to have limited to no impacts on them. CAI also engaged interested members of the Administrative Leadership Team.

Strategic Alignment

The policy aligns with the roadways terminology and classification system outlined in the Calgary Transportation Plan.

The proposed amendments will reduce the length of the policy by nearly half, while streamlining processes, and relaxing or removing some regulations. This aligns with Council priorities of a Well-Run City and the Cut Red Tape initiative.

Social, Environmental, Economic (External)

No social, environmental or external economic implications were identified as a result of the proposed policy amendments.

Financial Capacity

Current and Future Operating Budget:

None

Current and Future Capital Budget:

None

Risk Assessment

Approval of the proposed policy will reduce potential risk as the current version of the policy includes requirements related to delegation of authority for execution of contracts, that should either be in the form of a bylaw or the City Manager may exercise their right to delegate such authority. These requirements have been removed from the proposed policy and will be formalized in the proper format, as suggested by Law.

Deputy City Manager's Office Report to
Priorities and Finance Committee
2018 March 22

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Municipal Naming, Sponsorship and Naming Rights Policy Update

REASON(S) FOR RECOMMENDATION(S):

The proposed amendment to the *Municipal Naming, Sponsorship and Naming Rights Policy*, CP2016-01, Attachment 2, will enhance procedures, clarify terminology, and improve structure and requirements, which will reduce the time required for review and approval of naming, sponsorship and naming rights proposals.

ATTACHMENT(S)

1. CP2016-01 Municipal Naming, Sponsorship and Naming Rights Policy
2. CP2016-01 Municipal Naming, Sponsorship and Naming Rights Policy (with the Proposed Policy Amendments)
3. Summary of the Proposed Policy Amendments
4. Letter of Support from BILD Calgary Region

CP2016-01 Municipal Naming, Sponsorship and Naming Rights Policy

Council policy

Policy Title: Municipal Naming, Sponsorship and Naming Rights Policy
Policy Number: CP2016-01
Report Number: C2016-0218
Adopted by/Date: Council/2016 April 11
Effective Date: 2016 April 11
Last Amended: n/a
Policy Owner: Corporate Analytics & Innovation (CAI)

1. POLICY STATEMENT

- 1.1 This Council policy governs the naming, sponsorship and sale of naming rights of municipal assets. The City of Calgary's Corporate Analytics & Innovation (CAI) business unit has the responsibility of policy steward and acts on behalf of City Council ("Council").
- 1.2 The City of Calgary ("The City" or "City") recognizes and supports sponsorship and the sale of naming rights as a revenue generating strategy to offset the costs of City owned assets and/or programs.

2. PURPOSE

- 2.1 The purpose of this policy is to:
 - 2.1.1 Streamline and define the authorizing process and management of naming, sponsorship and naming rights of municipal assets to ensure a positive municipal image and enhance City of Calgary products and services;
 - 2.1.2 Protect The City from risk;
 - 2.1.3 Provide guidelines and criteria that reflect Calgary's heritage and further a sense of community;
 - 2.1.4 Provide corporate guidelines and procedures based on good practices; and
 - 2.1.5 Uphold The City's stewardship role to safeguard The City's assets and interests.

3. DEFINITIONS

3.1 In this policy:

- a. “Asset” means an item, object, or thing that has value to an organization, in this case, The City;
- b. “Asset Analysis” means a current professionally prepared comprehensive review of an Asset’s overall value as it relates to sponsorship or naming rights opportunities or proposals;
- c. “Asset Steward” means the director of the City business unit that is ultimately responsible for the long-term operation and maintenance of a City asset. The asset steward is accountable for the final recommendation regarding naming, sponsorship or the sale of naming rights;
- d. “Community” means a geographic area typically between 5,001 and 20,000 residents, which was planned comprehensively and developed over a period of time. This term also emphasizes the bonds that link residents to each other and to the neighbourhood they call home, or to a group with which they share a common interest;
- e. “Donation” – see definition for “Gift”;
- f. “Gift” means a voluntary contribution to The City where there is no commitment to provide economic value or benefit in return (i.e. valuable consideration). This includes instances where reciprocal commercial or marketing benefit is expected or required from The City. A gift is separate and distinct from sponsorship and naming rights;
- g. “Lease” means an agreement which gives an exclusive right to use and occupation of land;
- h. “License of Occupation” means an agreement that gives the right to enter upon and use land but does not give an exclusive right of possession. This differs from “Lease”;
- i. “Naming Rights” means a mutually beneficial contractual arrangement where an organization provides goods, services or financial support in return for access to the commercial and/or marketing potential associated with the public display of the organization's name on an entire facility asset for a specified period of time;

- j. “Naming Rights Agreement” means a mutually beneficial, contractual agreement for the exchange of naming rights between two organizations for a specified period of time. Refer to “Naming Rights”. This differs from a “Sponsorship Agreement”;
- k. “Neighbourhood” means a distinct part of a larger community, containing up to 5,000 people. A neighbourhood is typically considered to be area within walking distance of a local commercial area, school, park, transit station, etc.;
- l. “Partner” means an arms-length organization that has a formal and legal relationship to provide services, programs and/or manage and care for specific City asset(s) in conjunction with, or on behalf of The City;
- m. “Policy Steward” means a group or organization that acts on behalf of Council, ensuring the policy is adhered to and that policy procedures are followed. For the purpose of this policy, the policy steward is a designate within the Corporate Analytics & Innovation business unit;
- n. “Program Manager” means the director of the City business unit, or their designate, that is ultimately responsible for the long-term provision of a City service, program, project, event or activity;
- o. “Sponsor” means a third-party organization that enters into a sponsorship agreement with The City;
- p. “Sponsorship” means a contractual arrangement between The City and a third-party organization, wherein the third party provides cash and/or in-kind goods or services to The City in return for access to marketing potential associated with the opportunity. This includes sponsorship of one or more, services, programs, projects, events, activities, non-facility assets or sub-components of an entire facility asset. Regarding the naming of an entire facility asset, see the definition for “naming rights” and “naming rights agreement”;
- q. “Sponsorship Agreement” means a mutually beneficial, contractual agreement for the exchange of sponsorship between two organizations for a specified period of time.

4. APPLICABILITY

- 4.1. This policy applies to all City departments, business units and partners. This includes the Calgary Police Service, the Calgary Municipal Land Corporation and the Calgary Parking Authority (except for sponsorship and naming rights opportunities for those

three specific entities);

- 4.2. The policy applies when the City wishes to solicit or accept proposals for the purpose of naming City owned assets, communities and neighbourhoods, public roadways, sponsorship, and/or the sale of naming rights;
- 4.3. This policy does not apply to libraries and public housing (see Section 8 of the Addressing Bylaw 67M86).

5. **PROCEDURE**

- 5.1. This policy includes five separate and distinct procedures, specifically for the:
 - a. Naming of City-owned assets: Regarding asset naming where there is no exchange of funds or services, including public and private roadway naming. For clarity, this particular procedure does not apply to the sponsorship or sale of naming rights;
 - b. Naming of communities, neighbourhoods and subdivisions: Regarding the naming of a community, neighbourhood and subdivisions as part of the planning and development process, including the naming of roadways within that community or neighbourhood;
 - c. Sponsorship of City-owned and operated assets and/or programs: Regarding the exchange of funds for the purpose of sponsorship— see the definition of sponsorship and sponsorship agreement;
 - d. Sale of naming rights for City-owned and operated assets: Regarding asset naming of City owned and operated assets where there is an exchange of funds for the sale of naming rights – see the definition of naming rights and naming rights agreement;
 - e. Sale of naming rights for City-owned and partner operated assets: Regarding asset naming of City-owned and partner-operated assets where there is an exchange of funds for the sale of naming rights – see the definition of naming rights and naming rights agreement.
- 5.2. Upon becoming aware of a naming, sponsorship and/or naming rights opportunity or proposal, the asset steward, program manager, departmental and/or business unit designate shall work with the policy steward to confirm which of the above processes is appropriate;

- 5.3. The asset steward and/or program manager shall ensure that:
 - 5.3.1. Representatives of The City (internal or contracted) are aware of, and acting in accordance to, the requirements of this policy;
 - 5.3.2. Staff are provided with appropriate guidance and/or training related to naming, sponsorship and naming rights practices;
 - 5.3.3. Naming, sponsorship and naming rights agreements are negotiated in a professional manner; and,
 - 5.3.4. All naming, sponsorship and naming rights agreements align to all appropriate City policies, by-laws and legislation, as required.
- 5.4. Procedure for the naming of City-owned assets:
 - 5.4.1. The asset steward shall:
 - 5.4.1.1. Evaluate the naming opportunity, including ensuring that the naming proposal is complete;
 - 5.4.1.2. Circulate the proposal to the affected stakeholder groups for feedback;
 - 5.4.1.3. Research the appropriateness of the proposed naming; and,
 - 5.4.1.4. Evaluate the proposed name against the requirements and criteria described in this policy.
 - 5.4.2. The policy steward shall support the asset steward with the interpretation of policy requirements and to validate that the naming proposal meets the requirements described in this policy;
 - 5.4.3. Proposals shall be assessed by the asset steward using Schedule A, "Requirements for naming proposal submissions," and the proposed name shall be assessed using Schedule B, "Requirements for naming of City owned assets;"
 - 5.4.4. Public roadway naming shall be assessed by The City's Transportation department asset steward using Schedules A

and B with the addition of Schedule D, "Requirements for naming public and private roadways;"

5.4.5. Private roadway naming shall be reviewed by the City's Transportation department asset steward using Schedules A, B and D:

5.4.5.1. While the Transportation department asset steward does not have authority to approve naming of private roads they should work with the developer/owner to create address descriptions which align with all public roadway criteria. See Schedule D, "Private Roadway Naming;"

5.4.5.2. The Transportation department asset steward shall also ensure manufacturing and installation of street signs at no cost to The City.

5.4.6. Upon the completion of the asset steward's assessment using the policy requirements, the proposed naming and supporting documentation shall be sent to the policy steward;

5.4.7. The policy steward shall ensure that the requirements of this policy have been met;

5.4.8. The asset steward shall prepare the naming report and make a recommendation for consideration of the Priorities and Finance Committee (PFC) and for final decision by Council.

5.4.9. Upon the name's approval, rejection or withdrawal (at any stage), the asset steward shall forward the name proposal, any background reports, and location information to the policy steward for record-keeping purposes;

5.4.10. Upon the name's approval, rejection or withdrawal of a naming request, the policy steward shall for:

5.4.10.1. Tracking of approved, rejected and withdrawn names in the appropriate asset naming repository, including any background information (Example naming reports, submissions, etc.), location and asset boundary;

5.4.10.2. Notifying addressing and mapping, operations and emergency response personnel of name changes.

5.4.11. The asset steward shall for inform the naming applicant of the name's final acceptance or rejection and the installation of the appropriate signage indicating the name.

5.5. Procedure for the naming of communities, neighbourhoods or subdivisions:

5.5.1. The appropriate director within the City's Planning and Development department shall ensure there is a designate for each community, neighbourhood or subdivision naming;

5.5.2. The Planning and Development department designate shall ensure that the naming proposal is complete and circulate the proposal to the affected stakeholder groups for feedback, including the policy steward;

5.5.3. The policy steward shall:

5.5.3.1. Research the appropriateness of the proposed naming;

5.5.3.2. Review of the proposed name against the requirements described in this policy;

5.5.3.3. Support the Planning and Development designate to interpret the requirements of this policy; and,

5.5.3.4. Validate that the naming proposal meets the requirements described in this policy.

5.5.4. Proposals shall be assessed by the policy steward, with support from the Planning and Development department designate, using Schedule C, "Requirements for naming communities, neighborhoods and subdivisions;"

5.5.5. Where roadway naming accompanies the community or neighbourhood naming, the policy steward shall assess the public roadway names and the City's Transportation department asset steward shall assess the public roadway naming conventions and street types using Schedule D, "Requirements for naming public and private roadways;"

5.5.6. Upon completion of the review, the policy steward shall send a compliance report, including input from the Transportation department asset steward, regarding the naming to the PD department designate;

- 5.5.7. The PD department designate shall prepare the naming report for consideration of the Calgary Planning Commission (CPC) and for final decision by Council;
- 5.5.8. Upon the name's approval, rejection or withdrawal (at any stage), the PD department designate forwards the naming proposal, any background reports and location information to the policy steward for record-keeping purposes;
- 5.5.9. Upon approval, rejection or withdrawal of a naming request, the policy steward shall:
 - 5.5.9.1. Track approved, rejected and withdrawn names in the appropriate asset naming repository, including any background information (Example naming reports, submissions, etc.), location and asset boundary; and,
 - 5.5.9.2. Notify addressing and mapping, operations and emergency response personnel of name changes.
- 5.5.10. The PD department designate shall inform the naming applicant of the name's final acceptance or rejection.
- 5.6. Procedure for the sponsorship of City owned and operated assets and/or programs:
 - 5.6.1. The asset steward shall be responsible for the sponsorship of a City asset or its subcomponents whereas the program manager shall be responsible for the sponsorship of a City service, program, project, event or activities;
 - 5.6.2. The asset steward and/or program manager shall obtain approval for the concept of sponsoring the proposed asset/program from the General Managers of all impacted departments prior to soliciting sponsors or agreeing to a sponsorship proposal;
 - 5.6.3. The General Managers shall determine whether the potential sponsor aligns to The City's mandate and policies;
 - 5.6.4. The asset steward and/or program manager shall:
 - 5.6.4.1. Evaluate the sponsorship opportunity, including verification that the sponsorship proposal is complete;
 - 5.6.4.2. Ensure that a valuation has been completed for the asset and/or program to be sponsored;

- 5.6.4.3. Circulate the sponsorship proposal to the affected stakeholder groups for feedback;
- 5.6.4.4. Consult with The City's Chief Financial Officer's Department (CFOD) regarding tax implications of the sponsorship;
- 5.6.4.5. Research the appropriateness of the proposed sponsorship;
- 5.6.4.6. Evaluate the proposed sponsorship against the requirements and criteria described in this policy; and,
- 5.6.4.7. Create of the sponsorship agreement in consultation with The City's Law department and CFOD as appropriate.
- 5.6.5. The asset steward and/or the program manager shall assess proposals using Schedule E, "Sponsorship requirements;"
- 5.6.6. For sponsorship proposals over \$100,000, the policy steward shall support the asset steward and/or program manager with the interpretation of policy requirements and to validate that the sponsorship proposal meets the requirements described in this policy;
- 5.6.7. Final authorization to enter into the sponsorship agreement is as follows:
 - 5.6.7.1. Sponsorship agreements valued up to \$24,999 shall be authorized/approved by the manager of the affected business unit division;
 - 5.6.7.2. Sponsorship agreements valued between \$25,000 and \$99,999 shall be authorized/approved by the director(s) of the business units(s) impacted; and,
 - 5.6.7.3. Sponsorship agreements valued over \$100,000 shall be authorized /approved by the Director(s) and General Manager(s) for the business unit(s) impacted, including the Deputy City Manager and approved by The City Solicitor.
- 5.6.8. The asset steward and/or program manager shall notify the policy steward and the successful sponsor regarding the approval of the sponsorship proposal;

5.6.9. The policy steward shall track all sponsorship opportunities, including supporting documentation, in the appropriate repository and shall report all sponsorships valued over \$100,000 to Council annually.

5.7. Procedure for the sale of naming rights for City-owned and operated assets:

5.7.1. The asset steward shall obtain approval for the concept of naming rights of the proposed asset from the General Managers of all impacted departments prior to negotiating or agreeing to a naming rights proposal;

5.7.2. If the agreement involves more than one department, the asset steward approval shall also obtain approval from The City's Deputy City Manager and The City's Chief Financial Officer;

5.7.3. The asset steward shall conduct the necessary research with all appropriate stakeholders in order to ensure that:

5.7.3.1. The appropriate level of market sounding and asset valuation has been appropriately completed;

5.7.3.2. Revenue for The City has been maximized; and,

5.7.3.3. The naming rights offer is not in conflict with existing contractual obligations or strategy.

5.7.4. The asset steward shall ensure that The City's Supply Management group and the Law department are consulted for any potential conflict with preferred vendor agreements or contracts;

5.7.5. The asset steward shall ensure that the CFOD is consulted regarding any tax implications of the naming rights agreement;

5.7.6. Naming rights opportunities shall be assessed by the asset steward using Schedule F, "Requirements for the sale of naming rights for City owned and operated assets;"

5.7.7. Solicitation and negotiation of the sale of naming rights shall only be conducted by City staff that has been

specifically designated by the asset steward, or by outside contract as approved by the asset steward;

- 5.7.8. Consideration of naming rights agreements over \$100,000 shall be done in conjunction with the policy steward to ensure the appropriate due diligence, asset valuation and market research has been conducted on behalf of The City. The policy steward shall verify that the requirements of this policy have been met;
- 5.7.9. The asset steward shall prepare a report, along with the recommended sale of naming rights agreement, and make a recommendation for consideration of the PFC and for final decision by Council;
- 5.7.10. Upon the name's approval, rejection or withdrawal (at any stage), the asset steward shall forward the sale of naming rights agreement, any background reports, and location information to the policy steward for record-keeping purposes;
- 5.7.11. Upon approval, rejection or withdrawal of a naming request, the policy steward shall:
 - 5.7.11.1. Track approved, rejected and withdrawn naming rights agreements valued over \$100,000 in the appropriate asset naming repository, including any background information (Example naming reports, submissions, etc.), location and asset boundary;
 - 5.7.11.2. Provide annual reporting to Council regarding the status of naming rights agreements; and,
 - 5.7.11.3. Notify addressing and mapping, operations and emergency response personnel of name changes.
- 5.7.12. The asset steward shall inform the sale of naming rights applicant of the name's final acceptance or rejection to allow the applicant to install the appropriate signage indicating the name.

5.8. Procedure for the sale of naming rights for City-owned and partner operated assets:

- 5.8.1. The partner shall submit to the asset steward an application for naming rights, in a form prescribed by the asset steward, for naming rights. The application form must provide for required information to be submitted, such that the naming or

re-naming proposal can be evaluated by the asset steward;

- 5.8.2. The asset steward shall coordinate The City's process and all required follow-through with the partner in accordance with this policy;
- 5.8.3. The asset steward shall evaluate the application and ensure naming rights agreement meets the requirements set out in Schedule G, "Requirements for the sale of naming rights for City owned, partner operated assets;"
- 5.8.4. The asset steward shall coordinate the writing of the committee report to the PFC for a recommendation to Council regarding the sale of naming rights:
 - 5.8.4.1. The report shall include the fundamental terms and conditions under which the naming rights proposal is recommended be approved, any conditions associated with the recommended approval and whether the policy provisions have been met by the partner.
- 5.8.5. If the policy requirements are not met, the asset steward and partner shall meet to attempt resolve the matter. If the matter cannot be resolved between the partner and Administration, the asset steward shall report to Council with a recommendation;
- 5.8.6. Upon approval of the fundamental terms and conditions for the naming rights, the partner shall enter into a naming rights agreement with the organization purchasing the naming rights;
- 5.8.7. The naming rights agreement between a partner and an organization purchasing the naming rights must adhere to the fundamental terms and conditions prescribed by Council:
 - 5.8.7.1. The partner may not relinquish to the organization any aspect of the partner's right to manage and control the asset(s); and,
 - 5.8.7.2. The partner may not provide any further rights to the organization other than those provided by The City in the approved fundamental terms and conditions or any other agreement with The City.

- 5.8.8. The partner shall submit to the asset steward the authorized naming rights agreement between the partner and organization purchasing the naming rights for City record-keeping purposes;
- 5.8.9. The asset steward shall provide details of naming rights of City-owned and partner-operated asset to the policy steward;
- 5.8.10. The policy steward shall provide guidance to all City departments regarding the interpretation and application of this policy;
- 5.8.11. The policy steward shall ensure the tracking and annual reporting of asset names for City-owned and partner-operated assets to Council; and,
- 5.8.12. The asset steward(s), in consultation with the policy steward, may develop guidelines to contribute to the overall direction and priorities set out by Council as well as clarify the implementation and administration for naming rights, including the application for naming rights.

6. SCHEDULES

The following schedules are included in this policy:

- 6.1. **Schedule A:** Requirements for Naming Proposal Submissions
- 6.2. **Schedule B:** Requirements for Naming City Owned Assets
- 6.3. **Schedule C:** Requirements for Naming Communities, Neighborhoods and Subdivisions
- 6.4. **Schedule D:** Requirements for Naming Public and Private Roadways
- 6.5. **Schedule E:** Sponsorship Requirements
- 6.6. **Schedule F:** Requirements for the Sale of Naming Rights for City Owned and Operated Assets
- 6.7. **Schedule G:** Requirements for the Sale of Naming Rights for City Owned, Partner Operated Assets



7. AMENDMENT(S)

Date of Council Decision	Report/Bylaw	Description

8. REVIEW(S)

Date of Policy Owner's Review	Description



SCHEDULE A: REQUIREMENTS FOR NAMING PROPOSAL SUBMISSIONS

In order to be considered, the following information shall be provided along with any naming request:

1. Name of individual(s) who brought honor and/or made a special contribution to Calgary and/or whose name(s) has been forwarded by individuals, groups or organizations who feel that a person is deserving of recognition;
2. Background and reasons why the name should be considered; if an individual, the person's field of endeavor. Example, civic affairs, parks, sports, etc. and a brief biography;
3. Names of historical sites, significant events, geographic features, or other basis for naming;
4. Biographical/background information if named for person or event, including historical significance of names and/or location where name is to be used;
5. Where appropriate, names nominated by the general public shall include a written consent from the nominee or his/her estate that use of the name is granted;
6. Proposed wording for signage or plaque related to asset naming;
7. Map noting location of asset which is to be named;
8. Letters of support from recognized organizations in support of the naming request; and,
9. Letter from requester including identification of any associated costs and confirmation of funding source(s).

SCHEDULE B: REQUIREMENTS FOR NAMING CITY OWNED ASSETS

This Schedule does not apply to the naming of communities, neighbourhoods, subdivisions and the roadways contained within them. See Schedule C for the naming of communities, neighbourhoods and subdivisions and Schedule D for the naming of the roadways within them.

The following requirements are evaluated by Administration as part of the approval process for any proposed asset naming:

1. Only assets in common use by the public should be specifically named;
2. Names selected shall be evaluated using the following criteria:
 - a. The extent to which the name reflects Calgary's heritage and/or furthers a sense of community;
 - b. The extent to which the name may be regarded as offensive;
 - c. The degree to which the name may be precedent setting;
 - d. The extent to which the name is used elsewhere in Calgary;
 - e. The extent to which a name could be confused with another facility;
 - f. The extent the name is problematic for dispatching emergency services personnel;
 - g. The ability of the proposed naming to withstand the test of time;
 - h. The presence of the original name if the name is to be changed;
 - i. The degree to which the name coincides or conflicts with the geographical or topological features, landmarks or historical significance/background and/or ownership of the location;
 - j. The extent that the proposed name poses a problem when/if a plaque/cairn/fountain, or some such, is created; and,
 - k. The opportunity for alternative means to recognize citizens' contributions other than naming a City-owned asset.
3. When naming assets, only the names of the following individuals, groups

or organizations shall be considered:

- a. Names of former elected representatives of Calgary City Council, Members of Parliament (federal), Canadian Senate (federal), and Members of the Legislative Assembly (provincial);
 - b. Names of notable Calgarians, Canadians, international individuals or groups that have displayed exemplary public or community service; and,
 - c. Names of individual(s), group(s) or organization(s) who have donated the asset or have contributed significantly to the total costs of the asset, taking into account land, capital, and operating expenses as appropriate.
4. When naming assets after individual persons, the practice shall be to use names of persons who are retired and/or deceased and therefore no longer active in their field;
5. All nominations shall be accompanied by a written explanation and supporting documentation which demonstrates alignment of the proposed name and the naming criteria set in this policy;
6. Assets, once named, shall not normally be renamed. Council may consider renaming an asset on an exceptional basis when new information regarding the effectiveness of that asset name becomes apparent;
7. City-owned work areas and assets shall be named according to this policy and as operational procedures require;
8. Notwithstanding the above, exceptions may be made to honour a long time respected employee who was connected with the services being provided from that building or asset; and,
9. Regional recreation facilities shall be made available for sponsorship and naming rights. Whereas regional recreation facilities can be unique in terms of partners, design and components, each regional recreation facility team shall develop its own sponsorship and naming rights package for individual components.



SCHEDULE C: REQUIREMENTS FOR NAMING COMMUNITIES, NEIGHBORHOODS AND SUBDIVISIONS

The following requirements are evaluated by Administration as part of the approval process for any proposed community, neighbourhood and subdivision naming:

1. The area name should reflect Calgary's heritage and/or further a sense of community;
2. Community, neighbourhood and subdivision names are to be unique within Calgary. Names suggested shall not resemble those of any other street and/or development name used elsewhere in Calgary. Where a development is located within a subdivision, that development may use the same name as the subdivision;
3. The first syllable (or syllables) of a suggested name are not to be in use as the first syllable (or syllables) of a subdivision name in another part of the city, unless the two subdivisions are adjacent and in the same sector;
4. Abbreviations in subdivision names are not permitted (Example Varsity Est. for "Estates", Cambrian Hts. For "Heights", etc.);
5. Names containing a hyphen or apostrophe are considered acceptable for subdivision names. Approved names of this type are also considered legitimate if spelled without the hyphen or apostrophe;
6. Three-or-more word subdivision names are not permitted; and
7. Communities, neighbourhoods or subdivisions, once named, shall not normally be renamed. Council may consider renaming on an exceptional basis when new information regarding the effectiveness of that name becomes apparent.

SCHEDULE D: REQUIREMENTS FOR NAMING PUBLIC AND PRIVATE ROADWAYS

General Naming Requirements:

The following general requirements are evaluated by Administration as part of the approval process for any public roadway naming:

1. Roadways shown on area structure plans are to be named or numbered. Roadway names shall be historically significant for the region (versus the community), or selected from a list of candidate names maintained by the policy steward for such purposes;
2. Proposed street names selected for roadways are to be distinct from those used for street names elsewhere in Calgary, by not sharing similar syllables or pluralized forms;
3. Street types are to be applied to roadway names, based on expected traffic flows, topography, design configuration and other geographic features (see details following in subsection on STREET TYPES);
4. Words used as street types (GREEN, PARK, VIEW, etc.) are not permitted for use in compound names selected as roadway names;
5. Street names shall not exceed 14 characters in length (NOTE: Street names currently exceeding 14 characters shall not be changed to comply with this policy change). City computer systems shall continue to recognize 16 characters for the street name portion of any address description. For streets that intersect freeways and expressways, the name of the street shall not exceed 9 characters. This limitation exists so that the street names can be adequately displayed with reasonable font size on existing and future overhead directional guide signage;
6. Prefixes and abbreviations within roadway names are not permitted;
7. Names that are hyphenated or contain an apostrophe are not permitted;
8. Two-worded roadway names are discouraged. Where two-worded names are used, the space between the two words shall be included as one of the characters in the 14-character limit;
9. Three-or-more word roadway names are not permitted;

10. The practice of dual name roadways is not permitted. The following exception types are permitted on approval by Council:
 - a. Naming for the purpose of historical integrity: If an opportunity exists in a Council approved policy such as area redevelopment plans, strategic or other community plans to retain historical integrity through dual naming this may be proposed as part of the policy process. (Example; Mission ARP provided for dual naming of areas within the community such as 4 St. S.W. formerly Broadway, 2 Street S.W. formerly Hamilton Street and 19 Avenue formerly St. Mary Street); and,
 - b. Naming for the purpose of recognition of international/national event or activity. (Example: Olympic Way was named to recognize the 1988 Winter Olympics).
11. Alphabetic designations ONLY for street names: (Example A Street", "B Street", etc.) shall not be permitted;
12. Roadways which incorporate slight separations for traffic flow or which are separated from the main roadway, shall not be named differently in name or in type from the designation given the main roadway;
13. Roadways within designated industrial areas shall be named and/or numbered consistent with this policy;
14. Grid numbered streets and avenues are not permitted to deviate significantly from their assigned alignments;
15. Where transportation requirements dictate a deviation of a thoroughfare from its theoretical grid alignment, the street shall be named, as opposed to being numbered, commencing with a major intersection;
16. Roadways within new subdivisions are to be numbered only if the following conditions are met:
 - a. the roadway traverses a significant and meaningful distance along specified alignments with minimal deviations, and either:
 - i. the roadway intersects with major roadways; or,
 - ii. the roadway intersects with other numbered roadways of significant length.
17. Numbered roadways orientated in a north/south fashion shall bear

- the designations of "STREET" only, and numbered east/west roadways shall bear the designation of "AVENUE" only. "STREET" and "AVENUE" may also be used with named roads. Note: The Administration endeavours, wherever possible, to apply "STREET" to north/south roadways (named or numbered) and "AVENUE" to east/west roadways (named or numbered);
18. Street names in use and/or shown on plans of subdivision for areas annexed into the corporate limits of The City of Calgary shall be subject to conditions set forth in this policy;
 19. The lettering of street types and numeric qualifiers on municipal street signs shall be of equal size and style as street names, and street type information on signs shall be lettered in full, or abbreviated as shown on the pages following (see subsection on Street Types);
 20. Naming of roadways using a defined theme shall be permitted if proposed names meet the following requirements:
 - a. Themes must be simple and commonly understood unless reflecting a theme of Canadian national or local significance;
 - b. Where possible, theme names and those used in association with the theme, should represent individuals or events of importance and names that are generally well-known and/or respected;
 - c. Theme and names suggested should be able to withstand the test of time (i.e. no fad names shall be permitted);
 - d. Suggested theme must not be used if there are roadway names already in use elsewhere in The City that may be perceived as being associated with the theme area;
 - e. When there are many names in use throughout Calgary that could be associated with a proposed theme, despite their location, theme naming shall not be permitted;
 - f. Names used for roadways must be clearly associated with the theme. Names should be ones easily recognized as being related to a given theme by individuals' not well-versed or regarded as 'expert' with respect to the theme;
 - g. Where words used within a theme are not as easily recognized as being associated with the theme, prefixes or other qualifiers may be used; and,

- h. Differences in spelling (Example Wolfe vs. Woolf) are not sufficiently distinctive and would require some qualification (Example Thomas Wolfe vs. Virginia Woolf).

Specific Naming Requirements:

- 21. The following criteria applies to specific roadway classifications (defined in the Calgary Transportation Plan and maintained by the Transportation department):
 - a. Skeletal roads – Are named after historically significant individuals and/or historically significant cultural groups, including Aboriginal people and groups.
 - b. Arterial streets - Are named after historically significant individuals or their geographic location and:
 - i. Roadways of major status which serve more than one community shall not bear the name of any of the communities through which they pass; and whenever possible, such roads shall be named for persons/events The City wishes to honor; and,
 - ii. Where arterial streets cross a skeletal road, the name of the roadway should not change. This is necessary because changing names across these high-level roadways can cause driver confusion and requires large and more complicated directional signage to differentiate between the two road names on either side of these asset types.
 - c. The naming of Collector and Local Streets (numbered or named) within a community shall either be:
 - i. historically significant for the community;
 - ii. follow a theme; or,
 - iii. considered from Council approved names maintained by the policy steward.
 - d. Local roads (less than collector) may bear the same name even across a community collector, so long as the roads meet at the same intersection;
 - e. Cul-de-sac street types are to be used solely for non-through streets with only one intersection (Example Bay, Place, etc.) and:

- i. Where appropriate, all cul-de-sac accessible from the same through street share the same name as the through street;
- ii. The practice of qualifying cul-de-sac sharing the same name and type (Example 100 James Place, 200 James Place, etc.) is endorsed and encouraged, where the cul-de-sac are accessed from the same roadway; and,
- iii. Where a road through-road terminates across an intersection and into a cul-de-sac, the roadway name of the cul-de-sac shall be different from the roadway name of the through road.
- f. Where possible, streets designated as crescent and/or close shall share the same name as that used for the intersecting roadway;
- g. Street types "Way" and "Bay" shall not be used with the same street name; and
- h. Street types "Road" and "Drive" shall not be used with the same street name.

Street Types:

- 22. All public and private roadways shall utilize valid street types in order to:
 - a. Provide a sense of familiarity with the road configuration;
 - b. Enable one street name to be used for several thoroughfares, thus reducing the number of street names required for any given subdivision; and,
 - c. Reflect the hierarchy of roadways in Calgary (as presented in the street type definition list following).
- 23. Each street type is descriptive of a particular road function or configuration. There may be several choices available for any given road configuration, only one type shall be selected for use;
- 24. The following is a list of all valid street types available in Calgary according to the typical configuration for which they are appropriate. The name in full or the abbreviated version is to be applied to signage and computer database applications. At the discretion of the approving authority within Transportation, additional street types may be approved for use and/or street types may be removed as appropriate.

Name	Abbreviation	Description
High Speed, Limited Access Roadways		
HIGHWAY	(HI)	Refers to federal or provincial designated roadways (Example Trans-Canada Highway, Highway 22X, etc.)
TRAIL	(TR)	Applied to major transportation arteries which span more than one area of the city (Example Deerfoot TR, Blackfoot TR, Sarcee TR, Crowchild TR, Glenmore TR), and which are often assigned Aboriginal names.
Major Streets and Collectors		
AVENUE	(AV)	Used to describe numerically designated east- west roadways but not exclusive to numerically designated roadways.
BOULEVARD	(BV)	Applied to major streets which may or may not be contained within a single subdivision area (Example John Laurie BV., McKnight BV., Woodbine BV.)
DRIVE	(DR)	Applied to collector streets which most often intersect with boulevards, trails, or grid numbered streets and avenues. (Example Elbow DR, Fairmount DR, Canyon Meadows DR).
STREET	(ST)	Used to describe numerically designated north-south roadways but not exclusive to numerically designated roadways.
Local Streets (non cul-de-sac)		
ALLEY	(AL)	Generally, applied to narrow roadways, often private.
CENTRE	(CE)	This street type is not available for use but is provided to accommodate current addressing arrangements found on some existing development sites.
CIRCLE	(CI)	A minor or major roadway which completes a loop upon itself.
CLOSE	(CL)	A "P-shaped" or racquet-shaped minor roadway, with only one entry from another roadway.

COMMON	(CM)	Generally a minor roadway encircling a park or other open space. (See GREEN)
CRESCENT	(CR)	A “U-shaped” minor roadway, with structures on both sides, accessible at either end from the same street, and with no other intersections with through streets.
GARDENS	(GD)	Generally applied to private roadways, but also valid for other roadways, particularly where vegetation is noticeable.
GATE	(GA)	A short street giving access to a subdivision area from a major street.
GREEN	(GR)	A minor roadway adjacent to or embracing, an open space area or where vegetation is noticeable.
GROVE	(GV)	A minor roadway adjacent to or embracing an open space area or where vegetation is noticeable.
HEATH	(HE)	A minor roadway adjacent to, or embracing, an open space area or where vegetation is noticeable.
HEIGHTS	(HT)	Generally applied to private roadways, but also valid for other roadways, particularly those located on hills or escarpments, culs-de-sac overlooking valleys, etc.
HILL	(HL)	For roadways located on escarpments or lands with a noticeable slope.
ISLAND	(IS)	Minor roadway surrounded by water.
LANE	(LN)	Generally applied to narrow roadways, often private.
LINK	(LI)	A roadway joining two cells of a subdivision, or two points of one roadway to one another.
MANOR	(MR)	Generally used for private roadways, but available for any minor roadway.

MOUNT	(MT)	A minor roadway or cul-de-sac with noticeable slope or escarpment. (See HILL, VIEW, RISE, POINT).
PARADE	(PR)	Generally for describing public areas or routes prone to promenades of large numbers of pedestrians.
PARK	(PA)	Generally for use in describing roadways encircling or giving access to open spaces or adorned with trees/shrubbery (See also GREEN, HEATH, GARDENS, GROVE).
PASSAGE	(PS)	Generally for use in describing roadways or walkways used for transitional purposes providing crossing from one area to another or, to describe narrow roadways or walkways (See also LINK, GATE).
PATH	(PH)	Generally, used for describing pedestrian walkways.
PLAZA	(PZ)	Originally established to accommodate shopping centre names. Used instead of address descriptions. Or when street type is no longer appropriate unless used for a minor roadway encircling or adjacent to an open square or market-place.
RISE	(RI)	For roadways which have a noticeable slope throughout most of their length. (See HILL).
ROAD	(RD)	A roadway which may change direction.

SQUARE	(SQ)	Generally for use in describing an open area at the meeting of streets, usually quadrilateral, planted with trees and surrounded by buildings or could be used to describe a roadway embracing an open space area or park.
TERRACE	(TC)	Generally applied to private roadways, but also valid for other roadways, particularly those located on hills or escarpments, cul-de-sac overlooking valleys, etc.
VIEW	(VW)	For roadways located on escarpments or lands with a noticeable slope and which offer a "view".
VILLAS	(VI)	Generally used for private roadways, but available for any minor roadway.
WALK/WALKWAY	(WK)	Applied to pedestrian walkways.
WAY	(WY)	A roadway which may change direction. Local Streets (cul-de-sac).
Local Streets (cul-de-sac)		
BAY	(BA)	A cul-de-sac of relatively short length, generally applied, but not restricted to, roadways located near water.
CAPE	(CA)	Valid for cul-de-sac roadways near water.
CIRCLE	(CI)	A minor roadway which completes (also valid for major roadways) a loop upon itself.

CLOSE	(CL)	A "P-shaped" or racquet-shaped minor roadway, with only one entry from another.
COURT	(CO)	A cul-de-sac.
COVE	(CV)	A cul-de-sac, generally applied to roadways located near water.
LANDING	(LD)	A cul-de-sac, generally located near water, or located on an escarpment overlooking a valley or ravine.
MEWS	(ME)	A cul-de-sac.
PLACE	(PL)	A minor roadway with no other intersecting streets.
POINT	(PT)	Valid for cul-de-sac near water, or located on escarpments/hills where a noticeable view is present.
ROW	(RO)	For use in describing cul-de-sac arranged in succession and accessible from the same roadway and numerically qualified (100, 200, 300, ..., ROW, etc.) or other minor roadways in succession in more or less a straight line.

Private Roadways:

25. Private roadway names shall be submitted by developers to the Transportation Department in order to review compatibility with the public roadway system and compliance with the appropriate City policies, including public roadway naming;
26. While the Transportation asset steward does not have the authority to approve naming of private roads, they should work with the developer/owner to create more meaningful address descriptions for structures located thereon and to align with all public roadway criteria to ensure public safety and way finding;
27. Private roadway names may be appealed to the CPC if necessary. Otherwise, nor formal approval or involvement by CPC or Council is required;
28. Roadway intersections shall be signed by the developer/property owner in such a fashion as to ensure that individual sites thereon can be located easily;
29. The City shall sign intersections where the private roadway intersects with the public roadway network;

30. The City shall also sign intersection locations within a development site if requested to do so by the property owner and upon payment of the requisite fee (usually cost of material and labour);
31. The manufacturing and installation of private street signs is the responsibility of The City at the cost of the Developer; and,
32. Street signs should be in place in advance of buildings being occupied.



SCHEDULE E: SPONSORSHIP REQUIREMENTS

The following requirements are evaluated by Administration as part of the approval process for any sponsorship opportunity:

1. This schedule does not apply to:
 - a. Independent foundations or registered charitable organizations that The City may receive benefit from. However, where assets are owned and managed by The City or owned by The City and operated by an independent foundation, registered charitable organization, society or nonprofit organization under an agreement with The City, this policy shall apply unless otherwise approved by order of City Council;
 - b. Gifts or donations to The City;
 - c. Funding obtained from other orders of government through formal grant programs;
 - d. City sponsorship support of external projects where The City provides funds to an outside organization;
 - e. Third parties who enter into market rate agreements including leases for property of The City, or hold permits with The City for activities or events;
 - f. The Calgary Police Service; and,
 - g. The sale of naming rights.
2. The City supports the ongoing practice of entering into sponsorship agreements with third parties as a revenue generating strategy to offset the costs of City owned assets/programs and where such partnerships are mutually beneficial to both parties. All sponsorship opportunities shall be consistent with all applicable policies set by The City. Under the conditions of this policy, The City's staff may continue to solicit such sponsorship;
3. The purpose of the policy requirements as outlined is to ensure that The City's assets, programs and interests are safeguarded and protected from undue risk;
4. Solicitation and negotiation of sponsorship shall be conducted by City staff

- that are specifically designated by the asset steward, or by outside contract as approved by the asset steward. Asset stewards are responsible for ensuring that staff understand the requirements of this policy and that they are provided with appropriate guidance and or training related to sponsorship practices. All sponsorship agreements shall be negotiated in good faith and represent The City in a professional manner;
5. The proposing department shall work with the CFOD and the Law department regarding the financial/tax and legal implications of the sponsorship agreement, respectively;
 6. Sponsorship proposals shall be in writing and shall:
 - a. Outline the marketing benefits that shall be exchanged between both parties;
 - b. Follow The City's existing financial management policies including the Donation and Sponsorship Guidelines;
 - c. Demonstrate that the appropriate level of due diligence regarding the sponsorship opportunity has been undertaken, including the use of a competitive process, market research and a valuation of the asset/program that is proposed to be sponsored;
 - d. Outline the term (duration) of the agreement;
 - e. Include the details of the exchange of funds, in-kind service(s) and marketing benefits, including both what The City shall receive from the sponsor, and what benefits are to be provided to the sponsor;
 - f. Use of templates prepared and approved by The City Solicitor for sponsorship agreements are recommended to minimize risks to The City and to create efficient internal practices for sponsorship. If templates are not used, agreements should be reviewed by the Law Department to ensure compliance to legislation, etc;
 - g. Be signed by an authorized representative of both The City and the sponsor; and,
 - h. Be sent to the policy steward upon approval for tracking and reporting purposes.
 7. Terms for all agreements shall not exceed five years unless authorized by the General Manager(s) of the impacted department(s) and the Deputy City Manager;



8. The City shall only enter into agreements with sponsors who align to The City's mandate and policies;
9. The City shall not enter into agreements with organizations when the proposed agreement is in conflict with the provisions of any City collective agreement;
10. All bylaws of The City, including sign bylaws shall be adhered to; and,
11. All provincial and federal laws governing sponsorship shall be adhered to.



SCHEDULE F: REQUIREMENTS FOR THE SALE OF NAMING RIGHTS FOR CITY OWNED AND OPERATED ASSETS

The following requirements are evaluated by Administration as part of the approval process for the sale of naming rights for City owned and operated assets:

1. This schedule does not apply to:
 - a. Independent foundations or registered charitable organizations that The City may receive benefit from. However, where assets are owned and managed by The City or owned by The City and operated by an independent foundation, registered charitable organization, society or nonprofit organization under an agreement with The City, this policy shall apply unless otherwise approved by order of City Council;
 - b. Gifts or donations to The City;
 - c. Funding obtained from other orders of government through formal grant programs;
 - d. City sponsorship support of external projects where The City provides funds to an outside organization;
 - e. Third parties who enter into market rate agreements including leases for property of The City, or hold permits with The City for activities or events;
 - f. The Calgary Police Service; and,
 - g. Sponsorship.
2. The purpose of the policy requirements as outlined is to ensure that The City's assets and interests are safeguarded and protected from undue risk;
3. The City supports the ongoing practice of entering into naming rights agreements with third parties where such partnerships are mutually beneficial to both parties in a manner that is consistent with all applicable policies set by The City. Under the conditions of this policy, The City may continue to solicit such agreements in accordance with the following principles:
 - a. High quality, sustainable community, cultural and recreational programs and facilities are desirable;

- b. The City supports revenue generation from naming rights and sponsorship agreements when these arrangements directly benefit the community and The City;
 - c. Decisions that flow from these principles shall be considered and made within the context of prudent business practices and maximize revenue from the asset;
 - d. In the interest of maintaining public trust and civic pride, transactions covered by these principles are to uphold and support the positive image of the community and The City; and,
 - e. Negative impacts to citizens, program users and The City are to be minimized.
4. Asset stewards shall conduct the necessary research prior to developing a naming rights opportunity to ensure that revenue for The City is maximized and that the naming rights offer is not in conflict with existing contractual obligations or strategy. Supply Management shall be consulted for any potential conflict with preferred vendor agreements;
5. Consideration of naming rights agreements over \$100,000 shall be done in conjunction with the policy steward to ensure the appropriate due diligence and market research has been conducted on behalf of The City;
6. The City shall not relinquish to the naming rights purchaser any aspect of The City's right to manage and control The City's assets, facilities, or programs;
7. Proceeds received by The City for the naming rights agreement are to be used for:
 - a. the enhancement and maintenance of the named asset;
 - b. the provision of programs and services directly related to the mandate of the property; and,
 - c. investments whose proceeds contribute to the delivery of City services;
8. Signage, branding, publicity and advertising shall conform to all applicable federal and provincial statutes, and to all applicable municipal bylaws and policies;

9. The City shall publicly promote the naming rights opportunity for a minimum two-month period and hold discovery meetings with organizations interested in purchasing naming rights;
10. The name shall demonstrate The City brand, shall include the community name or quadrant location, and considers community and historical significance;
11. All bylaws of The City, including sign bylaws shall be adhered to;
12. All provincial and federal laws governing sponsorship shall be adhered to; and,
13. Naming rights proposals shall be in writing and shall:
 - a. Outline the marketing benefits that shall be exchanged between both parties;
 - b. Follow The City's existing financial management policies including the Donation and Sponsorship Guidelines;
 - c. Demonstrate that the appropriate level of due diligence regarding the sponsorship opportunity has been undertaken, including the use of a competitive process and/or market research;
 - d. Include a valuation analysis that confirms the financial value of the naming rights opportunity, including the time value of money, as conducted by either an independent third party or The City;
 - e. Include a risk/benefit analysis that supports the naming or renaming and associated term;
 - f. Demonstrate public support for the naming rights and term;
 - g. Outline the term (duration) of the agreement;
 - h. Explain the details of the exchange of funds (including specific information as to how The City shall use the proceeds), in-kind services(s) and marketing benefits, including both what The City shall receive from the sponsor, and what benefits are to be provided to the sponsor;
 - i. Use templates prepared and approved by The City Solicitor for sponsorship agreements are recommended to minimize risks to The City and to create efficient internal practices for sponsorship. If templates are not used, agreements should be reviewed by the



Law Department to ensure compliance to legislation, etc.;

- j. Demonstrate the name and the use of signage, branding and advertising and how the name advises the purpose of the asset;
- k. Demonstrate the costs for promotion of the naming or renaming of an asset as part of the specific naming rights agreement and not The City's annual operating budget;
- l. Be signed by an authorized representative of both The City and the sponsor; and,
- m. Be sent to the policy steward upon approval for tracking and reporting purposes.



SCHEDULE G: REQUIREMENTS FOR THE SALE OF NAMING RIGHTS FOR CITY OWNED, PARTNER OPERATED ASSETS

The following requirements are evaluated by Administration as part of the approval process for the sale of naming rights for City owned and operated assets:

1. For the sale of naming rights of City-owned, partner-operated assets, the director for the business unit(s) responsible for the asset is to be considered the asset steward;
2. This section applies to partners seeking to name or rename City-owned assets under their control and operation. It is premised on an effort to balance The City's stewardship and fiduciary responsibilities with the provision of an enabling environment for its partners to pursue revenues they deem necessary for financial sustainability related to City-owned assets they operate. The City similarly acknowledges its own stewardship responsibility and interest in protecting City property, creating public value, and ensuring revenue for an asset is maximized;
3. The policy applies to naming rights for the public display of an organization's name or rename of the overarching name for the asset not sponsorship of one or more of the partner's services, programs, projects, events, interior assets or activities. Sponsorship of components within an asset remains the authority of the partner;
4. The following principles must be reflected in any naming rights approved under this policy:
 - a. High quality, sustainable community, cultural and recreational programs and facilities are desirable;
 - b. The City supports revenue generation from naming rights and sponsorship arrangements when these arrangements directly benefit the partner, community and The City;
 - c. Decisions that flow from these principles shall be considered and made within the context of prudent business practices and maximize revenue from the asset;
 - d. In the interest of maintaining public trust and civic pride, transactions covered by these principles are to uphold and support the positive image of the partner, community and The City; and,
 - e. Negative impacts to citizens, program users, and The City are to be minimized;

5. Council shall approve fundamental terms and conditions for proposed naming rights;
6. Administration shall include the requirement to comply with this policy in any lease, license of occupation and other applicable agreement with a partner;
7. The asset steward shall recommend to Council approval for a naming or re-naming for a fixed term when the following provisions are met by the partner in the application for naming rights:
 - a. The Purpose and Principles set out in this Schedule as noted above are met;
 - b. The City, as the owner of the asset is permanently identified and displayed in accordance with The City of Calgary branding guidelines, at the asset, for the duration of the term;
 - c. The name includes the community name or quadrant location, and considers community and historical significance; and,
 - d. Proceeds received by the partner for the naming rights are declared to be used for the named asset only as follows:
 - i. enhancement and maintenance of the named asset;
 - ii. provision of programs and services directly related to the partner's mandate; and,
 - iii. investments whose proceeds contribute to the delivery of the partner have mandated services.
 - e. There is demonstrated public support for the naming rights and term;
 - f. The asset analysis that provides the financial value of the naming rights to the partner is equivalent to a naming rights' asset valuation including the time value of money, as conducted by an independent third party, or The City, for the asset being named;
 - g. The partner must publicly promote the naming rights opportunity, for a minimum two-month period, and hold discovery meetings with organizations interested in purchasing naming rights;
 - h. Demonstration that the organization purchasing the naming rights supports a positive image of the partner organization, The City, and community;

- i. The partner does not relinquish to the organization purchasing the naming rights any of the partner's rights to manage and control the asset;
- j. A risk/benefit analysis that supports the naming or re-naming, and associated term;
- k. The partner shall fund all naming rights for naming or renaming and sponsorship activities and naming rights must not result in additional costs to The City; and,
- l. All associated activity and transactions must conform to applicable federal and provincial statutes, and to all applicable municipal bylaws and policies.

CP2016-01 Municipal Naming, Sponsorship and Naming Rights Policy (with the Proposed Policy Amendments)

Council Policy

Policy Title: Municipal Naming, Sponsorship and Naming Rights Policy
Policy Number: CP2016-01
Report Number: C2016-0218
Adopted by/Date: Council/2016 April 11
Effective Date: 2016 April 11
Last Amended: N/A
Policy Owner: Corporate Analytics & Innovation

1. POLICY STATEMENT

- 1.1 Municipal Naming plays an important role in simple and unambiguous identification of location and navigation within the city of Calgary. Municipal Naming also serves as a method of commemorative recognition to honour events and individuals' outstanding achievements, distinctive service or significant community contributions.
- 1.2 The City of Calgary recognizes and supports Sponsorship and Naming Rights as an alternative revenue generation strategy to offset costs associated with the provision of municipal services. Sponsorship and Naming Rights arrangements shall benefit both The City and the sponsor/Naming Rights purchaser with a final goal of generating revenue to enhance the experience of the users of the City program, event, activity, project or City Asset or to allow for the City program, event, activity or a project to exist.

2. PURPOSE

- 2.1 The purpose of this Council policy is to:
 - 2.1.1 Streamline and outline the authorizing process and management of Municipal Naming, Sponsorship and Naming Rights to ensure a positive municipal image and enhance City products and services;
 - 2.1.2 Protect The City from risk;
 - 2.1.3 Provide naming guidelines and criteria that reflect Calgary's Heritage and/or further a sense of community;
 - 2.1.4 Provide corporate guidelines and procedures based on best practices; and
 - 2.1.5 Uphold The City's stewardship role to safeguard City Assets and interests.

3. DEFINITIONS

3.1 In this Council policy:

- a. "Administration" means the administration of The City;
- b. "Advertising" means a contractual arrangement for a defined period of time where a third party provides a financial contribution in return for rights to place a single message on a medium (e.g., billboard, transit shelter, etc.) where the content is controlled by the third party and approved by The City; for certainty, an Advertising arrangement does not provide the third party with further substantive rights such as in Naming Rights or Sponsorship arrangements;
- c. "Asset Steward" means the Director of the City business unit, or the designate, that is ultimately responsible for the long-term operation and maintenance of a City Asset, and is accountable for the final recommendation regarding Municipal Naming of a City Asset (excluding naming of Communities and/or roadways; Administration's division responsible for subdivision as part of the planning and development process is responsible for the final naming recommendation of Communities and/or roadways), Sponsorship or Naming Rights;
- d. "City Asset" means an item, object, thing (including a service, program, event or activity) or real estate property owned by The City;
- e. "City"/"The City" means The City of Calgary;
- f. "Community" means a geographic area comprehensively planned and developed over time;
- g. "Council" means the municipal Council of The City;
- h. "Donation" means a transfer of property (including money) from a donor to The City with the intention to make a gift (i.e., voluntary and without valuable consideration);
- i. "Heritage" means tangible culture (such as buildings, monuments and artifacts) and intangible culture (such as traditions, language and person(s)) that has a shared significance connected to the past;
- j. "Grant" means a financial award without valuable consideration by public or private foundation, registered charitable organization or other order of government (a 'grantor') to The City that meets the grantor's funding priorities, is for a defined period of time and includes reporting obligations on The City;
- k. "Municipal Naming" means naming of The City's Communities, roadways and other City Assets by The City without the exchange of goods, services or financial contribution between The City and naming applicant;
- l. "Naming Rights" means a contractual arrangement for a defined period of time where a third party provides goods, services or financial contribution in return for access to the commercial/marketing potential associated with rights

for the inclusion and public display of the third party's name as part of the name of a City Asset;

- m. "Partner" means an independent organization that has an established relationship with The City and who collaborates with The City to deliver positive results (specific conditions of well-being for children, adults, families, communities and businesses in Calgary; results may include the positive benefits generated by the activities carried out by The City and Partner during the course of their relationship) to Calgarians. For certainty, third parties who enter into market rate agreements with The City, including leases for City Assets, or hold permits with The City for activities or events are not considered "Partners";
- n. "Policy Steward" means the designate within the Corporate Analytics & Innovation business unit that acts on behalf of Council to ensure this policy is adhered to and that policy procedures are followed;
- o. "Sponsorship" means a contractual arrangement for a defined period of time where a third party provides goods, services or financial contribution in return for access to the commercial/marketing potential associated with rights to be publicly denoted as being a sponsor of a City service, program, event, activity or sub-component of a City Asset and/or rights for the inclusion and public display of the third party's name as part of the name of a City service, program, event, activity or sub-component of a City Asset; and
- p. "Valuation" means a current comprehensive review of a City Asset's overall value as it relates to Sponsorship or Naming Rights opportunities or proposals.

4. **APPLICABILITY**

4.1 Municipal Naming Requirements Applicability:

- 4.1.1 Requirements of this policy for Municipal Naming of Communities and roadways apply to all City departments, business units and naming applicants involved in such naming applications; refer to the policy procedure 5.1 and Schedule 1.
- 4.1.2 Requirements of this policy for Municipal Naming of City Assets (other than Communities and roadways) apply to all City departments, business units, Partners and naming applicants involved in such naming applications; refer to the policy procedure 5.2 and Schedule 2.

4.2 Sponsorship Requirements Applicability:

- 4.2.1 Requirements of this policy for Sponsorships secured by The City apply to all City departments, business units (with exception of Calgary Police Service and the Calgary Parking Authority) and sponsors involved in the Sponsorship of a City service, program, event, activity or sub-component of a City Asset; refer to the policy procedure 5.3 and Schedule 3. Requirements of this policy for Sponsorships secured by The City do not apply to:

- 4.2.1.1 Grants;
- 4.2.1.2 Donations;
- 4.2.1.3 City support of external projects where The City provides goods, services or financial contribution to an outside organization;
- 4.2.1.4 Sponsorships secured by third parties who enter into market rate agreements, including leases for property of The City, or hold permits with The City for activities or events;
- 4.2.1.5 Sponsorships secured by Partners which remain within the authority of the Partners; and
- 4.2.1.6 Advertising.

4.3 Naming Rights Requirements Applicability:

4.3.1 Requirements of this policy for Naming Rights for City Assets operated by The City apply to all City departments, business units (with exception of Calgary Police Service and the Calgary Parking Authority) and Naming Rights purchasers involved in a Naming Rights transaction; refer to the policy procedure 5.4 and Schedule 4. Requirements of this policy for Naming Rights for City Assets operated by The City do not apply to:

4.3.1.1 Municipal Naming of City Assets after individuals, groups or organizations who have provided a Donation to The City in which cases the requirements of this policy for Municipal Naming apply.

4.3.2 Requirements of this policy for Naming Rights for City Assets operated by Partners apply to all City departments, business units, Partners and Naming Rights purchasers involved in a Naming Rights transaction; refer to the policy procedure 5.5 and Schedule 5. Requirements of this policy for Naming Rights for City Assets operated by Partners do not apply to:

4.3.2.1 Municipal Naming of City Assets after individuals, groups or organizations who have provided a Donation to The City or a Partner in which cases the requirements of this policy for Municipal Naming apply.

4.4 This policy does not apply to controlled subsidiaries of The City and Calgary Public Library Board.

5. **PROCEDURE**

5.1 Procedure for Municipal Naming of Communities and Roadways

5.1.1 Procedure for Municipal Naming of Communities and Public Roadways

5.1.1.1 Naming applicants shall submit naming proposals for Communities and/or public roadways to the Administration's division responsible for subdivision as part of the planning and development process.

- 5.1.1.2 The designated planning technician shall evaluate the naming proposal against the policy requirements, including requirements outlined in Schedule 1 "Requirements for Naming of Communities and Roadways" in consultation with the Policy Steward.
- 5.1.1.3 The designated planning technician shall circulate the naming proposal to the affected stakeholder groups for feedback.
- 5.1.1.4 Upon the completion of the planning technician's assessment of the naming proposal, the Policy Steward shall confirm if the naming proposal meets the policy requirements by issuing a compliance report.
- 5.1.1.5 The designated planning technician shall prepare the naming report and make a Community and/or public roadway naming recommendation for consideration by Calgary Planning Commission and for final decision by Council. Numbered residential roadways and roadway types for residential roadways are generally approved by Administration's division responsible for subdivision as part of the planning and development process.
- 5.1.1.6 The designated planning technician shall notify the naming applicant of the acceptance or rejection of the Community and/or roadway naming proposal by Calgary Planning Commission /Council.
- 5.1.1.7 Upon the naming proposal's approval or rejection or withdrawal (at any stage), the designated planning technician shall forward the naming proposal documentation, including Council reports, to the Policy Steward for record-keeping purposes.
- 5.1.1.8 After obtaining Council's approval for residential roadway names, the naming applicant shall submit to the designated planning technician an outline plan demonstrating how specific residential roadways will be named/numbered in combination with the roadways types for Administration's review and approval.
- 5.1.1.9 The designated planning technician shall notify the naming applicant of the approval of the final outline plan demonstrating how specific roadways are to be named/numbered in combination with the roadway types.
- 5.1.1.10 The designated planning technician shall notify Administration's divisions responsible for addressing and mapping of the naming of a Community and/or public roadway(s).
- 5.1.2 Procedure for Municipal Naming of Private Roadways
 - 5.1.2.1 Where warranted, a designate from Administration's division responsible for addressing will work with the naming applicants to name private roadways to allow for more meaningful address descriptions for specific sites.

- 5.1.2.2 The Policy Steward shall support the Administration's addressing designate with interpretation of the policy requirements and its application.
 - 5.1.2.3 Administration's addressing designate shall work with the naming applicant to ensure the private roadways naming proposals are in alignment with the policy requirements outlined in Schedule 1 "Requirements for Naming of Communities and Roadways" to ensure public safety and wayfinding.
- 5.2 Procedure for Municipal Naming of City Assets (Other Than Communities and Roadways)
 - 5.2.1 Naming applicants shall submit naming proposals for City Assets (other than Communities and roadways) managed by The City or by Partners to Asset Stewards.
 - 5.2.2 The Asset Steward shall evaluate the naming proposal against the policy requirements, including requirements outlined in Schedule 2 "Requirements for Naming of City Assets (Other Than Communities and Roadways)" in consultation with the Policy Steward.
 - 5.2.3 Naming applicants shall provide evidence of public support of the naming proposals for the City Assets.
 - 5.2.4 The Asset Steward shall circulate the naming proposal to the affected stakeholder groups for feedback.
 - 5.2.5 Upon the completion of the Asset Steward's assessment of the naming proposal, the Policy Steward shall confirm if the naming proposal meets the policy requirements by issuing a compliance report.
 - 5.2.6 The Asset Steward shall prepare the naming report and make a recommendation for consideration by Priorities and Finance Committee and for final decision by Council.
 - 5.2.7 Upon the name's approval, rejection or withdrawal (at any stage), the Asset Steward shall forward the naming proposal documentation, including Council reports, to the Policy Steward for record-keeping purposes.
 - 5.2.8 The Policy Steward shall notify Administration's divisions responsible for addressing and mapping of the naming of a City Asset.
 - 5.2.9 The Asset Steward shall inform the naming applicant of the acceptance or rejection of the naming proposal and coordinate with the applicant any required post-naming arrangements (e.g., creation and installation of the signage, naming announcements, etc.).
- 5.3 Procedure for Sponsorships Secured by The City
 - 5.3.1 The Asset Steward shall obtain approval that Sponsorships can be sold for the proposed City service, program, event, activity or a sub-

component of a City Asset from the General Manager(s) of all affected department(s) prior to soliciting sponsors or agreeing to a Sponsorship proposal.

- 5.3.2 Subject to Section 5.3.4, the Asset Steward shall complete a due diligence review to ensure the appropriateness of the proposed Sponsorship. Due diligence review shall include:
 - 5.3.2.1 Completion of market research and Valuation for the proposed Sponsorship to maximize revenue for The City, except in cases of Sponsorship of a City service, program, event and/or activity with a proposed sponsorship contribution below \$50,000, in which cases Valuation is not required;
 - 5.3.2.2 Public promotion of the Sponsorship opportunity;
 - 5.3.2.3 Evaluation of the Sponsorship proposal against the policy requirements, including requirements outlined in Schedule 3 "Requirements for Sponsorships Secured by The City";
 - 5.3.2.4 Circulation of the Sponsorship proposal to the affected stakeholder groups for feedback; and
 - 5.3.2.5 Consultation with finance on financial and/or tax implications of the proposed Sponsorship and to ensure that existing financial management policies are followed.
- 5.3.3 The Asset Steward shall develop Sponsorship agreements in consultation with law and finance.
- 5.3.4 For Sponsorships with a proposed Sponsorship contribution (including in-kind contribution) for the overall term of the Sponsorship arrangement exceeding \$100,000: the Asset Steward shall complete the due diligence review of the proposed Sponsorship in consultation with the Policy Steward. Upon completion of the Asset Steward's due diligence review of the Sponsorship proposal the Policy Steward shall confirm if the Sponsorship proposal meets the policy requirements by issuing a compliance report.
- 5.3.5 Sponsorship agreements shall be executed on behalf of The City by those authorized as per relevant existing delegation(s) of authority by the City Manager.
- 5.3.6 Upon the execution of a Sponsorship agreement, the Asset Steward shall forward Sponsorship documentation (a copy of the executed Sponsorship agreement, etc.) to the Policy Steward for annual reporting to Council, facilitation of mapping records updates (where required) and maintenance of naming repository.
- 5.3.7 The Policy Steward shall track all applicable Sponsorship arrangements for sub-components of a City Asset in the asset naming repository.

- 5.3.8 The Policy Steward shall notify Administration's divisions responsible for addressing and mapping of the naming of a sub-component of a City Asset.
- 5.3.9 The Policy Steward shall provide annual reporting to Council on all Sponsorship agreements with a Sponsorship contribution (including in-kind contribution) paid for the overall term of the Sponsorship arrangement exceeding \$100,000.
- 5.3.10 The Asset Steward shall be responsible for notifying the sponsor regarding the approval/rejection of the Sponsorship proposal.
- 5.3.11 The Asset Steward shall be responsible for stewarding the implementation of the Sponsorship arrangement.
- 5.4 Procedure for Naming Rights for City Assets Operated by The City
 - 5.4.1 The Asset Steward shall obtain approval that Naming Rights can be sold for the proposed City Asset from the General Manager(s) of the affected department(s) prior to soliciting or agreeing to a Naming Rights proposal.
 - 5.4.2 The Asset Steward shall complete a due diligence review in consultation with the Policy Steward to ensure appropriateness of the proposed Naming Rights arrangement. Due diligence review shall include:
 - 5.4.2.1 Evaluation of public support of the Naming Rights being sold for the proposed City Asset;
 - 5.4.2.2 Completion of market research and Valuation of the proposed Naming Rights arrangement to maximize revenue for The City;
 - 5.4.2.3 Public promotion of the Naming Rights opportunity for a minimum two-month period;
 - 5.4.2.4 Evaluation of the Naming Rights proposal against the policy requirements, including requirements outlined in Schedule 4 "Requirements for Naming Rights for City Assets Operated by The City";
 - 5.4.2.5 Completion of a risk/benefit analysis to The City of the proposed Naming Rights arrangement;
 - 5.4.2.6 Circulation of the Naming Rights proposal to the affected stakeholder groups for feedback;
 - 5.4.2.7 Consultation with finance on financial and/or tax implications of the proposed Naming Rights arrangement and to ensure that existing financial management policies are followed; and
 - 5.4.2.8 Assessment that proposed Naming Rights arrangement is not in conflict with existing City plans or strategy.

- 5.4.3 The Asset Steward shall develop Naming Rights agreements in consultation with law and finance.
- 5.4.4 Upon completion of the Asset Steward's due diligence review of the Naming Rights proposal the Policy Steward shall confirm if the Naming Rights proposal meets the policy requirements by issuing a compliance report.
- 5.4.5 If the proposed Naming Rights arrangement affects more than one department it shall be endorsed by the Deputy City Manager and the City's Chief Financial Officer or their designates prior to submission to Priorities and Finance Committee and Council.
- 5.4.6 The Asset Steward shall prepare a report and make a recommendation for consideration by Priorities and Finance Committee and for final decision by Council. The report shall include the fundamental terms and conditions of the proposed Naming Rights arrangement, any associated conditions and whether the policy requirements have been met.
- 5.4.7 Upon approval of the fundamental terms and conditions for the proposed Naming Rights arrangement by Council, The City is authorized to enter into a Naming Rights agreement with the Naming Rights purchaser. Naming Rights agreements shall be executed on behalf of The City by those authorized as per relevant existing delegation(s) of authority by the City Manager.
- 5.4.8 Upon the execution of a Naming Rights agreement, the Asset Steward shall forward Naming Rights documentation (a copy of the executed Naming Rights agreement, Council report, etc.) to the Policy Steward for annual reporting to Council, facilitation of mapping records updates and maintenance of naming repository.
- 5.4.9 The Policy Steward shall track all Naming Rights arrangements in the asset naming repository.
- 5.4.10 The Policy Steward shall provide annual reporting to Council on all Naming Rights agreements for City Assets operated by The City.
- 5.4.11 The Policy Steward shall notify Administration's divisions responsible for addressing and mapping of the naming of a City Asset.
- 5.4.12 The Asset Steward shall be responsible for stewarding the implementation of the Naming Rights arrangement.
- 5.5 Procedure for Naming Rights for City Assets Operated by Partners
 - 5.5.1 The Asset Steward shall communicate The City's requirements to the Partner interested in selling Naming Rights for the City Asset the Partner operates on behalf of The City.
 - 5.5.2 The Partner shall complete a due diligence review in consultation with the Asset Steward to ensure the appropriateness of the proposed Naming Rights arrangement. Due diligence review shall include:

- 5.5.2.1 Evaluation of public support of the Naming Rights being sold for the proposed City Asset;
- 5.5.2.2 Completion of market research and Valuation of the proposed Naming Rights arrangement to maximize revenue for the Partner;
- 5.5.2.3 Public promotion of the Naming Rights opportunity for a minimum two-month period;
- 5.5.2.4 Evaluation of the Naming Rights proposal against the policy requirements, including requirements outlined in Schedule 5 "Requirements for Naming Rights for City Assets Operated by Partners"; and
- 5.5.2.5 Completion of a risk/benefit analysis to the Partner of the proposed Naming Rights arrangement.
- 5.5.3 The Asset Steward shall complete a risk/benefit analysis to The City of the proposed Naming Rights arrangement.
- 5.5.4 Upon completion of the Partner and Asset Steward's diligence review of the Naming Rights arrangement, the Policy Steward shall confirm if the Naming Rights proposal meets the policy requirements by issuing a compliance report.
- 5.5.5 The Asset Steward shall coordinate the writing of the report for consideration by Priorities and Finance Committee and for final decision by Council. The report shall include the fundamental terms and conditions of the proposed Naming Rights arrangement, any associated conditions and whether the policy requirements have been met.
- 5.5.6 Upon approval of the fundamental terms and conditions for the proposed Naming Rights by Council, the Partner shall enter into a Naming Rights agreement with the Naming Rights purchaser.
- 5.5.7 The Partner shall submit to the Asset Steward an executed Naming Rights agreement between the Partner and Naming Rights purchaser for record-keeping purposes.
- 5.5.8 The Asset Steward shall forward Naming Rights documentation (a copy of the executed Naming Rights agreement, Council report, etc.) to the Policy Steward for annual reporting to Council, facilitation of mapping records updates and maintenance of naming repository.
- 5.5.9 The Policy Steward shall track all Naming Rights arrangements in the asset naming repository.
- 5.5.10 The Policy Steward shall provide annual reporting to Council on all Naming Rights agreements for City Assets operated by Partners.
- 5.5.11 The Policy Steward shall notify Administration's divisions responsible for addressing and mapping of the naming of a City Asset.

- 5.5.12 The Partner shall be responsible for the implementation of the Naming Rights arrangement in coordination with the Asset Steward where applicable.

6. **SCHEDULE(S)**

- 6.1 Schedule 1 - Requirements for Municipal Naming of Communities and Roadways
- 6.2 Schedule 2 - Requirements for Municipal Naming of City Assets (Other Than Communities and Roadways)
- 6.3 Schedule 3 - Requirements for Sponsorships Secured by The City
- 6.4 Schedule 4 - Requirements for Naming Rights for City Assets Operated by The City
- 6.5 Schedule 5 - Requirements for Naming Rights for City Assets Operated by Partners

7. **AMENDMENT(S)**

Date of Council Decision	Report/Bylaw	Description

8. **REVIEW(S)**

Date of Policy Owner's Review	Description

Schedule 1 - Requirements for Municipal Naming of Communities and Roadways

1. Municipal Naming of Communities

1.1 How Communities can be named

- 1.1.1 The proposed Community name should either reflect Calgary's Heritage or local geographic feature(s), including flora and fauna, and/or further a sense of community.

1.2 Other requirements for naming Communities

- 1.2.1 Proposed Community names shall be distinct from names used for roadways or Communities elsewhere in Calgary. Similar sounding names shall be avoided due to confusion it may create for citizens or emergency services.
- 1.2.2 Abbreviations in Community names are not permitted.
- 1.2.3 Names containing a hyphen or apostrophe are acceptable. Approved names of this type are also considered legitimate if spelled without the hyphen or apostrophe.
- 1.2.4 Communities, once named, shall not normally be renamed. Council may consider renaming a Community in exceptional circumstances.
- 1.2.5 Proposed Community names that are offensive, misleading or otherwise deemed ineffective/unacceptable will not be permitted.

2. Municipal Naming of Public Roadways

2.1 How public roadways can be named

- 2.1.1 Skeletal roadways shall be named after historically significant individuals and/or historically significant cultural groups, including indigenous people and groups.
- 2.1.2 Arterial roadways shall either be numbered or named after historically significant individuals/events or their geographic locations. Roadways that serve more than one Community shall not bear the name of the Communities through which they pass.
- 2.1.3 Residential roadways within a Community shall either be numbered or named. Roadway names should meet at least one of the following naming requirements:
 - a. follow a theme, preferably connected to the Community name;
 - b. reflect local geographic feature(s), including flora and fauna;
 - c. reflect Community/Calgary Heritage; or
 - d. be words using the first several letters of the Community name.

2.2 Other requirements for naming public roadways

- 2.2.1 Roadways, once named, shall not normally be renamed. Council may consider renaming a roadway in exceptional circumstances.
- 2.2.2 Proposed roadway names shall be distinct from names used for roadways or Communities elsewhere in Calgary. Similar sounding roadway names shall be avoided due to confusion it may create for citizens or emergency services. Duplicated or similar sounding roadway names within the boundaries of deployment of regional emergency services shall be avoided.
- 2.2.3 Wherever possible, there should be only one name along a roadway's entire length to avoid driver confusion and due to directional signage requirements.
- 2.2.4 Proposed roadway names that are offensive, misleading or otherwise deemed ineffective/unacceptable will not be permitted.
- 2.2.5 When naming roadways after individuals:
 - a. The practice shall be to use names of individuals who are retired (and therefore no longer active in their field of expertise) or deceased; and
 - b. Where appropriate, a written consent from the individual or his/her estate shall be obtained.
- 2.2.6 Prefixes within roadway names are generally not permitted, unless integral for theme naming.
- 2.2.7 Abbreviations within roadway names are not permitted.
- 2.2.8 Names containing special characters (non-alphabetic and non-numeric characters), with the exception of a hyphen, are not permitted.
- 2.2.9 Roadway names (not including a roadway type or quadrant identifier) shall not exceed 14 characters in length. Every number, letter, hyphen or space used in a roadway name shall be counted as one character in the 14-characters limit (e.g., 100 Lake Erie Place (13 characters), 16A Street SE (3 characters), Beny-Sur-Mer Road (12 characters)).
- 2.2.10 Naming of roadways with dual names shall only be allowed for the purpose of historical integrity (e.g., 4 Street SW/Broadway).
- 2.2.11 Roadway names consisting of only alphabetic designations are not permitted (e.g., "A Street", "M Street", etc.).
- 2.2.12 Roadway names in the areas newly annexed into the city of Calgary shall be subject to conditions set out in this policy (e.g., if a roadway within the annexed area has the same name as an existing roadway within the city of Calgary, renaming may be warranted as per section 2.2.1 of this policy).

- 2.2.13 Numbered roadways oriented in a predominantly north/south fashion shall be assigned a roadway type "Street" only, and numbered east/west roadways shall have the roadway type "Avenue" only. Roadway types "Street" and "Avenue" may also be used with named roadways. The Administration shall try, wherever possible, to apply roadway type "Street" to north/south roadways (named or numbered) and "Avenue" to east/west roadways (named or numbered).
- 2.2.14 Where a roadway deviates from its theoretical grid alignment, the roadway shall be named, as opposed to being numbered, commencing with a major intersection.
- 2.2.15 Roadways within new Communities shall be numbered only if a roadway traverses a significant and meaningful distance along specified alignments with minimal deviations and the roadway intersects with major roadways or other numbered roadways.
- 2.2.16 Naming of roadways using a defined theme shall be permitted if the proposed names meet the following requirements:
- a. Themes must be simple and commonly understood, unless reflecting a theme of national or local significance;
 - b. When there are many names in use throughout Calgary that could be associated with a proposed theme the proposed theme naming shall not be permitted; and
 - g. Where words used within a theme are not easily recognized as being associated with the theme, prefixes may be used (e.g., Lake Bonavista, Lake Lucerne, Lake Tahoe, Lake Wasa, etc.).
- 2.2.17 Roadways shall utilize valid roadway types maintained by the Administration's division responsible for addressing in order to:
- a. Reflect the hierarchy, topography and configuration of roadways; and
 - b. Enable one roadway name to be used for several roadways, thus reducing the number of roadway names required for new Communities.
- 2.2.18 Cul-de-sac roadway types are to be used solely for non-through roadways:
- a. Where appropriate, all culs-de-sac accessible from the same through roadway shall share the same name as the through roadway;
 - b. The practice of qualifying with numbers culs-de-sac sharing the same name and type (e.g., 100 James Place, 200 James Place, etc.) is endorsed where the culs-de-sac are accessed from the same roadway; and

- c. Generally, where a through roadway terminates across an intersection and into a cul-de-sac, the roadway type of the cul-de-sac shall be different from the roadway type of the through roadway.

2.2.19 Roadway types “Way” and “Bay” shall not be used with the same roadway name (e.g., “Marquis Way” and “Marquis Bay”).

2.2.20 Words used as roadway types (e.g., “Green”, “Park”, “View”, etc.) shall not be permitted for use in compound names selected as roadway names (e.g., Coventry Park Drive, Skyview View).

3. Municipal Naming of Private Roadways

3.1 How private roadways can be named

- 3.1.1 Private roadway names shall either be public roadway names previously approved by Council for the Community where the private roadways are located or be in alignment with the policy requirements for public roadways.

Schedule 2 - Requirements for Municipal Naming of City Assets (Other Than Communities and Roadways)

1. Municipal Naming of City Assets

1.1 What City Assets can be named

- 1.1.1 Only City Assets in common use by the public shall be specifically named.
- 1.1.2 City-owned facilities used as work areas shall be named according to this policy and as operational procedure requires.

1.2 How City Assets can be named

- 1.2.1 The proposed City Asset names should either reflect Calgary's Heritage or local geographic feature(s), including flora and fauna, and/or further a sense of community.
- 1.2.2 City Assets may also be named after the following individuals, groups or organizations:
 - a. Notable Calgarians, Canadians, international individuals and groups that have displayed exemplary public or community service;
 - b. Former elected representatives of Council, Members of Parliament (federal), Canadian Senate (federal) and Members of the Legislative Assembly (provincial); and
 - c. Individuals, groups or organizations who have provided a Donation to The City.

1.3 Other requirements for naming City Assets

- 1.3.1 City Assets, once named, shall not normally be renamed. Council may consider renaming a City Asset in exceptional circumstances.
- 1.3.2 When naming City Assets after individuals:
 - a. The practice shall be to use names of individuals who are retired (and therefore no longer active in their field of expertise) or deceased; and
 - b. Where appropriate, a written consent from the individual or his/her estate shall be obtained.
- 1.3.3 Proposed City Asset names that are offensive, misleading or otherwise deemed ineffective/unacceptable will not be permitted.
- 1.3.4 Proposed City Asset names shall be distinct from names used for City Assets of similar nature elsewhere in Calgary (e.g., park and cemetery). Similar sounding names shall be avoided due to confusion it may create for citizens or emergency services.

Schedule 3 - Requirements for Sponsorships Secured by The City

1. The City shall only enter into agreements with sponsors who align to the City's priorities and policies.
2. All Sponsorships (including Sponsorship components associated with signage, branding, publicity, advertising and Sponsorship implementation) shall adhere to all applicable City bylaws and policies and all applicable provincial and federal legislation.
3. Sponsorship agreements between The City and the sponsor shall, as a minimum:
 - 3.1 Be in writing;
 - 3.2 Outline the Sponsorship contribution to be received by The City and the benefits to be received by the sponsor in return;
 - 3.3 Outline the term (duration) of the agreement; and
 - 3.4 Be signed by an authorized representative(s) of both The City and the sponsor.
4. Asset Stewards are responsible for ensuring staff understand the requirements of this policy and that they are provided with appropriate guidance and training related to Sponsorship practices.
5. Solicitation and negotiation of Sponsorships shall be conducted by City staff or through external contacts that are specifically appointed by the Asset Steward. All Sponsorship agreements shall be negotiated in good faith and represent The City in a professional manner.

Schedule 4 - Requirements for Naming Rights for City Assets Operated by The City

1. The City shall only enter into agreements with Naming Rights purchasers who align to the City's priorities and policies.
2. All Naming Rights (including Naming Rights components associated with signage, branding, publicity, advertising and Naming Rights implementation) shall adhere to all applicable City bylaws and policies and all applicable provincial and federal legislation.
3. The name of a City Asset that can be confused with other City Assets of similar nature shall include a community name or geographic indicator. The name shall consider community and/or historical significance and/or advise of the purpose of the City Asset.
4. All costs associated with the implementation of a Naming Rights arrangement shall be covered from the revenue generated from such sale and not from The City's annual operating budget.
5. Proceeds received by The City for Naming Rights are to be used for capital maintenance or enhancement costs or provision of programs and services as determined by The Asset Steward.
6. Naming Rights agreement between The City and the Naming Rights purchaser shall, as a minimum:
 - 6.1 Be in writing;
 - 6.2 Outline the Naming Rights contribution to be received by The City and the benefits to be received by the Naming Rights purchaser in return;
 - 6.3 Outline the term (duration) of the agreement;
 - 6.4 Reflect the fundamental terms and conditions approved by Council; The City may not provide any further rights to the Naming Rights purchaser other than rights included in the fundamental terms and conditions approved by Council and/or procedural or generic contract rights that do not contravene or take away from the spirit and intent of the fundamental terms and conditions approved by Council.
 - 6.5 Not relinquish to the Naming Rights purchaser any of The City's rights to manage and control the City Asset; and
 - 6.6 Be signed by an authorized representative(s) of both The City and the Naming Rights purchaser.
7. Asset Stewards are responsible for ensuring staff understand the requirements of this policy and that they are provided with appropriate guidance and training related to Naming Rights practices.
8. Solicitation and negotiation of Naming Rights shall be conducted by City staff or through external contacts that are specifically appointed by the Asset Steward. All Naming Rights agreements shall be negotiated in good faith and represent The City in a professional manner.

Schedule 5 - Requirements for Naming Rights for City Assets Operated by Partners

1. Partners shall only enter into agreements with Naming Rights purchasers who align to the City's priorities and policies.
2. All Naming Rights (including Naming Rights components associated with signage, branding, publicity, advertising and Naming Rights implementation) shall adhere to all applicable City bylaws and policies and all applicable provincial and federal legislation.
3. The name of a City Asset that can be confused with other City Assets of similar nature shall include a community name or geographic indicator. The name shall consider community and/or historical significance and/or advise of the purpose of the City Asset.
4. All costs associated with a Naming Rights arrangement and not covered by the Naming Rights purchaser shall be covered by the Partner and must not result in costs to The City.
5. Proceeds received by a Partner for Naming Rights are to be used for the capital maintenance or enhancement costs for the City Asset managed by the Partner or provision of programs and services as determined by The City and the Partner.
6. Naming Rights agreement between the Partner and the Naming Rights purchaser shall, as a minimum:
 - 6.1 Be in writing;
 - 6.2 Outline the Naming Rights contribution to be received by the Partner and the benefits to be received by the Naming Rights purchaser in return;
 - 6.3 Outline the term (duration) of the agreement;
 - 6.4 Reflect the fundamental terms and conditions approved by Council; the Partner may not provide any further rights to the Naming Rights purchaser other than rights included in the fundamental terms and conditions approved by Council, procedural or generic contract rights that do not contravene or take away from the spirit and intent of the fundamental terms and conditions approved by Council and/or rights included in any other agreement of a Partner with The City.
 - 6.5 Not relinquish to the Naming Rights purchaser any of the Partner's rights to manage and control the City Asset; and
 - 6.6 Be signed by an authorized representative(s) of both the Partner and the Naming Rights purchaser.
7. Naming Rights value shall be determined by an independent third party or The City.
8. Administration shall include the requirement to comply with this policy in any lease, license of occupation and other applicable agreement with a Partner.
9. The length of the Naming Rights agreement shall not exceed the term of the Partner's agreement with The City.

Overall Policy Changes			
Change	Reason for Change	Applicable section(s) within the Existing Policy	Applicable section(s) within the Proposed Policy
Policy statements enhanced	As per Council Policy Program, the policy statements shall explain why the policy must exist	1	1
Definitions added in the <i>Definitions</i> section of the Policy: "Administration", "Advertising", "CFOD", "Heritage", "Grant", "Municipal Naming"	Some existing definitions were introduced within the body of the existing Policy, all definitions were transitioned to the <i>Definitions</i> section of the Policy for easy reference and consistency. Additionally, new definitions were introduced	3.1	3.1
Definitions deleted: "Gift", "Lease", "License of Occupation", "Naming Rights Agreement", "Neighbourhood", "Program Manager", "Sponsor", "Sponsorship Agreement"	All definitions that are for obvious common terms or add low or no value were removed	3.1	3.1
Definitions changed: "Asset" (now "City Asset"), "Asset Analysis" (now "Valuation"),	Many definitions were reviewed and updated	3.1	3.1

"Community", "Donation", "Naming Rights", "Partner", "Policy Steward", "Sponsorship"			
Policy exclusions extracted from the Schedules and inserted into the <i>Applicability</i> section	To ensure logical consistency	<i>4; Schedule E, section 1; Schedule F, section 1; Schedule G, section 3</i>	<i>4</i>
As per City Clerk's recommendation, defined terms are capitalized throughout the Policy	For easy reference within the document	-	-
Policy structure improved: non- procedural provisions were moved to schedules; procedural provisions were moved to appropriate procedures within the Policy. Several schedules were eliminated from the Policy: only one schedule per procedure was left	To ensure logical consistency and improve user's experience	-	-
Policy Steward's compliance reports in all procedures	Policy Steward's functions were clarified and Policy was screened to ensure all functions are consistently present in each procedure where	<i>5.4.2; 5.5.3; 5.5.6; 5.6.6; 5.7.8</i>	<i>5.1.1.4; 5.2.5; 5.3.4; 5.4.4; 5.5.4</i>

	applicable		
Municipal Naming Changes			
Change	Reason for Change	Applicable section(s) within the Existing Policy	Applicable section(s) within the Proposed Policy
Schedule A "Requirements for Naming Proposal Submissions" is removed from the Policy, any naming requirements were relocated to other sections of the Policy	This document does not have formal naming parameters, but is rather a list of documents the applicant needs to provide to The City to satisfy naming parameters contained within the Policy. It is proposed that these requirements are maintained by the Policy Steward	<i>Schedule A. Requirements for Naming Proposal Submissions</i>	-
First syllable requirement is suggested to be removed from the Policy for naming communities and roadways	Unreasonably restrictive in meeting current and future naming needs	<i>Schedule C, section 3: The first syllable (or syllables) of a suggested name are not to be in use as the first syllable (or syllables) of a subdivision name in another part of the city, unless the two subdivisions are adjacent and in the same sector; Schedule D, section 2: Proposed street names selected for roadways are to be distinct from those used for street names elsewhere in Calgary, by not sharing similar syllables or pluralized forms</i>	-

Street types list is suggested to be removed from the Policy to be maintained by addressing division	To provide flexibility to Administration to be able to review roadway types as required it is suggested to remove the list from Council Policy to be maintained in Administration's manual	<i>Schedule D, section 24: The following is a list of all valid street types available in Calgary according to the typical configuration for which they are appropriate. The name in full or the abbreviated version is to be applied to signage and computer database applications. At the discretion of the approving authority within Transportation, additional street types may be approved for use and/or street types may be removed as appropriate</i>	Schedule 1, section 2.2.17: Roadways shall utilize valid roadway types maintained by the Administration's division responsible for addressing
Street signage requirements are proposed to be removed from the Policy to be maintained by Roads in their Signs Manual	Some signage requirements have limited or no impact on Municipal Naming	<p>5.4.5.2 The Transportation department asset steward shall also ensure manufacturing and installation of street signs at no cost to The City.</p> <p><i>Schedule D, section 19: The lettering of street types and numeric qualifiers on municipal street signs shall be of equal size and style as street names, and street type information on signs shall be lettered in full, or abbreviated as shown on the pages following (see subsection on Street Types);</i></p> <p><i>Schedule D, section 28: Roadway intersections shall be signed by the developer/property owner in such a fashion as to ensure that individual sites thereon can be located easily;</i></p> <p><i>Schedule D, section 29: The City shall sign intersections where the private roadway intersects with the public roadway network;</i></p> <p><i>Schedule D, section 30: The City shall also sign intersection locations</i></p>	-

		<i>within a development site if requested to do so by the property owner and upon payment of the requisite fee (usually cost of material and labour); Schedule D, section 31: The manufacturing and installation of private street signs is the responsibility of The City at the cost of the Developer; and, Schedule D, section 32: Street signs should be in place in advance of buildings being occupied</i>	
Terms referring to roadways were aligned throughout the Policy	Generic term "roadway" is used now throughout the Policy based on Calgary Transportation Plan definitions for "roadway", "road" and "street". Also, it eliminates further confusion with roadway types "street" and "road"	-	-
Responsibilities for naming of private roadways are proposed to be transitioned to addressing from transportation	Addressing is currently handling private roadway naming applications as the most common need for naming private roadways is associated with the creation of meaningful and unique addresses for private developments. It is suggested that the Policy language is adjusted to reflect private roadway naming is to be handled	<i>5.4.5 Private roadway naming shall be reviewed by the City's Transportation department asset steward using Schedules A, B and D</i>	<i>5.1.2.1 Where warranted, a designate from Administration's division responsible for addressing will work with the naming applicants to name private roadways to allow for more meaningful address descriptions for specific sites</i>

	by Addressing		
Procedure for naming of private roadways has been clarified	CPC is not involved in private roadway naming	<i>Schedule D, section 25: Private roadway names shall be submitted by developers to the Transportation Department in order to review compatibility with the public roadway system and compliance with the appropriate City policies, including public roadway naming; Schedule D, section 26: While the Transportation asset steward does not have the authority to approve naming of private roads, they should work with the developer/owner to create more meaningful address descriptions for structures located thereon and to align with all public roadway criteria to ensure public safety and way finding; Schedule D, section 27: Private roadway names may be appealed to the CPC if necessary. Otherwise, nor formal approval or involvement by CPC or Council is required</i>	<i>5.1.2.1 Where warranted, a designate from Administration's division responsible for addressing will work with the naming applicants to name private roadways to allow for more meaningful address descriptions for specific sites. 5.1.2.2 The Policy Steward shall support the Administration's addressing designate with interpretation of the Policy requirements and its application. 5.1.2.3 Administration's addressing designate shall work with the naming applicant to ensure the private roadways naming proposals are in alignment with the Policy requirements outlined in Schedule 1 "Requirements for Naming of Communities and Roadways" to ensure public safety and wayfinding</i>
Responsibilities for ad-hoc naming of public roadways are proposed to be transitioned to planning and development from transportation	Internal experts from transportation, addressing and planning and development were consulted on what ad-hoc roadway naming applications are and who within administration would be the most suited team to handle these applications. It is recommended to transition ad-hoc	<i>5.4.4. Public roadway naming shall be assessed by The City's Transportation department asset steward using Schedules A and B with the addition of Schedule D, "Requirements for naming public and private roadways"</i>	-

	roadway naming back to planning & development from transpiration to ensure that all roadway naming application follow the same approval path, Administration-CPC-Council. (Currently ad-hoc roadway naming proposals are being reviewed by Administration-PFC-Council).		
Naming of City assets managed by partners shall follow Policy's procedure for naming of City assets	Currently the Policy is silent on this: there are no provisions stating if partners managing City assets shall follow existing procedures for naming City assets	-	<i>4.1.2 Requirements of this Policy for Municipal Naming of City Assets (other than Communities and roadways) apply to all City departments, business units, Partners and naming applicants involved in such naming applications...</i> <i>5.2.1 Naming applicants shall submit naming proposals for City Assets (other than Communities and roadways) managed by The City or by Partners to Asset Stewards</i>
Removal from the Policy of all references to naming of neighbourhoods, developments and subdivisions	City's approval is not required for naming of sub-components of communities	<i>3.1.k; 5.1.b;5.5; Schedule C</i>	-

Policy statement added indicating how and when the numbered residential roadways and roadway types are being approved and who applies approved residential roadway name and type to a specific asset (roadway) on a map	This is the existing process, added for clarity as based on the text of the existing Policy one may accidentally assume that Council approves any roadway name (word or number) and a roadway type for a specific asset (roadway)	-	<i>5.1.1.5 The designated planning technician shall prepare the naming report and make a Community and/or public roadway naming recommendation for consideration by Calgary Planning Commission and for final decision by Council. Numbered residential roadways and roadway types for residential roadways are generally approved by Administration's division responsible for subdivision as part of the planning and development process. 5.1.1.8 After obtaining Council's approval for residential roadway names, the naming applicant shall submit to the designated planning technician an outline plan demonstrating how specific residential roadways will be named/numbered in combination with the roadways types for Administration's review and approval</i>
Naming parameters are added for private roadways	Currently the Policy is silent on this; that creates a very challenging environment for addressing in naming private roadways	-	<i>Schedule 1, section 3.1.1: Private roadway names shall either be public roadway names previously approved by Council for the Community where the private roadways are located or be in alignment with the Policy requirements for public roadways</i>
Naming parameters for residential roadways within communities have been changed	Existing naming parameters are very restrictive	<i>Schedule D, section 21: The naming of Collector and Local Streets (numbered or named) within a community shall either be:</i> <i>i. historically significant for the community;</i> <i>ii. follow a theme; or,</i>	<i>Schedule 1, section 2.1.3 Residential roadways within a Community shall either be numbered or named. Roadways names should meet at least one of the following naming requirements:</i> <i>a. follow a theme, preferably connected to the Community name;</i>

		<i>iii. considered from Council approved names maintained by the policy steward</i>	<i>b. reflect local geographic feature(s), including flora and fauna; c. reflect Community/Calgary Heritage; or d. be words using the first several letters of the Community name</i>
Dual naming regulation has been updated	Dual naming creates significant issues for emergency response teams; it is suggested to have official dual naming allowed only for the purpose of historical integrity	<i>Schedule D, section 10: The practice of dual name roadways is not permitted. The following exception types are permitted on approval by Council: a. Naming for the purpose of historical integrity: If an opportunity exists in a Council approved policy such as area redevelopment plans, strategic or other community plans to retain historical integrity through dual naming this may be proposed as part of the policy process. (Example; Mission ARP provided for dual naming of areas within the community such as 4 St. S.W. formerly Broadway, 2 Street S.W. formerly Hamilton Street and 19 Avenue formerly St. Mary Street); and, b. Naming for the purpose of recognition of international/national event or activity. (Example: Olympic Way was named to recognize the 1988 Winter Olympics)</i>	<i>Schedule 1, section 2.2.10 Naming of roadways with dual names shall only be allowed for the purpose of historical integrity (e.g., 4 Street SW/Broadway)</i>

Two and three-word roadway names are now permitted, only limited by 14-character limit	Unnecessary restriction	<i>Schedule D, section 8: Two-worded roadway names are discouraged. Where two-worded names are used, the space between the two words shall be included as one of the characters in the 14-character limit. Schedule D, section 9: Three-or-more word roadway names are not permitted</i>	-
Restrictions for community names removed	Unnecessary restriction	<i>Schedule C, section 6: Three-or-more word subdivision names are not permitted</i>	-
Roadway naming duplication shall not be allowed within the boundaries of the deployment of the regional emergency services	Added due to concerns expressed by emergency services team	-	<i>Schedule 1, section 2.2.2 ...Duplicated or similar sounding roadway names within the boundaries of deployment of regional emergency services shall be avoided</i>
Sponsorship Changes			
Change	Reason for Change	Applicable section(s) within the Existing Policy	Applicable section(s) within the Proposed Policy
All references to "Program Manager" were removed from the Policy	Low relevance content	3.1 n; 5.2; 5.3; 5.6.1 - 5.6.6; 5.6.8	
Definition of "Sponsorship" updated	To allow for better differentiation between sponsorships and naming rights	3.1.p "Sponsorship" means a contractual arrangement between The City and a third-party organization, wherein the third party provides cash and/or in-kind goods or services to The City in return for access to marketing potential	3.1.o "Sponsorship" means a contractual arrangement for a defined period of time where a third party provides goods, services or financial contribution in return for access to the commercial/marketing potential associated with rights to be

		<i>associated with the opportunity. This includes sponsorship of one or more, services, programs, projects, events, activities, non-facility assets or sub-components of an entire facility asset</i>	<i>publicly denoted as being a sponsor of a City service, program, event, activity or sub-component of a City Asset and/or rights for the inclusion and public display of the third party's name as part of the name of a City service, program, event, activity or sub-component of a City Asset</i>
Requirement for the GM to determine whether the potential sponsor aligns to The City's mandate and policies is suggested to be removed	Currently, a sponsor interested in a \$500 sponsorship arrangement with The City (that will be approved at a Manager level within the BU) needs to be endorsed at a GM level	<i>5.6.3. The General Managers shall determine whether the potential sponsor aligns to The City's mandate and policies</i>	-
Requirement for valuation of certain sponsorships for services, programs, events and/or activities is suggested to be removed	It is suggested to keep valuation requirement only for sponsorships of sub-components of a City asset or larger sponsorships of events, programs and activities (above \$50k) as valuation costs may exceed sponsorship revenue with smaller sponsorships	Schedule E, section 6: Sponsorship proposals shall be in writing and shall: a.... b.... c. Demonstrate that the appropriate level of due diligence regarding the sponsorship opportunity has been undertaken, including the use of a competitive process, market research and a valuation of the asset/program that is proposed to be sponsored	<i>5.3.2 Subject to Section 5.3.4, the Asset Steward shall complete a due diligence review to ensure the appropriateness of the proposed Sponsorship. Due diligence review shall include: 5.3.2.1 Completion of market research and Valuation for the proposed Sponsorship to maximize revenue for The City, except in cases of Sponsorship of a City service, program, event and/or activity with a proposed sponsorship contribution below \$50,000, in which cases Valuation is not required</i>

<p>Sponsorship agreements authorization statements have to be removed from the Policy</p>	<p>Law's recommendation: authority to approve sponsorship agreements on behalf of The City cannot be delegated by Council through the Policy adapted by resolution. It is suggested that a Delegation of Authority Memo by the City Manager is created to supplement the Policy that would specify who can authorize City sponsorship agreements on behalf of The City. Additionally, it is proposed to change authorizations levels within the Delegation of Authority Memo: remove requirement for Deputy City Manager to authorize sponsorship agreements above \$100,000 and/or with a term longer than 5 years, and slightly adjust existing authorization thresholds (Managers to authorize sponsorship agreements up to \$50,000)</p>	<p><i>5.6.7. Final authorization to enter into the sponsorship agreement is as follows:</i> <i>5.6.7.1. Sponsorship agreements valued up to \$24,999 shall be authorized/approved by the manager of the affected business unit division;</i> <i>5.6.7.2. Sponsorship agreements valued between \$25,000 and \$99,999 shall be authorized/approved by the director(s) of the business units(s) impacted; and,</i> <i>5.6.7.3. Sponsorship agreements valued over \$100,000 shall be authorized /approved by the Director(s) and General Manager(s) for the business unit(s) impacted, including the Deputy City Manager and approved by The City Solicitor</i></p>	<p>-</p>
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<p>Exclusions when Policy requirements for sponsorships do not apply have been reviewed and updated</p>	<p>To ensure logical consistency and improve clarity of the Policy content. Only situations that are common and can be easily confused with sponsorships were left as exclusions</p>	<p><i>Schedule E, section 1: This schedule does not apply to:</i> <i>a. Independent foundations or registered charitable organizations that The City may receive benefit from. However, where assets are owned and managed by The City or owned by The City and operated by an independent foundation, registered charitable organization, society or nonprofit organization under an agreement with The City, this policy shall apply unless otherwise approved by order of City Council;</i> <i>b. Gifts or donations to The City;</i> <i>c. Funding obtained from other orders of government through formal grant programs;</i> <i>d. City sponsorship support of external projects where The City provides funds to an outside organization;</i> <i>e. Third parties who enter into market rate agreements including leases for property of The City, or hold permits with The City for activities or events;</i> <i>f. The Calgary Police Service; and</i> <i>g. The sale of naming rights</i></p>	<p><i>4.2 Sponsorship Requirements Applicability:</i> <i>4.2.1 Requirements of this Policy for Sponsorships secured by The City apply to all City departments, business units (with exception of Calgary Police Service and the Calgary Parking Authority) and sponsors involved in the Sponsorship of a City service, program, event, activity or sub-component of a City Asset; refer to the Policy procedure 5.3 and Schedule 3. Requirements of this Policy for Sponsorships secured by The City do not apply to:</i> <i>4.2.1.1 Grants;</i> <i>4.2.1.2 Donations;</i> <i>4.2.1.3 City support of external projects where The City provides goods, services or financial contribution to an outside organization;</i> <i>4.2.1.4 Sponsorships secured by third parties who enter into market rate agreements, including leases for property of The City, or hold permits with The City for activities or events;</i> <i>4.2.1.5 Sponsorships secured by Partners which remain within the authority of the Partners; and</i> <i>4.2.1.6 Advertising</i></p>
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Provision dictating the use of a competitive processes for sponsorship proposals has been updated	Requirement clarified	<i>Schedule E, section 6: Sponsorship proposals shall be in writing and shall: a.... b.... c. Demonstrate that the appropriate level of due diligence regarding the sponsorship opportunity has been undertaken, including the use of a competitive process, market research and a valuation of the asset/program that is proposed to be sponsored</i>	<i>5.3.2 Subject to Section 5.3.4, the Asset Steward shall complete a due diligence review to ensure the appropriateness of the proposed Sponsorship. Due diligence review shall include: 5.3.2.1.... 5.3.2.2 Public promotion of the Sponsorship opportunity</i>
Naming Rights Secured by The City			
Change	Reason for Change	Applicable section(s) within the Existing Policy	Applicable section(s) within the Proposed Policy
Definition "Naming Rights" has been updated	To allow for better differentiation between sponsorships and naming rights	<i>3.1.i "Naming Rights" means a mutually beneficial contractual arrangement where an organization provides goods, services or financial support in return for access to the commercial and/or marketing potential associated with the public display of the organization's name on an entire facility asset for a specified period of time</i>	<i>3.1.i "Naming Rights" means a contractual arrangement for a defined period of time where a third party provides goods, services or financial contribution in return for access to the commercial/marketing potential associated with rights for the inclusion and public display of the third party's name as part of the name of a City Asset</i>

<p>Exclusions when Policy requirements for naming rights secured by The City do not apply have been reviewed and updated</p>	<p>To ensure logical consistency and improve clarity of the Policy content. Only situations that are common and can be easily confused with naming rights for City-operated assets were left as exclusions</p>	<p><i>Schedule F, section 1: This schedule does not apply to:</i> <i>a. Independent foundations or registered charitable organizations that The City may receive benefit from. However, where assets are owned and managed by The City or owned by The City and operated by an independent foundation, registered charitable organization, society or nonprofit organization under an agreement with The City, this policy shall apply unless otherwise approved by order of City Council;</i> <i>b. Gifts or donations to The City;</i> <i>c. Funding obtained from other orders of government through formal grant programs;</i> <i>d. City sponsorship support of external projects where The City provides funds to an outside organization;</i> <i>e. Third parties who enter into market rate agreements including leases for property of The City, or hold permits with The City for activities or events;</i> <i>f. The Calgary Police Service; and,</i> <i>g. Sponsorship</i></p>	<p><i>4.3.1 Requirements of this Policy for Naming Rights for City Assets operated by The City apply to all City departments, business units (with exception of Calgary Police Service and the Calgary Parking Authority) and Naming Rights purchasers involved in a Naming Rights transaction; refer to the Policy procedure 5.4 and Schedule 4. Requirements of this Policy for Naming Rights for City Assets operated by The City do not apply to:</i> <i>4.3.1.1 Municipal Naming of City Assets after individuals, groups or organizations who have provided a Donation to The City in which cases the requirements of this Policy for Municipal Naming apply</i></p>
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Provision regulating what naming rights revenue can be spent on has been updated	Investments are a way money is being managed, not what it's being spent on	<i>Schedule F, section 7: Proceeds received by The City for the naming rights agreement are to be used for:</i> <i>a. the enhancement and maintenance of the named asset;</i> <i>b. the provision of programs and services directly related to the mandate of the property; and,</i> <i>c. investments whose proceeds contribute to the delivery of City services</i>	<i>Schedule 4, section 5: Proceeds received by The City for Naming Rights are to be used for capital maintenance or enhancement costs or provision of programs and services as determined by The Asset Steward</i>
Naming Rights Secured by Partners			
Change	Reason for Change	Applicable section(s) within the Existing Policy	Applicable section(s) within the Proposed Policy
Definition of "Partner" is slightly adjusted	To ensure alignment with the new partnership policy	<i>3.1.l "Partner" means an arms-length organization that has a formal and legal relationship to provide services, programs and/or manage and care for specific City asset(s) in conjunction with, or on behalf of The City</i>	<i>3.1.m "Partner" means an independent organization that has an established relationship with The City and who collaborates with The City to deliver positive results (specific conditions of well-being for children, adults, families, communities and businesses in Calgary; results may include the positive benefits generated by the activities carried out by The City and Partner during the course of their relationship) to Calgarians. For certainty, third parties who enter into market rate agreements with The City, including leases for City Assets, or hold permits with The City for activities or events are not considered "Partners"</i>

Exclusions when Policy requirements for naming rights secured by partners do not apply have been reviewed and updated	Exclusions added	-	<i>4.3.2 Requirements of this Policy for Naming Rights for City Assets operated by Partners apply to all City departments, business units, Partners and Naming Rights purchasers involved in a Naming Rights transaction; refer to the Policy procedure 5.5 and Schedule 5. Requirements of this Policy for Naming Rights for City Assets operated by Partners do not apply to: 4.3.2.1 Municipal Naming of City Assets after individuals, groups or organizations who have provided a Donation to The City or a Partner in which cases the requirements of this Policy for Municipal Naming apply</i>
Provision regulating what naming rights revenue can be spent on has been updated	Investments are a way money is being managed, not what it's being spent on	<i>Schedule G, section 7.d: Proceeds received by the partner for the naming rights are declared to be used for the named asset only as follows: i. enhancement and maintenance of the named asset; ii. provision of programs and services directly related to the partner's mandate; and, iii. investments whose proceeds contribute to the delivery of the partner have mandated services</i>	<i>Schedule 5, section 5: Proceeds received by a Partner for Naming Rights are to be used for the capital maintenance or enhancement costs for the City Asset managed by the Partner or provision of programs and services as determined by The City and the Partner</i>
Procedure for naming rights secured by Partners is now aligned with other procedures of the Policy		-	<i>E.g., Schedule 5, section 1: Partners shall only enter into agreements with Naming Rights purchasers who align to the City's priorities and policies</i>

Length of the naming rights agreement not to exceed the term of the Partner's agreement with The City	New general principle added	-	<i>Schedule 5, section 9: The length of the Naming Rights agreement shall not exceed the term of the Partner's agreement with The City</i>
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Letter of Support from BILD Calgary Region



March 7, 2018

Priorities & Finance Committee
The City of Calgary
PO Box 2100, Station M
Calgary, AB T2P 2M5

Dear Members of the Priorities & Finance Committee:

RE: 2018 March 22 - Municipal Naming, Sponsorship and Naming Rights Policy

BILD Calgary Region (BILD) appreciates Administration's efforts in working collaboratively with industry during the policy review process. In particular, we would like to recognize and thank Steve Wyton and his team for their dedication to ensuring that industry's concerns were heard and addressed proactively.

For example, when BILD members raised their concern regarding section 2.1.3, understanding that in some cases it may not be possible to meet the naming criteria itemized in the section, Administration provided reassurance the intent of the section is to meet criteria wherever reasonable however, as a 'should' statement, there may be exceptions.

Accordingly, BILD generally supports Administration's report on policy implementation and recommended amendments that will be brought forward to the Priorities and Finance Committee on March 22, 2018, and later to Council.

Respectfully,

BILD Calgary Region

Beverly Jarvis
Director, Policy and Government Relations

c.c. Steve Wyton, Manager, Corporate Project & Asset Management
The City of Calgary

Recognitions by Council Policy

EXECUTIVE SUMMARY

Council recognition of citizens is an important component of a democratic government, demonstrating a link between Council and Calgarians and providing opportunities to showcase achievement. While Council has long recognized citizens in a variety of ways, there is currently no policy governing the parameters of such recognitions. Rather, recognitions are currently conducted based on general guidelines and expertise in the City Clerk's Office (Protocol). The proposed policy seeks to capture these practices in policy, while also providing additional procedural guidance. The proposed policy also seeks to provide clarity on expenses, outline the Calgary Awards Program, and provide recognition options for Council.

ADMINISTRATION RECOMMENDATION:

That the Priorities and Finance Committee recommend that Council:

- 1) Approve the 'Recognitions by Council' policy; and,
- 2) Direct Administration to prepare any necessary amendments to the Procedure Bylaw to align with the 'Recognitions by Council' policy.

PREVIOUS COUNCIL DIRECTION / POLICY

When considering a funding request for the Calgary Stampeders Grey Cup Rally in November 2015, Council directed that Administration continue to develop a policy to provide 'greater clarity to the process for recognizing significant events, including amateur and professional sports.' (C2015-0882).

BACKGROUND

Recognitions in a variety of forms have been conducted by Council for many years. In most cases, the recognitions were individually approved by the Priorities and Finance Committee (PFC), or were deemed 'standard' recognitions in accordance with the Procedure Bylaw. Currently, there is no policy governing the process or criteria for such recognitions.

The recognitions performed by Council in recent years include such events as the recognition of Calgary's Olympic and Paralympic athletes, acknowledgement of awards or achievement by City Business Units, rallies for professional sports teams, as well as several regularly occurring events such as the United Way cheque presentation and National Poetry Month.

In addition, the annual Calgary Awards Program was established in 1994, with the W.O. Mitchell Book Prize being added to the Program by Council in 1996. Council did not, at the time, provide detailed expectations with respect to criteria, process or format for the Calgary Awards Program. Instead, the Calgary Awards Program that was first implemented in 1995 has largely remained the same, with some minor changes implemented over the years.

Recognitions by Council Policy

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Stakeholder Engagement, Research and Communication

Since 2015, City Clerk's Office has reviewed the nature and frequency of recognitions conducted by Council. Combined with existing practices and guidelines, this review has helped establish general criteria for recognitions by Council.

City Clerk's Office has also conducted a review of practices in other jurisdictions, notably Edmonton, Toronto and Ottawa. This review has demonstrated that other jurisdictions tend to provide more avenues for recognition by Council, for a wider variety and breadth of service or achievement.

In combination with this jurisdictional scan, the Calgary Awards were reviewed in 2016. This review concluded that the Calgary Awards Program is widely seen as The City's premier citizen achievement awards. The review similarly included feedback from key stakeholders, including several members of Council and the Mayor. Through this feedback, several members suggested that there were too few avenues to recognize a full range of service or achievement, other than the Calgary Awards.

Finally, in keeping with the direction provided by Council in 2015, Administration recommends Council simplify the process for approving recognition of significant events.

Therefore, the proposed policy is intended to: capture existing practices while providing greater clarity and flexibility on process and criteria; confirm Council's direction with respect to the Calgary Awards; provide clarity with respect to expenses and budgets; provide greater opportunity for recognition of a wider range of service and achievement; and provide a framework of authority within which Administration can operate.

OVERVIEW OF PROPOSED POLICY

Capturing Existing Practices:

Sections 5.1 through 5.4 largely articulate what has been the operating guidelines of City Clerk's Office for some time. However, these sections also seek to streamline the approval processes and clarify the role of Administration, through the City Clerk's Office, in receiving and assessing nominations for recognition by Council. The policy also provides that there be no more than 3 recognitions at a Council meeting, each lasting no more than 5 minutes. The City Clerk's Office would work with the Mayor to determine the recognitions, the agenda date, and order of presentation at Council.

Recognitions by Council Policy

Section 5.6 identifies the exclusions to the policy, including recognitions of individual City staff (except senior personnel at the Mayor's discretion), private business or corporate accomplishments, and milestones or anniversaries of individual citizens.

Formalizing Council direction on the Calgary Awards:

Section 5.7 is intended to reflect the current practice for the Calgary Awards Program as well as minor program adjustments that resulted from the program review. While these sections detail Council's direction on the general award categories and eligibility, they also ensure that Administration, through the City Clerk's Office, has the authority for Program implementation.

Clarity on Expenses and Budgets:

Section 5.10 is intended to ensure that expenditures made to implement the various recognition events in this policy are guided by existing amounts and standards used historically. Any reasonable increases to expenditures could be approved by the respective General Manager without requiring Council's approval. To use the example of the Calgary Stampeders Grey Cup Rally, a future rally would take a similar format as the one in 2015, based on amounts approved or incurred at that time.

In addition, the Policy makes clear that a Business Unit could access funds through the Chief Financial Officer in the event that the funding required to implement a recognition event is not available. This mechanism would likely only be used for larger events, and only where existing budgets were insufficient.

Wider Range of Recognition:

This policy allows members of Council and the Administrative Leadership Team to nominate recipients through the process outlined for Council Recognitions, beyond the Calgary Awards Program.

In addition, the policy introduces two new avenues for recognition (Sections 5.4 and 5.5): The Mayor's special commendation and the Mayor's Civic Spirit Award. The special commendation is intended to allow for the Mayor, on behalf of Council, to issue a recognition for outstanding service outside of a Council meeting. This mechanism is intended to be rarely used, and would apply for instances where a recognition is warranted but would otherwise not be appropriate or practicable at a Council meeting. The Mayor's Civic Spirit Award would allow the Mayor, or Council members working through the Mayor, to identify deserving citizens worthy of recognition who may not meet the criteria of either the recognition of achievement by Council or the Calgary Awards Program.

The policy also allows for exceptions (Section 5.9), in the event a worthy recipient of recognition is identified that does not fit in any of the existing categories.

Recognitions by Council Policy

Strategic Alignment

This proposed policy supports the Administration's commitment to 'continue to transform the organization to be more citizen-focussed in its approach and delivery of service' (W.7). Specifically, the policy addresses the commitment to 'provide citizen recognition advice and support to The Corporation and provide leadership in administering The City's Protocol functions' (W7.3).

Social, Environmental, Economic (External)

Recognizing citizens for exceptional achievement helps build a sense of community and encourages further achievement by citizens. It is also a way for Members of Council as a whole to express their appreciation for the numerous exceptional citizens and the work they do to contribute to life in Calgary (and beyond). This policy acknowledges that good deeds, commitment, and service can lead to achievement both large and small, all of which may warrant recognition from Council.

Financial Capacity

Current and Future Operating Budget:

There are minimal impacts to current and future operating budgets. While the policy does provide clarity on the nature of expenses and approvals required, generally the recognitions provided for exist already. Some small costs may be incurred relating to administration of the recognitions in the Chamber, where City Clerk's Office may gather recipients prior to a meeting and provide coffee / tea.

Current and Future Capital Budget:

No impacts on current or future capital budgets.

Risk Assessment

There are no known risks with proceeding with this policy. By not proceeding, The City will continue to lack a current policy governing recognitions by Council and will continue to operate without clear and consistent Council direction.

REASON FOR RECOMMENDATION:

Recognition of citizens demonstrates a link between Council and Calgarians and provides opportunities to showcase achievement. The policy provides a framework of authority within which Administration can ensure such recognitions occur consistently and in keeping with Council's direction.

ATTACHMENT

Attachment – Draft Council Policy: Recognitions by Council (CC-xxx)

Council Policy

Policy Title: Recognitions by Council
Policy Number: Assigned by the City Clerk's Office
Report Number: Report(s) going to Committee/Council
Adopted by/Date: Council / Date Council policy was adopted
Effective Date: Date adopted or later as directed by Council
Last Amended: n/a
Policy Owner: City Clerk's Office

1. POLICY STATEMENT

- 1.1. Council acknowledges the importance of recognizing significant accomplishments, initiatives, or programs which enhance community spirit and positively impact The City of Calgary and its citizens.

2. PURPOSE

- 2.1. The purpose of this Council policy is to establish criteria and procedures to ensure Recognitions by Council are carried out in a consistent and professional manner.

3. DEFINITIONS

- 3.1. In this Council policy:
- (a) "Amateur sports" means any individual or team engaging in sport largely or entirely without remuneration;
 - (b) "Organization" means a not-for profit organization, educational institution, or established community group;
 - (c) "Professional sports team" means one of the following teams: Calgary Flames, Calgary Hitmen, Calgary Roughnecks or Calgary Stampeders;
 - (d) "Recognition" means the acknowledgement of achievement, service or merit; and
 - (e) "Significant anniversary" means a minimum of 50 years, and any factor of 5 thereafter.

4. APPLICABILITY

- 4.1. This Council policy applies to all Recognitions performed by, or on behalf of, Council.

- 4.2. This Council policy does not apply to recognitions performed by individual members of Council on their own accord.

5. PROCEDURE

5.1. Recognition of Achievement - General

- 5.1.1. Individuals, Organizations, or Administration may be recognized for achievement in the following areas:
- (a) local, national or international awards in the area of arts, science or academia;
 - (b) dates of local, national or international significance;
 - (c) significant achievement in advancing initiatives relating to a City of Calgary or Council initiative, program or priority; or
 - (d) significant achievement, exemplary action or extraordinary commitment to improving life in Calgary and the lives of Calgarians.
- 5.1.2 Organizations and Administration may be recognized for significant anniversaries or milestones.
- 5.1.3 The City Clerk's Office will:
- (a) receive and review each Recognition request and, where requests meet all criteria, recommend an appropriate Council meeting and time; and
 - (b) select no more than three Recognitions to be presented at a Council meeting and determine the order, in consultation with the City Clerk and the Mayor.
- 5.1.4 Recognitions are typically scheduled at the beginning of the Council meeting, in accordance with the order of business contained within the Procedure Bylaw 35M2017, unless otherwise arranged.
- 5.1.5 Each presentation shall be no longer than 5 minutes in length, presented by the Mayor or, if the Mayor is not in attendance, the Deputy Mayor.

5.2 Recognitions in the Chamber

- 5.2.1 Subject to section 5.1.1, nominations for a Recognition in the Council Chamber may be submitted to the City Clerk's Office by:
- (a) the Mayor;
 - (b) a Member of Council, provided the nomination has the support of PFC or the Mayor;
 - (c) a Member of the Administrative Leadership Team (ALT), provided the nomination has the support of ALT.

5.3 Regularly Occurring Recognitions in the Chamber

5.3.1 Regularly occurring Recognitions include:

- (a) Annual United Way Results Presentation;
- (b) Freedom to Read Week;
- (c) National Poetry Month;
- (d) Any others that meet the criteria of section 5.1.1 and which may be deemed regular by the City Clerk in consultation with the Mayor.

5.3.2 Regularly occurring Recognitions are initiated by the City Clerk's Office, which will place the Recognitions on a Council agenda in accordance with the order of business contained in the Procedure Bylaw in consultation with the Mayor and the City Clerk.

5.4 Mayor's special commendation

5.4.1 The Mayor, on behalf of Council, may issue a special commendation for exceptional achievement by individuals or Organizations in accordance with section 5.1.1, where special Recognition outside the avenues otherwise articulated in this Council Policy is determined to be appropriate.

5.4.2 This special commendation would be presented outside of a Regular Meeting of Council at a location or occasion deemed appropriate.

5.4.3 Such nominations are submitted to The City Clerk's Office to be dealt with in accordance with section 5.1.3.

5.5 Mayor's Civic Spirit Award

5.5.1 The Mayor may nominate individuals or organizations for Recognition by Council where achievement does not meet the criteria of section 5.1.1 but is otherwise notable for its contribution to community spirit, volunteerism, or community building.

5.5.2 Such nominations are submitted to The City Clerk's Office to be dealt with in accordance with section 5.1.3.

5.6 Exclusions

5.6.1 Under this Council policy, Council will not generally recognize the following:

- (a) Achievement of individuals in their capacity as City employees, with the exception of the City Manager, General Managers or other senior executives at the discretion of the Mayor;

- (b) Private business or corporate anniversaries or special accomplishments, except in the context of section 5.5; or
- (c) Significant anniversaries or birthdays of individual citizens, which may be recognized by the Mayor, at his or her discretion.

5.7 Calgary Awards Program

- 5.7.1 Exemplary achievement by Calgarians shall be recognized through the Calgary Awards Program (Program) on an annual basis. The Calgary Awards are The City's highest honour.
- 5.7.2 The Calgary Awards shall acknowledge the achievement of Calgarians in the following areas:
 - (a) Community Achievement: recognizing outstanding contributions and achievement in community life and providing honour to Calgary's exceptional citizens;
 - (b) Environmental Achievement: recognizing environmental achievement and contributions that reduce the impact on or restore The City's natural environment;
 - (c) International Achievement: recognizing an individual who has achieved international acclaim.
 - (d) Accessibility: recognizing buildings or facilities that exceed minimum requirements for accessibility by persons with disabilities;
 - (e) Book Prize: recognizing literary achievement by a Calgary author.
- 5.7.3 Recipients are to be selected by a jury from amongst nominations and ratified by Council.
- 5.7.4 Nominations must meet the following minimum eligibility criteria:
 - (a) Nominees are to have made a significant contribution to Calgary;
 - (b) Nominees must be residents of Calgary for a period of two years prior to the date of the nomination, with the exception of those eligible to receive an award under 5.6.2 (c), above;
 - (c) Nominees must not currently hold political office;
 - (d) Nominees may only be nominated for one award in a given year;
 - (e) Organizations must be Calgary-based or have a local branch;
 - (f) City of Calgary employees or elected officials may not be considered for an award for their work as a City employee or elected official. City projects are also not eligible for an award;
 - (g) Recipients cannot subsequently receive an award in the same category for the same achievement; and
 - (h) Recipients shall be recognized at an awards presentation hosted by Council, where recipients will receive their awards at a ceremony accompanied by a reception.

- 5.7.5 The City Clerk's Office shall be responsible for managing the Calgary Awards Program, including determining award categories and names, selecting and coordinating juries, arranging and coordinating the ceremony and all other aspects of Program design not articulated in this policy.

5.8 Sports Recognition

- 5.8.1 When a professional sports team (team) wins their league championship Council shall, in collaboration with the team's ownership, recognize the team as follows:
- (a) For the Calgary Flames and the Calgary Stampeders: a recognition celebration will be held at a suitable venue that combines a public celebration with a private reception for the team and invited guests;
 - (b) For the Calgary Hitmen and the Calgary Roughnecks: the team will be recognized at the first available Council meeting following the championship game.
- 5.8.2 Such recognitions are initiated by the City Clerk's Office, which will place the recognitions on a Council agenda in accordance with the Procedure Bylaw in consultation with the Mayor and the City Clerk.
- 5.8.3 Following each Olympic and Paralympics Games, and following each Special Olympics World Games, Council shall recognize all Calgary-based athletes, coaches and team officials that are part of Team Canada for these events at a suitable meeting of Council, combined with a private reception for the honourees and invited guests.
- 5.8.4 Achievement in amateur sport at the national and international level may be recognized through a letter program, administered by the City Clerk's Office in collaboration with the Mayor's Office.
- 5.8.5 Significant achievement in amateur sport by an individual or team at the national or international level may be recognized in a manner similar to 5.7.1 (b), at the recommendation of the City Clerk's Office and at the direction of the Mayor.

5.9 Exceptions

- 5.9.1 On occasion, Council may direct it appropriate to recognize individual citizens, groups, organizations, and City business units notwithstanding the provisions of this policy. Exceptions to this policy must be presented to the Priorities and Finance Committee (PFC) for approval.

5.9.2 If approved, the City Clerk's Office would place the recognition on a suitable Council agenda in accordance with the Procedure Bylaw and in consultation with the Mayor and the City Clerk.

5.9.3 If timeframes do not allow the PFC to consider the exception, the Chair of the meeting deemed appropriate by the City Clerk's Office may allow the exception.

5.10 Expenses

5.10.1 For all Recognitions in this Council Policy, expenses shall be limited to those reasonably incurred for the appropriate implementation of the Recognition program. Existing standards and amounts shall be instructive.

5.10.2 The City Manager or responsible General Manager may determine whether existing amounts are sufficient and may approve any additional expenditures as required.

5.10.3 In all cases, where existing budgets are insufficient for a recognition under this policy, the Chief Financial Officer may authorize the use of funds to cover any unbudgeted expenditures.

6. AMENDMENT(S) (Mandatory)

Date of Council Decision	Report/By-Law	Description

7. REVIEWS(S) (Mandatory)

Date of Policy Owner's Review	Description



Council Policy

Policy Title: Governance and Appointments of Boards, Commissions and Committees
Policy Number: CP2016-03
Report Number: LGT2016-0244
Adopted by/Date: Council/2016 April 25
Effective Date: 2016 April 25
Last Amended: 2017 April 24
Policy Owner: City Clerk's Office

1. POLICY STATEMENT

- 1.1 The City of Calgary (The City) is committed to open, inclusive and equitable management of the Boards, Commissions and Committees (BCCs) recruitment and appointments process. The resulting decisions and work of the BCCs supports good governance and a well-run City inclusive of citizen leadership in governance.
- 1.2 The appointment of Public Members to serve on BCCs is important to The City in order to:
- a) Bring specific skills and expertise that contribute to good governance;
 - b) Represent stakeholder groups;
 - c) Represent specific groups of service users; and
 - d) Provide a variety of perspectives, reflecting the diversity of the community.
- 1.3 The appointment of Members of Council and Administration to serve on BCCs promotes collaboration and collective decision-making with Public Members, ensuring that citizens, communities and customers of The City are better served.
- 1.4 BCCs are created with a clear purpose and are provided the support and resources required to fulfill their mandate.

2. PURPOSE

- 2.1 The purpose of this Council policy is to establish guidelines respecting:
- 2.1.1 The establishment, mandate and disbandment of City BCCs and duties of City Chairs;
 - 2.1.2 The process for appointing Council Members and Administration Members to BCCs; and
 - 2.1.3 The process for appointing Public Members to BCCs.



3. **DEFINITIONS**

3.1 In this Council policy:

- a. "Administrative Tribunal" means an independent quasi-judicial body that conducts hearings on individual cases, issues written decisions, is governed by the rules of administrative law and whose Members are appointed by Council.
- b. "Administration Member" means a City of Calgary employee who has been appointed by Council to a BCC or their designate. An Administration Member may or may not be a voting Member.
- c. "Administration Resource" means a City of Calgary employee who is assigned as a subject-matter expert or administrative support to a BCC. An Administrative Resource is not a voting Member of a BCC.
- d. "Boards, Commissions and Committees" ("BCCs") means a City or External Board, Commission or Committee to which Council makes one or more appointments.
- e. "Business Revitalization Zone" means a Business Revitalization Zone established under the *Municipal Government Act*, RSA 2000, c M-26.
- f. "Chair" means the Chair of a City Board, Commission or Committee, excluding a Council Committee.
- g. "City Board, Commission and Committee" means a BCC or other body established by The City of Calgary Council under the *Municipal Government Act*, RSA 2000, c M-26, or as required or allowed by other statutes. This does not include a Business Improvement Area or City of Calgary Wholly-Owned Subsidiary.
- h. "Code of Conduct" means Council's *Code of Conduct for Citizen Members Appointed to Council Established Boards, Commissions and Committees Policy* (#CC045).
- i. "Council Committee" means a Standing Policy Committee, Standing Specialized Committee and the Priorities and Finance Committee.
- j. "Elector" means a person that is eligible to vote in a General Election as legislated by the *Local Authorities Election Act* RSA 2000 c L-21.
- k. "Eligibility" means minimum requirements that an applicant must meet to be appointed to a BCC.
- l. "External Board, Commission or Committee" means a BCC or other body not established by The City of Calgary Council but whose membership includes a Council appointee;



- m. "General Election" means an election held for all Members of Council to fill vacancies caused by the passage of time, in accordance with the *Local Authorities Election Act* RSA 2000 c L-21.
- n. "Governance Document" means a document that outlines a BCC's structure and includes items such as eligibility criteria, composition, mandate, and term lengths. A Governance Document may include legislation, a bylaw, a policy, a ministerial order or a terms of reference.
- o. "*Indemnification of Council Citizen Appointments*" means Council's *Indemnification of Council Citizen Appointments to Council Established Municipal Boards, Commissions, Authorities and Committees Policy* (#CC040).
- p. "Member" means any individual appointed to a BCC by Council, including Members of Council, Public Members and Administration Members.
- q. "Non-Binding Nomination" means a Public Member nomination submitted to Council by a specific group as outlined in a BCC's Governance Document(s). Council may or may not appoint the nominee.
- r. "Organizational Meeting" means the annual organizational meeting of Council as defined in *The Procedure Bylaw*.
- s. "Public Member" means an individual who has been appointed to a BCC by Council who is not a Member of Council or City of Calgary Administration representative.
- t. "Qualifications" means the specific skills and experience desired in Public Members to meet the needs of individual BCCs.
- u. "Reserve List" means a list of applicants adopted by Council that may be used to fill a vacancy that occurs as a result of a Public Member not finishing a term.
- v. "Resident" means an individual who lives within the boundary of the city of Calgary.
- w. "Standing Policy Committee" ("SPC") means a Committee of Council as established under *The Procedure Bylaw*.
- x. "Sub-Committee" means a body established by Council or a Council Committee to deal with a specific sub-set of issues.
- y. "*The Procedure Bylaw*" means The City of Calgary Procedure Bylaw -35M2017.
- z. "Two-Thirds Vote" means a vote as defined in *The Procedure Bylaw*.
- aa. "Wholly-Owned Subsidiary" means a corporation of which The City of Calgary is the sole shareholder.

4. APPLICABILITY

4.1 This Council policy does not supersede or replace legislation, ministerial orders or bylaws. This Council policy does not take precedence in the circumstance where Council has approved Governance Document(s) specific to a particular City BCC.

4.2 This Council policy applies to all BCCs other than a:

- a) Business Improvement Area; or
- b) City of Calgary Wholly-Owned Subsidiary.

5. PROCEDURE:

Part A: Establishment, Mandate and Disbandment of City BCCs, and Duties of City Chairs

5.1 Establishment of City BCCs

- 5.1.1 City BCCs are established by Council as permitted or required in the *Municipal Government Act*, RSA 2000, c M-26 and other legislation.
- 5.1.2 City BCCs will be created to provide advice, make decisions and recommendations to Council or adjudicate upon particular City matters.
- 5.1.3 Upon the establishment of a new City BCC, Council shall approve the City BCC's Governance Document(s) that includes:
 - a) Mandate;
 - b) Composition;
 - c) Term lengths and limits of Members;
 - d) Eligibility of Public Members;
 - e) Qualifications of Public Members;
 - f) Classification of the BCC (Schedule A);
 - g) Any specific recruitment or appointment requirements, including a source of funding, if applicable;
 - h) Reporting requirements; and
 - i) Sunset clause, if applicable.
- 5.1.4 Qualifications for Public Members as addressed in section 5.1.3(e) must describe the skills specific to each City BCC. Public Members are to collectively cover the range of required Qualifications, with individual Public Members bringing a variety of perspectives, interests, or skills. Public Members are not expected to have the same knowledge as Administration.
- 5.1.5 A new BCC's Governance Document(s) must be adopted by Council before any Member is recruited and appointed to the City BCC.
- 5.1.6 Where a City BCC is established by Council, or where an existing City BCC's Governance Document(s) were amended by Council, following the initiation of



the recruitment campaign, resulting vacancies requiring filling in accordance with section 5.11 may not be filled at that year's Organizational Meeting.

5.2 Mandate of City BCCs

5.2.1 City BCCs are required to:

- a) Meet regularly in accordance with their annual schedule;
- b) Act within their mandate as directed by Council;
- c) Set position descriptions for Public Members;
- d) Participate in performance management of Public Members;
- e) Comply with the sections that pertain to Committees in *The Procedure Bylaw* unless other procedures have been adopted by the City BCC;
- f) Report to SPCs and Council as required; and
- g) Participate in any other activities as directed by Council.

5.3 Disbandment of City BCCs

5.3.1 A review of the mandate, composition and resourcing of a City BCC classified as "Advisory", "Interest Group", or "Review" (Schedule A) will be brought forward to Council by the City Clerk's Office through the Priorities and Finance Committee every two years, with the first review occurring in 2018. The review will be done in collaboration between the City BCC's Members, the City Clerk's Office, Administration Resources, and other members of City Administration, as required.

5.3.2 Despite section 5.3.1, Council may at any time direct that a review be conducted.

5.3.3 A City BCC is disbanded by resolution of Council or repeal of its enabling bylaw.

5.4 Duties of City Chairs

5.4.1 Chairs of City BCCs are required to:

- a) Chair meetings in accordance with *The Procedure Bylaw* or other adopted procedures as permitted in Section 2 of *The Procedure Bylaw*;
- b) Participate in the City BCC recruitment and appointment process;
- c) Participate in succession planning;
- d) Manage performance evaluation of Public Members;
- e) Speak on behalf of a City BCC when required by Council;
- f) Coordinate with Administration for orientation and training of Members;
- g) Notify the City Clerk's Office in writing as soon as the Chair is made aware of a mid-term vacancy;
- h) Act in accordance with the *Indemnification of Council Citizen Appointments* and *Code of Conduct* policies and any other subsequent Council policies or bylaws that govern City BCCs; and

- i) Any other duties as directed by Council.

5.4.2 The Chair of a City BCC may delegate their responsibilities to their Vice-Chair(s).

5.5 City Clerk's Office Staffing

5.5.1 The City Clerk's Office will provide legislative services to City BCCs in accordance with the criteria outlined in Schedule C.

Part B: Appointment of Council Members and Administration Members to BCCs

5.6 Appointment of Council Members

5.6.1 Council Members shall be appointed to BCCs at the annual Organizational Meeting of Council, and at other times the BCC requires.

5.6.2 The appointment term for Council Members shall:

- a) Be until the next annual Organizational Meeting of Council, unless otherwise specified by a resolution of Council or a BCC's Governance Document(s); and
- b) Terminate immediately upon leaving office.

5.6.3 Each year Councillors will provide a listing of their BCC appointment preferences to the City Clerk's Office. These preferences will be summarized and presented for Council's consideration for appointment at the annual Organizational Meeting of Council.

5.6.4 In the case of a mid-term Council Member vacancy, the City Clerk's Office will canvass all Councillors for interest in the applicable BCC and bring a report forward for Council make an appointment.

5.7 Appointment of Administration Members

5.7.1 Council shall appoint Administration Members to BCCs as applicable. The City Manager shall provide Council with recommendations for appointments.

5.7.2 Administration Members shall be appointed to BCCs at the annual Organizational Meeting of Council, and at other times the BCC requires.

5.7.3 The appointment term for Administration Members shall:

- a) Be until the next annual Organizational Meeting of Council, unless otherwise specified by a resolution of Council or a BCC's Governance Document(s); and
- b) Terminate immediately upon leaving the employment of The City of Calgary.

5.7.4 In the case of a mid-term Administration Member vacancy, the City Clerk's Office will contact the applicable General Manager for a nomination and bring a report forward for Council make an appointment.

Part C: Appointment of Public Members to BCCs

5.8 Timing of Public Member Appointments

- 5.8.1 Public Members shall be appointed to BCCs at the annual Organizational Meeting of Council, and at other times the BCC requires.

5.9 Eligibility of Public Members

- 5.9.1 Applicants must satisfy Eligibility requirements in order to be selected for appointment.
- 5.9.2 Unless otherwise outlined in a BCC's Governance Document(s), Public Members must be:
- a) Residents of Calgary; and
 - b) At least 18 years of age.
- 5.9.3 A BCC's Governance Document(s) may outline Eligibility requirements for Public Members that are in addition to the Eligibility requirements outlined in section 5.9.2.
- 5.9.4 Unless required by a BCC's Governance Document(s), Public Members are not required to be an Elector.
- 5.9.5 If the *Code of Conduct* is applicable to a Public Member, the Public Member must abide by that policy.
- 5.9.6 A Public Member must act in good faith in the performance of their duties, as outlined in Council's *Indemnification of Council Citizen Appointments* policy.
- 5.9.7 Public Members must maintain Eligibility status throughout their term.

5.10 Terms for Public Members

- 5.10.1 A Public Member's term will be:
- a) As outlined in a BCC's Governance Document(s);
 - b) If terms are not outlined in a Governance Document(s), for a one or two year term to allow for staggering; or
 - c) For completion of a term, unless otherwise outlined on a BCC's Governance Document(s).
- 5.10.2 A Public Member ceases to be a Public Member at the end of their term.
- 5.10.3 A Public Member may serve up to a maximum of six consecutive years on a City BCC, unless otherwise outlined in a City BCC's Governance Document(s). The years served on a City BCC prior to the coming into force of this Council policy on 2016 April 25 are to be counted in the calculation of the Public Member's length of service.
- 5.10.4 Despite sections 5.10.1 to 5.10.3, a Public Member serves on a City BCC until their successor is appointed. The service of a Public Member beyond the



appointed term shall not count toward the calculation of the limit on length of service as set out in section 5.10.3 if that extension is less than half the length of a term.

5.10.5 When an appointment is made to fill a vacancy during the last half of a term, the balance of the term shall not count toward the maximum length of service on the City BCC for the Public Member. However, any partial service longer than half of the appointment term will be counted as a full term toward the maximum length of service.

5.10.6 Despite section 5.10.3, a Public Member may serve on a City BCC more than six consecutive years by a Two-Thirds Vote of Council.

5.10.7 Appointments should be staggered where possible in order to maintain a BCC's organizational memory and continuity.

5.11 Recruitment of Public Members and Advertising

5.11.1 The City Clerk's Office shall conduct an annual recruitment and advertising campaign seeking applicants interested in being appointed to BCCs with Public Member vacancies.

5.11.2 The City Clerk's Office will facilitate all duties in relation to recruitment, advertising, preparation and distribution of applications, unless a BCC is exempt under section 5.12. Administration Resources may also support these processes.

5.11.3 Applications will be accepted for four weeks. The application deadline will be established by the City Clerk's Office.

5.11.4 Late applications will be submitted to Council at the Organizational Meeting of Council and may be accepted for consideration by a Two-Thirds Vote of Council.

5.11.5 The City's website and social media accounts will be used to advertise all vacancies. The BCC's website may also be used.

5.11.6 Vacancies may be advertised through a variety of multimedia sources including newspapers, trade bulletins, websites or newsletters of professional organizations, and community newsletters and networks. Advertising may vary depending on the BCC. Advertising shall specify:

- a) The BCCs with vacancies;
- b) The Public Member roles that are vacant;
- c) The process for submitting applications;
- d) The date, time and location of any information sessions; and
- e) The deadline date for receipt of applications.

5.11.7 Advertising shall direct potential applicants to the City's website for more detailed information on the BCC appointment opportunity and process.

- 5.11.8 If a BCC's Governance Document(s) outlines that Public Member vacancies are to be appointed through Non-Binding Nominations, these vacancies are not required to be advertised.
- 5.11.9 Qualifications that are in addition to those found in a BCC's Governance Document(s) that are needed to support a BCC's most current work plan, as identified by a BCC Chair, may be used in the recruitment and appointment of applicants.
- 5.11.10 The City will recruit and advertise through processes that attract a diverse pool of applicants. The City may cooperate with community agencies that recruit and train individuals from under-represented constituencies to improve diversity of the applicant pool.
- 5.11.11 The City may conduct advertised public information sessions as part of the advertised recruitment process. Applicant attendance at an information session is not mandatory.
- 5.11.12 Members of Council, Administration and Public Members may encourage qualified applicants to submit applications to enrich the applicant pool.
- 5.11.13 Council may by resolution approve the services of a search consultant with any advertised recruitment process to enhance the applicant pool and assist with the application intake, screening and short-listing process. In its approval, Council will approve funding to cover the costs of the search consultant's services.
- 5.11.14 Upon Council's adoption of a new City BCC's Governance Document(s), or amendment to an existing City BCC's Governance Document(s), Council shall direct whether or not an immediate recruitment and advertising campaign for the City BCC will be undertaken by the City Clerk's Office or if it is to be included in the next annual recruitment and advertising campaign.
- 5.11.15 When Council directs the City Clerk's Office to undertake an immediate recruitment and advertisement campaign, outside of the City Clerk's annual recruitment and advertising campaign, Council shall identify a source of funding for the City Clerk's Office.

5.12 BCCs Outside of the Annual City Clerk's Office Recruitment and Advertising Campaign

- 5.12.1 BCCs may be exempt from the annual City Clerk's Office recruitment and advertising campaign by resolution of Council. BCCs shall request an exemption in sufficient time for a Council decision in May of each year.
- 5.12.2 An exempt BCC is responsible for:
 - a) The costs of conducting recruitment and advertising activities outside of the annual City Clerk's Office recruitment and advertising campaign;
 - b) Receiving and processing applications;
 - c) Submitting a report to the City Clerk's Office with recommendations for appointments;



- d) Submitting the names and contact information of all applicants to the City Clerk's Office for the purpose of notification in accordance with section 5.17; and
- e) Submitting the required information in sections (c) and (d) within the timeframe established by the City Clerk's Office for items to be submitted to the annual Organizational Meeting of Council.

5.12.3 The City Clerk's Office is responsible for notifying all applicants of their status as outlined in section 5.17.

5.13 Application Process for Public Members

- 5.13.1 Applicants are encouraged to apply through the electronic application form on The City's website. Hardcopy application forms will be available on The City's website or at the City Clerk's Office. A hardcopy application may be submitted by email, mail, or in person.
- 5.13.2 Applicants may apply for up to two BCCs, using a single application form.
- 5.13.3 Public Members who are eligible to be reappointed for another term on a BCC must reapply through the application process as outlined in section 5.13.
- 5.13.4 To encourage a broad degree of citizen participation, no Public Member shall serve concurrently on more than one BCC unless Council determines there is a need.
- 5.13.5 Personal information collected during the application process is collected pursuant to the *Freedom of Information and Protection of Privacy Act* and will be used by Council, respective BCCs and Administration in conducting the appointment process and, in the case of an individual's appointment, in carrying out BCC business.

5.14 Nominations Committee

- 5.14.1 A Nominations Committee will be established by Council.
- 5.14.2 The Nominations Committee is responsible for nominating applicants to Council for appointment. Council shall make all appointments to BCCs.
- 5.14.3 In a year of a General Election, the Nominations Committee will not meet in the months of September and October. All applications and BCC short lists will be submitted directly to the Organizational Meeting of Council for consideration and appointment.
- 5.14.4 The terms of reference for the Nominations Committee are as outlined in Schedule B.
- 5.14.5 The Nominations Committee may sit in smaller panels to finalize interview questions and/or conduct interviews. The smaller panels may recommend nominations to Council.
- 5.14.6 The Nominations Committee may consider an applicant for appointment to a BCC to which the applicant did not apply if the applicant meets the Eligibility and Qualifications requirements.

- 5.14.7 The Nominations Committee may determine that recruitment has not resulted in sufficient or suitable applications and request additional advertising and recruitment. The Nominations Committee will recommend to Council that funding be approved for additional advertising and recruitment.
- 5.14.8 In the year of a General Election, when the Nominations Committee will not hold Meetings in the months of September and October, the responsibilities assigned to the Nominations Committee in section 5.14-5.16 shall be conducted by Council.

5.15 Appointment of Public Members to Advisory, Review and Interest Group BCCs

- 5.15.1 Section 5.15 applies to BCCs classified as “Advisory” or “Review” (Schedule A).
- 5.15.2 Section 5.15 applies to BCCs classified as “Interest Group” (Schedule A) for the appointment of any Public Members not filled by a Non-Binding Nomination.
- 5.15.3 Despite sections 5.15.1 and 5.15.2, any Non-Binding Nominations received by the City Clerk’s Office will be forwarded directly to Council for appointment.
- 5.15.4 Applications that are received under section 5.13 by the City Clerk’s Office will be provided to the BCC Chairs. The Chair, Vice-Chair(s) and Administration Resources will use the BCC Qualifications and Eligibility requirements to short list two applications for each vacancy. Interviews may be conducted.
- 5.15.5 The Chair will submit the applicant short list to the City Clerk’s Office in accordance with the timeframe established by the City Clerk’s Office. The City Clerk’s Office will provide a report to the Nominations Committee with each BCC’s applicant short list.
- 5.15.6 The Nominations Committee will consider the applicant short lists and make recommendations to Council on which applicants should be appointed. The Nominations Committee may or may not recommend the applicants short listed by the BCC and may refer back to the complete pool of applications. A Chair may be asked to attend a Nominations Committee meeting to provide advice on their applicant short list. If the Nominations Committee, or Council, refers back to the complete pool of applicants, then:
- a) the Nominations Committee must interview the applicant(s) in the case that the BCC’s short listing selection process included an interview component prior to appointment; or
 - b) the selected applicant(s) must be referred to the BCC Chair, or to a Selection Committee consisting of Members of Council, for completion of an interview in the case that the BCCs short listing selection process included an interview component. The BCC Chair will submit a recommendation to the City Clerk’s Office for presentation to Council.
- 5.15.7 The Nominations Committee shall recommend a Reserve List for each BCC to Council, if a sufficient number of applications was received. The number of applicants on the Reserve List shall be at the discretion of the Nominations Committee. An applicant may be on more than one Reserve List but will be



removed from all Reserve Lists if the applicant is appointed to a BCC to fill a mid-term vacancy.

5.15.8 A BCC that is exempt from the annual City Clerk's Office recruitment and advertising campaign under section 5.12 is exempt from sections 5.15.1-5.15.7.

5.15.9 A BCC that is exempt under section 5.12 is responsible for submitting a report to the City Clerk's Office with recommendations for appointments. The BCC shall recommend two applicants for each vacancy. The BCC's report shall be submitted in accordance with the format and timeframe set by the City Clerk's Office to ensure readiness for the annual Organizational Meeting of Council.

5.16 Appointment of Public Members to External, Oversight/Regulatory, Partner, Ad Hoc and Working Group/ Task Force BCCs

5.16.1 Section 5.16 applies to BCCs classified as "External", "Oversight/ Regulatory" or "Partner" (Schedule A).

5.16.2 Section 5.16 applies to BCCs classified as "Ad Hoc" or "Working Group/ Task Force" (Schedule A) if the BCC is a part of the annual City Clerk's Office recruitment and advertising campaign.

5.16.3 Despite sections 5.16.1 and 5.16.2, any Non-Binding Nominations received by the City Clerk's Office will be forwarded directly to Council for appointment.

5.16.4 Applications that are received under section 5.13 by the City Clerk's Office will be provided to the Nominations Committee. The Nominations Committee will use the BCC Qualifications and Eligibility requirements to recommend to Council which applicants should be appointed. Interviews may be conducted.

5.16.5 A Chair may be asked to attend a Nominations Committee meeting to provide advice on the applications.

5.16.6 The Nominations Committee shall recommend a Reserve List for each BCC to Council, if a sufficient number of applications was received. The number of applicants on the Reserve List shall be at the discretion of the Nominations Committee. An applicant may be on more than one Reserve List but will be removed from all Reserve Lists if the applicant is appointed to a BCC to fill a mid-term vacancy.

5.16.7 The City Clerk's Office will prepare a report with the Nominations Committee's appointment and Reserve List recommendations which will be considered by Council at its annual Organizational Meeting.

5.16.8 A BCC that is exempt from the annual City Clerk's Office recruitment and advertising campaign under section 5.12 is exempt from sections 5.16.1-5.16.7.

5.16.9 A BCC that is exempt under 5.12 is responsible for submitting a report to the City Clerk's Office with recommendations for appointments. The BCC shall recommend two applicants for each vacancy. The BCC's report shall be submitted in accordance with the format and timeframe set by the City Clerk's Office to ensure readiness for the annual Organizational Meeting of Council.



5.17 Notification of Appointed, Reserve List and Unsuccessful Applicants, and Retiring Public Members

- 5.17.1 Appointed Public Member and Reserve List applicants will be notified by the City Clerk's Office and by an official letter from the Mayor.
- 5.17.2 Unsuccessful applicants will receive an official letter from the Mayor thanking them for their interest.
- 5.17.3 Public Members who are not reappointed will be notified by the BCC Administration Resource, and will receive an official letter from the Mayor thanking them for their service.
- 5.17.4 Public Members who retire will receive an official letter from the Mayor thanking them for their service.
- 5.17.5 Applicants who submitted late applications will be notified by the City Clerk's Office on whether or not their applications were considered by Council as outlined in section 5.11.4.

5.18 Mid-term Vacancies

- 5.18.1 A mid-term vacancy on a BCC is created when a Public Member resigns or vacates the position before the end of a term, effective the earliest of:
 - a) The date of resignation, submitted in writing to the Chair;
 - b) The date the Public Member ceases to be eligible;
 - c) The date the Public Member is removed by Council; or
 - d) The date of death or other incapacitation.
- 5.18.2 As soon as a Chair is made aware of a mid-term vacancy, they shall notify the City Clerk's Office in writing as outlined in section 5.4.1(g).
- 5.18.3 Upon notification of a vacancy, the City Clerk's Office shall contact the Reserve List applicants to determine if the applicants are still interested and available to serve as a Public Member. The resulting Reserve List will be submitted to Council and may be used to fill the vacancy.
- 5.18.4 If no Reserve List exists or the Reserve List applicants are unavailable to fill a vacancy, the City Clerk's Office shall submit a vacancy report to the Nominations Committee.
- 5.18.5 The Nominations Committee shall determine if the vacancy is to be filled for the balance of the term. The Nominations Committee will recommend to Council which applicants to appoint. If there are no eligible applicants remaining from the previous City Clerk's recruitment campaign, the Nominations Committee may recommend to Council that a new recruitment and advertising campaign be conducted to fill the vacancy. The Nominations Committee will recommend to Council that funding be approved for additional advertising and recruiting. If a vacancy is to be filled, it shall be filled within 60 days from the date the Nominations Committee is notified that the vacancy has occurred.



5.18.6 The Nominations Committee may conduct interviews and/or consult with a BCC Chair when considering a mid-term vacancy.

5.18.7 In the year of a General Election, when the Nominations Committee will not hold Meetings in the months of September and October, the responsibilities assigned to the Nominations Committee in section 5.18 shall be conducted by Council.

6. SCHEDULES

6.1 Schedule A: Classification and Criteria of Boards, Commissions and Committees

6.2 Schedule B: Nominations Committee - Terms of Reference

6.3 Schedule C: City Clerk's Office Staffing

7. AMENDMENT(S)

Date of Council Decision	Report / Bylaw	Description
2017 July 31	PFC2017-0433 Bylaw 35M2017	Bylaw 44M2006 is repealed and replaced with Procedure Bylaw 35M2017.
2017 April 24	PFC2017-0260	Council adopted amendments with respect to the application process, Reserve List, and Nomination Committee. Minor amendments adopted to bring greater clarity and bridge implementation gaps.

8. REVIEW(S)

Date of Policy Owner's Review	Description
2016 April 11	Disbandment – remove from Schedule A: Selection Committee for the Integrity Commissioner
2016 June 20	Adoption of a new Task Force – add to Schedule A: Community Representation Framework Task Force (CPS2016-0393)
2016 July 25	Disbandment – remove from Schedule A: eGovernment Strategy Advisory Committee (PFC2016-0148)
2016 September 26	Disbandment – remove from Schedule A: Prince's Island Park Management Advisory Committee (CPS2016-0748)
2016 September 26	Name change – update Schedule A: From 'Taxi Limousine Advisory Committee' to 'Livery Transport Advisory Committee'.



	<i>(CPS2016-0633)</i>
2016 October 12	Update on status and removal from Boards, Commissions and Committees – remove from Schedule A: Local Authorities Pension Plan Board of Trustees
2016 October 24	Remove from Schedule A: NextCITY Advisory Committee <i>(N2016-0657, Acknowledged as an Administration Committee)</i>
2016 November 07	Name change – update Schedule A: From 'Chinatown District Business Revitalization Zone' to 'Chinatown District Business Improvement Area' <i>(C2016-0854 and Bylaw 49M2016)</i>
2016 November 28	Name change – update Schedule A: From 'Montgomery Business Revitalization Zone' to 'Montgomery on the Bow Business Improvement Area' <i>(CPS2016-0826 and Bylaw 54M2016)</i>
2016 November 28	Name change – update Schedule A: From 'Bowness Business Revitalization Zone' to 'Mainstreet Bowness Business Improvement Area' <i>(CPS2016-0826 and Bylaw 55M2016)</i>
2016 November 28	Name change – update Schedule A: From 'Kensington/Louise Crossing Business Revitalization Zone' to 'Kensington Business Revitalization Zone' <i>(CPS2016-0826 and bylaw 56M2016)</i>
2016 November 28	Name change – update Schedule A: From 'Victoria Park Business Revitalization Zone' to 'Victoria Park Business Improvement Area' <i>(CPS2016-0826 and Bylaw 57M2016)</i>
2016 November 28	Name change – update Schedule A: From 'Fourth Street South West Business Revitalization Zone' to '4 th Street South West Business Improvement Area' <i>(CPS2016-0826 and Bylaw 59M2016)</i>
2016 December 31	Disbandment – remove from Schedule A: <ul style="list-style-type: none"> - Legacy Parks Fund Steering Committee - Land and Asset Strategy Committee - Legislative Governance Task Force <i>(2016 July 25, LGT2016-0585)</i> <i>(2016 September 12, Bylaw Tabulation 36M2016)</i>
2017 February 22	Additions to Schedule A as the below Boards, Commissions and Committees predate the adoption of this Council policy: <ul style="list-style-type: none"> - Calgary Emergency Management Agency (CEMA) - Co-ordinating Committee of the Councillors' Office - Mall Programming Fund Management Committee



Schedule A

Classification and Criteria of Boards, Commissions and Committees

When a City Board, Commission or Committee (BCC) is created it will be classified in accordance with the descriptions outlined in this schedule.

Determination of which classification a BCC belongs in should be based on the **primary** function of the BCC, recognizing that the body may also have work related to one or more of the other categories.

BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
Ad Hoc	<ul style="list-style-type: none"> Established to provide oversight or provide recommendations to Council on matters that occur or require attention from time to time. Meets on an ad hoc basis. Members of Council, Public Members and/or Administration may be appointed. Reports to Council directly or through an SPC. 	<ol style="list-style-type: none"> Corporate Pension Governance Committee Local Emergency Committee Nominations Committee Co-ordinating Committee of the Councillor's Office 	5.16 - for Public Member vacancies that are a part of the annual City Clerk's Office recruitment and advertising campaign.
Administration Committee	<ul style="list-style-type: none"> Established by Administration. Establishment and terms of reference are not adopted by Council. Council makes no appointees. Membership shall not include Members of Council. Members of Council may attend meetings but may not vote on decisions. 	Example: <ol style="list-style-type: none"> Corporate Technology Committee 	Not applicable.
Administrative Tribunal	<ul style="list-style-type: none"> Established to decide appeals as a quasi-judicial body under legislation. Authority is delegated by bylaw. Decision-making is governed by the rules of administrative law including the duty of fairness and impartiality. Decisions may be appealed to a higher jurisdiction. 	<ol style="list-style-type: none"> Assessment Review Boards* Licence and Community Standards Appeal Board* Subdivision and Development Appeal Board* 	Not applicable.



BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
	<ul style="list-style-type: none"> Public Members and Council Members may be appointed but not Administration Members. Membership shall consist primarily of Public Members. 		
Advisory	<ul style="list-style-type: none"> Established to provide public or expert input and advice to Council on varying issues. As an Advisory BCC's role is to give advice from the public to Council, Members of Council shall not be appointed. Administration Members may be appointed. Reports to Council directly or through an SPC. 	<ol style="list-style-type: none"> 1) Advisory Committee on Accessibility* 2) BiodiverCity Advisory Committee* 3) Calgary Aboriginal Urban Affairs Committee* 4) Calgary Heritage Authority* 5) Public Art Board* 	5.15
Business Revitalization Zone (BRZ) Business Improvement Area (BIA)	<ul style="list-style-type: none"> Established under the <i>Municipal Government Act</i>, RSA 2000, c M-26. Enabled by bylaw. Public Members are elected at the BRZ's annual general meeting and appointed by Council. 	<ol style="list-style-type: none"> 1) 17th Avenue Retail & Entertainment District BRZ* 2) 4th Street South West BIA* 3) Mainstreet Bowness BIA* 4) The Calgary Downtown Association BRZ* 5) Chinatown District BIA* 6) Inglewood BRZ* 7) International Avenue BRZ* 8) Kensington-BRZ* 9) Marda Loop BRZ* 10) Montgomery on the Bow BIA* 11) Victoria Park BIA* 	Not applicable.



BCC Classification	BCC Description	Applicable BCCs (*indicates BCCs with Public Members appointed by Council)	Applicable Public Member Appointments Policy Section
External	<ul style="list-style-type: none"> Not established by The City of Calgary but membership includes a Council appointee. Members of Council, Public Members and/or Administration may be appointed. 	<ol style="list-style-type: none"> 1) Alberta Urban Municipalities Association 2) Bow River Basin Council 3) Calgary Airport Authority* 4) Calgary Homeless Foundation 5) Calgary Regional Partnership 6) Calgary Safety Council 7) The City of Calgary/City of Chestermere Inter-Municipal Committee 8) East Paskapoo Slopes Joint Advisory Committee 9) Family and Community Support Services Association of Alberta 10) Federation of Canadian Municipalities 11) Inter-Municipal Committee - Foothills 12) Inter-Municipal Committee – Rocky View 13) Calgary International Airport Development Appeal Body* 14) The Provincial Utilities Consumer Advocate Governance Board* 15) Regional Transportation Steering Committee 16) Urban Municipalities Task Force 	5.16



Interest Group	<ul style="list-style-type: none"> Established when advice or delegated work is desired from specific professional, industry or community groups. The majority of membership is composed of Non-Binding Nominations submitted to Council from specific organizations, industries, community groups and/or other BCCs. Members of the general public and Administration may also be appointed but not Members of Council. 	<ol style="list-style-type: none"> 1) Livery Transport Advisory Committee* 2) Urban Design Review Panel* 3) Mall Programming Fund Management Committee 	5.15 - for appointments that are not filled by Non-Binding Nomination
Oversight/Regulatory	<ul style="list-style-type: none"> Established to perform oversight, regulatory or operational functions as required by legislation and/or bylaw. These bodies may be used where Council wishes to have particular decisions made and functions performed at arm's-length from the political process or Administration. Does not include quasi-judicial bodies established to decide appeals (see Administrative Tribunal). Members of Council, Public Members and/or Administration may be appointed. 	<ol style="list-style-type: none"> 1) Audit Committee* 2) Calgary Parking Authority* 3) Calgary Planning Commission* 4) Calgary Police Commission* 5) Combative Sports Commission* 6) Emergency Management Committee 7) Calgary Emergency Management Agency (CEMA) 	5.16
Partner	<ul style="list-style-type: none"> Established as an organization operating independently from The City. Resources of The City are invested in and managed by the body, including operational and capital funding, land, buildings, artefacts and liaison support. May be a body supported by Community Services through Civic Partners. Members of Council, Public Members and/or Administration may be appointed. 	<ol style="list-style-type: none"> 1) Convention Centre Authority* 2) Public Library Board* 3) Calgary Stampede Board 4) Calgary Technologies Inc.* 5) Lindsay Park Sports Society 6) McMahon Stadium Society 7) Parks Foundation Calgary 8) Saddledome Foundation* 9) Silvera for Seniors* 10) Tourism Calgary* 11) Winsport 	5.16



Review	<ul style="list-style-type: none"> Established to review specific matters that occur from time to time. Review decisions and investigations of Administration to determine if established processes were followed. May make recommendations for follow-up or change Administration's decisions. As these bodies are established to conduct an arm's-length review of Administration decisions and investigations, appointees should only include Public Members. Non-voting Administration Members may be appointed to provide expertise advice. 	<ol style="list-style-type: none"> 1) Calgary Transit Access Eligibility Appeal Board* 2) Protective Services Citizen Oversight Committee* 	5.15
Standing Specialized Committees	<ul style="list-style-type: none"> Established as Special under <i>The Procedure Bylaw</i>. Recommends action to Council on a special set of Council issues. Reports directly to Council. Membership is primarily Members of Council but may include Public Members and/or Administration Members. Reports directly to Council. 	<ol style="list-style-type: none"> 1) Gas, Power and Telecommunications Committee 2) Intergovernmental Affairs Committee 	Not applicable.
Standing Policy Committee (SPC)	<ul style="list-style-type: none"> Established as an SPC under <i>The Procedure Bylaw</i>. Responsible for policy formulation for Council and decision-making within existing Council policy. Membership includes Members of Council only. Reports directly to Council. 	<ol style="list-style-type: none"> 1) SPC on Community and Protective services 2) SPC on Planning and Urban Development 3) SPC on Transportation and Transit 4) SPC on Utilities and Corporate Services 5) Priorities and Finance Committee (not officially an SPC but its primary function falls within this classification) 	Not applicable.



Sub-Committee	<ul style="list-style-type: none"> Established by Council or a Council Committee to deal with a specific sub-set of issues. Membership includes Members of Council and may include Administration Members. Reports directly to Council or through an SPC. 	Example: 1) Personnel Sub-Committee	Not applicable.
Wholly-Owned Subsidiary	<ul style="list-style-type: none"> Established as a corporation of which The City of Calgary is the sole shareholder. Directors are appointed in accordance with the corporation's Governance Documents. 	1) Attainable Homes Calgary Corporation 2) Calgary Arts Development Agency 3) Calgary Economic Development Limited 4) Calgary Housing Company 5) Calgary Municipal Land Corporation 6) Enmax Corporation	Not applicable.
Working Group/ Task Force	<ul style="list-style-type: none"> Established to oversee a short-term project or develop/review a policy for Council consideration. Terms of reference will include timelines for when the body is to be disbanded. Members of Council, Public Members and/or Administration may be appointed. 	1) Council Compensation Review Committee* 2) RouteAhead Steering Committee 3) Community Representation Framework Task Force	5.16



Schedule B

Nominations Committee Terms of Reference

1. Mandate

The responsibilities of the Nominations Committee include considering and recommending to Council applicants to appoint to Boards, Commissions and Committees (BCCs). The Nominations Committee shall act in accordance with the *Governance and Appointments of Boards, Commissions and Committees* Policy. The Nominations Committee shall meet from time to time with the frequency required to carry out its duties.

2. Establishment

The Nominations Committee was established by City Council on 2016 May 16 (C2016-0381).

3. Composition

The Nominations Committee consists of up to seven Members of Council, including the Mayor or the Mayor's designate as Chair.

4. Terms

Councillors are appointed to the Nominations Committee at the annual Organizational Meeting of Council, or at other times required by the Nominations Committee, for a one year term expiring on the day of the Organizational Meeting.

5. Reporting

The Nominations Committee reports directly to Council.

6. Meeting Support

The City Clerk's Office will provide legislative services for the Nominations Committee.

7. Meetings

The Nominations Committee will meet as required to carry out its mandate. Meetings of the Nominations Committee will be called or cancelled at the call of the Chair. Notice of Meetings will occur in accordance with The City of Calgary Procedure Bylaw -35M2017, -.

In a year of a General Election, the Nominations Committee will not meet in the months of September and October. All applications and BCC short lists will be submitted directly to the Organizational Meeting of Council for consideration and appointment.



Schedule C

City Clerk's Office Staffing

Criteria for the City Clerk's Office to Provide Legislative Services for a Board, Commission or Committee

1. The City Clerk is responsible for maintenance of the Council record for The City. When the City Clerk records for a City Board, Commission or Committee (BCC), all resulting documentation becomes a part of this Council record.
2. The City Clerk's Office provides legislative services for all meetings of Council and Council Committees in accordance with *The Procedure Bylaw*.
3. The criteria for the City Clerk's Office providing legislative services for City BCCs other than a Council Committee are that the BCC must:
 - a) Be formed by Council under the *Municipal Government Act* RSA 2000 c M-26;
 - b) Have all Members appointed by Council;
 - c) Have at least one Member of Council appointed as a voting Member;
 - d) The City BCC must not be a local government body in its own right as defined in the definitions section of the *Freedom and Information and Protection of Privacy Act* RSA 2000 F-25;
 - e) Not be subject to the *Personal Information Protection and Electronic Documents Act* or equivalent Alberta legislation;
 - f) Have in its mandate the ability to decide, advise or recommend policy to Council or its committees, or make decisions involving City budget funds; and
 - g) Not be self-funded.
4. Despite sections 1 and 3, the City Clerk's Office shall not provide legislative services for the Calgary Planning Commission, Calgary Parking Authority or Co-ordinating Committee of the Councillors' Office.