



## AGENDA

### SPC ON COMMUNITY AND PROTECTIVE SERVICES

June 6, 2018, 9:30 AM

#### IN THE COUNCIL CHAMBER

##### Members

Councillor D. Colley-Urquhart, Chair

Councillor G-C. Carra, Vice-Chair

Councillor G. Chahal

Councillor S. Chu

Councillor J. Farkas

Councillor R. Jones

Councillor E. Woolley

Mayor N. Nenshi, Ex-Officio

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
  - 4.1 Minutes of the Regular Meeting of the SPC on Community and Protective Services, 2018 May 02
5. CONSENT AGENDA
  - 5.1 Status of Outstanding Motions and Directions - June 2018, CPS2018-0724
  - 5.2 Calgary Police Services Annual Report - CPS2018-0618
6. POSTPONED REPORTS  
*(including related/supplemental reports)*

None
7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
  - 7.1 Cannabis Legalization – Festivals and Events, CPS2018-0718

7.2 Recommendation on Amendments to the Corporate Public Art Policy, CPS2018-0359

7.3 Golf Sustainability Work Plan Update, CPS2018-0349  
Attachment 6 to Golf Sustainability Work Plan Update, CPS2018-0349 held confidential  
subject to sections 23, 24 and 25 of FOIP

7.4 Green Line City Shaping Implementation Strategy - Deferral, CPS2018-0404

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS  
None

8.2 NOTICE(S) OF MOTION  
None

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES  
None

10.2 URGENT BUSINESS

11. ADJOURNMENT



## MINUTES

### SPC ON COMMUNITY AND PROTECTIVE SERVICES

**May 2, 2018, 9:30 AM  
IN THE COUNCIL CHAMBER**

**PRESENT:** Councillor D. Colley-Urquhart, Chair  
Councillor G-C. Carra, Vice-Chair  
Councillor G. Chahal  
Councillor S. Chu  
Councillor J. Farkas  
Councillor R. Jones  
Councillor E. Woolley  
\*Councillor D. Farrell  
\*Councillor J. Gondek

**ALSO PRESENT:** General Manager K. Hanson  
Acting City Clerk T. Rowe  
Legislative Assistant D. Williams

1. **CALL TO ORDER**

Councillor Colley-Urquhart called the Meeting to order at 9:32 a.m.

2. **OPENING REMARKS**

Councillor Colley-Urquhart provided opening remarks.

3. **CONFIRMATION OF AGENDA**

**Moved by** Councillor Chu

That the Agenda for the 2018 May 02 Regular Meeting of the SPC on Community and Protective Services be confirmed.

**MOTION CARRIED**

4. **CONFIRMATION OF MINUTES**

4.1 Minutes of the Regular Meeting of the SPC on Community and Protective Services, 2018 April 11

**Moved by** Councillor Carra

That the Minutes of the SPC on Community and Protective Services, held on 2018 April 11, be confirmed.

**MOTION CARRIED**

5. CONSENT AGENDA

5.1 Cannabis Legalization – Consumption at Festivals and Events (Deferral Request), CPS2018-0515

**Moved by** Councillor Gondek

That with respect to Report CPS2018-0515, the following be approved:

That the SPC on Community and Protective Services recommend that Council defer Administration's report on cannabis consumption at festivals and events to no later than 2018 June.

**MOTION CARRIED**

6. POSTPONED REPORTS

(None)

7. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

7.1 Gender Equity and Diversity Scoping Report, CPS2018-0362

Councillor Woolley introduced a group of students from Marion Carson School in Ward 1, accompanied by their teacher.

The following documents were received for the Corporate Records with respect to Report CPS2018-0362:

- A PowerPoint presentation entitled "Gender Equity and Diversity Scoping Report", dated 2018 May 01
- Speaking notes from Nevan Ivanovic
- A written submission from Corina Skavberg and Kim Tyers
- Speaking notes from Pam Krause
- Speaking notes from Johnathan Kuipers

Speakers:

1. Nevena Ivanovic
2. Pam Krause
3. Johnathan Kuipers
4. Mare Donly
5. Kim Tyers

**Moved by** Councillor Carra

That with respect to Report CPS2018-0362, the following be approved:

That the Standing Policy Committee (SPC) on Community and Protective Services (CPS) recommend that Council:

1. Direct Administration to develop a strategy to advance gender equity and diversity and report back to Council through the SPC on CPS no later than Q2 2019;
2. Direct Administration to complete a gender equity and diversity baseline assessment with respect to: community; City Boards, Committees,



Commissions and Council; and The City's workforce, to inform the development of the strategy;

3. Direct Administration to establish an Advisory Committee on social wellbeing and report back to Council through the SPC on CPS with Terms of Reference no later than July 2018, with positions to be filled at the October 2018 Organizational Meeting of Council; and
4. Approve the Social Wellbeing Principles and direct Administration to develop a social wellbeing Policy and return to Council through the SPC on CPS no later than Q1 2019.

**MOTION CARRIED**

7.2 Calgary Sport Tourism Authority Update, CPS2018-0546

The following documents were received for the Corporate Records with respect to Report CPS2018-0546:

- A PowerPoint presentation entitled "Ultimate hosts. Ultimate host city", dated 2018 May 02
- A document entitled, "Ultimate hosts. Ultimate host city"

**Moved by** Councillor Jones

That with respect to Report CPS2018-0546, the following be approved:

That the Standing Policy Committee on Community and Protective Services recommend Council:

1. Approve the Calgary Sport & Major Events Committee Terms of Reference as presented in Attachment 1; and
2. Direct Administration work with Tourism Calgary to bring a recommended slate of committee members for appointment to the Calgary Sport and Major Events Committee for Council's consideration no later than Q2 2018.

**MOTION CARRIED**

7.3 Proposed Sport for Life Policy, CPS2018-0358

Committee recessed at 12:03 p.m. and reconvened at 1:00 p.m. with Councillor Colley-Urquhart.

The following documents were received for the Corporate Records with respect to Report CPS2018-0358:

- A PowerPoint presentation entitled "Proposed Sport for Life Policy", dated 2018 May 02
- A PowerPoint presentation entitled "Sport Calgary", dated 2018 May 01
- A booklet, entitled "2017 Annual Review"

Speakers:

1. Murray Sigler
2. Catriona Le May Doan
3. Cindy Ady

**Moved by** Councillor Jones

That SPC on Community and Protective Services Committee recommend that Council:

1. Rescind, in whole, *Calgary's Civic Sport Policy - CSPA002* (Attachment 1);
2. Approve the proposed Sport for Life Policy (Attachment 2).

**MOTION CARRIED**

7.4 Cultural Plan Integrated Policy Framework, CPS2018-0253

The following document was received for the Corporate Records with respect to Report CPS2018-0253:

- A PowerPoint presentation entitled "Cultural Plan Integration policy Framework", dated 2018 May 02.

**Moved by** Councillor Woolley

That with respect to Report CPS2018-0253, the following be approved, **as amended**:

That the SPC on Community and Protective Services recommend that Council:

1. Receive the Cultural Plan Integrated Policy Framework update and direct Administration to utilize the Framework to ensure that planning culturally is reflected in the development of future plans, policies and processes, including One Calgary.
2. **Direct Administration to undertake an exploratory discussion of formally including a cultural component in the Developed Area Guidebook and ARPs and ASPs at the NextCity Advisory Committee.**

**MOTION CARRIED**

**Moved by** Councillor Carra

**Amendment:**

2. Direct Administration to undertake an exploratory discussion of formally including a cultural component in the Developed Area Guidebook and ARPs and ASPs at the NextCity Advisory Committee.

**MOTION CARRIED**

8. ITEMS DIRECTLY TO COMMITTEE

8.1 REFERRED REPORTS

(None)

8.2 NOTICE(S) OF MOTION

(None)

9. URGENT BUSINESS

10. CONFIDENTIAL ITEMS

10.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

(None)

10.2 URGENT BUSINESS

11. ADJOURNMENT

**Moved by** Councillor Farkas

That this meeting adjourn at 1:26 p.m.

**MOTION CARRIED**

THE FOLLOWING ITEMS HAVE BEEN FORWARDED TO THE 2018 MAY 28  
REGULAR MEETING OF COUNCIL:

CONSENT:

5.1 Cannabis Legalization - Consumption at Festivals and Events (Deferral Request),  
CPS2018-0515

7.1 Gender Equity and Diversity Scoping Report, CPS2018-0362

7.2 Calgary Sport Tourism Authority Update, CPS2018-0546

7.3 Proposed Sport for Life Policy, PCS2018-0258

7.4 Cultural Plan Integrated Policy Framework, CPS2018-0253

The next Regular Meeting of the SPC on Community and Protective Services has been  
scheduled for 2018 June 06.

CONFIRMED BY COMMITTEE ON 2018

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
ACTING CITY CLERK



**Community Services Report to  
SPC on Community and Protective Services  
2018 June 06**

**ISC: UNRESTRICTED  
CPS2018-0724  
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**STATUS OF OUTSTANDING MOTIONS AND DIRECTIONS – 2018 JUNE**

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**EXECUTIVE SUMMARY**

This report outlines outstanding motions for the Standing Policy Committee on Community Services for 2018.

**ADMINISTRATION RECOMMENDATION(S)**

That the SPC on Community and Protective Services receive this report for information.

**PREVIOUS COUNCIL DIRECTION / POLICY**

On 2007 February 06, the Personnel and Accountability Committee approved PAC2007-05 Status of Outstanding Motions and Directions, directing Administration to bring forward as an item of business to each Standing Policy Committee (SPC) a list of tabled and referred motions and reports; such lists to be reviewed by each SPC to be dealt with on a quarterly basis.

On 2018 March, the SPC on Community and Protective Services received for information and approved CPS2017-0263 Status of Outstanding Motions and Directions.

**BACKGROUND**

This report and attachment provides a summary of outstanding motions and directions for the SPC on Community and Protective Services.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Upon reviewing outstanding motions and directions, reports are being brought forward in a timely manner, allowing for some flexibility to respond to current events.

**Stakeholder Engagement, Research and Communication**

Not applicable.

**Strategic Alignment**

Not applicable.

**Social, Environmental, Economic (External)**

Not applicable.

**Financial Capacity**

**Current and Future Operating Budget:**

Not applicable.

**Current and Future Capital Budget:**

Not applicable.

**Risk Assessment**

Not applicable.

Community Services Report to  
SPC on Community and Protective Services  
2018 June 06

ISC: UNRESTRICTED  
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**STATUS OF OUTSTANDING MOTIONS AND DIRECTIONS – 2018 JUNE**

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**REASON(S) FOR RECOMMENDATION(S):**

This report allows members of the SPC on Community and Protective Services to be aware of upcoming reports and the overall work plan for this SPC for 2018.

**ATTACHMENT**

1. Status of Outstanding Motions and Directions – 2018 June

## Status of Outstanding Motions & Directions – June 2018

CPS2018-0724  
ATTACHMENT 1

#	ITEM	INITIAL DATE	SUBJECT	SOURCE	ANTICIPATED MEETING DATE
01	2017 BiodiverCity Advisory Committee Annual Report	2015 January	As per the BiodiverCity Advisory Committee Council approved Terms of Reference	Council	Q3 2018
02	Combative Sports Annual Report	2014 November	Council directed Administration to add to the Amendment to the Combative Sports Commission bylaw to require annual reporting.	Council	Q3 2018
03	Emotional Support Animals	2018 February	<p>Direct Administration to work with Alberta Health Services to determine a mutually agreeable solution for the categorization and/or certification of emotional support animals within the City of Calgary, including provisions for appropriate care of such animals within urban settings;</p> <p>and direct Administration to report to Council through the SPC on Community &amp; Protective Services no later than 2018 Q3</p>	Council	Q3 2018
04	Accessible Taxi Bylaw Amendments	2018 March	<p>Administration recommends that Council fund the incentive through a per-trip fee applied to all taxi and Transportation Network Companies trips;</p> <p>and Direct Administration to bring forward amendments to the Livery Transport Bylaw 6M2007 based on this option no later than 2018 Q3</p>	Council	Q3 2018

## Status of Outstanding Motions & Directions – June 2018

CPS2018-0724  
ATTACHMENT 1

#	ITEM	INITIAL DATE	SUBJECT	SOURCE	ANTICIPATED MEETING DATE
05	FCSS Funding Recommendations	2016 November	<p>Direct Administration to come by end of December, ideally last CPS meeting of the year to provide Council enough time, without having to be Urgent Business.</p> <p>Section 6.1.2B in the FCSS Policy requires that Council approve or amend funding recommendations. Section 6.2.1b requires the CPS make recommendations to Council to approve or amend funding recommendations.</p>	Council	Q4 2018
06	Business Improvement Areas Policy and Framework	2017 December	Direct Administration to develop a Business Improvement Area (BIA) policy and governance framework in consultation with the BIA community that details the roles and responsibilities of the Business Improvement Areas and The City of Calgary related to the establishment and ongoing functioning of BIAs, including reporting obligations, and return to Council through SPC on Community and Protective Services no later than 2018 Q4.	Council	Q4 2018
07	Multilingual Communications & Engagement Policy	2018 April	Direct Administration to research and report back to Council through the Standing Policy Committee on Community and Protective Services no later than Q4 2018 on the resourcing needs of the Office of the Councillors and the Office of the Mayor as they relate to communications and engagement with ethnically diverse communities in Calgary.	Council	Q4 2018
08	Livery Industry Improvements	2018 April	Direct Administration to undertake a full review of the fee structure in the Livery Transport Bylaw 6M2007 and report back to Council through the SPC on Community & Protective Services no later than 2019 Q2.	Council	Q2 2019
09	Accessible Taxi Update	2018 March	Direct Administration to monitor the effectiveness of the Accessible incentive Program for up to two years and report back to Council, through the SPC on Community and Protective Services, no later than 2020 Q2	Council	Q2 2020



## Status of Outstanding Motions & Directions – June 2018

CPS2018-0724  
ATTACHMENT 1

#	ITEM	INITIAL DATE	SUBJECT	SOURCE	ANTICIPATED MEETING DATE
10	PAC2007-05 Status of Outstanding Motions and Directions	2007 February 06	Direct Administration bring forward as an item of business to each Standing Policy Committee a list of tabled and referred motions and reports for each committee; such lists to be reviewed by each Standing Policy Committee to be dealt with on a quarterly basis.	PAC	SPC on CPS 2017 Sept 05



## Calgary Police Service Annual Report

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### EXECUTIVE SUMMARY

This report to the Standing Policy Committee on Community & Protective Services is for information only and to provide Council with an update from the Calgary Police Commission on the Calgary Police Service.

#### ADMINISTRATION RECOMMENDATION(S)

That the SPC on Community and Protective Services recommends that Council receive this report for information.

### PREVIOUS COUNCIL DIRECTION / POLICY

At the 2003 November 26 Special Meeting of Council to review budgets, Council approved a motion requesting that the Calgary Police Commission, with the Calgary Police Service, provide at the least an annual update to the S.P.C. on Community and Protective Services.

### BACKGROUND

This report is for information purposes only and provides an overview of the Calgary Police Service activities for the last year.

### STAKEHOLDER ENGAGEMENT, RESEARCH AND COMMUNICATION

The CPS and the Calgary Police Commission regularly engage with citizens on issues of importance in both formal and informal ways. That includes using School Resource Officers, Community Resources Officers, the Diversity Unit, community traffic meetings, Chief's community presentations and social media. The Commission also hosts an annual community dinner as well as citizen survey and employee surveys.

#### *Strategic Communications*

The CPS Strategic Communications Section continued to look for ways to enhance communication efforts with the community and CPS employees in 2017. As well as continuing to work with the traditional media, the work area committed to pushing more engaging, interactive and informative content on social media. This included Ask Me Anything (AMA) sessions, infographics, crime prevention campaigns, as well as the

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Cost of Crime video series aimed at educating the public about some of the challenges faced by the Service. In 2017, twitter followers increased from 166k to 196k and Facebook likes have increased from 85k to 98k. Several members of the Diversity Resource Unit were also trained on social media and were given Facebook accounts to build stronger relations with the community as well as to monitor any issues or concerns.

In an effort to improve internal communications, TV displays were installed in four CPS facility locations providing corporate and area specific information direct to members. This pilot will be expanded in 2018 with TV displays in all CPS locations. Email to staff was changed to include more targeted and direct communication, simplified emails with summary bullet points, and the provision of briefing notes and information sessions for supervisors. Finally, CPS developed a new simplified intranet site that will launch in early 2018.

### ***Calgary Police Commission & City of Calgary Engagement***

As part of its governance role, the CPC annually solicits citizen feedback from Calgarians about their satisfaction with the police service, and the safety issues of greatest concern.

In 2017, the Calgary Police Commission conducted online community consultations with a cross-section of Calgary citizens. The online community consultation allowed participants to communicate their feelings about safety, crime, and the Calgary Police Service, and to explain why they hold particular views.

Citizen surveys conducted annually by the Commission from 2008 to 2016 showed that citizens felt the city is a safe place to live and that confidence in the Calgary Police Service was high. However, those feelings have been declining over recent years and the Commission wanted to dig deeper to understand *why*.

The results of the 2017 citizen consultation found the following insights:

- A visible police presence is one of five factors that impacts feelings of safety. The others are: familiarity with neighbours, being with a group, well-cared for and well-lit areas, and feeling in control of the environment.
- The perception that Calgary is a safe place to live is eroding based on a perceived increase in crime, the economic downturn, changing demographics, media coverage, and the growth of the city.
- There is uncertainty among many participants that CPS has the resources necessary to meet increasing demands.
- Gangs, drugs, and violent crime are priorities for participants, along with community programs aimed at prevention.

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- Many participants believe that more officers with increased visibility in the community will make Calgary safer.
- Participants want more police engagement with the community to build relationships and break down barriers.
- Most participants hold CPS in high regard and are empathetic to their work challenges.
- Some participants indicate there is room for officers to improve when it comes to being more polite, helpful, patient, respectful and approachable.
- Media stories can play a role in how safe participants feel. Many participants value direct communication from CPS to better understand police actions and to get a complete and balanced perspective.
- There is a lack of awareness about the Calgary Police Commission.

This research is one tool, among many, that the Commission and Calgary Police Service use to inform decision-making about budget and strategic priorities.

The Commission also engages the community through its annual community dinner. The 375 guests in attendance represent community associations, diversity groups, community agencies, the Calgary Police Service, and award winners

Roundtable discussions offer guests an opportunity to share their perspectives at a grassroots level. In 2017, the theme was ‘public engagement’ and we heard participants express support and appreciation to CPS for being a reliable and accessible partner and resource. Many people also commented that the dinner itself is an important way to bridge the gap in communications between CPS and the community.

### ***The City of Calgary Citizen Research***

The City of Calgary also conducts an annual citizen satisfaction survey. While the CPC Survey and the City’s surveys are not directly comparable, there are a number of similarities in the general intent to understand the quality of life in Calgary and the perceptions of City Services. In 2017, citizens ranked “crime, safety and policing” in their top three issues of importance. Participants also identified the Calgary Police Service as one of four “most desired areas for increased investment.”

Calgary Police Service overall satisfaction remains high, however it has gone down by 3 percentage points (91% vs. 94%) while ‘very satisfied’ ratings have dropped 7 percentage points (55% vs. 62%).

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### STRATEGIC ALIGNMENT

The CPS aligns with the five Council Priorities through the 2015-2018 Business Plan and has outlined a commitment to each of the Priorities:

**A Prosperous City:** Strengthen community policing, recognizing the need for community partnerships and strive to enhance those relationships.

**A City of Inspiring Neighbourhoods:** The CPS plays a key role in addressing community safety and ensuring all citizens feel safe.

**A City that Moves:** The CPS provides support to maximize traffic safety.

**A Healthy and Green City:** The CPS is committed to environmental leadership to conserve, protect and improve the environment.

**A Well Run City:** This priority is addressed by three CPS commitments: Foster a strong workplace community, providing members with a variety of services for well-being, professionalism and career development; maintain citizen satisfaction and confidence by delivering quality service; effective utilization of information, technology and infrastructure.

### SOCIAL, ENVIRONMENTAL, ECONOMIC










Based on the factors of the triple bottom line, the CPS would like to highlight the significant programs, initiatives and partnership efforts that have been undertaken or have continued.

#### SOCIAL

In 2017, CPS received a total of 570,109 calls for service, representing an increase of 1.5% compared to 2016 and 9.6% calls more than the 5-year average. CPS members attended 57% of these calls, which is consistent with 2016 and 2015 levels of attendance. The top 5 dispatched calls remained stable: "Check on Welfare"; "Suspicious Person", "Unwanted Guest", "Domestic", and "Theft". While there were increases in each of these dispatched call types, "Check on Welfare" and "Theft" had the most significant volume increases and the greatest increase in the proportion of total dispatched calls.

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**2016-2017 Selected Person and Property Crime Indicators**

Selected Crimes		2016	2017	% Change
Person	Homicide	30	29	-3.3% 
	Sex Offences	929	1,134	22.1% 
	Robbery	820	962	17.3% 
	Assault	6,838	7,906	15.6% 
	Domestic Violence*	4,286	4,971	16.0% 
Property	Residential Break & Enter	2,703	2,390	-11.6% 
	Commercial Break & Enter	3,602	4,591	27.5% 
	Theft of Vehicle	5,806	6,861	18.2% 
	Theft From Vehicle	13,850	14,820	7.0% 

Source: 2017 data sourced from the Violent Crime & Disorder Monthly. Unit of Count: Occurrence, most serious violation.

\*These selected person crimes represent a subset of total person/violence crimes. Domestic Violence is a further subset of total person crime.

Over the last year, Calgary experienced increases in both the volume and severity of person crimes. The number of non-domestic related assaults increased by 15.6% and there were more aggravated and weapon-involved incidents as the proportion of these more serious crimes has grown from 27% of total assaults to 41% over the past 5 years. While the number of homicides has decreased slightly, almost 90% of the incidents involved either a gun or edged weapon. Almost 80% of all homicides were cleared in 2017 and investigations continue on the remaining cases. Calgary also experienced the highest number of shooting events in 2017 registering 94 compared to 61 in 2016. The majority of these events were targeted involving ongoing gang conflicts. CPS responded to these events with dedicated operational, investigative, and analytical resources to identify, arrest, and charge offenders.

Sex offences continued to climb in 2017. There was an increase of 22.1% more incidents in 2017 compared to 2016 and 30.6% over 2015. Sex offences are traditionally one of the most under-reported crimes. The #Metoo and #TimesUp Movements have resulted in far more global awareness of the serious crime of sexual violence. In addition, in 2017 Calgary has had a number of high-profile sexual violence investigations cases in the media. It is suspected that greater awareness of this issue

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has led to increased reporting. CPS has also worked in partnership with the community to ensure that incidents are adequately investigated, to create more awareness, to facilitate reporting, and to ensure victims are supported.

There was a 16% increase in domestic violence incidents in 2017. CPS continues to focus considerable resources in responding to and supporting families involved in domestic violence situations. CPS works extensively with community partners to ensure families at risk of domestic violence receive appropriate prevention/intervention strategies. Considerable efforts around improved reporting of incidents have been undertaken with the goal to mitigate some of the risk around these types of calls.

Residential Break and Enters were the only property crime to register a decrease in volume. The Residential Break and Enter Strategy was implemented in 2015 with the goal to decrease the number of incidents. Over the last year, concerted efforts by frontline patrol, investigative teams, and analysts targeted residential break and enters by increasing patrols in hotspot areas, identifying known offenders, and initiating investigative operations. These efforts resulted in more arrests, charges laid, stolen property recovered and an almost 12% decrease in the number of incidents.

The 2016 Non-Violent Crime Severity Index (CSI) identified Calgary as having the highest rate of vehicle theft<sup>1</sup> in Canada; the Calgary rate is 535 vehicles per 100,000 population as compared to 483/100,000 in Edmonton. Vehicle thefts continued to increase in 2017, registering an 18.2% increase over the previous year. Many of these thefts are crimes of opportunity often peaking in colder months where vehicles have been unattended while warming-up on driveways and other parking spots. Stolen vehicles are often used by offenders as convenient transportation; however, there are many stolen vehicles being used to commit other crimes including break and enters, thefts, and commercial robberies.

Police continue to respond to drug-related overdoses and crimes fueled by drugs. CPS works extensively with Alberta Health and other partners to monitor overdose trends and respond to suspected overdose incidents<sup>2</sup>. First responders carrying anti-opioid treatment (naloxone) is common practice. CPS deployed 825 treatment kits between March 2017 and January 2018; administering them to the public on 36 encounters in 2017. CPS statistics indicate that there has been a levelling-off in suspected opioid drug-related overdoses. With the exception of methamphetamine, drug seizures were down in 2017 compared to 2016.

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<sup>1</sup> Juristat Crime Statistics in Canada, 2016.

<sup>2</sup> Official statistics on drug overdoses are provided by the Medical Examiners Office.



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Methamphetamine continues to gain a foothold in Calgary; this drug is relatively cheap to buy and the high it provides has contributed to its prevalence on the street. Meth is often the drug of choice for many of Calgary's prolific offenders. Meth is a stimulant that reduces inhibitions and makes users feel more energized, more awake and it is highly addictive. Users are known to engage in risk-taking behaviour that is particularly evident in our vehicle crime. Offenders who consume Meth drive erratically and at very high speeds at any time of the day. This driving behaviour is not precipitated by a visible police presence; rather, offenders have no regard for the law or for the public. CPS continues to message to Calgarians that if your car is stolen do not engage in trying to pursue the offenders – it is only a car and if offenders know they are being engaged the likelihood of them driving even more erratically is very likely. These crime trends are not unique to Calgary, and CPS has engaged with law enforcement and provincial partners, such as Services Alberta, Insurance Bureau of Canada and other stakeholders to identify strategies to address these crimes.

### ***Crime Prevention and Intervention Programs***

#### ***Vulnerable Persons***

- The **Community Justice Collaborative: Calgary (CJCC)** was initiated in October 2015 by CPS and Safe Communities Opportunity and Resource Centre (SORCe) to bring a community court to Calgary. CJCC consists of 11 municipal and provincial stakeholders representing the health, social, and justice sectors. It sought to help vulnerable Calgarians charged with social disorder offences gain access to integrated support services to address underlying issues of marginalization, addiction, mental health and/or homelessness. The Collaborative's work to date has resulted in the creation of a concept paper which is a blueprint for a Calgary Community Court. CJCC is currently building a strategy to engage all levels of government for support and resources to begin implementation of the new court.
- The first **Supervised Consumption Services** opened in Calgary in 2018. The CPS Drugs and Opioids Strategic Enforcement (DOSE) committee was critical in coordinating a Service-wide approach to support this initiative. The DOSE committee was created to provide improved service delivery to the public on drug-related disorder, crime and other related concerns through increased efficiencies and leveraged capacity. The committee coordinated and supported the development of a CPS response to a variety of prioritized drug-related issues, including the opioid crisis, the establishment of Supervised Consumption Services, the pending legalization of marijuana, and others.
- The CPS partnered with five external agencies to form an **Unfounded Sexual Offences Case Review Committee** that will review all sexual offence cases that are determined to be unfounded (a model commonly known as the Philadelphia

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Model). The new Case Review Committee is a way for CPS to take a second look at closed unfounded cases to monitor investigation quality. The committee members will also be able to suggest ways our training, policies and procedures can be improved to help us better serve victims of sexual offences.

- The **Cross Roads Centre** brings together four distinctive entities: Indigenous Hub, SORCe, AHS Mental Health and Addiction Service Centre, and the Inn from the Cold Child and Family Hub. The Centre provides services in social services, cultural supports, health care, justice, and a center for learning in a single location in the downtown core, where vulnerable street populations are known to congregate. Co-location is not the ultimate goal, but rather a critical first step to building a future of co-creation. The Centre will explore new ways of designing and delivering services in the community and across sectors, to a very vulnerable population with complex needs that aligns the right client, in the right place, with the right services, delivered by the right provider and at the right cost.

### **Youth Programs**

The CPS remains committed to community based crime intervention and prevention partnership programs. Many of the programs were in the sustainment phase in 2017, with significant efforts being placed on program evaluations and working with the Calgary Police Foundation (CPF) to ensure funding. Some highlights from 2017 include:

- The Integrated Partnership Division received **funding from the CPF** in 2017 to support the continued implementation of Multi-Agency School Support Team (MASST), Youth at Risk Development program (YARD), Power Play, Calgary Police Cadet Corps and the Integrated School Support Project (ISSP).
- The sustainment of the **Indigenous YARD** team beyond the pilot phase consisting of one social worker and police officer continues to enhance the cultural competency of the YARD program overall, as they have heightened awareness of issues facing Indigenous youth across the teams. There has also been a ripple effect on other programs within the Calgary Police Service Community and Youth Services Section as they have benefitted from their cultural knowledge.
- The expansion of **Power Play** to year-round programming has been a tremendous success. This expansion supported by the CPF provides an increased opportunity for officers to foster a relationship with diverse and marginalized communities by building trust and confidence through sports and structured activities.
- The **Calgary Police Cadet Corps** program was launched in 2011 and since the program's inception, 349 young people have been positively impacted
- In 2017, the **School Resource Officer** program delivered Crowd Management training to directors, school administration and teachers of Calgary Board of

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Education and Calgary Catholic School District in response to the increased attendance to school sporting events as a proactive measure to ensure everyone's safety. In addition, lockdown/external threat training was developed to standardize what is being taught in schools and at CPS.

- The Education Coordinator on the Diversity Resource Team developed, facilitated and rolled-out a provincial train the trainer program for the newly updated and revitalized **Hate Hurts** program that is currently being delivered to junior and senior high schools, as well as community organizations in Calgary.
- **ReDirect** is a prevention and early intervention initiative that seeks to build resilience against the **radicalization** of youth and young adults (12-28 years) towards violent extremism. In the fall of 2017, funding was secured from Public Safety Canada for a five-year term. This funding will support the expansion of the program to include a Family Liaison Outreach Worker.
- Proceeds of Crime funding was secured to develop a **Drug Education Program** that will be delivered to grades 7 to 9 students and their parents aimed at increasing protective factors for youth around drug abuse.

### ***Traffic Safety***

The CPS Traffic Section continued to implement action plans from the Calgary Traffic Safety Plan 2014-2017 and will update the Plan in 2018 to align with the City's Safer Mobility Plan and to follow the Vision Zero framework going forward. Traffic highlights from 2017 include:

- The lowest year-end reportable fatal collision total on record since 1996.
- The lowest year-end reportable pedestrian fatal collision total on record since 1996.
- A decrease in collisions involving alcohol/drugs from last year (-23%, as of Nov. 2017).
- Partnership with The City in improving the Traffic Service Request (TSR) program, working with community associations, supporting schools and engaging the public.
- Almost 3,500 hours of training were provided to CPS members as well as outside agencies and groups. With the legalization of cannabis to occur in 2018, the priority was to prepare frontline officers for both Standard Field Sobriety Testing and Drug Recognition Expert certification.
- Checkstop initiatives continued to focus on impaired driving, including enhanced Checkstop locations during the holiday season and a high profile visual campaign in December with MADD crash trailers and an EMS ambulance on site. The event garnered significant attention from both media and citizens.

An additional traffic safety risk identified is related to the legalization of marijuana, because the detection and prosecution of drug-impaired driving offences continues to

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be a major challenge. In addition, enhanced public education on the dangers of driving while drug-impaired will be required.

### ***Organizational Reforms***

In response to the Commission's 7-point plan that outlined a number of actions CPS should take to become a healthy, accountable, respectful, and inclusive environment, CPS has pursued significant reforms intended to create a workplace where employees feel:

- Safe and secure in the work environment,
- Trust and confidence in the service's supports and programs.
- Barriers to full participation are eliminated,
- Meaningful opportunities are accessible.

To that end, in 2017, CPS hired a civilian Chief Human Resource Officer, contracted with an independent workplace concern advisor, enhanced the role and resources in the Respectful Workplace Office, started rolling-out service-wide training, redesigned the structure and function of human resources, and conducted an employee census.

## **ENVIRONMENTAL**

The CPS continues to implement, track and monitor environmental initiatives. These include legal compliance with environmental and Occupational Health and Safety regulations as well as City of Calgary guidelines and bylaws.

- Energy consumption reduction: Leveraged data trending analytics, and implemented ongoing monitoring and energy modeling; Retrofitting and upgrading LED lighting system; Educate building occupants on energy saving strategies, such as turning off lights, turning off computers and monitors when they leave for the day, and being cognisant of temperature settings within a space.
- Waste diversion: CPS achieved its waste diversion goal of 50% (baseline 2010) and has shifted focus to reducing waste generation by working with suppliers and other business units to improve systems at the source. In addition, the organics recycling program has been added and implemented which assists in reducing overall amount of waste going to the landfills.
- Infrastructure: Incorporate and apply leading environmental industry practices: Currently CPS is focused on building Spyhill Services Centre according to LEED standards, targeting LEED® Canada BD & C 2009 Silver Rating.

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- Fleet: Strategies to implement vehicle right sizing (replacing pool vehicles with fuel efficient/hybrid technology, or patrol vehicles from V8 to V6 engines), idling reduction policy, carpooling programs and utilizing alternative technologies. The objective is to focus on reducing emissions through a life-cycle approach to vehicle purchase. The Service is also looking into installing systems that could track and reduce idling time.
- Emergency planning to mitigate hazards/impacts based on events and the potential environmental threats and affected areas. Key environmental threats are wind events, tornadoes, heavy rain, snowstorms and ice storms. CPS will need to prepare business continuity plans for its facilities, scenario testing and aligning communications with other first responders.

### **ECONOMIC**

The CPC approves and monitors the CPS Business Plan and Budget. Calgary City Council approves the CPS operating and capital budgets.

The City of Calgary has been faced with an economic downturn over the past few years which impacted the ability to increase and maintain funding to various departments including the CPS. During the November 2018 budget adjustment process, the CPC submitted to Council the need for growth to meet operational demands and increased transparency requirements. The proposal was ultimately approved to allow for a growth of 55 sworn and civilian positions and increase technological capabilities for front line officers.

Although the economy is showing signs of recovery, there is no expectation that the economy will return to pre-recession growth levels. CPS is attentive to potential changes of funding mechanisms which would have an impact to our sustainability. Potential reductions to grants and/or programs for the CPS or its partners would have a negative impact to existing operations. Furthermore, the ever changing environment with respect to new legislation implemented and forthcoming will require CPS to find ways to address workload and prioritize core business requirements. CPS will continue to develop and implement strategies that will align our response to the citizen's needs, calls for service and emerging crime trends.

### **RISK ASSESSMENT**

Risk is an inherent aspect of taking responsibility for policing a complex population across a large geographic area. Risks are regularly assessed and discussed between the CPS and CPC. The risks and challenges in 2018 include:

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- Increased volume of crime and disorder impacts the entire community and may erode public trust and confidence in the CPS's ability to address the safety concerns in the city. Public perception is also impacted by the way front line officers respond to people in distress for mental health issues, drug and alcohol addiction, homelessness, abuse and anti-social behaviours.
- Potential future budget challenges may impact the quality of service provided to the community.
- Increased complexities of investigations and the court process brought about by changes in the criminal code, changes to legislation and court decisions, impacts resource allocation and CPS's ability to meet the needs of the community.
- Employee engagement, job satisfaction, and morale recorded their lowest level according to the 2017 Employee Survey and have the potential to impact organizational effectiveness and efficiency. While many employees agree that the CPS is a diverse workplace, fewer agree it is an inclusive workplace.
- The speed and depth of technological innovation, coupled with increasingly large volumes of data poses challenges for the organization in both investigations and business decision making.

#### **REASON(S) FOR RECOMMENDATION(S):**

This is a report for information only.

#### **ATTACHMENT(S)**

1. Attachment 1 - 2017 CPS 4<sup>th</sup> Quarter Business Plan Report
2. Attachment 2 - 2017 CPS 4<sup>th</sup> Quarter Statistical Report
3. Attachment 3 - 2017 Calgary Police Commission Annual Report to the Community



# 2015-2018 BUSINESS PLAN REPORT

2017 4th QUARTER



CALGARY  
POLICE  
SERVICE



Top Citizen Concerns <sup>1</sup>	5 Year Average Year to Date	2016 Year to Date	2017 Year to Date	% Change 2017: 5 AVG	% Change 2016-2017
<b>PROPERTY CRIME</b>					
House Break & Enter	4,120	4,810	4,349	5.6%	-9.6%
Commercial Break & Enter	2,669	3,635	4,429	66%	21.8%
Vehicle Theft <sup>2</sup>	4,344	5,706	6,126	41%	7.4%
<b>PERSON CRIME</b>					
Commercial Robbery	233	257	317	36.3%	23.3%
Domestic Assaults	2,544	3,269	3,741	47.1%	14.4%

**House Break & Enter:** House B&Es show an almost 10% decrease in the number of incidents compared to the previous year. Over the last year, there have been concerted efforts by frontline patrol, crime analysts, and investigative teams to reduce the number of house break and enters. Increased patrols in hotspot areas, improved identification of known offenders, and targeted operations have resulted in fewer incidents, significant arrests, and increases in charges laid.

**Commercial Break & Enter:** Commercial B&Es continue to register well above the numbers experienced in 2016 (21.8%) and the 5 year average (66%). From September to November, restaurants & coffee shops in the downtown core and Chinatown were targeted between midnight and 4am. Offenders smashed the glass of the business and stole cash from the register. Two known offenders were identified and arrested and since then incidents have subsided. Houses under construction were targeted in October and November in District 7 and 8; however, incidents decreased into December with the colder weather. During September and October there was a series of break and enters where ATM machines were stolen. Offenders used a grinder to remove the machine. These incidents have subsided in Calgary, but they continue in the rural communities surrounding Calgary.

**Vehicle Theft:** Vehicle thefts continue to be an issue in Calgary. There were 420 (7.4%) more incidents of vehicle thefts in 2017 than 2016 and 41% more incidents over the five-year average. During the last quarter of 2017, Operation Cold Start was initiated once again to create awareness around leaving unoccupied vehicles running. Despite these efforts, the cold weather in December resulted in many running vehicles stolen from driveways and outside of businesses.

**Robbery:** There were 60 (23.3%) more commercial robberies in 2017 compared to 2016 and 84 (36.3%) more than the 5 year average. The number of commercial robberies has increased over the last 2.5 years and coincides with the economic downturn. There were 3 notable robbery series over the last quarter: (1) 6 robberies in District 6 & 8 convenience stores where an offender wielding a stick and wearing a clown mask jumped store counters and robbed the clerk for cash; (2) a female offender was arrested and charged with 18 counts of robbery of liquor stores, gas stations and convenience stores in the downtown core that occurred between late October to mid-November; (3) a male offender was arrested for 8 robberies in Districts 2 and 6.

**Domestics:** In 2017, occurrences involving domestic violence continued to increase compared to the previous year; domestic assaults closed the year 47.1% higher than the 5-year average and 14.4% higher than 2016. CPS has focused considerable effort on improved reporting with the goal of mitigating some of the risk around these domestic occurrences. This approach takes considerable effort on the part of the Domestic Conflict Unit (DCU) and collaboration with District Commanders and management teams to increase front-line education, awareness, and reporting compliance for domestic-related occurrences.



**Organized Crime:** There were 94 shooting events reported in 2017, the highest number in 5 years. Sixty-four of the shooting events were targeted and almost all of them (60) have been linked to organized crime. A trend of offenders shortening long guns allowing for greater concealment while carrying was noted in 2017 and, in particular, .22 caliber rifles with high capacity magazines. These rifles, in their stock form, are non-restricted and relatively inexpensive to purchase. In addition, the sale of non-restricted firearms are no longer recorded or tracked, making subsequent illegal trafficking undetectable.

## Illegal Drug Activity

Drug Seizures <sup>3</sup>	5 Year Average Year to Date	2016 Year to Date	2017 Year to Date	% Change 2017: 5 AVG	% Change 2016-2017
Fentanyl	59	169	162	174.5%	-4.1%
Cocaine	177	214	128	-27.6%	-40.1%
Opioids (excluding Fentanyl)	643	569	412	-35.9%	-27.5%
Methamphetamine	86	170	159	84.8%	-6.4%
Heroin	343	724	833	142.8%	15.0%
Marihuana	1,084	859	821	-24.2%	-4.4%

While the number of drug seizures declined in 2017 compared to the previous year, the statistics still show considerable increases in drug seizures compared to the 5-year average. The increases in fentanyl were to be expected as the prevalence of opioids has jumped from almost zero to record numbers across North America. The increase in meth is a reflection on how readily available this drug is in Calgary. There are many factors that may affect this increase, including the longer high produced by meth as compared to crack and recent decreases in its price.

Calgary has seen a decline in the amount of cocaine on the streets. This decrease is contrary to expectations as it was anticipated there would be an increase in cocaine production in Colombia leading to increased availability in the US and Canada. In addition, the 2016 removal of Visa requirements for Mexican nationals in Canada was predicted to increase cocaine availability. While the CBSA has recently been involved in a few large cocaine seizures, the number of Calgary seizures has decreased.

## Traffic Violations

Top Citizen Concerns <sup>4</sup>	5 Year Average Year to Date	2016 Year to Date	2017 Year to Date	% Change 2017 : 5 AVG	% Change 2016-2017
Total Impaired Driving (Incidents)	1,362	969	897	-34.1%	-7.4%
Total Reportable Collisions	37,028	35,967	39,978	8.0%	11.2%
Speeding Summonses	390,183	471,914	449,155	15.1%	-4.8%

**Traffic Violations:** 2017 Q4 impaired driving incidents registered a -7.4% decrease when compared to 2016 and observed a significantly larger decrease when compared to the 5-year average (-34.1%). To address declining numbers of impaired driving investigations and anticipated complexities arising from impending marihuana legalization, the CPS District Checkstop initiative began in December 2017 which partnered members from the Traffic Section with patrol members to maximize training and mentorship at the District level. This initiative is expected to continue until June 2018.

**Reportable Collisions:** Q4 (YTD) 2017 total reportable collisions observed an increase of +11.2% as compared to this same time period in 2016 and a slightly smaller increase of 8% as compared to the 5-year average. Increased collision totals for 2017 can be attributed primarily to high Q1 collision levels (+33% as compared to 2016) resulting from some major weather events which drove up YTD totals.

**Traffic Violations:** 2017 Q4 speeding summonses observed a marginal decrease as compared to 2016 (-4.8%) but registered a notable increase of 15.1% when compared to the 5-year average. This trend is consistent with overall summons reporting for 2017.

## Calls for Service

	5 Year Average Year to Date	2016 Year to Date	2017 Year to Date	% Change 2017 : 5 AVG	% Change 2016-2017
Public generated (dispatch calls)	261,245	274,295	282,276	8.1%	2.9%
Police generated (on-view calls)	43,833	42,852	44,867	2.4%	4.7%
<b>Total Attended calls<sup>5</sup></b>	<b>305,078</b>	<b>317,147</b>	<b>327,143</b>	<b>7.2%</b>	<b>3.2%</b>

**Calls for Service:** The number of attended calls continued to increase in 2017 (+3.2%), driven by on-view calls. Public generated calls increased by approximately 8000 calls in 2017 (22 calls per day on average). Continued increases in most crime categories and disorder were responsible for much of the increase along with environmental influences such as Calgary's continuing population increases and recovering economic situation. District 2 saw the largest increase in calls for service, a trend that has been continuing since 2013, and is driven by increases in densification and development in the District.

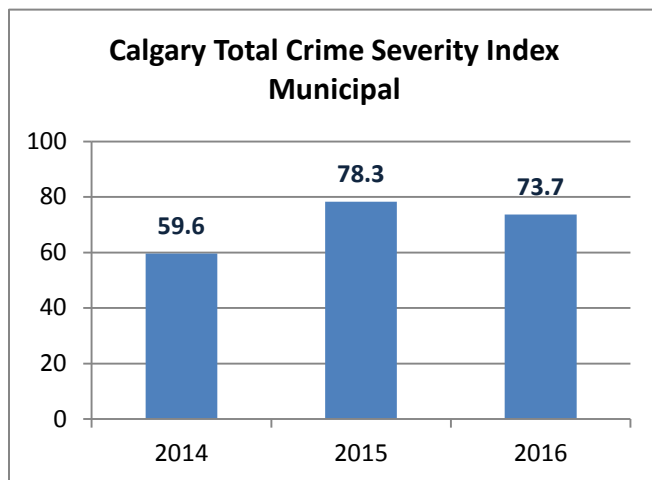
## Council Priority: A Prosperous City

**CPS Commitment: Strengthen Community Policing. We continue to recognize the need for community partnerships and strive to enhance those relationships to make Calgary an even safer place to live, work and raise a family.**

### Strategies

- ✓ Work collaboratively with internal and external partners to address crime and public safety needs.
- ✓ Refine the Service-wide Crime Management Strategy to ensure maximum coordination of police resources.

### Headline Measure



Source: Statistics Canada. Table 252-0052 – Crime severity index and weighted clearance rates, annual.

The crime severity index (CSI) combines violent and non-violent crime severity indexes together. The total CSI for 2016 was 73.7, down slightly from the previous year. The violent CSI was 62, which is considerably lower than the national average of 75. The decline in Calgary's violent CSI index is largely driven by fewer homicides. The non-violent index score (77.8) was associated with higher vehicle thefts and break and enters.

### Updates and Accomplishments

- Two Memorandums of Understanding and Service Level Agreements between CPS and Calgary911 were updated.
- To improve long wait times related to non-injury accidents, a new E-Tow bill process has been approved and will be implemented in Q1 2018.
- The Community Justice Collaborative Calgary (CJCC) reviewed and provided feedback to the Centre for Court Innovation on the final draft of the Community Court blueprint. This document was the result of two and a half years' work: Needs Assessment, Data Mining and Research, Focus Groups, and Community Interaction.
- With the support of Calgary Neighbourhoods Research & Strategy Department. MASST successfully completed the 2017 Annual Program Evaluation Report. The full report and executive summary will be available for distribution in Q1 2018.

### Next Steps

- The CJCC will spend the next six months breaking the blueprint down into deliverables and timelines; identifying relevant costs and financial planning, to ultimately develop a strategic document to be used by decision makers.
- The MASST 2017 Annual Program Evaluation Report findings will be presented to CPS, City of Calgary, Alberta Health Services, the Calgary Police Foundation and other stakeholders at the end of April 2018.

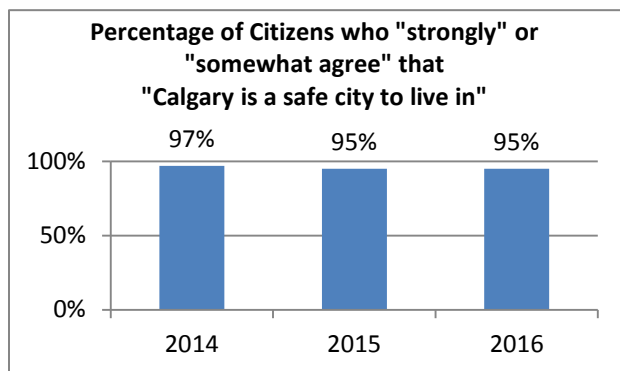
## Council Priority: City of Inspiring Neighbourhoods

**CPS Commitment: Strengthen Community Policing. The Calgary Police Service plays a key role in addressing community safety, as well as ensuring all citizens feel safe.**

### Strategies

- ✓ Refine the Service-wide Crime Management Strategy to ensure maximum coordination of police resources.
- ✓ Ensure policing practices respond to the needs of an increasingly diverse community.
- ✓ Confront crime and improve community safety.
- ✓ Enhance communication with citizens to link community needs to police response.

### Headline Measure



Source: Calgary Police Commission, 2016 Annual Citizen Survey Data Report.

Citizens feeling safe is a key indicator for being a City of Inspiring Neighbourhoods. The majority of citizens participating in the annual survey agreed that Calgary is a safe place to live.

### Updates and Accomplishments

- The Offender Management Strategy working group completed all the steps (how to identify offenders, evaluation tool, work flow) to launch the Strategy in January 2018.
- Indigenous community engagement initiatives included the Flag Raising Ceremony during Metis Week (November 12 -18), as well as the Blackfoot Community Round Dance on December 3<sup>rd</sup>.
- The Diversity Resource Team provided Diversity Level Two training to officers and attended Kanai Nation to learn about Indigenous Peace Making.
- Investigations into prolific graffiti targets led to 20 charges being laid against one offender.

- The Globe and Mail featured CPS's adoption of an oversight committee (Philadelphia Model) under which police provide sexual assault files quarterly to advocate groups who work in the area of violence against women for review.
- Social Media followers continue to increase as the Service pushes more engaging, interactive and informative content. This includes Ask Me Anything (AMA) sessions as well as the Cost of Crime video series aimed at educating the public about some of the challenges faced by the Service. Twitter followers have increased from 189k to 195k and Facebook likes from 95k to 96.5k.

### Challenges and Risks

- The Joint Graffiti Investigative Team has been understrength since July 2017 and is awaiting the assignment of a transit officer.

### Next Steps

- The Diversity Resource Team will continue to partner with the Recruiting Unit at events and compile a list of diverse officers interested and available to assist.
- In 2018 a Drug Awareness Presentation Request Form will be available to the public on calgarypolice.ca to improve resource tracking and ensure current information.
- The Crime Prevention Team is collaborating with YouthLink to develop Cybercrime Prevention Training for youth and their families.
- Funding received from Public Safety Canada is enabling the Redirect program to hire a Family Outreach Coordinator for a five year term in January.
- In December, CPS announced that it would be part of a Federally-funded (Status of Women Canada) pilot project for agencies participating in the advocate oversight of sexual assault investigations. To date, CPS is the first and only police service, outside of Ontario, to partake in this project. Training to commence in Spring 2018.

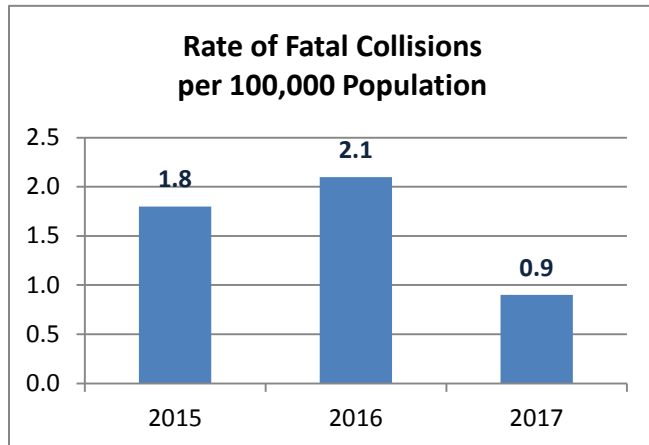
## Council Priority: A City that Moves

**CPS Commitment: Strengthen Community Policing. The Calgary Police Service provides support to maximize traffic safety in communities and on major roadways.**

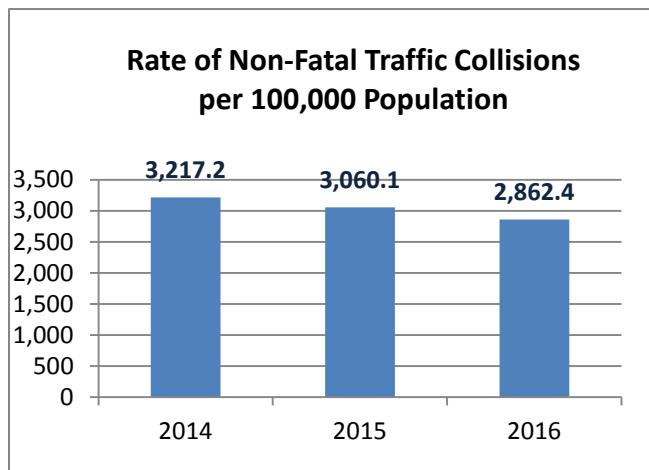
### Strategies

- ✓ Promote the safe mobility of all road users by implementing the CPS Traffic Safety Plan.

### Headline Measures



Source: The CPS Traffic Section



Source: The CPS Traffic Section\*

In 2017, there were 11 reportable fatal collisions, representing a numerical decrease of 15 collisions from 2016 (n=26) and a rate of 0.9%, the lowest on record (since 1996). \*2017 Non-fatal collision numbers are not yet available. The CPS continues to implement the Residential Traffic Safety Plan and work with partners, including The City Traffic Engineering, to monitor trends and hotspots and address safety concerns.

### Updates and Accomplishments

- The Residential Traffic Enforcement Unit (RTEU) conducted weekly pedestrian safety blitz's using the Checkstop bus at various schools throughout the city.
- The Holiday Checkstop took place between Dec. 1, 2017 – Jan. 2, 2018 with 27 locations enforced during both daytime and evening hours. In total 17 persons were charged with impaired driving or refusing to provide, and an additional 39 driving suspensions were issued. Over 30 summonses and 45 warnings were issued for distracted driving, seat belt violations, open alcohol, tinting, driving without insurance/registration/driver's license, and misuse of license plates.
- Traffic officers also conducted a 2-hour high profile visual campaign on Crowchild Trail. Mothers Against Drunk Driving (MADD) crash trailers were on site and displayed prominently, along with EMS ambulance and Checkstop buses. The event garnered significant attention from media and citizens, resulting in numerous tweets and interviews by Global News.

### Challenges and Risks

- Although severe weather on Dec. 29 made the Checkstop buses inoperable, members conducted high profile enhanced Checkstop set-ups throughout the city in close proximity to district offices for easy access to breathalyzers and at popular clubs/bars where preventative enforcement and education was conducted by intercepting patrons as they exited the establishments and allowing them to provide a breath sample prior to driving. Between 20-30 subjects either blew a caution or fail and found alternatives to driving despite having previously stated they felt sober enough to drive.

## Council Priority: A Healthy and Green City

**CPS Commitment: The Calgary Police Service is committed to environmental leadership to conserve, protect and improve the environment.**

### Strategies

- ✓ Demonstrate leadership in responsible environmental management practices and energy use.

### Updates and Accomplishments

- Compost bins were distributed to all work areas to reduce landfill waste.
- CPS partnered with the Calgary Fire Department to ensure programs are implemented, operated and audited in conformance with ISO 14001:2015.

### Next Steps

- Energy audits are underway to reduce electricity and natural gas consumption.



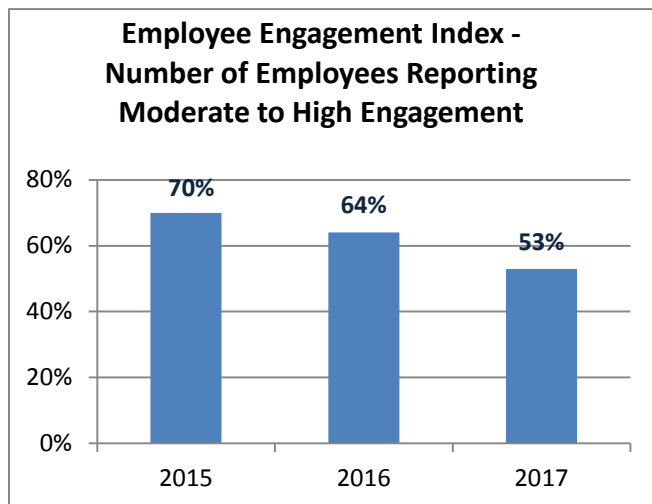
## Council Priority: A Well Run City

**CPS Commitment: Foster a Strong Workplace Community. The Calgary Police Service strives to be an employer of choice, through providing members with a variety of services that encourage well-being and ensure professionalism. We also assist our members in career development through ongoing mentorship, training and education.**

### Strategies

- ✓ Provide a supportive, healthy and professional work environment for all members.
- ✓ Train and educate all members to support the delivery of exceptional service.
- ✓ Retain and recruit quality people.

### Headline Measure



Source: Calgary Police Commission, 2017 Employee Survey Data Report

The employee engagement index decreased in 2016 and 2017. The index groups four indicators of employee engagement into one score:

- ✓ Proud to work for CPS.
- ✓ Job satisfaction.
- ✓ Motivated to go above and beyond.
- ✓ Recommend a career with CPS.

### Updates and Accomplishments

- Scenario-based Respectful Workplace Office Training has been developed and piloted with several work areas.
- The Gender Based Analysis Plus pilot project was completed and opportunities for the use of the analytical tool are currently being explored.
- Supported the rollout of The City's new Recognition and Awards Program within CPS.
- Secured Kogawa Consulting to develop the HR Service Delivery Implementation Plan and began working on implementation plan project deliverables.
- Engaged Executive Search firm to complete the search for the new Chief Human Resources Officer position.
- The CCLC completed Bias-free Policing training in the Districts and other work areas.
- Service wide implementation of the Personal Protective Equipment (PPE) and Respirator Fit Testing Program was approved. An initial commitment to provide respiratory fit testing, training and equipping officers with the appropriate level of PPE to a selected number of officers in each District began in October. Over 300 officers were supplied with PPE. Approval was received to contract out the respirator fit testing to expedite the roll-out of PPE to all employees that require it.
- District Flu Vaccine, Wellness Clinics and the 2017 CPS Wellness Expo were held to promote employee health and wellness. Nearly 500 employees received flu vaccines.
- Four Wellness Training Days were held to teach employees the importance of mindfulness, meditation, healthy living, and mental readiness and resiliency.

### Challenges and Risks

- The Alberta Government has made amendments to the Occupational Health and Safety Act and Workers Compensation Act. This will impact several CPS policies and processes related to employee safety, including psychological safety.
- The CCLC is short-staffed by several Sergeant positions, a Recruit Scenario Coordinator, as well as Learning Development Unit employees. Training requirements for 2018 are high and will likely exceed current capacity.
- The lack of progress on operationalizing the outdoor range is cost and training prohibitive. Training four classes in addition to regular qualification will be challenging.
- Increased workload and reduced manpower is limiting the Health Safety and Wellness Section's ability to take on new work and negatively impacting employee well-being and job satisfaction.

### Next Steps

- Service-wide roll-out of Respectful Workplace Office Training will commence in Q1 2018.
- Evaluate and leverage CPS Workforce Census results to improve employee supports and services.
- The CCLC will be overseeing the following projects in 2018: Continuing De-escalation Training, 9mm Glock Roll-Out, Less Lethal Training for 160 officers over two years, four new recruit classes, and potentially Vehicle Intervention and Marihuana Training for the rest of the Service.
- Review of occupational health and medical screening protocols, return to work and accommodations is occurring to better support employee health and well-being. This includes ensuring the required staffing, implementing a safety data management system to report workplace incidents and improving WCB reporting compliance.
- Continued implementation of the recommendations from the Employee Wellness Survey, including a Wellness Communications Plan to support the action plans. Upcoming activities and events include developing podcasts and e-Parade communications and continued Wellness training days.
- In 2018, a pilot research study will begin with the University of Calgary and the Mental Health Commission of Canada that will offer an on-line Road to Mental Readiness booster training to support employee mental health and resiliency.



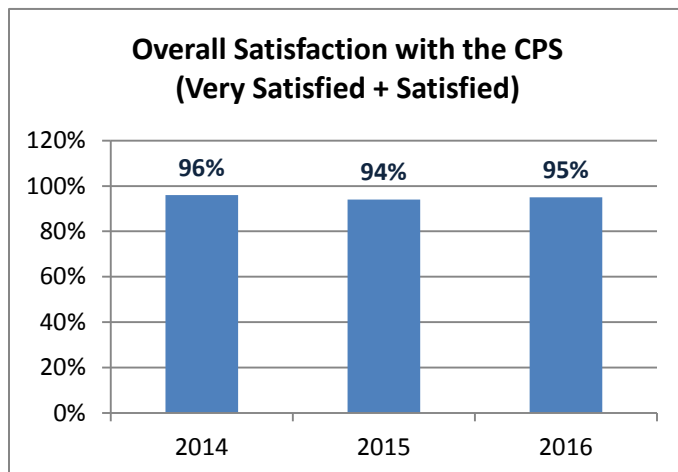
## Council Priority: A Well Run City

**CPS Commitment: Maintain citizen satisfaction and confidence by delivering quality service. How the Calgary Police Service makes decisions, invests, and engages with Calgarians is key to ensuring a safe community. We promote organizational changes that embrace innovation and efficiency, while maintaining fiscal responsibility.**

### Strategies

- ✓ Develop and implement Service-wide Coordinated Operational Strategy Processes.
- ✓ Ensure effective Incident Command throughout the CPS.
- ✓ Continue to explore innovative approaches to service delivery models.

### Headline Measure



Source: Calgary Police Commission, 2016 Annual Citizen Survey Data Report.

Citizen satisfaction with the CPS has remained fairly stable.

### Updates and Accomplishments

- The De-escalation/Judgement Simulator was successfully launched as part of the Patrol Officer Communication and De-escalation Training.
- Less Lethal implementation received legal and Executive approval and will commence in Q1 2018.
- The Incident Command Unit received resource allocation approval.

### Challenges and Risks

- The Forensic Crime Scenes Unit is operating at 20% below authorized strength. The specialized skills and Court mandated credentials are limited to those working within the Unit. As such, when multiple homicides and major crimes occur over short periods of time, members are challenged to keep up with the workload. A fully staffed Unit would help to prevent investigator burn-out in the future.

### Next Steps

- Incident Command Unit officers will be in place March 4<sup>th</sup>, at which point Incident Command Training Plan development will commence with a focus on District Sergeants, Duty Inspectors and Duty Staff Sergeants.

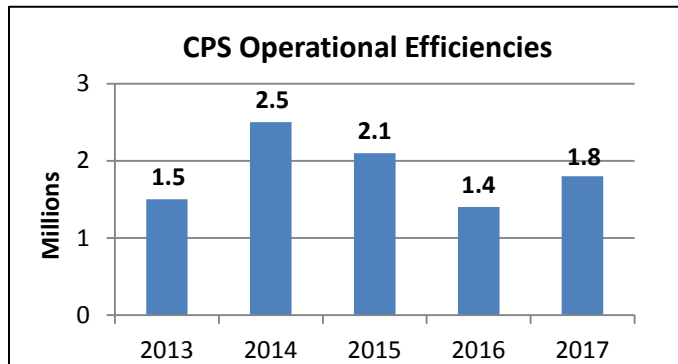
## Council Priority: A Well Run City

**CPS Commitment: Effective utilization of information, technology and infrastructure. The Calgary Police Service aims to maximize efficiencies through increased use of smart technology and more efficient infrastructure.**

### Strategies

- ✓ Leverage data and information to inform organizational decisions and address community safety.
- ✓ Develop and manage internal communications.

### Headline Measure



Source: CPS Finance Section

For the year ending 2017, the CPS has recognized efficiencies totalling \$1.8 million. This is a result of delayed spending plans and the implementation of a hiring freeze. The efficiencies recognized in 2017 will be transferred to the City Budget Savings Account (BSA).

### Updates and Accomplishments

- Process analysis and a proof of concept were developed to systemize the completeness checks for the records management system. This is a precursor to Officer Direct Entry as it will allow for a consistent check on data completeness.
- Improved internal communications include: a pilot project testing static newsroom display monitors at Westwinds and two District Offices; reduced All Personnel Memo (APM) spam through audience segmentation; simplification of APMs with summary bullets; continued use of Commander and Manager briefing notes supported with conference calls when required.

### Challenges and Risks

- There are approximately 100 investigative units requiring customized reports and data windows in order to store information in Sentry. However, programmer resources are limited for Sentry, which is slowing down the number of business units able to use the system. The Sentry Team is exploring options to solve the issue within the current budget.
- The vendor has advised that a Sentry upgrade will be required in 2019 or 2020. This is an unfunded resource cost, as system costs are included in the annual maintenance.

### Next Steps

- A Direct Data Entry pilot needs to occur to prove the completeness check works for both the Records Processing Unit and Frontline Officers. This will occur in Q2 2018. If successful, Officer Direct Entry will be rolled out in Q3/Q4 2018.
- The investigative business units have siloed systems and 2018 will focus on requirements for them to use Sentry.
- Improve communication of projects as well as decisions made by the Operations Council and Executive Committee, rollout static display screens to other areas of the Service (potential touch screen), launch the new MyCPS intranet site, explore internal social media possibilities and improve livestreaming functionality.

## Financial Summary

- At the end of the year, revenue was \$89 thousand favorable primarily due to increased court fines and traffic enforcement. However, the overall revenue variance was lower than prior year. Alarm By-Law did not meet targets as a result of implementation challenges with the issuance and collection process, and there were vacancies in ALERT positions.
- Recoveries were favourable in 2017 due to higher insurance claims along with recovery for the Motorola radio cost sharing program (new in 2017).
- Salary and wages were favourable as a result of increased sickness and accident recoveries, along with retirement incentives provided to sworn members and savings from a civilian hiring freeze. This offsets increased overtime from ongoing criminal investigations and implementation of new systems.
- Contract services were unfavourable due to higher expenses for commissionaires, professional health services and contracted services for the Sentry project.
- Materials and commodities are favorable as a result of savings for fuel, delayed equipment purchases and reduced facility maintenance.
- Capital investments into infrastructure, technology and equipment are on-going. The spend rate at the end of the year was 51% of the projected target.
- Contributions in 2017 were made to the Red Light Camera Reserve as well as the Vehicle Reserve. In addition, the operating surplus of \$1.8 million (due to retirement incentives, hiring freeze and restricted budget spending) was transferred to The City Budget Savings Account.

SUMMARY	2014	2015	2016	2017
Cost per capita of policing in Calgary	\$360	\$327	\$335	\$340
Dollars received for policing from the Provincial Government	\$32.6 million	\$33 million	\$32.3 million	\$32.7 million

2017 OPERATING BUDGET EXECUTIVE SUMMARY	Total Budget (\$000)	Budget To Date (\$000)	Actual To Date (\$000)	Variance To Date (\$000)	Variance Percent (%)
Revenue	(108,444)	(108,444)	(108,533)	89	0.1%
Expenditure	496,513	496,513	496,602	(89)	(0.0%)
<b>Net Program</b>	388,069	388,069	388,069	-	-

2017 CAPITAL BUDGET EXECUTIVE SUMMARY	Total Budget (\$000)	Expenditures To Date (\$000)	Commitments To Date (\$000)	Balance Remaining (\$000)
<b>Total Capital Programs</b>	36,619	18,713	7,365	10,541

## Endnotes and Sources

<sup>1</sup> Calgary Police Commission, 2016 Citizen Survey – Data Report, September 2016.

<sup>2</sup> Source: Sentry (BI), January 2018 – Cumulative numbers; Unit of Count: Occurrence (most serious violation).

<sup>3</sup> Sentry (BI) January 2018

<sup>4</sup> Calgary Police Commission, 2016 Citizen Survey – Data Report, September 2016.

<sup>5</sup> “Total Attended Calls” excludes calls cancelled after dispatch. (Source: CAD BI, January 2018).





# 4th Quarter 2017 Statistical Report

Compiled by: Centralized Analysis Unit  
CIAS, Strategic Services Division  
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### REPORT NOTES

Most of the statistical data in this report is derived from the Calgary Police Service records management system (SENTRY) and compiled by the Centralized Analysis Unit. Disorder data is derived from the Computer aided Dispatch (CAD) system.

Reporting is based on the most serious offence in the incident. Please note that offences are assigned to the month in which the offence was reported, which is not necessarily the month the offence occurred. The reported date is the first point in time at which the police were notified of the offence and reporting lag may vary due to circumstances (these are typically property crimes where the victim did not report the offence until a later date, or was unaware of the loss until a later date, or late-reported sexual assaults). Also note that “attempted” offences are included in these totals. Person crime offences, excluding robbery, are counted by the number of victims, using the most serious offence against the victim. Robbery, and all other crimes at the incident level, is counted using the most serious offence in the incident. Of note, cases are often cleared months and sometimes years later. Consequently, clearance rates for previous years may appear to be much higher than those of the present year. Cases “cleared by charge” and those “cleared otherwise” are included in these clearance rate totals.

For a more detailed explanation of the offence counting methodology, please contact the Centralized Analysis Unit.





# Calgary Crime Statistics

4TH QUARTER 2017

	4th Quarter				Year to Date				
	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	% Cleared 2017
<b>PERSON CRIMES<sup>1</sup></b>									
Homicide <sup>2</sup>	7	9	6.8	32.4%	30	29	28.4	2.1%	79.3%
Other Offences Causing Death	0	0	1	-100.0%	1	2	1.4	42.9%	100.0%
Attempted Homicide	3	8	4.6	73.9%	13	17	13.6	25.0%	58.8%
Sex Offences	232	304	192	58.3%	929	1134	812.8	39.5%	27.8%
Robbery <sup>3</sup>									
Financial	2	19	7.8	143.6%	33	49	37.2	31.7%	55.1%
Commercial	33	104	64	62.5%	256	316	232.4	36.0%	43.4%
Home Invasion	17	19	13.2	43.9%	51	74	51.2	44.5%	27.0%
Person	109	133	120.2	10.6%	480	522	516.4	1.1%	21.5%
Robbery of Firearm	0	1	0	N/A	0	1	0	N/A	100.0%
<b>Total Robbery</b>	<b>161</b>	<b>276</b>	<b>205.4</b>	<b>34.4%</b>	<b>820</b>	<b>962</b>	<b>837.4</b>	<b>14.9%</b>	<b>30.9%</b>
Assault									
Level 3 - Aggravated	16	18	23	-21.7%	68	93	96.6	-3.7%	72.0%
Level 2 - Weapon/Bodily Harm	455	564	366.4	53.9%	1704	2247	1444	55.6%	50.6%
Level 1 - Common Assault	1119	1373	996.4	37.8%	4723	5207	4050.8	28.5%	49.1%
Assault Police Officer	61	76	61.8	23.0%	286	277	249.6	11.0%	30.4%
Discharge Firearm with Intent	1	3	2	50.0%	7	15	7.6	97.4%	40.0%
Other Assaults	9	23	12.4	85.5%	50	67	58	15.5%	67.2%
<b>Total Assault</b>	<b>1661</b>	<b>2057</b>	<b>1462</b>	<b>40.7%</b>	<b>6838</b>	<b>7906</b>	<b>5906.6</b>	<b>33.9%</b>	<b>51.7%</b>
Miscellaneous Person Crime	407	434	351.6	23.4%	1519	1626	1373.8	18.4%	42.1%
<b>TOTAL PERSON CRIMES</b>	<b>2471</b>	<b>3088</b>	<b>2223.2</b>	<b>39.0%</b>	<b>10150</b>	<b>11676</b>	<b>8973.2</b>	<b>30.1%</b>	<b>46.4%</b>
<b>PROPERTY CRIMES</b>									
Break and Enter									
Residential	539	643	633.8	1.5%	2703	2390	2657.4	-10.1%	7.4%
Commercial	858	1412	1293.8	-8.9%	3584	4591	3584	28.1%	8.7%
Other B&E	541	551	364.4	51.2%	1995	1961	1393.6	40.7%	4.2%
Unlawfully in Residence	13	15	9	66.7%	36	53	31.6	67.7%	77.4%
B&E Firearms	30	10	13	-23.1%	87	47	42.4	10.8%	8.5%
<b>Total Break and Enter</b>	<b>1981</b>	<b>2631</b>	<b>1701</b>	<b>54.7%</b>	<b>8423</b>	<b>9042</b>	<b>6780.6</b>	<b>33.4%</b>	<b>7.8%</b>
<b>Total Theft</b>	<b>6661</b>	<b>7193</b>	<b>5330.4</b>	<b>34.9%</b>	<b>27257</b>	<b>28660</b>	<b>21831.4</b>	<b>31.3%</b>	<b>13.9%</b>
<b>Vehicle Theft (incl attempts)</b>	<b>1624</b>	<b>1935</b>	<b>1158.6</b>	<b>67.0%</b>	<b>5806</b>	<b>6861</b>	<b>4357.8</b>	<b>57.4%</b>	<b>5.0%</b>
<b>Fraud</b>	<b>1378</b>	<b>1280</b>	<b>900.8</b>	<b>42.1%</b>	<b>4650</b>	<b>5062</b>	<b>3275.6</b>	<b>54.5%</b>	<b>21.5%</b>
<b>Other Property Crimes</b>	<b>1224</b>	<b>1179</b>	<b>1293.8</b>	<b>-8.9%</b>	<b>5076</b>	<b>4862</b>	<b>5500.6</b>	<b>-11.6%</b>	<b>12.6%</b>
<b>TOTAL PROPERTY CRIMES</b>	<b>12868</b>	<b>14218</b>	<b>10384.6</b>	<b>36.9%</b>	<b>51212</b>	<b>54487</b>	<b>41746</b>	<b>30.5%</b>	<b>12.3%</b>
<b>OTHER CRIMINAL CODE</b>									
Vice	25	1	18.4	-94.6%	54	4	65.2	-93.9%	50.0%
Gaming	0	0	0.4	-100.0%	0	0	0.6	-100.0%	-
Weapon Related	67	104	68.6	51.6%	326	350	304.4	15.0%	94.6%
Miscellaneous	775	1601	854.8	87.3%	4018	5896	3766	56.6%	88.3%
<b>TOTAL OTHER CRIMINAL CODE</b>	<b>867</b>	<b>1706</b>	<b>942.2</b>	<b>81.1%</b>	<b>4398</b>	<b>6250</b>	<b>4136.2</b>	<b>51.1%</b>	<b>88.7%</b>
<b>SELECTED OTHER</b>									
Criminal Code Traffic	331	421	509	-17.3%	1216	1561	2002.4	-22.0%	95.5%
Drugs	291	280	323.4	-13.4%	1219	1183	1352.4	-12.5%	93.0%
Selected Non-Criminal									
Missing Person <sup>4</sup>	884	983	774.8	26.9%	3715	3835	3263.4	17.5%	N/A
Domestic Information	3165	3369	3257.6	3.4%	13031	12592	13158.2	-4.3%	N/A
Domestic Standby	226	249	225.2	10.6%	1004	963	934.4	3.1%	N/A
<b>Total Selected Non-Criminal</b>	<b>4275</b>	<b>4601</b>	<b>4257.6</b>	<b>8.1%</b>	<b>17750</b>	<b>17390</b>	<b>17356</b>	<b>0.2%</b>	<b>N/A</b>
<b>Total Selected Other</b>	<b>9172</b>	<b>9903</b>	<b>9347.6</b>	<b>5.9%</b>	<b>37935</b>	<b>37524</b>	<b>38066.8</b>	<b>-1.4%</b>	<b>N/A</b>

Source: Sentry, February 2018

<sup>1</sup> Person crimes are counted at the victim level using the most serious violation against each victim in an incident. <sup>2</sup> Due to the dynamic nature of homicide investigations these numbers may have been updated manually to reflect the current homicide count. Due to manual updating, it's possible that 1 or more homicides may be reflected in the assault category. Homicide counts are provided by the homicide unit. <sup>3</sup> Robbery and all other crimes, as well as selected domestic non-criminal incidents, are counted at the incident level using the most serious offence in the incident. <sup>4</sup> Missing persons are counted by the number of missing individuals.

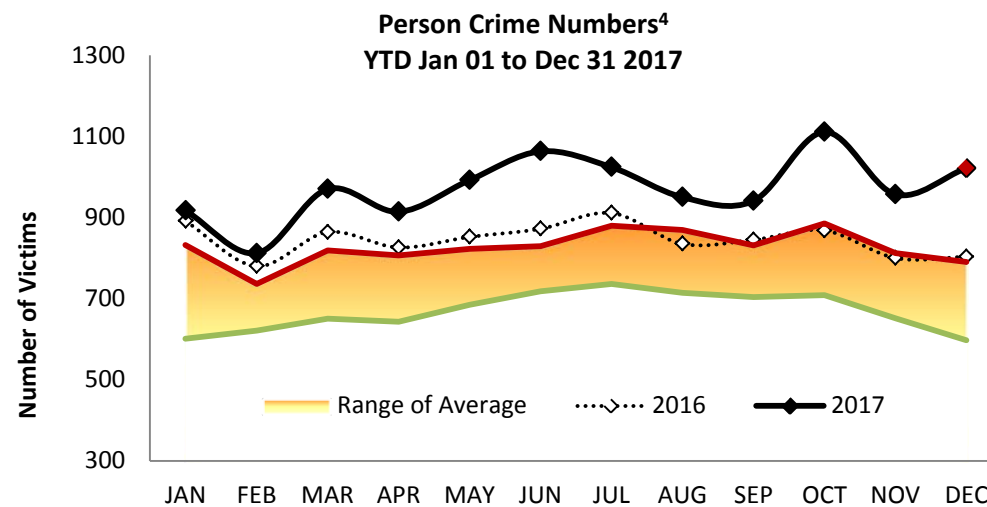


# Calgary Person Crime Statistics

4TH QUARTER 2017

	4th Quarter Number of Victims				Year to Date Number of Victims				
	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	% Cleared 2017
<b>PERSON CRIMES<sup>1</sup></b>									
Homicide <sup>2</sup>	7	9	6.8	32.4%	30	29	28.4	2.1%	79.3%
Other Offences Causing Death	0	0	1	-100.0%	1	2	1.4	42.9%	100.0%
Attempted Homicide	3	8	4.6	73.9%	13	17	13.6	25.0%	58.8%
Sex Offences	232	304	192	58.3%	929	1134	812.8	39.5%	27.8%
Robbery <sup>3</sup>									
Financial	2	19	7.8	143.6%	33	49	37.2	31.7%	55.1%
Commercial	33	104	64	62.5%	256	316	232.4	36.0%	43.4%
Home Invasion	17	19	13.2	43.9%	51	74	51.2	44.5%	27.0%
Person	109	133	120.2	10.6%	480	522	516.4	1.1%	21.5%
Robbery of Firearm	0	1	0	N/A	0	1	0	N/A	100.0%
<b>Total Robbery</b>	<b>161</b>	<b>276</b>	<b>205.4</b>	<b>34.4%</b>	<b>820</b>	<b>962</b>	<b>837.4</b>	<b>14.9%</b>	<b>30.9%</b>
Assault									
Level 3 - Aggravated	16	18	23	-21.7%	68	93	96.6	-3.7%	72.0%
Level 2 - Weapon/Bodily Harm	455	564	366.4	53.9%	1704	2247	1444	55.6%	50.6%
Level 1 - Common Assault	1119	1373	996.4	37.8%	4723	5207	4050.8	28.5%	49.1%
Assault Police Officer	61	76	61.8	23.0%	286	277	249.6	11.0%	30.4%
Discharge Firearm with Intent	1	3	2	50.0%	7	15	7.6	97.4%	40.0%
Other Assaults	9	23	12.4	85.5%	50	67	58	15.5%	67.2%
<b>Total Assault</b>	<b>1661</b>	<b>2057</b>	<b>1462</b>	<b>40.7%</b>	<b>6838</b>	<b>7906</b>	<b>5906.6</b>	<b>33.9%</b>	<b>51.7%</b>
Miscellaneous Person Crime	407	434	351.6	23.4%	1519	1626	1373.8	18.4%	42.1%
<b>TOTAL PERSON CRIMES</b>	<b>2471</b>	<b>3088</b>	<b>2223.2</b>	<b>39.0%</b>	<b>10150</b>	<b>11676</b>	<b>8973.2</b>	<b>30.1%</b>	<b>46.4%</b>

Source: Sentry, February 2018



<sup>1</sup>Person crimes are counted at the victim level using the most serious violation against each victim in an incident. <sup>2</sup>Due to the dynamic nature of homicide investigations these numbers may have been updated manually to reflect the current homicide count. Due to manual updating, it's possible that 1 or more homicides may be reflected in the assault category. Homicide counts are provided by the homicide unit. <sup>3</sup>Robbery is counted at the incident level, rather than at the victim level in accordance with Uniform Crime Reporting counting standards. <sup>4</sup>The range of average is calculated as 1 standard deviation above and 1 below the calculated average for the previous five year period.



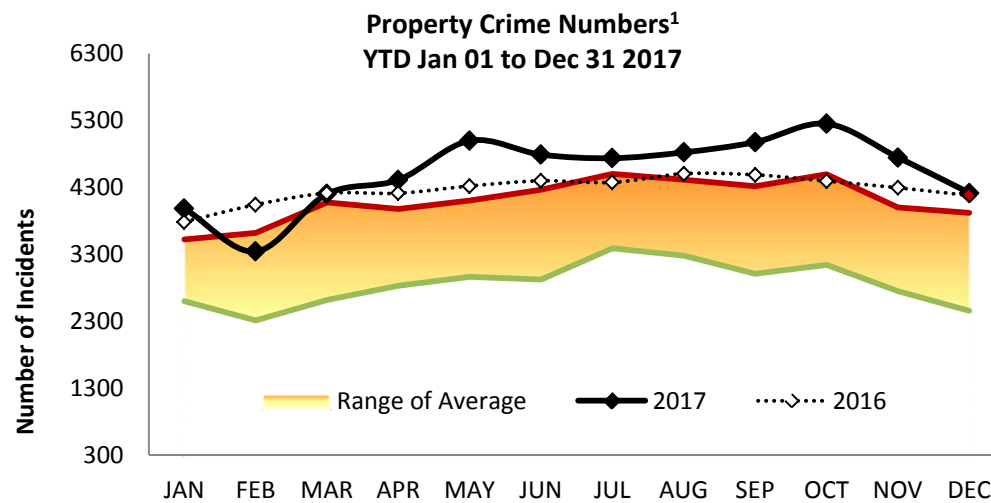


# Calgary Property Crime Statistics

4TH QUARTER 2017

	4th Quarter Number of Incidents				Year to Date Number of Incidents				
	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	% Cleared 2017
<b>PROPERTY CRIMES</b>									
<b>Break and Enter</b>									
Residential	539	643	634	1.5%	2703	2390	2657	-10.1%	7.4%
Commercial	858	1412	872	61.9%	3584	4591	3584	28.1%	8.7%
Other B&E	541	551	364	51.2%	1995	1961	1394	40.7%	4.2%
Unlawfully in Residence	13	15	9	66.7%	36	53	32	67.7%	77.4%
B&E Firearms	30	10	13	-23.1%	87	47	42	10.8%	8.5%
<b>Total Break and Enter</b>	<b>1981</b>	<b>2631</b>	<b>1701</b>	<b>54.7%</b>	<b>8423</b>	<b>9042</b>	<b>6781</b>	<b>33.4%</b>	<b>7.8%</b>
<b>Theft</b>	<b>6661</b>	<b>7193</b>	<b>5330</b>	<b>34.9%</b>	<b>27257</b>	<b>28660</b>	<b>21831</b>	<b>31.3%</b>	<b>13.9%</b>
<b>Vehicle Theft (incl attempts)</b>	<b>1624</b>	<b>1935</b>	<b>1159</b>	<b>67.0%</b>	<b>5806</b>	<b>6861</b>	<b>4358</b>	<b>57.4%</b>	<b>5.0%</b>
<b>Fraud</b>	<b>1378</b>	<b>1280</b>	<b>901</b>	<b>N/A</b>	<b>4650</b>	<b>5062</b>	<b>3276</b>	<b>N/A</b>	<b>21.5%</b>
<b>Other Property Crimes</b>	<b>1224</b>	<b>1179</b>	<b>1294</b>	<b>-8.9%</b>	<b>5076</b>	<b>4862</b>	<b>5501</b>	<b>-11.6%</b>	<b>12.6%</b>
<b>TOTAL PROPERTY CRIMES</b>	<b>12868</b>	<b>14218</b>	<b>10385</b>	<b>36.9%</b>	<b>51212</b>	<b>54487</b>	<b>41746</b>	<b>30.5%</b>	<b>12.3%</b>

Source: Sentry, February 2018



<sup>1</sup>The range of average is calculated as 1 standard deviation above and 1 below the calculated average for the previous five year period.



## Calgary Other Crime Statistics

4TH QUARTER 2017

	4th Quarter Number of Incidents				Year to Date Number of Incidents				
	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	% Cleared 2017
<b>OTHER CRIMINAL CODE</b>									
Vice	25	1	18.4	-94.6%	54	4	65.2	-93.9%	50.0%
Gaming	0	0	0.4	-100.0%	0	0	0.6	-100.0%	-
Weapon Related	67	104	68.6	51.6%	326	350	304.4	15.0%	94.6%
Miscellaneous	775	1601	854.8	87.3%	4018	5896	3766	56.6%	88.3%
<b>TOTAL OTHER CRIMINAL CODE</b>	<b>867</b>	<b>1706</b>	<b>942.2</b>	<b>81.1%</b>	<b>4398</b>	<b>6250</b>	<b>4136.2</b>	<b>51.1%</b>	<b>88.7%</b>
<b>SELECTED OTHER</b>									
Criminal Code Traffic	331	421	509	-17.3%	1216	1561	2002.4	-22.0%	95.5%
Drugs	291	280	323.4	-13.4%	1219	1183	1352.4	-12.5%	93.0%
<b>Selected Non-Criminal</b>									
Missing Person <sup>1</sup>	884	983	774.8	26.9%	3715	3835	3263.4	17.5%	N/A
Domestic Information	3165	3369	3257.6	3.4%	13031	12592	13158.2	-4.3%	N/A
Domestic Standby	226	249	225.2	10.6%	1004	963	934.4	3.1%	N/A
<b>Total Selected Non-Criminal</b>	<b>4275</b>	<b>4601</b>	<b>4257.6</b>	<b>8.1%</b>	<b>17750</b>	<b>17390</b>	<b>17356</b>	<b>0.2%</b>	<b>N/A</b>
<b>Total Selected Other</b>	<b>9172</b>	<b>9903</b>	<b>9347.6</b>	<b>5.9%</b>	<b>37935</b>	<b>37524</b>	<b>38066.8</b>	<b>-1.4%</b>	<b>N/A</b>

Source: Sentry, February 2018

### Drug Incidents<sup>2</sup>

	1st Quarter Number of Incidents				Year to Date Number of Incidents				
	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	Trend
<b>DRUGS</b>									
Demand	201	217	117	85.5%	774	852	813.6	4.7%	
Supply	90	63	206.4	-69.5%	445	331	538.8	-38.6%	
<b>Total</b>	<b>291</b>	<b>280</b>	<b>323.4</b>	<b>-13.4%</b>	<b>1219</b>	<b>1183</b>	<b>1352.4</b>	<b>-12.5%</b>	
<b>Drug Type</b>									
Cannabis	90	89	146.2	-39.1%	361	337	626.4	-46.2%	
Cocaine/Crack	70	49	95.8	-48.9%	324	249	437.2	-43.0%	
Heroin	23	24	14.4	66.7%	99	114	52.8	115.9%	
Methamphetamine/Crystal Meth	65	82	38.8	111.3%	265	306	128.2	138.7%	
Opiates	12	11	10.4	5.8%	86	46	44	4.5%	
All Other Drugs	31	25	17.8	40.4%	84	131	63.8	105.3%	
<b>Total</b>	<b>291</b>	<b>280</b>	<b>323.4</b>	<b>-13.4%</b>	<b>1219</b>	<b>1183</b>	<b>1352.4</b>	<b>-12.5%</b>	

Source: Sentry, February 2018

<sup>1</sup>Missing persons are counted by the number of missing individuals.

<sup>2</sup>'Demand' is a roll-up of all possession drug incidents where the drug offence represented the most serious offence on the incident; 'Supply' includes possession for the purpose of trafficking, trafficking, importation/exportation and cultivation.



# Weapons and Intimidation Usage in Violent Crime

4TH QUARTER 2017

## Most Serious Weapon Present

WEAPON TYPE	4th Quarter Number of Incidents				Year to Date Number of Incidents			
	2016	2017	5yr AVG (2012to2017)	% Change (5 Year)	2016	2017	5yr AVG (2012to2017)	% Change (5 Year)
Firearm	75	95	71	33.1%	271	329	245	34.4%
Edged Weapon <sup>1</sup>	165	216	166	30.4%	788	879	663	32.6%
Club/Blunt Object	37	48	34	39.5%	180	217	150	44.3%
Other Weapon <sup>2</sup>	266	336	248	35.5%	1111	1194	1003	19.0%
Unknown	28	54	33	63.6%	111	230	118	94.9%
Physical force	1330	1663	1133	46.8%	5295	6336	4587	38.1%
Verbal Threat	175	255	140	82.1%	598	876	543	61.2%
No weapon	164	153	177	-13.6%	824	640	772	-17.1%
<b>Total</b>	<b>2240</b>	<b>2820</b>	<b>2002</b>	<b>40.9%</b>	<b>9178</b>	<b>10701</b>	<b>8081</b>	<b>32.4%</b>

Source: Sentry, February 2018

Unit of Count: Incident based on reporting date. Most serious weapon present per incident where at least one violent offence occurred.

## Injury Level of Victims by Weapon Type (Most serious weapon Used)

WEAPON TYPE	4th Quarter Number of Incidents					Year to Date Number of Incidents				
	Death	Major	Minor	Unknown / Not Stated	Total	Death	Major	Minor	Unknown / Not Stated	Total
Firearm	3	7	1	0	11	10	30	16	2	58
Edged Weapon <sup>1</sup>	4	50	17	0	71	10	229	89	2	330
Club/Blunt Object	0	16	11	0	27	0	85	74	1	160
Other Weapon <sup>2</sup>	0	62	161	2	225	5	204	571	15	795
Physical force	1	142	691	29	863	1	505	2832	96	3434
Unknown	3	12	6	24	45	6	56	30	74	166
<b>TOTAL INJURED</b>	<b>11</b>	<b>289</b>	<b>887</b>	<b>55</b>	<b>1242</b>	<b>32</b>	<b>1109</b>	<b>3612</b>	<b>190</b>	<b>4943</b>

Source: Sentry, February 2018

Unit of Count: Victim. Most serious injury sustained per victim of violent offence incident.

<sup>1</sup> "Edged weapon" includes weapons classified as cutting and piercing instruments.

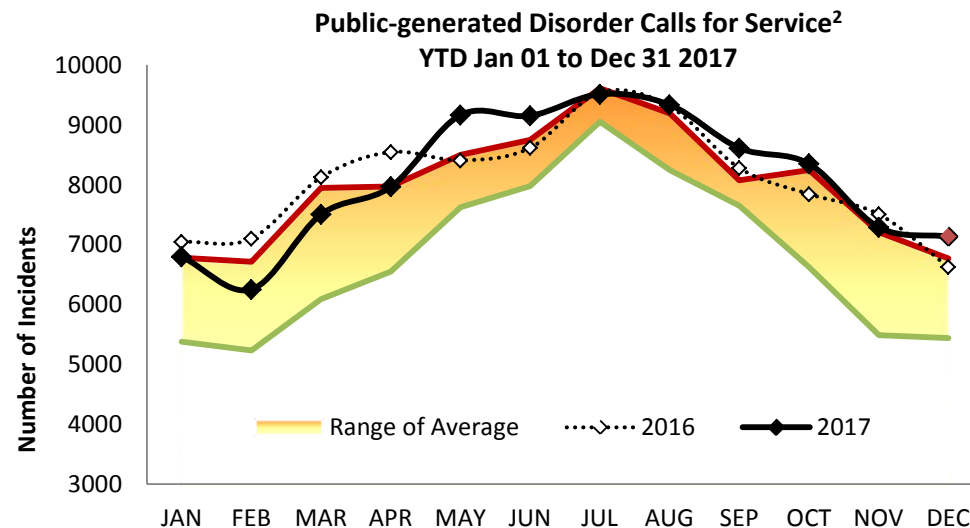
<sup>2</sup> "Other" weapons include any physical object not classified otherwise, such as fire, vehicle, body fluids, beverages and their containers, strangulation/ligature instruments, etc.



# Calgary Disorder Statistics

4th Quarter 2017

	4th Quarter				Year to Date			
	Number of Events				Number of Events			
	2016	2017	5 yr AVG (2012-2017)	% Change (5 Year)	2016	2017	5 yr AVG (2012-2017)	% Change (5 Year)
<b>SOCIAL DISORDER</b>								
<b>Social Disorder</b>								
Disturbance	2696	2811	2497	12.6%	11712	12198	10779	13.2%
Drugs	506	548	492	11.3%	2587	2512	2427	3.5%
Indecent Act	100	106	109	-3.1%	565	598	614	-2.6%
Intoxicated Persons	795	679	1091	-37.7%	4074	3265	5190	-37.1%
Landlord Tenant	638	653	603	8.3%	2654	2871	2605	10.2%
Mental Health Concern	918	905	807	12.1%	3531	3906	3146	24.2%
Neighbour Dispute	422	470	413	13.9%	2190	2313	2058	12.4%
Noise Complaint	796	865	992	-12.8%	4451	4245	5512	-23.0%
Party Complaint	316	277	327	-15.3%	1822	1708	2037	-16.2%
Possible Gunshots	119	130	143	-8.8%	872	674	823	-18.1%
Prostitution	47	15	47	-68.1%	159	116	270	-57.1%
Speeder	128	106	110	-3.8%	781	722	711	1.6%
Suspicious Person	5442	5503	4179	31.7%	24651	24665	18635	32.4%
Suspicious Vehicle	2642	2822	2246	25.6%	11452	11554	9600	20.4%
Threats	711	417	744	-43.9%	2966	1932	3011	-35.8%
Unwanted Guest	4178	4832	3365	43.6%	15901	17352	12866	34.9%
<b>TOTAL SOCIAL DISORDER</b>	<b>20454</b>	<b>21139</b>	<b>18320</b>	<b>15.4%</b>	<b>90368</b>	<b>90631</b>	<b>81552</b>	<b>11.1%</b>
<b>Physical Disorder</b>								
Abandoned Auto	125	148	121	21.9%	414	460	387	18.7%
Fire	331	357	409	-12.6%	1564	1540	1873	-17.8%
Property Damage <sup>1</sup>	1063	1124	1030	9.1%	4588	4425	4729	-6.4%
<b>TOTAL PHYSICAL DISORDER</b>	<b>1519</b>	<b>1629</b>	<b>1560.2</b>	<b>4.4%</b>	<b>6566</b>	<b>6425</b>	<b>6989</b>	<b>-8.1%</b>
<b>TOTAL DISORDER</b>	<b>21973</b>	<b>22768</b>	<b>19881</b>	<b>14.5%</b>	<b>96934</b>	<b>97056</b>	<b>88541</b>	<b>9.6%</b>



Dispatched, advised and callback calls are included.

<sup>1</sup> The majority of Property Damage calls result in *Criminal Code* reports, which are counted under 'Other Property Crimes'. <sup>2</sup> The range of average is calculated as 1 standard deviation above and 1 below the calculated average for the previous five-year period.

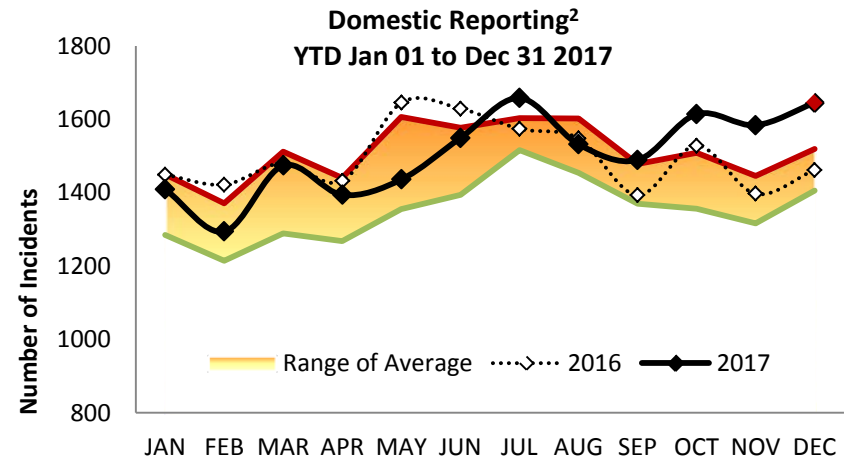
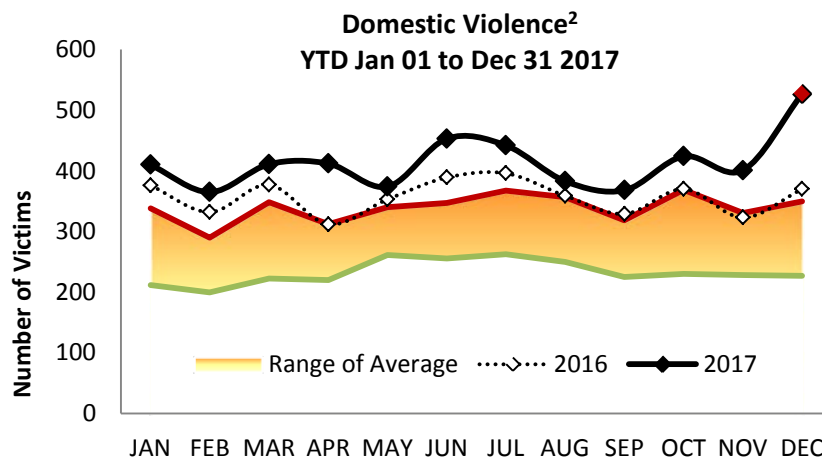


## Domestic Related Statistics

4TH QUARTER 2017

	4th Quarter Number of Victims				Year to Date Number of Victims				
	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	% Cleared 2017
<b>PERSON CRIMES*</b>									
Homicide <sup>1</sup>	4	3	3.2	-6.3%	8	7	8.2	-6.3%	71.4%
Other Offences Causing Death	0	0	0.2	-100.0%	0	0	0.2	-100.0%	-
Attempted Homicide	1	2	0.6	233.3%	4	7	3	133.3%	85.7%
Sex Offences	48	85	48.2	76.3%	213	280	206.2	35.8%	31.4%
Assault									
Level 3 - Aggravated	6	7	7.8	-10.3%	24	18	27.2	-33.8%	88.9%
Level 2 - Weapon/Bodily Harm	160	189	111.2	70.0%	549	744	442	68.3%	67.9%
Level 1 - Common Assault	701	886	562.8	57.4%	2870	3285	2217.8	48.1%	49.9%
Assault Police Officer	3	9	2.8	221.4%	11	23	12.4	85.5%	35.7%
Discharge Firearm with Intent	0	0	0	0.0%	0	0	0.2	-100.0%	-
Other Assaults	0	0	1.2	-100.0%	4	13	5.4	140.7%	76.9%
<b>Total Assault</b>	<b>870</b>	<b>1091</b>	<b>685.8</b>	<b>59.1%</b>	<b>3458</b>	<b>4083</b>	<b>2705</b>	<b>50.9%</b>	<b>53.7%</b>
Miscellaneous Person Crime	143	172	130	32.3%	607	596	510.4	16.8%	62.1%
<b>TOTAL PERSON CRIMES</b>	<b>1066</b>	<b>1353</b>	<b>867</b>	<b>55.9%</b>	<b>4290</b>	<b>4973</b>	<b>3431</b>	<b>44.9%</b>	<b>53.5%</b>

Source: Sentry, February 2018



	4th Quarter Number of Reports				Year to Date Number of Reports				
	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	% Cleared 2017
<b>DOMESTIC REPORTING</b>									
Domestic Information	3165	3369	3257.6	3.4%	13031	12592	13158.2	-4.3%	N/A
Domestic Standby	226	249	225.2	10.6%	1004	963	934.4	3.1%	N/A
<b>TOTAL INFORMATIONS</b>	<b>3391</b>	<b>3618</b>	<b>3482.8</b>	<b>3.9%</b>	<b>14035</b>	<b>13555</b>	<b>14092.6</b>	<b>-3.8%</b>	<b>N/A</b>

Source: Sentry, February 2018

<sup>1</sup>Due to the dynamic nature of homicide investigations these numbers may have been updated manually to reflect the current homicide count. Due to manual updating, it's possible that 1 or more homicides may be reflected in the assault category. Homicide counts are provided by the homicide unit. <sup>2</sup>The range of average is calculated as 1 standard deviation above and 1 below the calculated average for the previous five year period.



## Youth Related Statistics

4TH QUARTER 2017

	4th Quarter Number of Offenders				Year to Date Number of Offenders			
	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)
<b>YOUTH OFFENDERS</b>								
<b>PERSON CRIMES</b>								
Homicide	0	1	0.0	N/A	1	1	2.2	-54.5%
Other Offences Causing Death	0	0	0.0	N/A	0	0	0.0	N/A
Attempted Homicide	0	0	0.0	N/A	1	0	0.2	-100.0%
Sex Offences	15	8	13.4	-40.3%	46	51	42.0	21.4%
Robbery	8	23	19.4	18.6%	30	67	71.6	-6.4%
Assault	94	117	97.6	19.9%	372	391	398.8	-2.0%
Miscellaneous Person Crime	12	21	13.0	61.5%	44	60	57.0	5.3%
<b>TOTAL YOUTH PERSON CRIMES</b>	<b>129</b>	<b>170</b>	<b>143.4</b>	<b>18.5%</b>	<b>494</b>	<b>570</b>	<b>571.8</b>	<b>-0.3%</b>
<b>PROPERTY CRIMES</b>								
Break and Enter	13	3	19.2	-84.4%	37	40	103.4	-61.3%
Theft	140	165	188.6	-12.5%	700	627	820.2	-23.6%
Fraud	2	11	7.6	44.7%	23	27	27.4	-1.5%
Other Property Crimes	28	35	35.6	-1.7%	95	95	174.0	-45.4%
<b>TOTAL YOUTH PROPERTY CRIMES</b>	<b>183</b>	<b>214</b>	<b>251.0</b>	<b>-14.7%</b>	<b>855</b>	<b>789</b>	<b>1125.0</b>	<b>-29.9%</b>
<b>OTHER CRIMES</b>								
Other Criminal Code Violations	31	43	62.4	-31.1%	203	164	310.8	-47.2%
Criminal Code Traffic Violations	1	2	9.0	-77.8%	1	9	33.4	-73.1%
Drugs	19	22	39.4	-44.2%	96	71	167.4	-57.6%
Other Statutes	14	25	77.6	-67.8%	78	58	324.4	-82.1%
<b>TOTAL YOUTH OTHER CRIMES</b>	<b>65</b>	<b>92</b>	<b>188.4</b>	<b>-51.2%</b>	<b>378</b>	<b>302</b>	<b>836.0</b>	<b>-63.9%</b>
<b>TOTAL YOUTH CRIMES</b>	<b>377</b>	<b>476</b>	<b>582.8</b>	<b>-18.3%</b>	<b>1727</b>	<b>1661</b>	<b>2532.8</b>	<b>-34.4%</b>

Source: Sentry, February 2018

Unit of count: most serious violation per accused. Calculations are based on offences cleared. Youth offenders are between the ages of 12 and 17 years.

	4th Quarter Number of Incidents				Year to Date Number of Incidents			
	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)	2016	2017	5yr AVG (2012-2016)	% Change (5 Year)
<b>YOUTH VICTIMS</b>								
<b>PERSON CRIMES</b>								
Homicide	1	1	0.6	66.7%	3	2	2.2	-9.1%
Other Offences Causing Death	1	0	0.6	-100.0%	1	0	0.8	-100.0%
Attempted Homicide	1	0	0.0	#DIV/0!	1	0	0.6	-100.0%
Sex Offences	103	136	83.6	62.7%	405	549	356.4	54.0%
Robbery	22	35	28.4	23.2%	405	549	139.0	295.0%
Assault	167	239	148.6	60.8%	623	858	599.4	43.1%
Miscellaneous Person Crime	67	65	44.8	45.1%	210	215	168.4	27.7%
<b>TOTAL YOUTH PERSON VICTIMS</b>	<b>361</b>	<b>477</b>	<b>306.6</b>	<b>55.6%</b>	<b>1344</b>	<b>1769</b>	<b>1266.8</b>	<b>39.6%</b>

Source: Sentry, February 2018

Unit of count: most serious violation per victim. Youth victims are victims aged 0 to 17 years.

## Calgary Crime Statistics

## 4TH QUARTER 2017

PERSON CRIMES <sup>1</sup>	4th Quarter			Year to Date			Accumulated to Date		
	Number of Victims			Number of Victims			Percentage Cleared		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
<b>Homicide<sup>2</sup></b>									
1st Degree	6	2	4	18	17	12	50.0%	52.9%	83.3%
2nd Degree	2	2	4	13	7	14	84.6%	85.7%	78.6%
Manslaughter	2	3	1	5	6	3	100.0%	100.0%	66.7%
Infanticide	0	0	0	0	0	0	-	-	-
<b>Homicide Total</b>	<b>10</b>	<b>7</b>	<b>9</b>	<b>36</b>	<b>30</b>	<b>29</b>	<b>69.4%</b>	<b>70.0%</b>	<b>79.3%</b>
<b>Other Offences Causing Death</b>									
Criminal Negligence	1	0	0	2	1	2	100.0%	100.0%	100.0%
Other Offences Causing Death	0	0	0	0	0	0	-	-	-
<b>Other Offences Causing Death Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Attempted Homicide</b>									
Attempted murder	13	3	8	22	13	N/A	68.2%	76.9%	58.8%
Conspiracy to Commit	0	0	0	1	0	0	0.0%	-	-
<b>Total</b>	<b>13</b>	<b>3</b>	<b>8</b>	<b>23</b>	<b>13</b>	<b>17</b>	<b>65.2%</b>	<b>76.9%</b>	<b>58.8%</b>
<b>Sex Offences</b>									
Level 3, aggravated	1	2	0	5	4	4	80.0%	50.0%	50.0%
Level 2, weapon or bodily harm	2	3	10	10	5	31	50.0%	40.0%	22.6%
Level 1	183	205	255	717	806	908	39.3%	33.9%	27.3%
Other	37	22	39	136	114	191	42.6%	37.7%	30.4%
<b>Sex Offences Total</b>	<b>223</b>	<b>232</b>	<b>304</b>	<b>868</b>	<b>929</b>	<b>1134</b>	<b>40.2%</b>	<b>34.4%</b>	<b>27.8%</b>
<b>Robbery<sup>3</sup></b>									
Financial	14	2	19	58	33	49	82.8%	69.7%	55.1%
Commercial	100	33	104	304	256	316	26.0%	37.9%	43.4%
Home Invasion	20	17	19	73	51	74	23.3%	15.7%	27.0%
Person	141	109	133	535	480	522	25.0%	18.5%	21.5%
Robbery of Firearm	0	0	1	0	0	1	-	-	100.0%
<b>Robbery Total</b>	<b>275</b>	<b>161</b>	<b>276</b>	<b>970</b>	<b>820</b>	<b>962</b>	<b>28.7%</b>	<b>26.5%</b>	<b>30.9%</b>
<b>Assault</b>									
Level 3 - Aggravated	23	16	18	101	68	93	68.3%	67.6%	72.0%
Level 2 - Weapon/Bodily Harm	384	455	564	1542	1704	2247	61.7%	58.0%	50.6%
Level 1 - Common Assault	1138	1119	1373	4395	4723	5207	71.8%	68.3%	49.1%
Assault Police Officer	80	61	76	275	286	277	42.6%	37.7%	30.4%
Discharge Firearm with Intent	2	1	3	6	7	15	50.0%	42.9%	40.0%
Other Assaults	8	9	23	41	50	67	87.8%	78.0%	67.2%
<b>Assault Total</b>	<b>1635</b>	<b>1661</b>	<b>2057</b>	<b>6360</b>	<b>6838</b>	<b>7906</b>	<b>70.6%</b>	<b>66.9%</b>	<b>51.7%</b>
<b>Miscellaneous Person Crime</b>									
Kidnapping/Abduction	15	16	4	27	47	34	44.4%	48.9%	44.1%
Forcible Confinement	13	19	24	65	61	83	75.4%	85.2%	77.1%
Extortion	15	10	20	67	51	60	29.9%	29.4%	25.0%
Criminal Harassment	103	94	70	339	361	289	49.0%	46.3%	46.0%
Uttering Threats	219	236	251	836	908	918	49.0%	46.3%	46.0%
Threatening/Harassing Communications	9	22	55	42	53	206	55.1%	51.9%	44.8%
Other Person Crime	5	10	10	45	38	36	80.0%	76.3%	50.0%
<b>Miscellaneous Person Crime Total</b>	<b>379</b>	<b>407</b>	<b>434</b>	<b>1421</b>	<b>1519</b>	<b>1626</b>	<b>53.2%</b>	<b>50.5%</b>	<b>42.1%</b>
<b>TOTAL PERSON CRIMES</b>	<b>2536</b>	<b>2471</b>	<b>3088</b>	<b>9680</b>	<b>10150</b>	<b>11676</b>	<b>61.0%</b>	<b>58.3%</b>	<b>46.4%</b>



## Calgary Crime Statistics

## 4TH QUARTER 2017

PROPERTY CRIMES	4th Quarter			Year to Date			Accumulated to Date		
	Number of Incidents			Number of Incidents			Percentage Cleared		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
<b>Break and Enter</b>									
Residential	816	539	643	3380	2703	2390	13.6%	11.2%	7.4%
Commercial	872	872	1412	3584	3584	4591	11.5%	9.8%	8.7%
Other B&E	495	541	551	1936	1995	1961	4.7%	4.0%	4.2%
Unlawfully in Residence	9	13	15	30	36	53	80.0%	72.2%	77.4%
B&E Firearms	16	30	10	79	87	47	5.1%	5.7%	8.5%
<b>Break and Enter Total</b>	<b>2208</b>	<b>1981</b>	<b>2631</b>	<b>9009</b>	<b>8423</b>	<b>9042</b>	<b>11.0%</b>	<b>9.1%</b>	<b>7.8%</b>
<b>Theft</b>									
Theft Over	61	109	155	234	314	599	13.2%	12.1%	6.7%
Theft Under	1853	1640	1705	7583	7489	7653	8.6%	8.3%	9.1%
From Vehicle Over	48	90	96	202	362	426	0.5%	1.4%	1.4%
From Vehicle Under	3294	3480	3809	12780	13488	14394	2.1%	1.6%	1.4%
Possession Stolen Property	187	236	146	673	797	820	100.0%	98.9%	89.8%
Shoplift Over	5	5	18	18	27	50	22.2%	40.7%	30.0%
Shoplift Under	1192	1101	1264	4421	4780	4718	66.9%	60.0%	48.5%
<b>Theft Total</b>	<b>6640</b>	<b>6661</b>	<b>7193</b>	<b>25911</b>	<b>27257</b>	<b>28660</b>	<b>17.7%</b>	<b>16.7%</b>	<b>13.9%</b>
<b>Vehicle Theft</b>									
Vehicle Theft	1363	1624	1935	5498	5806	6861	7.6%	7.7%	5.0%
<b>Vehicle Theft Total</b>	<b>1363</b>	<b>1624</b>	<b>1935</b>	<b>5498</b>	<b>5806</b>	<b>6861</b>	<b>7.6%</b>	<b>7.7%</b>	<b>5.0%</b>
<b>Fraud</b>									
False Pretences	13	39	36	35	64	137	60.0%	21.9%	10.9%
Forgery/Uttering	100	162	117	418	490	574	61.2%	51.8%	31.4%
Computer	1	4	8	5	5	40	60.0%	0.0%	2.5%
Identity Theft/Fraud/Personation	94	309	114	321	599	423	31.2%	21.4%	26.0%
Food/Lodging/Transportation	67	65	59	289	243	230	54.7%	55.1%	47.8%
Defraud Person	641	375	402	2115	2021	1509	23.7%	20.0%	17.4%
Credit Card	184	422	536	689	1218	2114	29.2%	22.3%	18.9%
Fraud - Other	2	2	8	12	51212	54487	83.3%	60.0%	25.7%
<b>Fraud Total</b>	<b>1102</b>	<b>1378</b>	<b>1280</b>	<b>3884</b>	<b>4650</b>	<b>5062</b>	<b>32.2%</b>	<b>26.0%</b>	<b>21.5%</b>
<b>Other Property Crimes</b>									
Arson	33	26	29	177	137	156	16.9%	7.3%	9.0%
Mischief	472	425	498	1888	1732	1838	18.9%	19.9%	23.5%
Vehicle Damage	857	772	652	3653	3205	2866	6.9%	6.3%	5.8%
Altering/Removing VIN	2	1	0	3	2	2	33.3%	50.0%	0.0%
<b>Other Property Crimes Total</b>	<b>1364</b>	<b>1224</b>	<b>1179</b>	<b>5721</b>	<b>5076</b>	<b>4862</b>	<b>11.2%</b>	<b>11.0%</b>	<b>12.6%</b>
<b>TOTAL PROPERTY CRIMES</b>	<b>12677</b>	<b>12868</b>	<b>14218</b>	<b>50023</b>	<b>51212</b>	<b>54487</b>	<b>15.8%</b>	<b>14.7%</b>	<b>12.3%</b>



## Calgary Crime Statistics

## 4TH QUARTER 2017

OTHER CRIMINAL CODE	4th Quarter Number of Incidents			Year to Date Number of Incidents			Accumulated to Date Percentage Cleared		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
<b>Vice</b>									
Impede/Communicate	30	1	0	65	28	0	98.5%	96.4%	-
Live on Avails	0	0	0	1	0	1	100.0%	-	100.0%
Bawdy House	0	0	0	0	0	0	-	-	-
Procure/Solicit	1	24	1	1	26	3	100.0%	96.2%	33.3%
<b>Vice Total</b>	<b>31</b>	<b>25</b>	<b>1</b>	<b>67</b>	<b>54</b>	<b>4</b>	<b>98.5%</b>	<b>96.3%</b>	<b>50.0%</b>
<b>Gaming</b>									
Betting/Gaming House	1	0	0	1	0	0	100.0%	-	-
Other Gaming	0	0	0	0	0	0	-	-	-
<b>Gaming Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Weapon Related</b>									
Explosives	0	1	1	1	3	2	0.0%	100.0%	50.0%
Importation/Exportation	1	0	0	1	0	1	100.0%	-	100.0%
Weapons Trafficking	0	0	0	1	1	0	100.0%	100.0%	-
Possession Offences	68	66	101	304	319	336	99.7%	99.4%	94.9%
Weapons Administration Offences	0	0	0	0	0	1	-	-	100.0%
Unsafe Storage	2	0	2	8	3	10	87.5%	100.0%	90.0%
<b>Weapon Related Total</b>	<b>71</b>	<b>67</b>	<b>104</b>	<b>315</b>	<b>326</b>	<b>350</b>	<b>99.0%</b>	<b>99.4%</b>	<b>94.6%</b>
<b>Miscellaneous CC Offences</b>									
Counterfeiting	82	117	60	531	638	443	11.3%	10.2%	8.6%
Obstruct Peace Officer	43	23	29	159	137	101	98.1%	97.8%	95.0%
Bail Violation/Fail to Attend	649	437	1246	2447	2371	4344	100.0%	99.8%	99.2%
Fail to Comply with Probation	70	49	88	275	230	294	100.0%	100.0%	96.9%
Escape Custody/UAL	35	48	62	183	208	203	100.0%	100.0%	99.5%
Attempt to commit/Accessory	0	1	0	3	2	1	100.0%	100.0%	0.0%
Indecent Acts	37	22	22	114	126	144	39.5%	34.9%	25.7%
Miscellaneous Criminal Code	68	78	94	263	306	366	79.1%	76.8%	66.1%
<b>Miscellaneous CC Offences Total</b>	<b>984</b>	<b>775</b>	<b>1601</b>	<b>3975</b>	<b>4018</b>	<b>5896</b>	<b>85.0%</b>	<b>81.8%</b>	<b>88.3%</b>
<b>Other Criminal Code Violations Total</b>	<b>1087</b>	<b>867</b>	<b>1706</b>	<b>4358</b>	<b>4398</b>	<b>6250</b>	<b>86.2%</b>	<b>83.2%</b>	<b>88.7%</b>

## Calgary Crime Statistics

## 4TH QUARTER 2017

SELECTED OTHER	4th Quarter Number of Incidents			Year to Date Number of Incidents			Accumulated to Date Percentage Cleared		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
<b>Criminal Code Traffic</b>									
Impaired Causing Death	0	0	0	5	1	2	100.0%	100.0%	100.0%
Impaired Causing Harm	0	0	2	2	3	4	100.0%	100.0%	100.0%
Impaired > .08	3	27	52	5	31	167	100.0%	100.0%	98.8%
Impaired Driving	245	173	192	910	770	724	100.0%	99.6%	97.0%
Fail/Refuse	22	27	24	101	102	97	100.0%	100.0%	99.0%
Dangerous Operation Causing Death	0	2	0	0	2	1	-	50.0%	0.0%
Dangerous Operation Causing Harm	1	2	2	7	8	8	100.0%	87.5%	87.5%
Dangerous Operation of Motor Vehicle	12	35	37	44	87	153	95.5%	96.6%	93.5%
Fail to Stop/Remain	12	10	13	38	20	52	68.4%	60.0%	53.8%
Other CC Traffic	142	55	99	711	192	353	100.0%	100.0%	97.2%
<b>Criminal Code Traffic Total</b>	<b>437</b>	<b>331</b>	<b>421</b>	<b>1823</b>	<b>1216</b>	<b>1561</b>	<b>99.2%</b>	<b>98.7%</b>	<b>95.5%</b>
<b>Drugs</b>									
Possession	195	201	217	721	774	852	99.9%	99.1%	93.5%
Possession for Purpose	84	65	43	308	297	228	100.0%	100.0%	96.1%
Trafficking	33	24	19	127	144	95	100.0%	99.3%	84.2%
Cultivation/Production	0	1	1	4	3	7	100.0%	100.0%	57.1%
Importation/Export	1	0	0	4	1	1	100.0%	100.0%	0.0%
<b>Drugs Total</b>	<b>313</b>	<b>291</b>	<b>280</b>	<b>1164</b>	<b>1219</b>	<b>1183</b>	<b>99.9%</b>	<b>99.3%</b>	<b>93.0%</b>
<b>Selected Non-Criminal</b>									
Missing Person <sup>4</sup>	822	884	983	3310	3715	3835	N/A	N/A	N/A
Domestic Information	3283	3165	3369	13690	13031	12592	N/A	N/A	N/A
Domestic Standby	258	226	249	1011	1004	963	N/A	N/A	N/A
<b>Selected Non-Criminal Total</b>	<b>4363</b>	<b>4275</b>	<b>4601</b>	<b>18011</b>	<b>17750</b>	<b>17390</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

<sup>4</sup>Person crimes are counted at the victim level using the most serious violation against each victim in an incident. <sup>4</sup>Due to the dynamic nature of homicide investigations these numbers may have been updated manually to reflect the current homicide count. Due to manual updating, it's possible that 1 or more homicides may be reflected in the assault category. Homicide counts are provided by the homicide unit. <sup>3</sup>Robbery and all other crimes, as well as selected domestic non-criminal incidents, are counted at the incident level using the most serious offence in the incident. <sup>4</sup>Missing persons are counted by the number of missing individuals.



# Calgary Crime Statistics

## 2017 Year-End Crime Rate

Count						Rate per 100,000 population						
2013	2014	2015	2016	2017	1 YR CHG		2013	2014	2015	2016	2017	1 YR CHG
1156686	1195194	1230915	1235171	1246337	0.9%	Population	1156686	1195194	1230915	1235171	1246337	0.9%
						PERSON CRIMES <sup>1</sup>						
23	32	36	30	29	-3.3%	Homicide <sup>2</sup>	2.0	2.7	2.9	2.4	2.3	-4.2%
4	0	2	1	2	100.0%	Other Offences Causing Death	0.3	0.0	0.2	0.1	0.2	98.2%
10	7	23	13	17	30.8%	Attempted Homicide	0.9	0.6	1.9	1.1	1.4	29.6%
778	751	868	929	1134	22.1%	Sex Offences	67.3	62.8	70.5	75.2	91.0	21.0%
804	815	970	820	962	17.3%	Robbery <sup>3</sup>	69.5	68.2	78.8	66.4	77.2	16.3%
5230	5959	6360	6838	7906	15.6%	Assault	452.2	498.6	516.7	553.6	634.3	14.6%
1245	1363	1421	1519	1626	7.0%	Miscellaneous Person Crime	107.6	114.0	115.4	123.0	130.5	6.1%
8094	8927	9680	10150	11676	15.0%	TOTAL PERSON CRIMES	699.8	746.9	786.4	821.7	936.8	14.0%
						PROPERTY CRIMES						
5434	5627	9009	8423	9042	7.3%	Break and Enter	469.8	470.8	731.9	681.9	725.5	6.4%
18800	18900	25911	27257	28660	5.1%	Theft	1625.3	1581.3	2105.0	2206.7	2299.5	4.2%
3796	3384	5498	5806	6861	18.2%	Vehicle Theft (incl attempts)	328.2	283.1	446.7	470.1	550.5	17.1%
2585	2935	3884	4650	5062	8.9%	Fraud	223.5	245.6	315.5	376.5	406.2	7.9%
5535	5301	5721	5076	4862	-4.2%	Other Property Crimes	478.5	443.5	464.8	411.0	390.1	-5.1%
36150	36147	50023	51212	54487	6.4%	TOTAL PROPERTY CRIMES	3125.3	3024.4	4063.9	4146.1	4371.8	5.4%
						OTHER CRIMINAL CODE						
96	49	67	54	4	-92.6%	Vice	8.3	4.1	5.4	4.4	0.3	-92.7%
0	1	1	0	0	0.0%	Gaming	0.0	0.1	0.1	0.0	0.0	0.0%
294	282	315	326	350	7.4%	Weapon Related	25.4	23.6	25.6	26.4	28.1	6.4%
3546	3559	3975	4018	5896	46.7%	Miscellaneous	306.6	297.8	322.9	325.3	473.1	45.4%
3936	3891	4358	4398	6250	42.1%	TOTAL OTHER CRIMINAL CODE	340.3	325.6	354.0	356.1	501.5	40.8%
48180	48965	64061	65760	72413	10.1%	TOTAL CC (excluding traffic)	4165.3	4096.8	5204.3	5324.0	5810.1	9.1%
2248	2164	1823	1216	1561	28.4%	CRIMINAL CODE TRAFFIC	194.3	181.1	148.1	98.4	125.2	27.2%
50428	51129	65884	66976	73974	10.4%	TOTAL CRIMINAL CODE	4359.7	4277.9	5352.4	5422.4	5935.3	9.5%
1418	1488	1164	1219	1183	-3.0%	TOTAL DRUGS	122.6	124.5	94.6	98.7	94.9	-3.8%

<sup>1</sup> Person crimes are counted at the victim level using the most serious violation against each victim in an incident. <sup>2</sup> Due to the dynamic nature of homicide investigations these numbers may have been updated manually to reflect the current homicide count. Due to manual updating, it's possible that 1 or more homicides may be reflected in the assault category. Homicide counts are provided by the homicide unit. <sup>3</sup> Robbery and all other crimes, as well as selected domestic non-criminal incidents, are counted at the incident level using the most serious offence in the incident.





2017

ANNUAL REPORT TO THE COMMUNITY

CALGARY POLICE COMMISSION

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## MESSAGE FROM THE CHAIR

Dear Calgarians,

Looking back on 2017, it was a crucial year for the Calgary Police Commission as we focused on providing independent civilian oversight of CPS in a way that would uphold the high levels of trust and confidence CPS has earned from the community.

We know how important it is to citizens to have professional, knowledgeable, and compassionate officers who reflect the citizens they serve. The Commission's focus remained on overseeing the reforms underway at CPS to create an inclusive workplace with fair opportunities for all employees. Achieving a respectful culture with a diverse workforce is a long-term effort that we believe will create a stronger police service capable of adapting to our city as it grows.

This long-term outlook also involved securing additional funding from city council for CPS to hire more members and acquiring the equipment needed to meet citizen needs and expectations.

We know that crime, safety and policing play a prominent role in your quality of life. That's why we continued our public engagement activities, through public meetings, online consultations, and events so your priorities and concerns could be reflected in all the work we do.

On behalf of the Commission, I would like to thank Chief Constable Chaffin and his senior team for their leadership, as well as each and every CPS employee for their commitment to making our city a safe place to live, work, and raise families. We are humbled to work alongside these thoughtful, dedicated professionals and honoured to have the privilege of seeing their successes up close.

We look forward to continuing working with CPS and our community partners in the year ahead.

Sincerely,

**Brian Thiessen, Chair**





# COMMISSION OVERVIEW

## RELATIONSHIP TO ALBERTA JUSTICE

The Calgary Police Commission is accountable to Alberta Justice and Solicitor General. The Province sets the standards for effective policing in Alberta, and through the Police Act, sets out the requirements and responsibilities for police commissions, Public Complaint Directors, municipalities, and police services.

We uphold and value the core principles of police oversight in Alberta:

1. The participation of the public in determining the priorities is essential.
2. The police service must be accountable to the public.
3. The police service must operate in the absence of political influence.

The Calgary Police Commission remains committed to fulfilling our legislated responsibilities, as well as our responsibilities outlined in the Alberta Policing Oversight Standards. The standards require police oversight agencies to ensure efficient and effective policing, and to provide a way to receive and monitor public complaints against the police service.

When last measured in 2015, the Calgary Police Commission achieved full compliance with the Provincial Policing Oversight Standards. A review by the Province confirmed that the Commission has well-developed policies and practices that promote and support police oversight.

## RELATIONSHIP TO CALGARY CITY COUNCIL

The Police Act provides for the city to establish a municipal commission. The Calgary Police Commission operates in accordance with the City's Calgary Police Commission bylaw. The bylaw reiterates and refines the responsibilities of the Commission, and outlines its duties and procedures, including for the creation and appointment of members. City Council appoints members to the Calgary Police Commission, drawing upon the expertise and experience available in the community.

In consultation with the Chief of Police, the Commission is responsible for allocating funds for policing that are provided through City Council. The Commission regularly provides reports and presentations to City Council on the financial status of CPS, and works to ensure information flows seamlessly between the Commission, CPS, and the City.

Each year, the Calgary Police Commission and the Calgary Police Service present an annual report to the Standing Policy Committee on Community and Protective Services. This includes a report on the activities and highlights from the previous year.

The Commission also presents to the City's Audit Committee to provide annual financial statements and the results of the annual financial audit.

We continually strive to ensure we have a strong working relationship with our partners, including the City of Calgary.

# OVERSIGHT IN PRACTICE

*Providing independent civilian oversight and governance of the Calgary Police Service to ensure a safe community.*

## PUBLIC MEETINGS

In 2017, the Calgary Police Commission held nine public meetings. The Commission provides advance notice of upcoming meetings and posts agenda, reports and minutes of those meetings on the Commission's website. Public guests are welcome to attend meetings and speak to the Commission.

In recent months, the Commission has welcomed increased media and public attendance as an opportunity to show the community what police oversight looks like in practice. In 2017, public guests have addressed topics including CPS internal culture, street checks, acquisition of body-worn cameras and less-lethal options, and board membership.

As part of its oversight role, the Commission receives briefings from CPS on various aspects of police operations. In 2017, topics included:

- HR reform action plan updates
- Break + enter response
- Sexual assault investigation model
- Drug-impaired driving and the implications of cannabis legalization
- Partnerships with community agencies to reduce crime (SORCe model)
- Discharging firearms at motor vehicle occupants
- Policy reviews underway
- Collection of information for intelligence purposes (ie. 'street checks/info posts')

# OVERSIGHT IN PRACTICE

## ADVOCACY

Part of the Commission's role involves advocating for legislative and other changes that may improve the ability of the police service to improve safety and effectively serve the community. In 2017, the Commission's advocacy efforts included sponsoring a resolution at the Alberta Association of Police Governance, and conversations with the Province endorsing broad Police Act reforms, supporting CPS's position on supervised consumption sites, engaging with community partners to facilitate CPS's inclusion and full participation in Pride events, and encouraging city councillors to support a budget increase for CPS to hire more members in 2018.

## FINANCE + AUDIT COMMITTEE

This committee works closely with CPS on closely analyzing the budget allocated by city council to ensure funding is dedicated to the strategic priorities outlined in its 2015-2018 business plan, and to ensure CPS has the resources it needs to keep the city safe.

## COMPLAINT OVERSIGHT COMMITTEE

With the support of the Public Complaint Director, this committee monitors and oversees the public complaint process. While CPS is responsible for investigating complaints, the Commission and the



Public Complaint Director ensure investigations are thorough, fair to all parties, and are conducted in accordance with laws and policies.

## GOVERNANCE + PERSONNEL COMMITTEE

As part of the Commission's responsibility to establish policies for efficient and effective policing, this committee considers the financial, privacy, personnel, and public interest implications of CPS policies and decisions. This committee also establishes the evaluation framework and evaluates the performance of the Chief Constable.

## OUR MEMBERS (2017)

While it is funded by the city, the Calgary Police Service is governed by a civilian police board. This structure ensures civilian oversight and accountability to the community and protects police from political influences. The Calgary Police Commission includes nine citizen volunteers and two city councillors. The Commission represents a mix of gender, ethnicity, experience, and skills.



(L to R (back): Tyler Shandro, Councillor Ward Sutherland, Richard Sigurdson, Chris Salmon, Howie Shikaze.  
(Front): Ferdinand Legaspi, Chair Brian Thiessen, John Liu.  
Not pictured: Vice-chair Lisa Silver, Councillor Richard Pootmans, Myra D'Souza.

[Photo credit: Tim Bellaart]



## OUR MEMBERS (2017)

### **MYRA D'SOUZA**

**[APPOINTED NOVEMBER 2015]**



Commissioner D'Souza is an active community representative with experience on several local boards. She is a member of the Calgary Urban Aboriginal Initiative board, past chair of the Citizen's Advisory Committee for Corrections Canada and was previously a member of the Calgary Co-Op board of directors. She also instructs courses and provides interactive workshops in her role as a corporate trainer/facilitator.

Commissioner D'Souza was selected as one of the 50 most diverse people in Canada by the Canadian Board Diversity Council. She has strong ties with the community and a diverse cultural background that includes traveling in 23 countries and speaking Urdu, Hindi, Spanish, and German.

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### **FERDINAND LEGASPI**

**[APPOINTED NOVEMBER 2015]**



Commissioner Legaspi brought to the Calgary Police Commission more than 30 years of experience developing technology and business solutions in the healthcare sector. He has specialized in management of electronic medical records, large scale system implementation, process optimization, and ensuring security and privacy of records. He even applied his expertise as part of a two-year medical mission abroad.

He has completed technical computer engineering programs at DeVry and SAIT, and completed a project management certificate from the University of Calgary.

Commissioner Legaspi is also involved in the community through the Rotary Club of Calgary and fundraising as a Knight of Columbus.

## OUR MEMBERS (2017)

### **JOHNATHAN LIU**

**[APPOINTED NOVEMBER 2014]**



Commissioner Liu is an executive with Westmount Charter School Society who works on policy development, finance and accounting and enterprise risk management. He is also a director with the Alberta Association of Police Governance, and the Supply Chain Management Association - National.

He previously served on the board of Brickburn Funds Inc., Norfolk Housing Association, Kincora Residents Association, and Kincora Community Association.

Commissioner Liu holds an ICD.D designation from Institute of Corporate Directors program, a Bachelor of Commerce degree in Accounting from the University of Calgary, and is a chartered professional accountant.

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### **RICHARD POOTMANS**

**[APPOINTED FEBRUARY 2017]**



As a two-term city councillor, Richard Pootmans worked with the community, the city, and industry to ensure that ongoing development is sustainable, affordable, and serves the needs and interests of the community.

Prior to his role on city council, Councillor Pootmans had more than 30 years of experience as a leader in public service and business sectors. Prior to being elected, he worked as a business executive in a public company, co-owned and managed a successful business, and worked in the oil patch. He also earned an MBA from the University of Calgary in Finance and Marketing and instructed students at the U of C Haskayne School of Business.

Councillor Pootmans has served on numerous community and business boards prior to joining the Calgary Police Commission, where he applied his progressive approach alongside his financial and governance expertise.

## OUR MEMBERS (2017)

### **CHRIS SALMON, VICE-CHAIR**

**[APPOINTED NOVEMBER 2015]**



Chris Salmon is a management consultant, specializing in the areas of strategy, change and organizational performance. He previously served as a UK Crown Servant and has strong professional interests in the areas of intelligence, big data, and the mental wellness of first responders.

Commissioner Salmon serves as Chair of the Emergency Medical Services Foundation and has previously served on the advisory board for change management programs at Mount Royal University and with a number of community organizations.

He is a graduate of the Universities of London, Manchester and Aberystwyth, a member of the Institute of Corporate Directors, and holds the Freedom of the City of London.

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### **TYLER SHANDRO**

**[APPOINTED NOVEMBER 2015]**



Tyler Shandro received his J.D. in 2004 from the University of Calgary and has focused his legal practice in the area of municipal law. He is a member of the Law Society of Alberta and facilitates and evaluates several modules of the Legal Education Society of Alberta's bar admission course.

In the past, Commissioner Shandro sat on a number of boards including the Municipal Government Board, the National Parole Board, the Criminal Injuries Review Board, as well as the Senate of the University of Calgary, and the Calgary Parking Authority.

His community experience also extends to volunteering with the Calgary Flames Ambassadors and previously with the Calgary Stampede Promotion Committee.

## OUR MEMBERS (2017)

### HOWIE SHIKAZE

[APPOINTED NOVEMBER 2010]



Commissioner Shikaze is a member and a Fellow of the Institute of Chartered Accountants of Alberta and the Institute of Corporate Directors.

Retired as a partner in MMP LLP, he dedicates time to the Rotary Club of Calgary, participating in its many community service and fundraising activities, and as the Chair of the Board of Directors of the Calgary YMCA.

He was past president of both the Kiwanis Club of Calgary and the Calgary Kiwanis Music Festival.

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### RICHARD SIGURDSON

[APPOINTED NOVEMBER 2016]



Dr. Richard Sigurdson has spent almost three decades in academic and administrative roles in universities across the country. He is currently the Dean of the Faculty of Arts at the University of Calgary.

Prior to moving to Calgary in 2012, Dr. Sigurdson served as Dean, Faculty of Arts and Acting Provost at the University of Manitoba where he also held the Duff Roblin Professorship of Government. A political scientist by training, Dr. Sigurdson has published on a variety of topics, from the history of political theory to the Charter of Rights in Canada. As an administrator, his focus has been on internationalization, indigenous teaching and learning, and improving the student experience.

Dr. Sigurdson has a long-standing commitment to public service, volunteerism, and engagement with the community. He has served on the Manitoba Electoral Boundaries Commission, and has co-chaired the University of Calgary's United Way campaign.



## OUR MEMBERS (2017)

### **LISA SILVER, VICE-CHAIR**

**[APPOINTED NOVEMBER 2012]**



Commissioner Silver is a native Calgarian, lawyer, and educator. Her educational achievements include earning a degree in economics, a degree in law, and a master's of law. She has appeared before all levels of court, including the Supreme Court of Canada.

Since 2016, Commissioner Silver has been on faculty at the University of Calgary Faculty of Law where she teaches criminal law, evidence, and advocacy courses.

Commissioner Silver also sits on the Alberta Legal Aid Provincial Appeals Committee, is a board member of Calgary Legal Guidance and is on the Access to Justice Committee for the Canadian Bar Association – Alberta. She is a member of the Advocate's Society, the Canadian Bar Association, and the Institute of Corporate Directors.

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### **WARD SUTHERLAND**

**[APPOINTED NOVEMBER 2014]**



Councillor Ward Sutherland was re-elected to Calgary's City Council in 2017 for a second term. Prior to his role as city councillor, he had 25 years of senior leadership and management in top-tier companies such as Sony, Tim Horton's, McDonald's, and Hartco Corporation.

In Councillor Sutherland's volunteer work and as the president of the Rocky Ridge Royal Oak Community Association, he established a track record of positive outcomes across various levels of government, on multiple diverse issues. In 2013, he was honoured to receive the Queen Elizabeth II Diamond Jubilee Medal for his service to the community.

## OUR MEMBERS (2017)

**BRIAN THIESSEN, CHAIR**  
**[APPOINTED NOVEMBER 2015]**

Commissioner Thiessen is Calgary lawyer and a partner at Osler, Hoskin & Harcourt LLP. His practice focuses on employment, labour, and workplace privacy law where he engages on workplace investigations, employment disputes, human rights complaints, and privacy compliance on behalf of his clients.



He is among Canada's top business lawyers and has received numerous recognitions including Chambers Canada: Canada's Leading Lawyers for Business from 2011 to 2018, and the Best Lawyers in Canada from 2011 to 2018.

As a certified human resource professional and certified information and privacy professional, he works extensively on developing best practices in employment, privacy and governance with employers and their boards of directors.

Commissioner Thiessen has a Juris Doctor, Law from the University of Calgary and a Bachelor of Commerce (Honours) from Queen's University.

As a dedicated community volunteer, he has received the Debra Dean Award for outstanding contribution for work with the Board of Directors of Ronald McDonald House Southern Alberta.

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# HIGHLIGHTS (2017)

## EMBRACING DIVERSITY

In 2017, the Commission continued its focus on achieving a diverse, inclusive, and respectful workplace.

Building on the 7-point plan provided to CPS in 2016, the Commission received frequent updates from CPS about the progress on each item. In a short amount of time, CPS has made significant progress on reviewing and modifying policies and organizational structures to achieve the goals outlined in the 7-point plan:

### **Address personal concerns and specific allegations**

1. The Commission will work with CPS to establish an independent third party advocate to assist staff in reporting and addressing concerns in a confidential and/or anonymous manner.

#### **CPS Progress 2017:**

- **Strengthened Respectful Workplace Office**
- **Put in place an Independent Workplace Concern Advisor**
- **Revising Respectful Workplace Policy**

### **Address systemic issues by considering the following actions:**

2. Retain external expertise to address the recommendations outlined in the 2013 workplace review, including a process for meaningful audit and reporting. Provide report and recommendations to CPS and the Commission.

#### **CPS Progress 2017:**

- **Implementing a revised human resource delivery model based on results of an independent review**
- **Drafted a workplace violence policy**
- **Monitoring provincial legislation**
- **Provide monthly updates at public Commission meetings**

**Examine, and report to the Commission, on the progress CPS is making in relation to:**

3. Conducting a workforce census and analyzing data collected to determine the representation of employees protected by grounds of sex, family status, or both, at all levels and ranks.

#### **CPS Progress 2017:**

- **Census conducted, analysis underway**

4. Reviewing all written and unwritten promotion and job placement policies, practices and procedures to ensure that they do not discriminate on the basis of sex and/or family status.
5. Assessing whether perceived or actual gender bias, maternity, and parental leaves or family caregiving responsibilities may be impacting women's access to advancement opportunities.

#### **CPS Progress 2017 (#4 & 5):**

- **Following up with independent policy reviews**
- **Applied Gender-Based Analysis plus model**
- **Developing a diversity and inclusion strategy**

6. Revising promotion and job placement policies, practices, and procedures and human rights accommodation policy to address sex and family status discrimination and accommodation. Include an update on the status of the flexible work policy.

#### **CPS Progress 2017:**

- **Following up with independent policy reviews**
- **Implementing a flexible work program**

## HIGHLIGHTS (2017)

7. Providing training to employees, in consultation with the Calgary Police Association, on the promotion and job placement policies, practices, and procedures, and human rights accommodation policy.

### **CPS Progress 2017:**

- **Delivering respectful workplace training**
- **Developing a diversity and inclusion strategy**
- **Developing a multi-year “people plan”**

The Commission acknowledges that these organizational and cultural reforms will take time, just as they do in all other industries. Both CPS and the Commission are committed to dedicating the time and resources necessary to ensure that CPS becomes an equitable, inclusive workplace. The 7-point plan is the catalyst for change, and monitoring its implementation is a long-term priority that has

gained significant public interest. It reflects the Commission’s vision for gender equality and success that, in turn, promotes the well-being and safety of our community.

### **DIVERSITY ON THE COMMISSION**

The Commission also supports and endorses the City of Calgary’s efforts to create a more inclusive municipal decision making system, which includes the participation of women across diverse communities on boards and commissions.

With this in mind, the Commission encourages city council to select individuals with proven professional experience from a diverse cross-section of the city to fill vacancies on the Calgary Police Commission. The Commission expects the Calgary Police Service to achieve gender equity and diversity within the organization which means the Commission itself must model the diversity it expects.



The Commission supports achieving a gender balance on the board and believes the city would be best served if the board was comprised of individuals who represent the diversity of our community alongside proven professional expertise.

## HIGHLIGHTS (2017)

### INTERNATIONAL WOMEN'S DAY

International Women's Day celebrates the advancement of women throughout our global community. It provides a space in our daily lives to pause and reflect on the many significant achievements of women. It creates a moment of reflection on our progress towards gender equity and serves as a call for action for us to step boldly forward to achieve even more.

This year's theme- equality matters - embraces this momentum of change by requiring all of us to take charge of the future by answering this question: how will I support progress?

The answer is to be bold. To be bold is to be courageous, even audacious, in our support of gender equity. To be bold, we must throw down the metaphorical gauntlet of change and pledge to be an agent of that change. This means we must not only suggest change but we must be a catalyst for it.

At the Calgary Police Commission, this approach is driving us and our vision for progress within the Calgary Police Service. It reflects who we are as a society by encouraging and promoting gender parity in the workplace with equitable opportunities for women to advance and to be heard.

Studies have shown that female police officers advance goals of safe community policing and are an integral part of successful policing practices. To promote and encourage the employment of female officers we need to ensure that the policing workplace is a welcoming and responsive environment. The Commission's seven-point plan for a more equitable and fair workplace will be our catalyst for this change and we look forward to sharing this vision with the community.

This is how we will celebrate International Women's Day - by supporting a vision of gender equality and success that, in turn, promotes the well-being and safety of our community. The time for bold action is now and we at the Commission will stand with our policing community to make it happen.

**Brian Thiessen, Lisa Silver, Chris Salmon**

**Calgary Police Commission**

**Calgary Herald, March 7, 2017**



# HIGHLIGHTS (2017)

## SECURING RESOURCES FOR CPS

The Calgary Police Commission has a duty under the Police Act to ensure that the service has sufficient resources to carry out their mission to keep our city safe, and to prevent crime.

Throughout 2017, the Commission and CPS were involved in extensive discussions about the 2018 budget. After much discussion and consideration to the upcoming challenges facing public safety in Calgary, the Commission decided it could not support any cuts to the CPS budget in 2018.

Additional funding was required to help CPS respond to the priorities we've heard from citizens, and to grow into a modern, professional, and world-class police service.

The Calgary Police Service is facing significant additional pressures now and in the coming years when it comes to responding to the opiod crisis, cybercrime, increasing caseload demands, increasing calls for service, and significant increases in child abuse, sexual assault, and domestic violence.

We realized that asking city council for more funding in this economic climate would be challenging. However, we knew that an increase was necessary to ensure that CPS would have enough resources to keep our city safe, to prevent crime, and to support officers with the resources they need to do their jobs.

The Commission is thankful to Calgary city council for voting to increase the Calgary Police Service budget. Additional funding in 2018 will allow CPS to hire 55 additional employees, and move forward with HR reform work, and the body worn camera program.

The 2018 budget is only one small part of the bigger picture. We are also preparing for the 2019 - 2022 budget and business plan period. We respect the budget challenges the city is facing and are working maintain a strong working relationship with city council.

We know CPS is committed to providing the community with the services they need, including community-based prevention programs that have earned CPS high levels of confidence.



# HIGHLIGHTS (2017)

## USE OF FORCE REVIEW

“CPS is constantly re-examining itself to see where improvements need to be made that will better enable officers to keep the community safe. That is consistent with what the public and the Commission expects.”

**CHAIR BRIAN THIESSEN**

In 2016, discussions focused on the higher-than-usual number of police-involved shootings – 14 over two years. The decision to use lethal force is the hardest decision an officer will ever make. We know that police encounter challenging situations numerous times each day, and the majority of incidents are resolved without incident.

Together, the Commission and CPS recognized the need for an independent review to examine ways to minimize the risks involved in dynamic police encounters. By May 2017, CPS had engaged former Chief Justice Wittmann to conduct a review with the goal of ensuring members have the correct leadership, policy, procedures, equipment, and training to police the community in the safest way possible.



“The purpose of this review is to ensure we are doing everything we can to protect both the public and our members.”

**CHIEF CONSTABLE ROGER CHAFFIN**

# HEARING FROM THE COMMUNITY

## COMMUNITY ENGAGEMENT FEEDBACK

The Commission's 2017 community dinner included more than 375 guests representing community associations, diversity groups, community agencies, alongside the Calgary Police Service. Guests were invited to provide their thoughts about how to create a collaborative relationship and effective communication with CPS.

Common ideas, themes, and practical suggestions emerged throughout the discussion. Comments were overwhelmingly positive, with participants expressing support and appreciation to CPS for being a reliable and accessible partner

and resource. Many people also commented that the dinner itself is an important way to bridge the gap in communications between CPS and the community.

Guests expressed the importance of engaging youth as a way to improve trust and confidence within the community. They believe programs that give young people an opportunity to interact with police, and to create lasting positive impressions, should be

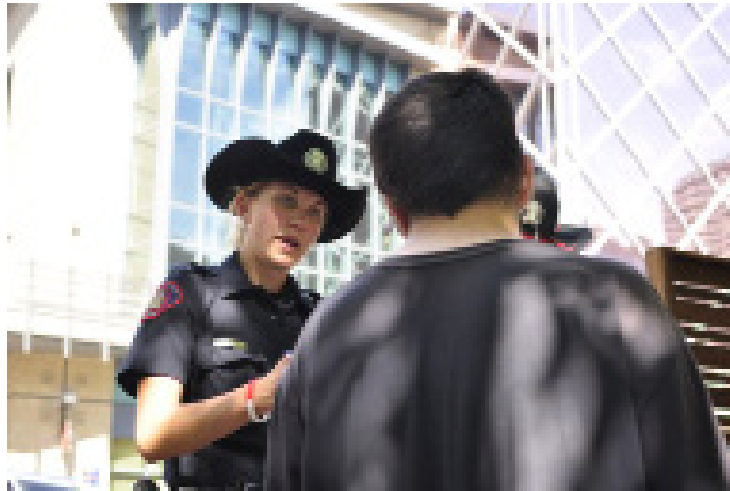
expanded. This includes maintaining a presence in schools, at community events, through sports, and informally throughout their day.

A number of discussion participants also noted that CPS needs to improve the diversity of its members to better service the community. Having officers who speak their language and understand their culture will

help CPS develop strong, respectful connections with various communities. Examples of improvements include: making information available in multiple languages, having translators available to overcome language barriers, translating CPS reports into multiple languages, engaging new Canadians through ESL

programs, and taking diversity training.

Many participants also felt that increased police involvement at community events would build a stronger sense of community. Visibility and approachability were identified as important characteristics for officers.





# HEARING FROM THE COMMUNITY

## CITIZEN CONSULTATIONS 2017



To provide effective oversight of the police, the Commission needs to understand the expectations the community has about policing and whether they feel the Calgary Police Service is meeting those expectations.

The results of the 2017 Calgary Police Commission citizen consultations provide a valuable snapshot of perspectives about safety and policing in our city.

The Calgary Police Commission partnered with Illumina Research Partners, an accredited gold seal

member of the Marketing Research and Intelligence Association, to conduct online community consultations with a cross-section of Calgary citizens. The online community consultation allowed participants to communicate their feelings about safety, crime, and the Calgary Police Service, and to explain why they hold particular views.

Citizen surveys conducted annually by the Commission from 2008 to 2016 showed that citizens felt the city is a safe place to live and that confidence in the Calgary Police Service was high. However, those feelings have been declining over recent years and the Commission wanted to dig deeper to understand why.

# HEARING FROM THE COMMUNITY

## CITIZEN CONSULTATION HIGHLIGHTS:

- A visible police presence is one of five factors that impacts feelings of safety. The others are: familiarity with neighbours, being with a group, well-cared for and well-lit areas, and feeling in control of the environment.
- The perception that Calgary is a safe place to live is eroding based on a perceived increase in crime, the economic downturn, changing demographics, media coverage, and the growth of the city.
- There is uncertainty among many participants that CPS has the resources necessary to meet increasing demands.
- Gangs, drugs, and violent crime are priorities for participants, along with community programs aimed at prevention.
- Many participants believe that more officers with increased visibility in the community will make Calgary safer.
- Participants want more police engagement with the community to build relationships and break down barriers.
- Most participants hold CPS in high regard and are empathetic to their work challenges.
- Some participants indicate there is room for officers to improve when it comes to being more polite, helpful, patient, respectful and approachable.
- Media stories can play a role in how safe participants feel. Many participants value direct communication from CPS to better understand police actions and to get a complete and balanced perspective.
- There is a lack of awareness about the Calgary Police Commission.

This research is one tool, among many, that the Commission and Calgary Police Service use to inform decision-making about budget and strategic priorities.

We want to thank the Calgarians who took the time to share their views with us. Hearing citizens express experiences and concerns in their own words allows us to understand the evolving needs and expectations of our community so we can plan for the future.



# HEARING FROM THE COMMUNITY

## HEARING FROM CPS EMPLOYEES

Each year, the Commission engages with police officers and civilian employees through an extensive online survey to understand their perceptions and concerns about their workplace.

Through this survey, the Commission monitors employee satisfaction and engagement levels, and offers employees the opportunity to anonymously express concerns in their own words.

The responses to the 2017 annual CPS employee survey showed that employees remain passionate about making a meaningful contribution to our city, and many have good relationships with coworkers and supervisors.

However, employee engagement has declined, along with many other measures. We know staff are eager for additional supports, such as educational/development opportunities and more employees to help with the heavy workload. They are looking for better communication and more support from senior leadership, including better acknowledgement of their contributions.



Those expectations are realistic and it is clear that there is more work that needs to be done to ensure the organization is giving employees the supports they need to help keep our community safe.

We want to thank everyone who completed the survey for taking the time to provide their perspective. That input is a valuable tool for the Commission and

for CPS to understand the challenges, as well as the strengths, within the organization.

We immediately communicated the needs expressed in this survey to city council as part of the budget discussions. City council's approval of an additional \$14.3m in 2018 is the result of significant advocacy

work on the part of the Chief and the Commission to get the resources needed for more officers and equipment to help address the pressures employees are facing. More importantly, it reflects the value Calgarians place on the work that CPS does.

CPS leadership is implementing a broader action plan to address the concerns raised in this survey and others. The Commission is eager to see that plan implemented so employee satisfaction and engagement can start to climb back up.

# COMMUNITY POLICING AWARDS

The Calgary Police Commission and the Calgary Police Service rely heavily on our partnerships with community members and groups. Without these relationships and input from residents, community policing would not be possible.

To foster and celebrate these relationships, the Commission hosts an annual community policing awards ceremony. The awards are designed to recognize individuals for their exceptional contribution to community policing and helping to make our city safer.

In 2017, the Commission presented six awards to deserving Calgarians who have helped CPS improve their service to our community.

## WINNERS OF THE 2017 COMMUNITY POLICING AWARDS

**EISHA BASHARAT, ACHAI BOL, AYUEN BOL, ELIZABETH JAMES, AGAK NONG, ITUBA OHISA, HANNA TOP, & ACHAI WIEN**



“These girls transformed themselves into ambassadors for their community and created an opportunity for their neighbours and the police to get to know each other at a celebration. Their personal relationships with each family and their commitment to bringing the police and the community together made this event a success.”

CPS SGT. NICK WILSHER

When this group of teenage girls living in the Applewood community saw a need to build ties between their community and local police, they came up with a creative way to help.

Together they planned a Christmas party that brought together their neighbours – newcomers to Canada – and members of the Calgary Police Service in an effort to build comfort, trust, and open lines of communication. Because of the 50 hours this group spent preparing for this event, CPS was able to touch the lives of more than 100 people.



# COMMUNITY POLICING AWARDS

## BRIAN FERGUSON AND JIM PRENTICE (POSTHUMOUSLY)

“Mr. Ferguson and Mr. Prentice are shining examples of leadership, commitment, and dedication to our community. Together they helped create a foundation that continues to strengthen the Calgary Police Service’s ability to work closely with the community to develop youth-based programs that make a difference to the lives of the youth and to our entire community.”

TARA ROBINSON, CALGARY POLICE FOUNDATION  
& YOUTHLINK EXECUTIVE DIRECTOR



The success of the Calgary Police Foundation is the direct result of the efforts of Brian Ferguson and Jim Prentice. They worked hand-in-hand to get the foundation off the ground by building community and corporate partnerships, and fundraising for programs and facilities that would help vulnerable children in Calgary. They opened doors to corporate Calgary that helped the foundation raise millions of dollars to fund dynamic youth programs that are helping prevent crime and keep kids safe.

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## DR. MARGARET DOYLE



Based on her willingness to go above and beyond her daily duties as a veterinarian, Dr. Doyle is the first point of contact for CPS members seeking support on animal cruelty investigations. These cases are a sad and often overlooked reality that CPS faces. Dr. Doyle never fails to make herself available to support investigations, to attend calls where her medical advice is needed, or to serve as an expert witness. Her work allows CPS to collect evidence in a timely way and is a critical part of successfully prosecuting these crimes.

“There is no one more deserving of this award than Dr. Doyle. Her supportive approach enables us to intervene early and provide education and assistance to help those who lack the skills or funds to properly care for their pets. With her assistance, CPS is able to conduct important investigations on behalf of victims that do not have a voice.”

CPS DETECTIVE SHAWNA BALDWIN

# COMMUNITY POLICING AWARDS

## CALGARY HUMANE SOCIETY



“Due to the excellent working relationship we have with the Calgary Humane Society, we can work jointly on files and share resources to conduct more thorough and successful investigations. CPS is the first police service in Canada to successfully develop relationships with partner agencies that support the investigation and prosecution of crimes against animals.”

CPS DETECTIVE SHAWNA BALDWIN

The Calgary Humane Society and the Calgary Police Service have developed a valuable partnership that is allowing police to more effectively respond to and investigate animal-related call. The humane society generously provides extra resources for vet care, and the facilities necessary to house animals that have been seized as exhibits.

Through the leadership of the Calgary Humane Society, a number of animal hospitals in Calgary have adopted the protocol needed to aid police to conduct through investigations, while remaining focused on improving the circumstances of every animal encountered through a combination of education, compliance and enforcement.

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## SHAW COMMUNICATIONS

“A safe community requires corporate leaders. Rather than reducing its support in the current economic environment, Shaw has actually increased its support. This incredible relationship is irreplaceable, and Shaw demonstrates the positive impact a company can have on the community.”

TARA ROBINSON, EXECUTIVE DIRECTOR YOUTHLINK &  
CALGARY POLICE FOUNDATION



As part of Shaw Communication’s broader commitment to supporting youth across Canada, the company has contributed \$1 million to support the Calgary Police Foundation and YouthLink. The company understand the important role corporations have in giving children a leg-up to help them fulfill their potential, which contributes to the long-term health and safety of our community.

Shaw’s unwavering and generous support has been a critical part of the success of both organizations. Whether it’s through financial sponsorship, staff participation on the Foundation board of directors, or media visibility for Foundation fundraising campaigns such as ‘Get Framed for Kids’ and the canine calendar, Shaw raises awareness about the services available to help youth deal with bullying, crime, and safety.



# COMMUNITY POLICING AWARDS

## CONSTABLE MIKE YANKO

“For more than 13 years, Cst. Yanko has committed no less than 2600 hours of his personal time and expertise as an ambassador for the Calgary Police Service, having a tangible effect on Calgary’s youth and strengthening the supports available in the youth justice system. He demonstrates the best of CPS’s core values through integrity, a passion to serve the community, and a commitment to education, prevention, and intervention.”

**MIKE ELLIS, CALGARY - WEST MLA**



Even before becoming a CPS member, Cst. Yanko volunteered with the Calgary Youth Justice Society where his expertise and guidance have been instrumental in developing programs that find meaningful and appropriate consequences to address offending behavior.

He is a founding member of the ‘In the Lead’ program, an innovative program that connects at-risk youth with adult mentors.

Cst. Yanko has personally trained every youth justice committee volunteer who has

joined the organization since 2004- more than 500 Calgarians, and his work is estimated to have impacted the lives of more than 9000 Calgary youth and their families.

[photo credit: Ken Woo, James Paton]

# COMPLAINTS OVERSIGHT

In 2017, the Commission continued its ongoing work to enhance the public complaint process. This involved monitoring and reviewing ongoing files and reviewing complaint file audits conducted by the Public Complaint Director.

How does the Public Complaint Director support the Commission's oversight role?

- Receives complaints from the public
- Acts as a liaison between the Commission, CPS, and the complainant
- Review investigations conducted by CPS while they are ongoing and at their conclusion
- Offer alternative dispute resolution, when appropriate, and review the delivery of the resolution process
- Report to the Commission on complaint matters

**Public Complaint:** complaint re. conduct of a member that may contravene the regulations governing the discipline or performance of duty of police officers

**Citizen Contact:** initial contact re. an allegation or an inquiry or request for assistance - may become a complaint

**Internal Complaint:** complaint initiated by the Chief of Police re. the conduct of a member that may contravene the regulations governing the discipline or performance of duty of police officers

**Statutory Complaint:** criminal complaint re. an act by a police officer that may be an offence under the Criminal Code or Controlled Drugs and Substances Act or may contravene provincial legislation— may be generated by a citizen or the police service

**Administrative Concern:** examination of specific incident types to ensure all CPS policy and procedures have been followed - assesses whether existing policy is adequate and whether any misconduct occurred

## PUBLIC COMPLAINTS AND CITIZEN CONTACTS

Public Complaints & Citizen Contacts	2013	2014	2015	2016	2017
Public Complaint (External)	190	213	247	282	226
Citizen Contact	839	846	847	1094	908
Internal Complaint	21	23	40	33	69
Statutory Complaint	12	20	29	41	33
Admin. Concern	16	23	43	46	16
<b>TOTAL</b>	<b>1078</b>	<b>1125</b>	<b>1206</b>	<b>1496</b>	<b>1252</b>

## COMPLIMENTS AND THANK YOU TO CPS

In 2017, CPS received 357 written compliments.

Each of these is for one or more members or for CPS as an organization.



# COMPLAINTS OVERSIGHT

## PUBLIC COMPLAINTS AND CITIZEN CONTACTS CONT'D

Resolutions of Public (External) Complaints 2013-2017	2013	2014	2015	2016	2017
Withdrawn by Complainant	11	10	13	13	4
Lost Jurisdiction (resign/retire)	2	1	3	3	0
Filed Beyond One Year Limit	11	9	8	8	4
Dismissed - Extension Not Granted ( <i>new category in 2015</i> )	N/A	N/A	2	1	0
Frivolous / Vexatious / Bad Faith*	3	12	0	4	1
Informally Resolved	97	134	171	222	140
<i>Supervisor Intervention</i>	21	41	36	42	28
<i>Professional Mediation</i>	1	2	1	0	0
<i>Facilitated Discussion</i>	11	13	12	5	4
<i>Informal Discussion Among Parties</i>	64	78	122	175	108
Sustained - No Hearing	0	0	0	3	2
Sustained In Part - No Hearing	5	3	4	12	7
Not Sustained - No Hearing	31	28	26	55	69
Sustained - Hearing	0	0	2	1	0
Sustained in Part - Hearing	0	0	0	2	2
Not Sustained - Hearing	3	3	1	1	0
Other	8	8	0	0	1
<b>TOTAL</b>	<b>171</b>	<b>208</b>	<b>230</b>	<b>325</b>	<b>230</b>

# COMPLAINTS OVERSIGHT

Disciplinary Measures for External Complaints 2017		
Incident	Allegation	Discipline
1	Discredit the Reputation of the Service	Official Warning (3 Years)
2	Insubordination - Breach Policy / Order / Directive	Forfeiture of Overtime Hours
3	Insubordination - Breach Policy / Order / Directive	Suspension from Duty Without Pay
4	Unlawful / Unnecessary Exercise of Authority Neglect of Duty - Fail to Promptly / Diligently Perform Duty	Other Action Considered Appropriate Other Action Considered Appropriate
5	Unlawful / Unnecessary Exercise of Authority Inappropriate Use of Force	Official Warning (1 Year)
6	Discredit the Reputation of the Service	N/A
7	Discredit the Reputation of the Service	N/A
8	Neglect of Duty - Fail to Promptly / Diligently Perform Duty Insubordination - Breach Policy / Order / Directive	Official Warning (2 Years)
9	Neglect of Duty - Fail to Promptly / Diligently Perform Duty	Official Warning (1 Year)
10	Unlawful / Unnecessary Exercise of Authority	Other Action Considered Appropriate
11	Insubordination - Breach Policy / Order / Directive	Forfeiture of Overtime Hours

## APPEALS

In the case of a complaint about officer conduct, if either a complainant or officer is unsatisfied with the Chief's decision, the Police Act allows appeals to be made to the Alberta Law Enforcement Review Board. In 2017, the Alberta Law Enforcement Review Board received three appeals related to the Calgary Police Service.

In 2017, three public complaint files were ordered to a disciplinary hearing.

In 2017, 14 allegations of misconduct were sustained in relation to 11 incidents.

## COMPLAINTS AGAINST THE CHIEF

In 2017, six complaints were made against the Chief Constable. The Commission concluded in two instances that, based on the information provided, there was no conduct on the part of the Chief that would provide jurisdiction for the Commission to proceed under the Police Act. One of those determinations is the subject of an appeal to the Law Enforcement Review Board. Four complaints remain under review or in progress.

# COMMISSION REPORTING

## CONFERENCE EXPENSES 2017

The Commission is proud to offer professional development opportunities to help its volunteer members make a meaningful contribution to the board. The Calgary Police Service has a budget of more than \$380 million. It is appropriate that the Commissioners responsible for overseeing this budget on behalf of citizens have sufficient professional development opportunities to effectively carry out their duties.

The Commission is comprised of citizen volunteers with a wide range of professional backgrounds who are representative of Calgarians. Generally, they do not come with extensive knowledge about policing. Attendance at conferences offers a deeper understanding of the profession, including trends and best practices.

The courses and conferences offered help Commissioners maintain and enhance the knowledge and skills they need to carry out important legislated functions on behalf of the community.



Alberta Association of Police Governance - Edmonton

- 3 members, \$1338

Canadian Association of Police Governance – Montreal

- 4 members, \$8528

Canadian Association of Civilian Oversight of Law Enforcement – St. John

- 1 member, \$2748

# COMMISSION REPORTING

Commissioner	Number of Commission Meetings Attended
Diane Colley-Urquhart	1/2*
Myra D'Souza	7/8
Ferdinand Legaspi	6/8
John Liu	9/9
Chris Salmon	8/9
Tyler Shandro	8/9
Howie Shikaze	8/8
Lisa Silver	8/9
Ward Sutherland	7/9
Brian Thiessen	8/9
Richard Sigurdson	9/9
Richard Pootmans	5/5*

## COMMISSIONER VOLUNTEER HOURS

The time dedicated by citizens to volunteer as a Commission member is significant. In addition to monthly Commission meetings, each member attends two committee meetings each month, as well as separate strategic planning meetings, CPS events, learning opportunities, and district engagements.

City Council selects citizens with proven professional experience from a diverse cross-section of the city, who are about to dedicate approximately 30 hours each month to this community service position.

*\*Reflects mid-year transition of council representative*

To find out more about how to become a citizen member, visit this City of Calgary page:

<http://bcconline.calgary.ca/publish/bcc.aspx?id=72>



## CONTACT INFORMATION

To learn more about the Calgary Police Commission,  
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**Community Services Report to  
SPC on Community and Protective Services  
2017 June 06**

**ISC: UNRESTRICTED  
CPS2018-0718  
Page 1 of 5**

## **Cannabis Legalization – Festivals and Events**

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### **EXECUTIVE SUMMARY**

As part of the comprehensive set of bylaw amendments which were presented to Council on 2018 April 05, Administration recommended providing an exemption from the ban on public consumption of cannabis for festivals and events. Council approved a motion requesting Administration to consult with the Government of Alberta about the proposed exemption, and report back to Council through the SPC on Community and Protective Services. Administration has conducted additional consultation with representatives from three provincial agencies: the Alberta Cannabis Secretariat (ACS), the Alberta Gaming and Liquor Commission (AGLC), and Alberta Health Services (AHS). While there has been no change in the position of these agencies on cannabis consumption at festivals and events, Administration continues to recommend proceeding with an exemption from the restrictions on public consumption contained in the Cannabis Consumption Bylaw for festivals and events which have undergone a review by The City's Interdepartmental Events Team.

#### **ADMINISTRATION RECOMMENDATION:**

That the Standing Policy Committee on Community and Protective Services recommend that:

1. That Council give three readings to the proposed bylaw to amend the Cannabis Consumption Bylaw 24M2018 contained in Attachment 1; and
2. Administration work with stakeholders to monitor cannabis consumption areas at festivals and events and report back to Council through the SPC on CPS in 2019 Q4.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2018 May 02, the Standing Policy Committee on Community and Protective Services (CPS) recommended to Council to defer the report on an exemption from the Cannabis Consumption Bylaw for festivals and events to Council through the Community and Protective Services Committee no later than 2018 June. On 2018 May 28, Council deferred Administration's report on cannabis consumption at festivals and events to no later than 2018 June.

On 2018 April 05, Council adopted, moved by Councillor Colley-Urquhart, seconded by Councillor Carra that Council Amend the Proposed Cannabis Consumption Bylaw 24M2018, by deleting Section 4, Events, in its entirety, and directing Administration to conduct further consultation with the Province to return to Council, through the SPC on Community and Protective Services, no later than 2018 May. Additionally, Council adopted a Motion Arising, moved by Mayor Nenshi, seconded by Councillor Farkas that Council direct Administration to explore amendments permitting cannabis smoking and vaping in specific designated areas, returning directly to Council no later than 2018 June.

### **BACKGROUND**

In 2016, anticipating impacts of the federal legalization of cannabis on The City of Calgary, Administration established a working team of subject matter experts (SMEs) from across the Corporation. This group identified issues of concern and potential impacts of legalizing cannabis to The City of Calgary. This work formed the basis of The City's participation in the Federal Task Force engagement and advocacy positions that were approved by the Intergovernmental Affairs Committee in 2016 November and have guided City participation in federal and provincial engagement opportunities. Since 2017 June, Administration has been working with

## **Cannabis Legalization - Festivals and Events**

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the Alberta Cannabis Secretariat to ensure The City's input and concerns were addressed in provincial legislation and regulations.

On 2018 April 05 Council approved a comprehensive suite of bylaw amendments and a new Cannabis Consumption Bylaw. These amendments were intended to address all necessary aspects of cannabis regulation in Calgary in advance of the federal legalization of non-medical cannabis. The Cannabis Consumption Bylaw includes a ban of consumption of non-medical cannabis in all public places in the city. As part of the Cannabis Consumption Bylaw, Administration initially included an exemption which would allow for the consumption of cannabis at festivals and events. To qualify for the exemption, festival and event organizers would be required to submit an application, and be subject to an extensive review and approval process through The City's Interdepartmental Events Team.

At the 2018 April 05 meeting of Council, a motion passed which removed the exemption for festivals and events from the Cannabis Consumption Bylaw and directed Administration to further consult with the Government of Alberta before reporting back to Council through the SPC on Community and Protective Services.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Since 2018 April 05, Administration has met with provincial government representatives regarding cannabis consumption at festivals and events. This has included meetings with representatives from the ACS, the AGLC, and AHS. Administration has also engaged with existing internal resources, including the Interdepartmental Events Team to determine the impact to City departments of allowing for cannabis consumption at festivals and events. Administration has also met with representatives from Calgary's festival and event community.

The AGLC and the ACS re-iterated their position that they would not be licensing festival and events for temporary cannabis sales. The provincial licensing of cannabis sales will only be available for retailers at permanent bricks and mortar locations, and consumption of cannabis will not be permitted on these sites. Further, provincial representatives indicated that partly due to the established provincial position on cannabis consumption, which generally aligns with the provincial Tobacco and Smoking Reduction Act, they would not be assuming any responsibility for the designation of cannabis consumption areas at festivals and events; this is consistent with the provincial approach to tobacco. The provincial government indicated it may reconsider licensing premises for consumption once the federal government allows for commercially available cannabis edibles, which is anticipated within one year of legalization.

Administration also consulted representatives from AHS, who maintained their previous position of not endorsing cannabis consumption areas at festivals and events. Concerns were raised about modelling behaviour for children as well as the potential impacts on event staff, and suggestions were made for promoting less harmful methods of consumption, such as consuming oils, as opposed to providing spaces for smoking and vaping. Nonetheless, AHS representatives indicated that if an exemption to the cannabis consumption bylaw were to pass, they would be willing to work with Administration in monitoring sites at festivals and events. This would include determining whether sites serve their intended purpose and whether regulations would need to be adjusted or reconsidered.

As a result of the conversations with provincial representatives and other stakeholders, Administration is recommending reporting back to Council in 2019 Q4. At the time of writing, the federal government has indicated that the date of non-medical cannabis legalization will be



## **Cannabis Legalization - Festivals and Events**

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at least eight to 12 weeks after the Senate votes on Bill C-45 on 2018 June 07. Reporting back to Council through the SPC on Community and Protective Services in 2019 Q4 would allow Administration and stakeholders to review the impact of the proposed bylaw amendment over the course of a full festival season and return to Council with a monitoring report and further amendments should they be necessary.

Despite the fact that there has been no change to the provincial position since the 2018 April 05 Council meeting, Administration maintains its original recommendation that the Cannabis Consumption Bylaw include the potential for an exemption from the public consumption ban for festivals and events. Festival and event organizers have made it clear that cannabis consumption is, and has been, a reality at several events despite its consumption currently being a criminal offence. The potential for an exemption from the consumption ban for festivals and events allows those organizers who wish to pursue it, the ability to create a space which is reviewed and approved by the City's multi-disciplinary Interdepartmental Events Team. This would allow for a space separate from the larger assembly areas, which is monitored, and which has the potential to reduce the impact of cannabis consumption on festival attendees who choose not to consume cannabis.

Administration has developed principles which are intended to guide and inform all decisions by the Interdepartmental Events Team when reviewing applications for cannabis consumption areas at festivals and events. These principles are found in Attachment 2. In addition to the principles, Administration has developed internal guidelines to inform the Interdepartmental Events Team's review of designated cannabis consumption areas. The guidelines are not intended to be comprehensive, as each event will require a review based on its own unique circumstances, however they are intended to demonstrate requirements which will be mandatory for all organizers intending to host a cannabis consumption area. They are also intended to be flexible and responsive to the evolution of cannabis consumption in Calgary.

### **Stakeholder Engagement, Research and Communication**

As described throughout this report, Administration has engaged with provincial representatives from the ACS, AGLC and AHS. The recommendations included in this report also take into account results from the research conducted between 2017 November and 2018 January which included a 1,002 person, statistically representative telephone survey, as well as the online engagement and stakeholder workshops. A summary of the results from engagement and research referencing cannabis consumption at festivals and events is included in Attachment 3.

### **Strategic Alignment**

The recommendations in this report align with the previously established City of Calgary advocacy positions, primarily:

#### *Engagement and role clarity*

Continue to engage municipalities throughout the legalization process to ensure clear delineation of roles and expectations between federal, provincial and municipal governments

### **Social, Environmental, Economic (External)**

Legalizing, regulating and restricting access to cannabis has social, environmental and economic implications. Permitting and regulating the consumption of cannabis at festivals and

## **Cannabis Legalization - Festivals and Events**

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events will allow greater oversight of some of the social and environmental issues that are already being experienced at festival and event venues. The provincial government is not allowing for cannabis sales at festivals or events and therefore cannabis consumption areas at these venues will not provide the same economic incentive for the organizers as licensed alcohol sales.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Administration has been working to have a comprehensive estimate of the financial implications of legalization to The City. The current estimate of the ongoing annual operating budget impact to The City ranges from \$8.2M-\$12.9M. A range of estimates is provided to account for the ongoing development of federal, provincial and municipal rules in the regulations of cannabis. These estimates continue to be refined as decisions are made and more information becomes available. In 2017 December, the Government of Canada announced an excise tax that roughly equates to 10 per cent on the sale of cannabis. The Government of Canada will retain 25 per cent of the excise tax, up to a maximum of \$100 million, and the remainder will be distributed to the provinces and territories. In 2018 February, the federal government's Budget 2018 indicated that "it is the federal government's expectation that a substantial portion of the revenues from this tax room provided to provinces and territories will be transferred to municipalities and local communities, who are on the front lines of legalization." Administration continues to advocate to the Government of Alberta for a share of the cannabis excise tax revenue sufficient to offset the anticipated operating budget impact associated with cannabis legalization.

#### ***Current and Future Capital Budget:***

Administration continues to advocate to the Government of Alberta for a share of the cannabis excise tax revenue sufficient to offset the anticipated municipal costs associated with cannabis legalization.

### **Risk Assessment**

Risks regarding public consumption at festivals and events have been identified by working team members as well as provincial stakeholders. These include, but are not limited to: nuisance from the odour of cannabis; health effects associated with second-hand smoke; impairment of attendees; and youth gaining access. Administration recommends permitting cannabis consumption at festivals and events subject to extensive controls. Each application for a cannabis consumption area will be reviewed on a case-by-case basis by The City's Interdepartmental Events Team which will be responsible for developing strategies to mitigate the risks associated with permitting consumption for each event.

Risks associated with not permitting consumption include less opportunity for cannabis consumption oversight by event organizers, as well as the potential for an increased prevalence of cannabis consumption amongst the general population of events. Without a specified area to consume, the potential for an increased level of consumption includes a greater risk of nuisance and second-hand smoke to all attendees.

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## **Cannabis Legalization - Festivals and Events**

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### **REASON(S) FOR RECOMMENDATION(S):**

Providing an exemption for cannabis consumption areas at festivals and events, subject to review and approval by the Interdepartmental Events Team, will allow for greater oversight of consumption at festivals and events in Calgary. It will provide the potential for spaces which are removed from those attendees who do not wish to consume and will respond to the current realities of cannabis consumption at festivals and events. Returning to Council in 2019 Q4 will allow Administration to monitor the impact of the proposed amendments over the course of a festival season and amend the regulation as necessary.

### **ATTACHMENT(S)**

1. Attachment 1 – Proposed Wording for an Amendment to Cannabis Consumption Bylaw 24M2018
2. Attachment 2 – Guiding Principles
3. Attachment 3 – Summary of Research and Engagement



**PROPOSED WORDING FOR AN AMENDMENT TO  
CANNABIS CONSUMPTION BYLAW**

1. Bylaw 24M2018, the Cannabis Consumption Bylaw, is hereby amended.
2. The following is added after section 4 as section 4.1:

**“EVENTS**

- 4.1 (1) Despite section 3, a person may *smoke, vape* or consume *cannabis* at an event for which a permit has been granted by the *Chief Bylaw Enforcement Officer*.
  - (2) The *Chief Bylaw Enforcement Officer* may impose conditions on a permit granted pursuant to subsection (1).
  - (3) The *Chief Bylaw Enforcement Officer* may suspend or revoke a permit issued pursuant to subsection (1) if the *Chief Bylaw Enforcement Officer* determines that a permit holder or any person at an event for which a permit has been issued has contravened any federal or provincial legislation or a City bylaw.
  - (4) The holder of a permit issued pursuant to subsection (1) must ensure that:
    - (a) the smoking, vaping or consumption of *cannabis* is only permitted in a designated area, separate and fenced off from the remainder of the event;
    - (b) alcohol and tobacco is not consumed in the area designated for the *smoking, vaping* or consumption of *cannabis*;
    - (c) the sale of *cannabis* is not permitted in the area designated for the *smoking, vaping* or consumption of *cannabis*; and
    - (d) that the advertising or other materials relating to promotion of *cannabis* cannot be seen by persons under the age of 18.”
3. This bylaw comes into force on the day it is passed.



**1. A Fair and Transparent Process**

- The City will clearly define expectations relating to the approval of designated cannabis consumption areas at festival and events.

**2. Responsible Consumption**

- Festival and event organizers will have appropriately trained staff and procedures for the oversight of cannabis consumption areas.

**3. Adherence to all Appropriate Legislation**

- Cannabis consumption areas at festivals and events with adhere to all relevant federal, provincial and municipal laws and regulations.

**4. Limiting the Impact on Youth**

- Cannabis consumption areas will be regulated in a manner that minimizes impacts, and exposure to youth.

**5. Limiting Exposure to Second-hand Smoke**

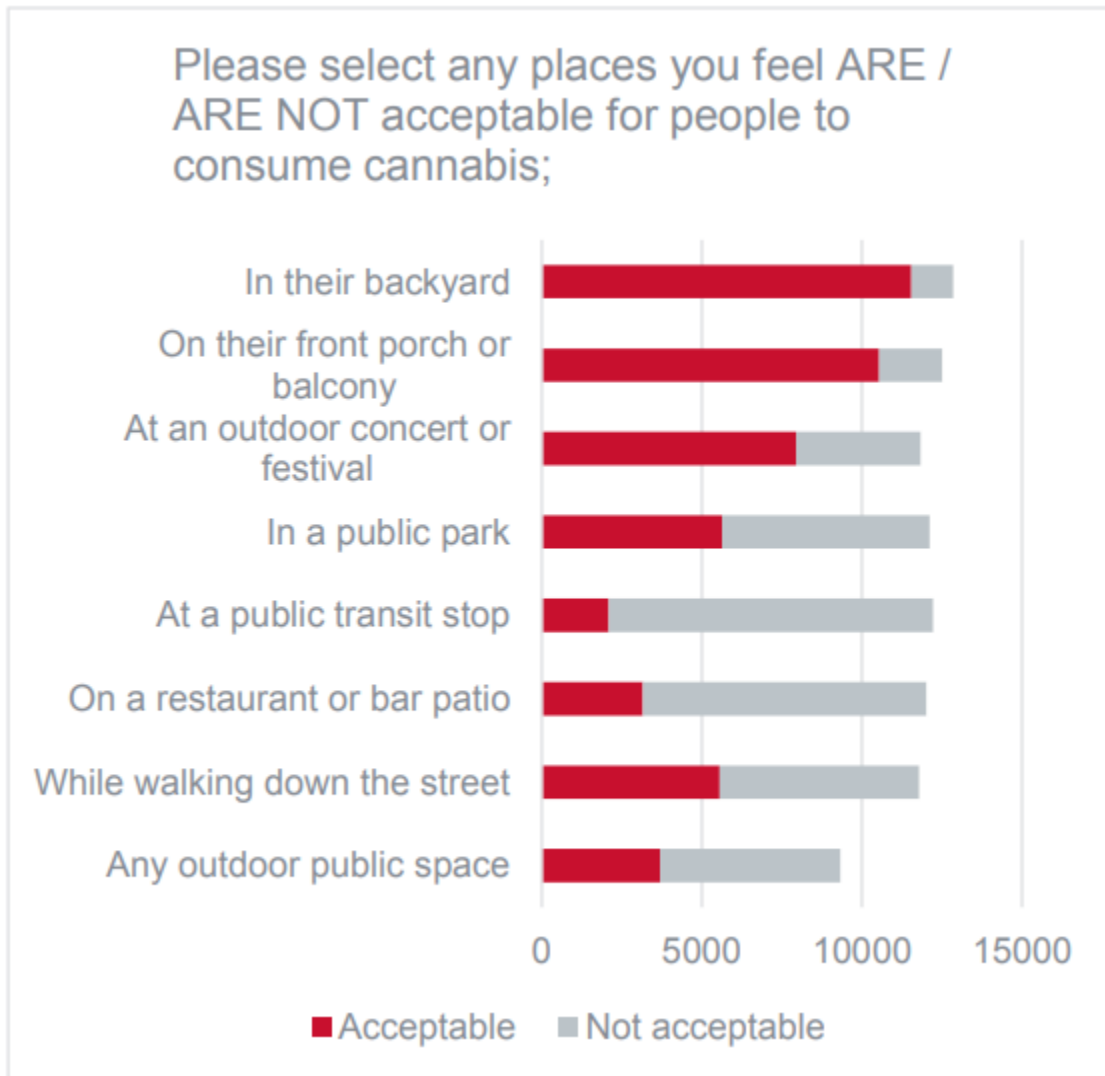
- Cannabis Consumption areas will be regulated in a manner that minimizes the exposure of festival and event attendees to second-hand smoke.

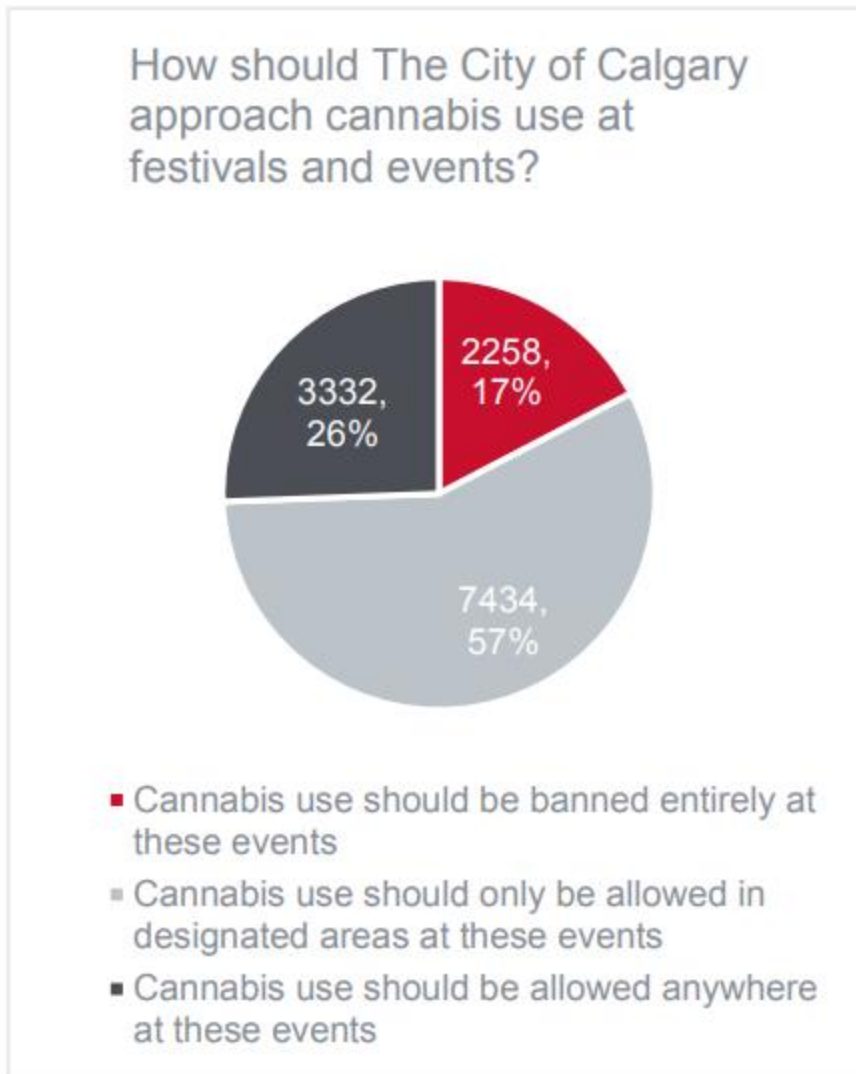




**Engagement:**

- **Stakeholder Workshops:**  
In 2017 November, The City of Calgary held stakeholder workshops with representatives from community and business organizations to discuss policy and regulation areas regarding business licencing, community standards bylaws, land use planning and other affected bylaws:
  - **Special Events:** Participants indicated that consumption of cannabis should be allowed at public events such as outdoor events and concerts. However, The City should consider providing separate areas to prevent consumption of both cannabis and liquor.
- **Online Survey:**  
From 2017 November 20 to 2017 December 10, The City of Calgary hosted an online survey on its engagement portal at [www.engage.calgary.ca](http://www.engage.calgary.ca) to solicit feedback from Calgarians.
  - **Online Feedback Form (15,000+ responses):**



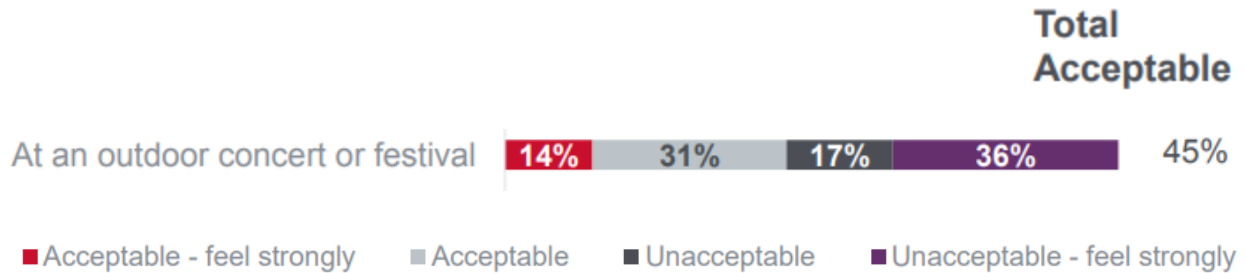


### Research:

To better understand the attitudes of Calgarians regarding cannabis legalization, Environics Research was commissioned by The City of Calgary to conduct quantitative and qualitative research on this topic. Environics conducted a telephone survey with a randomly selected sample of 1,002 Calgarians aged 18 and older between 2017 November 06 and 2017 November 19. Both landline (70 per cent) and cell phone (30 per cent) samples were used to obtain a random and statistically representative sample of Calgary adults aged 18 years and over. With respect to festivals and events, Environics explored towards public consumption of cannabis in specific locations and at public events. The results are provided below:

## Attitudes Towards Public Consumption in Specific Locations

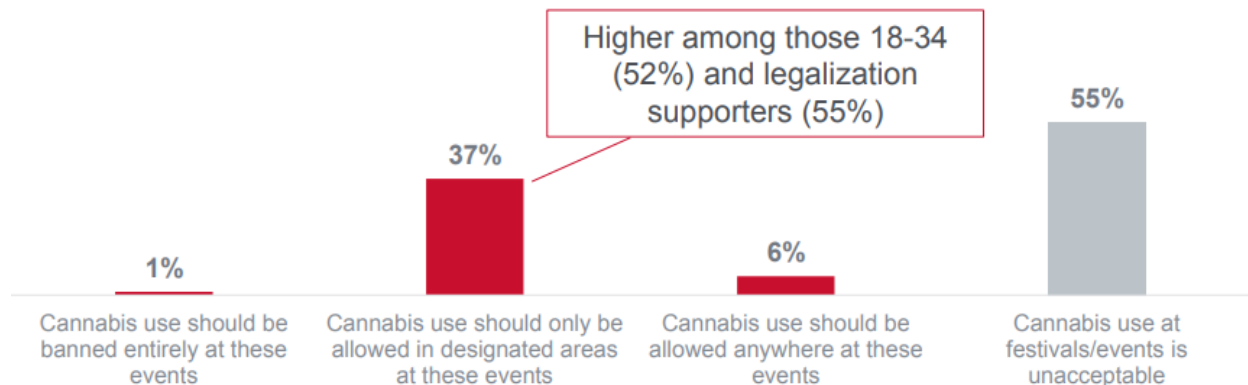
Once cannabis becomes legal, would you find it acceptable or unacceptable for people to consume cannabis in the following places: (And do you feel strongly about this?)



## Attitudes Towards Use At Public Events

**One-half of Calgarians say cannabis use at events/festivals is not acceptable – with those who accept most likely to want consumption limited to designated areas.**

Which of the following approaches should be taken towards cannabis use at festivals and events in Calgary? (n=1,002)



**Focus Groups:**

A total of five mixed-gender focus groups were conducted with the following groups of people: Opponents of legalization, Legalization supporters/non-users, Recreational cannabis users aged 18-39, Recreational cannabis users aged 40-69, Medical cannabis users.

Environics recruited a total of 11 participants for each session, with eight-nine participants taking part in each group. All participants were recruited via telephone using a customized screening instrument. Each group lasted approximately 120 to 125 minutes. With respect to festivals and events, Environics received the following feedback:

- Broad support across groups for the idea of setting up “cannabis zones” at outdoor public events, such as concerts. Many participants expected that this will become a new norm at these types of events.
- Although some users were resistant towards this idea (mainly because they expected people to continue using cannabis anywhere at concerts), many participants felt that cannabis use at outdoor events will be treated in a manner similar to how tobacco is treated, with smokers using designated outdoor areas.

## **Recommendation on Amendments to the Corporate Public Art Policy**

### **EXECUTIVE SUMMARY**

In 2004 Council implemented the Public Art Policy “to pursue the integration of public art into the cultural fabric of Calgary, recognizing public art as a vital ingredient in Calgary’s ongoing development as a great city.” In 2017 September, Council directed Administration to report back in Q2 2018 with recommendations on a new process for this policy, including best practices for: fully engaging the public and their feedback; mechanisms for the prioritization and allocation of tax dollars during economic downturns; accommodating concept submissions from artists that foster and enhance local, regional, national and culturally appropriate artists; briefing Council and communicating to the public on the selection of successful candidates for public art.

In 2018 March Council approved a Progress Report investigating how the Public Art Program might be improved. An Executive Steering Committee had been formed to reimagine public art as a One City program with a clarified approach to finance, governance, engagement, selection and communication. Suggestions from several business units had been made to improve processes to meet the challenges noted by Council. Local artists and members of the Public Art Board, past and present, had also participated in facilitated conversations about the current process which formed the basis of a larger engagement with Calgarians. Outreach to other public art programs across Canada had also provided comparative information.

Following the March report, Administration undertook public engagement and research. 7,400 responses were received from the online engagement and Calgarians told us that the most important purposes of public art were to: “enhance the beauty of my community”, “create meaning or connection to my community”, “spark conversation (or be) thought provoking”, “tell the story of our history” and be “a source of community pride”.

Through the engagement process Calgarians made it clear that they want to be involved in the public art process, to have their values, voices and ideas heard and reflected in public art but also, simply to know more about or be aware of projects and how and why they came to be. It was evident that Calgarians are enthusiastic about art and want to see all kinds of art in many different locations. This was confirmed by a telephone survey of 500 representative Calgarians and by the 1,000 people who were engaged through the citizens' review panel.

Calgarians also said they think it is important to have a public art program that is financially accountable and they want to see it support local artists. They want a program that is open, flexible and inclusive when considering citizen input. It is also clear that they want to see increased and better communication and opportunities to be engaged.

In keeping with The City’s usual process of program review, all of the information gathered was then provided to a consultant for external review and recommendations based on best practice, informed by interviews with members of Council, staff and members of the Public Art Board. The consultant’s draft report was then reviewed by peers in municipal public art programs in Seattle, Vancouver, Ottawa and St. Albert. The result provided examples of best practice in public art finance, governance, engagement, selection and communication.

All of the information collected indicates that while Calgary's public art program has received accolades and awards from those in the field, Calgarians are not well informed about it. Instead of being understood as a coherent program, public art has been seen as a series of one-off

### **Recommendation on Amendments to the Corporate Public Art Policy**

projects. Therefore, the recommendations point to a single capital program with a four year plan, endorsed by Council, governed by an Interdepartmental Team with the expert advice of citizens appointed by Council. It should have a variety of entry points for artists and multiple opportunities for engagement for Calgarians who want to be involved. Ongoing, effective communications should ensure that The City is consistently keeping citizens and Council apprised of the story of the art being created for our public places.

#### **ADMINISTRATION RECOMMENDATION:**

That the SPC on Community and Protective Services recommend that Council Direct Administration to:

1. Pool the per cent for public art from all eligible capital projects and create a capital program for public art to enable flexibility and improved reporting.
2. Develop a parallel procurement strategy better suited to encourage applications from local, national and culturally appropriate artists.
3. Form an Interdepartmental Public Art Committee, tied in to Infrastructure Calgary's priorities, to develop a Public Art Strategy with a four year Action Plan.
4. Work with the Public Art Board to refine its Mandate and Terms of Reference as a Public Art Advisory Committee, in keeping with best practice in other cities, in time for the 2018 Organization Day.
5. Implement a suite of engagement strategies to enable public input at key decision-making stages of public art projects.
6. Dedicate Communications resources to maintain a dynamic website and social media to ensure ongoing, timely, information for the public.
7. Report back to Council with an update on progress toward implementation no later than Q4 2018, at which time if progress is satisfactory, the suspension of the Public Art Policy should be lifted.

#### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2017 September 13, Council approved NM2017-32, Amendments to the Corporate Public Art Policy, directing Administration to report back with a progress update in Q1 2018 and again in Q2, 2018 with recommendations on a new process including the following:

- a) Best practices around fully engaging the public with the public policies, practices and The Public Art Policy Management Framework.
- b) Mechanisms for the prioritization and allocation of tax dollars for art funding during economic downturns and Council engagement.
- c) How to accommodate concept submissions from artists that foster and enhance local, regional, national, and culturally appropriate artists.
- d) How Council can be briefed on short-listed submissions by the Public Art Board, and how, in turn, the public can be engaged for their feedback.
- e) Who will make the selection of a successful candidate and how it will be communicated back to the public and to Council.
- f) When and how the suspension of the Corporate Public Art Policy should be lifted.
- g) Report back on the outcomes/progress of the 2014 Notice of Motion

### **Recommendation on Amendments to the Corporate Public Art Policy**

Council also directed Administration to suspend all new public art projects scheduled for RFP until Q2, 2018. At the same time, Council recognized that there were many art projects that had been tendered and contracted in accordance with current Council approved policy and process, and would, therefore, continue to completion.

Attachment 1 provides a detailed listing of Previous Council Direction since 2004.

#### **BACKGROUND**

Cities around the world have invested in art in public places as a means of creating a special sense of place for their citizens and tourists alike. In Calgary, since the adoption of the Corporate Public Art Policy in 2004, that investment has resulted in a variety of artworks from permanent sculptures to artist-designed banners and murals, manhole covers, drinking fountains, bike racks, benches and painted utility boxes in every ward of the city.

In 2011 the Celebration of the Bow “Sources/ River of Light”, an art project of UEP, was the first of Calgary’s Public Art projects to win recognition in Americans for the Arts’ Public Art Year in Review. That award was followed by others from Americans for the Arts in 2014 and 2015, and from the Creative City Network of Canada for different projects in 2015, 2016 and 2017. All told, 15 projects created by different artists for UEP, Transportation, Parks and Recreation have won accolades since the policy was adopted.

In Calgary, since 2014, an average of 3500 citizens a year have participated in community engagements related to infrastructure projects that include public art in Transportation, UEP and Community Services. Over 200 citizens have served on selection panels to choose the art commissioned over the past three years.

Despite these efforts to involve citizens, and to engage artists, there is clearly room for improvement, as recent public controversy caused a loss of confidence in the public art program.

#### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The City’s public art is funded through one per cent of eligible capital project costs for City capital budgets over \$1 million, and 0.5 per cent of the portion of a project that is over \$50 million, with the allocation from each capital project capped at \$4 million. Ineligible costs include land purchase, rolling stock, portable equipment (furniture, computers, etc.), and maintenance (M) budgets. As a result, the Public Art Program is a cross-corporate program involving all the business units with capital projects. Accordingly, the Executive Steering Committee for this review determined that Public Art Program must be re-imagined as an integrated, corporate wide program, in keeping with the principles of One City.

At Council’s direction, the Committee considered the public art process and concluded that most of the gaps in process identified by Council could be grouped into the following five priority



## **Recommendation on Amendments to the Corporate Public Art Policy**

areas for improvement: Governance, Finance, Engagement, Selection and Communications.

Governance	Finance	Engagement	Selection	Communicating
<ul style="list-style-type: none"> <li>•One Calgary</li> <li>•Public Art Board</li> <li>•Delivery methods</li> <li>•Decision making</li> </ul>	<ul style="list-style-type: none"> <li>•Funding sources</li> <li>•Infrastructure Calgary</li> <li>•Maximizing investment</li> <li>•Alternatives Approaches</li> </ul>	<ul style="list-style-type: none"> <li>•Citizens, Council and artists</li> <li>•Program requirements</li> <li>•Project requirements</li> </ul>	<ul style="list-style-type: none"> <li>•Procurement standards</li> <li>•Citizen input</li> <li>•Legal requirements</li> </ul>	<ul style="list-style-type: none"> <li>•Strategic communications</li> <li>•Integrated</li> <li>•Consistent</li> <li>•Relevant</li> <li>•Timely</li> </ul>

The Committee then undertook to understand each area by first seeking internal expertise and information before engaging with the public and finally having initial ideas reviewed by external experts in the field of public art.

### **Stakeholder Engagement, Research and Communication**

To gain an understanding of the public's opinions on public art and The City's processes, the Engage and Research units at The City conducted public outreach from 2018 January -April. This included two in-person sessions, two online surveys and a telephone survey of 500 representative Calgarians (Attachments 4 and 5). Through this outreach The City learned that Calgarians are enthusiastic and interested about public art, but want to see a public art program that is focused primarily on local artists (74%), financially accountable (85%), and open, flexible and inclusive when considering citizen input (79%).

When asked about how well citizens understand the public art process at The City, the engagement and research results collectively demonstrate there is confusion. The telephone survey results show only 32% of Calgarians surveyed understand the process used for selecting public art in Calgary. Similar results were reflected in the online engagement and sessions with local artists and former selection panel members who have been involved in recent years.

Despite their lack of understanding of the process for developing art for Calgary's public places, when asked what kind of art they would like to see and where public art would have the most positive impact, the majority of Calgarians wanted to see a diversity of art and they want to see it all over the city. The results from the telephone survey showed a desire for sculptures/object-based works (84%), works using natural elements (81%) and interactive art (73%). Respondents felt art should be located everywhere from downtown (88%) and gathering places (86%) to parks and natural spaces (77%) and at transit locations (65%). Those participating in the online engagement agreed with these results, choosing as their top three sites: downtown, places where people walk and community hubs (like recreation centres). In terms of art forms, they selected as their top choices: murals, functional art and art that uses natural elements.

This broad range of interests provides The City with an understanding of how diverse citizens' preferences are and how a one-size approach to public art should not be the vision for Calgary.

### **External Consultant and Peer Review**

To complete the program review the Executive Steering Committee contracted external expert Helena Grdadolnik to provide an objective review of the program and processes in comparison

## **Recommendation on Amendments to the Corporate Public Art Policy**

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to industry best practice. The consultant's own recommendations were then reviewed by peers working with municipalities that are known for their public art programs (Vancouver, St. Albert, Ottawa and Seattle). The results of that review influenced the consultant's final recommendations as captured in the External Review (Attachment 3).

The knowledge gained through engagement and research, the consultant's analysis of Calgary's program and a review of best practices including a peer review process, affirmed the Executive Steering Committee's recommendations for specific change in five areas: governance, finance, engagement, selection and communication.

### **Governance**

The need to strengthen and clarify the policy's governance by creating an interdepartmental public art team, chaired by the Public Art Program was identified by the external consultant and confirmed by the peer reviewers. Made up of representatives of the various departments that have capital projects which are eligible for public art, this group would advise on strategies and project plans and help to develop a four year plan which would connect to Infrastructure Calgary to ensure alignment with The City's priorities. A further recommendation of both the consultant and the peer reviewers is to reconfigure the Public Art Board as a Public Art Advisory Committee of citizens advising administration and reporting to Council on a regular basis. This approach has been endorsed by the Public Art Board. (Attachment 6.)

### **Finance**

In recent years, several municipal public art programs have been able to shift their percent for art funds into a single capital program. This practice provides transparency, allowing for forward planning and better responsiveness to strategic priorities and project opportunities. Centralizing the budget for public art by pooling the funds into one capital program aligns with the One Calgary process and provides the opportunity to strategically align investment decisions. Recognizing that funding restrictions may apply, and further investigation is required, the goal would be to pool funds into a single program where possible.

### **Engagement**

More than half of the citizens participating in the telephone survey believe that the public should be involved at all stages of the public art process. Peer review and the consultant's research confirmed that it is best practice to engage early and often throughout the process. Providing citizens opportunities for input and feedback allows them to help inform the end result and strengthens their connection to the process and the work. The Engage Resource Unit has suggested a variety of different engagement strategies can be employed to suit the specific needs of each public art project.

### **Selection**

Both the external consultant and the peer review process have confirmed Calgary's use of a different selection panel of citizens for each project is best practice for selecting public art (artist and concepts). The feedback from engagement can be fed into the selection panel's considerations. However, it has been noted that other cities provide alternate approaches to procuring art which could enhance Calgary's ability to fully support a diversity of practitioners and the needs of emerging artists as well as indigenous and culturally appropriate artists. Supply Management has offered to engage with the artistic community to build a new

## **Recommendation on Amendments to the Corporate Public Art Policy**

procurement process that comes from a mutual place of knowledge, understanding and requirements.

### **Communications**

An ongoing, robust communications strategy is critical to the success of public art, by ensuring that citizens and Councillors alike are kept informed of projects as they develop. CMLC has proven this successfully. Peer reviewers noted that public art communications requires a corporate commitment, and should be a priority. Communications has developed a communications framework with Goals and Guiding Principles which will be the foundation to deliver public art communication that is informed and timely

Attachment 2 provides further rationale for these recommendations.

### **Strategic Alignment**

Investment in public art aligns with the goals of many of The City's guiding documents.

The Municipal Development Plan acknowledges that arts and culture programming, spaces, amenities and facilities play an important role in building complete communities; adding to the cultural vitality of the city; contributing to economic development and prosperity; and fostering active and vibrant neighbourhoods.

Using public art and other design elements to reflect our diverse cultural character and celebrate our heritage is one strategy articulated by Imagine Calgary while another is to "bring beautiful public spaces into view for the aesthetic enjoyment for all".

The Centre City Plan speaks to creating a lively, active and animated environment through a variety of strategies, and the incorporation of public art is recommended in every neighbourhood and all sections of the Plan.

In "Step Forward: A Strategic Plan for Improving Walking in Calgary", public art is noted as a program that serves pedestrian needs, while in the City Shaping Framework for the Green Line, a suggested action is to install public art to fulfil the goal of connecting people living in communities along the line to significant cultural destinations and to each other.

The Indigenous Policy Framework and White Goose Flying both call on public art to work with indigenous artists to provide opportunities to help with reconciliation. The City has committed to working with Indigenous People of Calgary, including Traditional Knowledge Keepers and artists to support public artworks and practices which incorporate Indigenous content within projects, programs and plans.

The Cultural Plan speaks to the role of public art in place-making, community building and attracting tourism, addressing the inclusion of public art in activating culturally vibrant neighbourhoods and districts as one of the 10 priority actions.

In the 2018 January 31 Strategic Council Meeting, Council articulated its Council Directives for One Calgary. Seeking to be a city that continues to be a magnet for talent, under "A

## **Recommendation on Amendments to the Corporate Public Art Policy**

Prosperous City” Council directed that the growth industry of travel and tourism “needs to move to a new level with an enhanced focus on arts, culture, festivals and winter activities.”

Furthermore, the proposed One City approach to public art is in alignment with the Leadership Strategic Plan agreed to by the City Manager and Council. Specifically, this approach will meet the direction for a collaborative organizational team working together, in contrast to a silo approach, with increased integration around the delivery of the Arts and Culture Service Line.

### **Social, Environmental, Economic (External)**

#### **Social**

Public art provides a visually enjoyable environment and is a vital element of the culture and streetscape of cities. It facilitates public engagement and collaboration, making it a major contributor to social capital and quality of life. The enhanced spaces created by public art encourage gathering and connection that impacts the development of community hubs and social cohesion. This contributes to citizens’ aesthetic enjoyment and quality of life.

This aligns with the interest in public art demonstrated by the communities taking part in This is My Neighbourhood, a community building initiative led by Calgary Neighbourhoods.

#### **Environmental**

Public art generates stimulating public spaces and often works with other disciplines, such as landscape architecture, to create remarkable places that encourage contemplation, civic engagement, sustainability and stewardship of the urban environment.

Utilities and Environmental Protection (UEP) has demonstrated the use of public art in effectively helping to educate citizens about the critical role that water plays in our environment. Watershed +, the award-winning artists-in-residency program, has provided artists and citizens with a variety of different opportunities to consider the important role that the Bow and Elbow Rivers Plans have played and continue to play, in the life of our city.

#### **Economic**

Public art in Calgary provides the opportunity for many local artists, fabricators, architects, engineers and others involved in the public art process to participate in and derive economic benefit. Calgary companies such as Heavy Industries, F&D Scene Changes and MetalFab are among those to have been sub-contracted by artists to create public art for the City and have leveraged this expertise to secure work outside of Calgary.

Public art also ensures the vibrancy of Calgary as an attractive city for people to live, work, play and visit and plays an essential role in both attracting and retaining creative thinkers and workers. Combined with indirect economic spin-offs including tourism, spending on public art contributes to Calgary’s economic diversification. Council has acknowledged the important role of the arts in the economy, as have Calgary Economic Development and Tourism Calgary.

## **Recommendation on Amendments to the Corporate Public Art Policy**

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

The adoption of these recommendations may have implications for the budget required to support effective communications and engagement. Funds will be required to support dedicated Communications staff and resources as well as to support multiple opportunities for public engagement. All budget for these operational costs will be drawn from the pooled capital for public art.

#### ***Current and Future Capital Budget:***

The implication of these recommendations is that in future, the percent designated for Public Art on eligible capital projects will be identified as one Public Art Capital Program, and the total will be pooled for more efficient management and reporting.

### **Risk Assessment**

#### **Reduced Public Confidence**

There is a risk that if processes for situating and selecting public art are not seen by Calgarians to be transparent and fair, the public's confidence in Administration's efficient and effective use of tax dollars may be undermined.

#### **Reduced Effectiveness**

There is a risk that the Public Art Program will not be able to achieve the overall objectives of the policy if the current process of delivering one-off art projects in locations dictated by other infrastructure continues. The recommendations enable the development of a city-shaping approach that can create a distinctive sense of place and better serve artists and community.

<b>REASON FOR RECOMMENDATIONS:</b>
<ol style="list-style-type: none"> <li>1. Pooling public art funds into a single capital program will enable better allocation of budgets and improve tracking and reporting. This also aligns with the approach being taken by Infrastructure Calgary to determine capital priorities for One Calgary.</li> <li>2. Maintaining the Executive Steering Committee and establishing an Interdepartmental Public Art Committee will enable the development of a Public Art Strategy that fits the schedules and priorities of One Calgary.</li> <li>3. Refining the Mandate and Terms of Reference of the Public Art Board into an Advisory Committee with specific responsibilities will strengthen its role and align with best practice in municipal public art programs.</li> <li>4. The best way to foster and enhance local, regional, national and culturally appropriate artists is to replace the City's standard procurement process and design, in consultation</li> </ol>

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### **Recommendation on Amendments to the Corporate Public Art Policy**

with artists, a parallel process that maintains appropriate accountability, as other cities have done.

5. Implementing a variety of different engagement strategies at key decision-making points will meet the expressed desire of Calgarians to have opportunities to be involved at numerous stages of the development of an art project.
6. In response to the public's request for more, consistent, timely information about public art, dedicated Communications resources are required.
7. Report back no later than Q4 will be around implementation of the recommended changes.

### **ATTACHMENT(S)**

Attachment 1: Previous Council Direction

Attachment 2: Background to the Recommendations

Attachment 3: External Review

Attachment 4: Calgary Public Art Process Review Survey

Attachment 5: What we Heard – Stakeholder Engagement Summary Report

Attachment 6: Letter from the Public Art Board





### Previous Council Direction

In 2004, recognizing that Calgary was among the last cities in North America to develop a policy for public art, Council requested the development of a Corporate Public Art Policy (CPS2003-95), describing public art as “a vital ingredient in Calgary’s on-going development as a great city”.

On 2004 January 12 Council approved the Public Art Policy (CPS2003-95), which adopted a “percent for public art” strategy calculated at 1% of the total capital project costs for City of Calgary capital budgets over \$1 million.

In 2009, the Policy underwent an extensive review that included input from Council, senior administration and a wide cross-section of the community resulting in additional direction and clarification to Administration to ensure the appropriate development, management and maintenance of all public art for The City of Calgary.

On 2013 December 16, Council approved NM2013-34, directing administration to undertake a review of the Public Art Policy, including:

- developing options for a sliding scale of percentage funding based on the amount of capital budget for projects, including consideration of placing a maximum dollar amount for any capital project;
- developing options for greater public participation including but not limited to changing the composition of project selection juries, the method of selection of the project jury, as well as increasing opportunities for input by the general public into the selection process for the public art;
- developing a strategy to help build local capacity of artists to compete for public art projects locally, nationally and internationally;
- amending the policy for greater flexibility in the use of a portion of public art funding for the restoration and/or enhancement of on-site heritage assets;
- amending the policy for greater flexibility in incorporating public art as functional components of the infrastructure; and
- developing a strategy for pooling of funds in locations with a high public benefit or for long-term creation of large iconic or monumental pieces of public art at key locations within the city.

Additional Council direction on this Notice of Motion included:

- reiterate that all City business units must comply with the policy in the development of capital projects;
- The City of Calgary lobby the provincial government that any new capital funding programs for municipalities allow for greater flexibility, as per the Policy, to pool funds for greater public benefit; and
- Administration consults with members of Council and brings a report to Council no later than 2014 May.

As a result of the investigation and analysis into the six areas, five amendments were made to the Corporate Public Art Policy, as follows:

1. Changing the public art allocation to a sliding scale with a cap instead of a consistent 1% across all capital projects.
2. Simplifying the eligibility requirements for capital projects to include public art.
3. Amending the description of public art to clarify that it can be functional.

4. Adding that the Policy allows for the use of a portion of the public art allocation for specific projects to be used to restore on-site heritage assets as determined on a case by- case basis.
5. Adding that private sector donations toward public art will be accepted.

In addition, Administration undertook a number of changes and additions to the public art process that were identified as opportunities for improvement that surfaced during the review and did not require Policy amendments. These were captured in a Public Art Policy Management Framework that serves as an operational guide for all City staff.

## **BACKGROUND TO THE RECOMMENDATIONS**

## **Governance**

### **Current State:**

As a cross-corporate policy, there is a collective accountability to deliver public art through transparent processes. However, despite the roles and responsibilities laid out in the Public Art Management Framework which is an operational guide for staff, and the Terms of Reference provided to the Public Art Board, there is a lack of clarity around decision-making.

Few changes have been made to the terms of the Council appointed Public Art Board since its inception in 2004. While the policy and program have changed along with new practices and approaches to public art, the framework guiding the citizens tasked with advising and supporting the public art process has not. The review of the Public Art Board's Terms of Reference, triggered by City Clerk's cyclical review of all Council committees, has provided a timely opportunity to revisit the mandate of the Public Art Board.

### **Recommendations:**

- Form an Interdepartmental Public Art Committee, tied in to Infrastructure Calgary's priorities, to develop a Public Art Strategy with a four year Action Plan.
- Work with the Public Art Board to refine its mandate and Terms of Reference as a Public Art Advisory Committee, in keeping with best practice in other cities, in time for the 2018 Organization Day.

### **Rationale:**

The need to strengthen and clarify the policy's governance by creating an interdepartmental public art team chaired by the Public Art Program, was identified by the external consultant (Attachment 3). Made up of representatives of the various departments that have capital projects which are eligible for public art, this group would advise on strategies and project plans. It would connect to Infrastructure Calgary to ensure alignment with The City's priorities.

This recommendation was confirmed by four independent peer reviewers who all noted an internal corporate team is beneficial to create and sustain connections between civic departments and public art. This enables alignment with overall Council priorities and also provides a connection to the lines of service to ensure public art funds support civic objectives.

A further recommendation of both the consultant and the peer reviewers is to reconfigure the Public Art Board as a Public Art Advisory Committee. Best practice is for municipalities to have an advisory committee comprised of subject matter experts, advising Administration and reporting to Council on a regular basis.

### **What will be Different:**

- A collective accountability to deliver public art through transparent processes
- Defined roles for Administration, Council and the Public Art Advisory Committee
- A framework which separates the functions of governance and operations
- Alignment with The City's capital decision making process
- Support of the One City, One Voice strategy
- Check-points throughout the planning, approval, and implementation process
- An effective mechanism for reporting to Council

## **Finance**

### **Current State:**

City departments have approached implementing the public art policy in a siloed manner, focused first on the capital project which is the source of the percent for art funds. Often the funding sources for the projects are grants with restrictions placed on their use and this has led to defining the public art opportunities and subsequent timelines through the lens of infrastructure development rather than artistic development. This decentralized approach to funding has resulted in an inconsistent approach to public art across the City. The fact that funds are kept in different capital projects across business units has also made it difficult to track and report on public art as a cohesive program.

UEP (Utilities and Environmental Protection) department has been able to pool its funds for public art and, as a result, its approach to public art has stood out, allowing for strategic planning, project opportunities and implementation to be independent of capital requirements.

### **Recommendation:**

Pool the per cent for public art from all eligible capital projects and create a capital program for public art to enable flexibility and improved reporting.

### **Rationale:**

The development of Infrastructure Calgary, and the move to a four year budget cycle has changed the way The City plans for capital investments. This change provides the opportunity to approach public art delivery in a new way. Centralizing the budget for public art by pooling the funds into one capital program aligns with the One Calgary process and provides the opportunity to strategically align investment decisions.

The challenge is to ensure that funding restrictions do not preclude the ability to consider the budget for public art as a single fund. While funding restrictions are not unique to Calgary, investigations by Administration and the external consultant have demonstrated that in recent years, several municipal public art programs including St. Albert, Seattle and Vancouver have been able to shift their percent for art funds into a single capital program. This practice provides transparency, allowing for forward planning and better responsiveness to strategic priorities and project opportunities. It also provides the ability for Council to determine if economic conditions warrant increased or decreased spending on a yearly basis. As noted by the peer reviewers, it is important that the opportunity define the funding rather than allowing a process, such as tying funds to all eligible capital projects, to define the art opportunity.

### **What will be Different:**

- A One Calgary financial strategy for public art that is aligned with economic conditions and corporate priorities
- A consistent approach to implementing the percent for art funding mechanism
- Council will be able to approve the budget for a Public Art Capital Program as part of The City's business planning cycle
- Greater transparency and improved tracking and flexibility in deploying the budget
- Opportunity will be increased to strategically plan for, and appropriately budget, artworks in locations that make sense

## **Engagement**

### **Current State:**

To date, engagement opportunities for the public have been varied, ranging from participating in the planning process for a capital project, to informing the artist's concept development through an artist-led engagement, to participating on a selection panel, to celebrating the finished artwork. However, not every project has provided the same opportunities.

One gap identified during this review relates to the limited opportunities that have been offered to engage the public in the work of the whole Public Art Program, not just individual projects. Educational opportunities have been limited to school groups and to local artist development (Public Art 101 and Artists Working in Community courses).

Engagement with Council has been inconsistent and often limited to the Councillor's office in whose ward a public art work will be situated. Capital projects featuring public art typically focus on the main infrastructure project when updating Council and the public. Few include information on the public art work connected to it, most do not mention the art or artist at all.

### **Recommendation:**

Implement a suite of engagement strategies to enable public input at key decision-making stages of public art projects.

### **Rationale:**

More than half of the citizens participating in the telephone survey believe that the public should be involved at all stages of the public art process. When asked where in the process they felt citizens should be involved, 86% indicated at the unveiling event (celebration of the final artwork) or at the artist selection stage (81%). The results from the online survey reflected a desire to participate at any point in the process where the individual could have the greatest impact to the process or final artwork.

The consultant's research and peer review confirmed that it is best practice to engage early and often throughout the process. Providing citizens opportunities for input and feedback allows them to help inform the end result and strengthens their connection to the process and the work.

For future public art projects and the program in general, the Engagement Resource Unit recommends to adhere to the Engage Policy (CS009) and Engage Framework.

### **What will be Different**

- Citizens will be provided with a diversity of opportunities to be involved, providing input and feedback throughout the development of a project
- Citizens will be engaged in the development of the four year plan for the whole program
- Artists will be better supported in the requirement to engage with community
- Project and Program specific approaches will be designed to respond to the unique needs of a variety of communities

## **Selection**

### **Current State:**

The City uses a seven-member selection panel of citizens to choose the successful candidate for each individual art project. The panel is different for each project. Citizens are encouraged to apply to serve on selection panels through the public art website.

Each selection panel reviews submissions that have been received from artists who have responded through The City's standard procurement process. The panel then uses an evaluation matrix to choose which artist to contract, and later re-convenes to approve the proposed concept.

Public art is typically procured through Supply Management using an RFQ (requests for qualifications) process, which selects artists based upon their qualifications and requires that they undertake responsibility for all aspects from design through fabrication to installation. Concept ideas are not required to be submitted until the artist has had the opportunity to research, investigate and engage with stakeholders about the site and the opportunity.

### **Recommendation:**

Develop a parallel procurement strategy better suited to encourage applications from local, national and culturally appropriate artists.

### **Rationale:**

While both the external consultant and the peer review process have confirmed Calgary's selection panel of citizens is best practice for selecting public art (artist and concepts), it has been noted that alternate approaches could further Calgary's ability to fully support a diversity of practitioners and the needs of emerging and culturally appropriate artists.

As noted by the external consultant, any type of procurement strategy should include a range of acquisition processes depending on project scale, type and purpose and clear reasoning for use of different approaches. The City's Supply Management group conducted a similar exercise with the construction community to build a new procurement process that came from a place of mutual knowledge, understanding and requirements. The results have been positive and Supply has offered to engage with the artistic community to facilitate the same type of process.

### **What will be Different:**

- Processes will be defined by the needs of the community and the municipality, together providing:
  - Increased transparency to the artistic community
  - A diversity of approaches which support different scenarios and timelines
- Greater alignment with the procurement strategy, enabling broader support for local artistic development
- Responsiveness to the Public Art Policy, which provides for a variety of approaches, depending on program and project requirements



## **Communications**

### **Current State:**

There is no doubt that Calgarians want more, and better communication about public art. The recent telephone survey results indicate 84% of respondents want increased communication about the public art process and 82% believe there should be increased communication about the selection of artists and their concepts for public art.

Although a Communications Plan for public art was developed in 2014, the implementation of that plan was not realized in a consistent manner. Dedicated communications staff resourcing, provided to the Public Art Program in 2014, was diminished. The City began to change its corporate approach to Communications, while communications alignment between the commissioning business units and the public art program was fragmented, often focusing messaging on the infrastructure and omitting reference to the public art project tied to the same site. Insufficient communications has resulted in a lack of public understanding and appreciation for public art in Calgary.

### **Recommendation:**

Dedicate Communications resources to maintain a dynamic website and social media to ensure ongoing, timely, information for the public.

### **Rationale:**

An ongoing, robust communications strategy is critical to the success of public art, by ensuring that citizens and Councillors alike are kept informed of projects as they develop. CMLC has proven this successfully.

The consultant has recommended hiring a dedicated communicator with arts experience to help to align with the corporate communication standards, in addition to developing additional touch points unique to public art to develop understanding and interest. Peer reviewers noted that public art communications requires a corporate commitment, and should be a priority. They noted that Calgary is known as a leader in public art, which should be promoted.

To respond to Council's directions in this notice of motion, and to the input received from the consultant, peer reviews and best practice research, CSC has developed a communications framework with goals and guiding principles which will be the foundation to deliver public art communication that is informed and timely.

### **What will be Different:**

- Citizens will be able to access information in a diversity of ways
- Consistency in the provision of information
- Timely responses to issues if they arise
- Enhanced understanding of the process, projects and program
- Better understanding of the positive contributions public art provides to city-shaping and placemaking

# City of Calgary Public Art Program External Review

22 May 2018



'roger that' by PECHETStudio (Tuscany LRT Station, Calgary). Photo credit: Grunert Imaging

**WORKSHOP**  
architecture



# City of Calgary Public Art Program Review | Final Report

External Review by Helena Grdadolnik, Director of Workshop Architecture

22 May 2018

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### *Notes for this report:*

- 1. In this report, to differentiate between the work and the staff for clarity, Public Art Section is used to refer to the business unit and Public Art Program is used to refer to the activity produced by the business unit in its entirety.*
- 2. In this report, the words 'consult', 'collaborate' and 'empower' are to be read as the typical usage of the words. They do not refer to the levels outlined in the Engage Policy. Where they are lower case, they are to be read as the typical usage of the words.*



## 1.0 Executive Summary

The Public Art Policy (CSP2003-95) was implemented by The City of Calgary's Council in 2004 to integrate public art into the cultural fabric of Calgary, recognizing public art as a vital ingredient in Calgary's ongoing development as a great city. The Policy has made a powerful and positive impact across the city in only fourteen years.

Since 2004 The City of Calgary has acquired and installed over fifty pieces of permanent public art and well over one hundred temporary works. Many of these works have been welcomed in their communities. There have been two high-profile controversies related to public art installations in Calgary, both occurring in the lead-up to municipal elections. In both cases, the press and social media critics have focused on the projects' costs (considered poor value for money), the international provenance of the artist (instead of someone who is Calgary-based), and the selection of the artwork (of which the merit and process is questioned). This has eroded the public's trust in not only the Public Art Program, but also the Corporation.

In 2017 Council responded to the second controversy through a Notice of Motion (NM 2017-32), suspending further Requests for Proposals for Public Art projects and requesting Administration to provide recommendations on improving the processes relating to the Public Art Program. Therefore, The City of Calgary is looking to compare its current practices with industry best practices and, through this study, The City seeks to formulate recommendations that will help to build public support for the Public Art Policy.

In the process of this study, twenty-seven interviews and meetings were conducted between April 4 to 18, 2018, and a comprehensive review of documents relating to the City of Calgary's Public Art Program was performed. From the interviews and review of documents, three main concerns have been identified as contributing to the challenges that The City has faced in relation to its Public Art Program:

- A. Planning: Strategic and comprehensive forward-planning is not possible.
- B. Outreach: There is a lack of meaningful communication and community engagement.
- C. Structural: Program governance, accountability and processes are not clear or are inadequate.

From these main concerns, specific issues have been identified in six categories that will need to be resolved to support ongoing success in Calgary's Public Art Program: Finance, Communication, Governance, Strategic Planning, Engagement, and Project Development. See figure on page 3 which charts the main concerns, issues to be resolved and the corresponding goals moving forward.

The six categories and their corresponding issues are intertwined and nested, so that in some cases one issue must be resolved before the next can be addressed. For example, without de-coupling at least a significant portion of the percent for art funding from capital project locations (Finance), it will be difficult to develop goal-based plans for the City as a whole (Strategic Planning) because decisions on when and where public art investment occurs are already made when an infrastructure project is approved. Therefore, Public Art staff must work in response to these decisions and within these parameters, rather than proactively to meet the Public Art Policy and One City goals.

The first three issues and the corresponding recommendations that need to be prioritized are related to: Finance (removing restrictions on public art funding allocations); Communication (a commitment to consistent and ongoing communication tailored to discussing public art with a wide audience); and Governance (clarify structure and roles to improve accountability and decision-making). If these three issues are not sufficiently addressed, there is a high degree of probability that the program will continue to grapple with the same challenges that had led to Council issuing the Notice of Motion (NM 2017-32).

**Recommendation 1: Pool and centralize the Public Art capital funds for improved tracking and for more flexibility in how and where public art budgets can be deployed.**

**Recommendation 2: Deliver consistent and continuous communications tailored to the Public Art Program.**

**Recommendation 3: Strengthen and clarify the Public Art Program's Governance.**

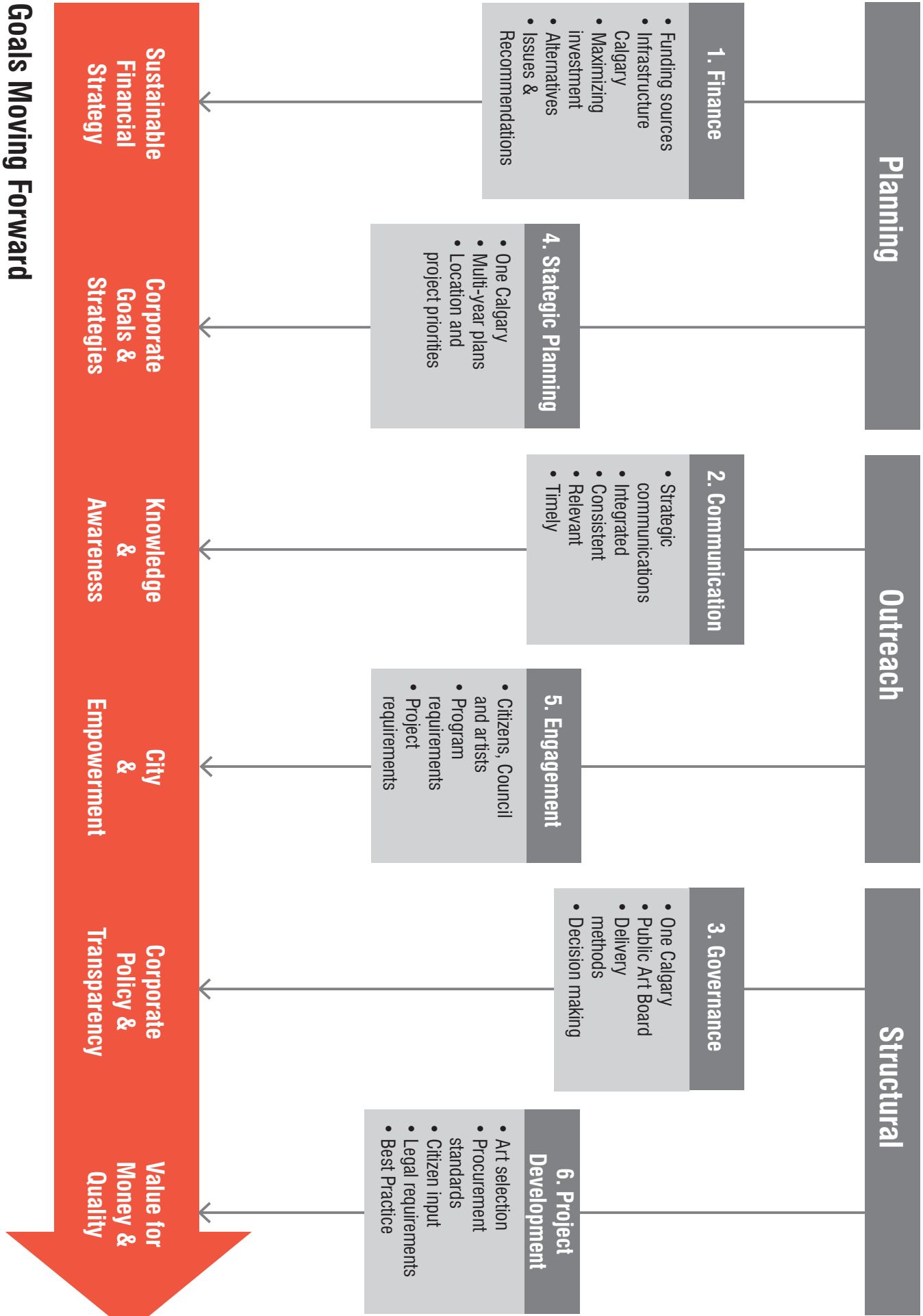
The next three issues and recommendations are equally as important and progress on them can be made immediately, but they would benefit from the resolution of Recommendations 1 to 3 before they can be fully met.

**Recommendation 4: Create a Public Art Corporate Strategy with a Four-Year Action Plan.**

**Recommendation 5: Improve engagement by implementing a range of public input and decision-making opportunities at key project stages and in the overall Public Art Program.**

**Recommendation 6: Continue to develop project management and selection processes that support the Public Art Policy's purpose and One City goals.**

One City, One Program





## 2.0 Study Background and Purpose

The Public Art Policy (CSP2003-95) was implemented by The City of Calgary's Council in 2004 to integrate public art into the cultural fabric of Calgary, recognizing public art as a vital ingredient in Calgary's ongoing development as a great city.

Since the adoption of the Corporate Public Art Policy in 2004, The City of Calgary has acquired and installed over fifty pieces of permanent public art and well over one hundred temporary works. Many of these works have been welcomed in their communities. There have been two high-profile controversies related to public art installations in Calgary, both occurring in the lead-up to municipal elections. The first, in 2013, led to Council asking for a comprehensive Public Art Policy Review which resulted in the development of a Public Art Policy Management Framework and Public Art Master Plan in 2014.

In 2017 Council responded to the second controversy through a Notice of Motion (NM 2017-32), suspending further Requests for Proposals for Public Art projects and requesting Administration to provide recommendations on the processes relating to the Public Art Program. Council stated that the lack of public support for the Public Art Program is a result of a lack of mechanisms for citizens to have input on public art prior to selections being tendered or decided upon. To achieve the intent and potential of the policy, Council would like to see fulfilment of the Public Art Policy's Guiding Principles of: *Open and transparent processes to ensure equitable and respectful practices*; and *Community input and engagement that create a variety of opportunities for public input and involvement*.

Therefore, The City of Calgary is looking to compare its current practices with industry best practices and, through this study The City seeks to formulate recommendations that will help to build public support for the Public Art Policy including:

- i. Engaging the public with respect to public art policies and practices;
- ii. Allocating tax dollars for art funding, while taking into account economic downturns;
- iii. Accommodating concept submissions from artists, while balancing intellectual property rights;
- iv. Fostering local artists while complying with trade agreements;
- v. Engaging with the public effectively for feedback and input on submissions;
- vi. Communicating to increase awareness, understanding and appreciation of public art;
- vii. Briefing Council on submissions; and
- viii. Selecting artists, including the decision-making around awarding opportunities.

### 3.0 Findings

To support the study, twenty-seven interviews and meetings were conducted between April 4 to 18, 2018 (see list in Appendix A and summaries in Appendices E, F and G) and a comprehensive review of documents was performed relating to the City of Calgary's Public Art Program (see list in Appendix B) and relating to public art best practices (see list in Appendix C).

From the interviews and review of documents, there are three Main Areas of Concern that have been identified as contributing to the challenges that The City has faced in relation to its Public Art Program. From these concerns, specific issues have been identified in six categories that will need to be resolved to support ongoing success in Calgary's Public Art Program: Finance, Communication, Governance, Strategic Planning, Engagement, and Project Development.

- A. Planning: Strategic and comprehensive forward-planning is not possible. Due to public art funding tied to capital projects and their locations, there is a lack of strategic and holistic forward-planning for the Public Art Program based on the vision, purpose and guiding principles in the Public Art Policy. This is because public art projects must be planned in reaction to where and when capital infrastructure projects are confirmed, rather than where they may make the greatest impact and/or to address geographic, diversity and equity gaps.

*Categories: Finance and Strategic Planning.*

- B. Outreach: There is a lack of meaningful communication and community engagement. There is a lack of widespread understanding of the Public Art Program and a lack of appreciation of the value some of the artwork brings to the community. The lack of appreciation may stem in part from poor and insufficient communication as well as the need for more opportunities for public engagement in decisions for the program overall and at different points in a project. Without improved communication and an increase in understanding about the program and processes, it will be difficult to engage communities, so the former should be considered a priority.

*Categories: Communications and Engagement.*

- C. Structure: Program governance, accountability and processes are not clear or are inadequate. There is a negative perception around how decisions are made in the Public Art Program overall, and in particular around how and why artists and/or artwork is selected. This is in part due to misunderstandings and unclear accountability or roles for the Public Art Board, Public Art Section staff, citizen selection panels, and the departments and business units that hold the budgets for public art projects.

*Categories: Governance and Project Development.*

Five Main Opportunities have also been noted including:

- A. The Public Art Policy clearly articulates a well-defined vision and a commitment to funding for the Public Art Program.
- B. There is a strong staff team in place to support the Public Art Program, including within Arts + Culture and across departments and business units.
- C. Public Art investment since 2004 has resulted in a diverse Public Art Collection and many memorable temporary public art installations and events.
- D. The Public Art Executive Committee and many Council Members are interested in seeing solutions and are very engaged in the process of reviewing the Public Art Program.
- E. Utilities + Environmental Protection's (UEP) Public Art Plan and projects demonstrate an example of long-term strategic planning for public art and a best practice example of public art development with a robust engagement and communications strategy within the Corporation. This will not be a blueprint for every business unit, but it shows one successful approach.

## 4.0 Recommendations for the Public Art Program

Calgary's Public Art Policy has made a powerful and positive impact across the city since it was established in 2004. In only fourteen years, the Public Art Program has helped to define the City of Calgary with large artwork installations such as: *roger that* integrated into a roadwork project; interactive work in new park spaces like Chinook Arc; hundreds of temporary projects like Celebrating the Bow which connected citizens with the waterway; and developer-funded artwork secured through City Planning's Bonus Density strategy such as Wonderland at the Bow Building.

Despite the program's many successes, a few significant projects are regarded unfavourably by politicians and members of the public alike, and they have received the most attention – in particular Travelling Light and The Bowfort Towers. The press and social media critics have focused on the projects' costs (considered poor value for money), the international provenance of the artist (instead of someone who is Calgary-based), and the selection of the artwork (of which the merit and process is questioned). This has eroded the public's trust of not only the Public Art Program, but also the Corporation.

From the Main Concerns identified in section 3.0 above, specific issues have been identified in six categories that will need to be resolved to support ongoing success in Calgary's Public Art Program: Finance, Communication, Governance, Strategic Planning, Engagement, and Project Development.

The six categories and their corresponding issues are intertwined and nested, so that in some cases one issue must be resolved before the next can be addressed. For example, without de-coupling at least a significant portion of the percent for art funding from capital project locations (Finance), it will be difficult to develop goal-based plans for the City as a whole (Strategic Planning) because decisions on when and where public art investment occurs are already made when an infrastructure project is approved. Therefore, Public Art staff must work in response to these decisions and within these parameters, rather than proactively to meet the Public Art Policy and City-wide goals.

The first three issues and corresponding recommendations that need to be prioritized are related to Finance (removing restrictions on public art funding allocations), Communication (a commitment to consistent and ongoing communication tailored to discussing public art with a wide audience) and Governance (clarify structure and roles to improve accountability and decision-making). If these three issues are not sufficiently addressed, there is a high degree of probability that the program will continue to grapple with the same challenges that had led to Council issuing the Notice of Motion (NM 2017-32).

The next three issues and recommendations (4 to 6) are equally as important and progress on them can be made immediately, but they would benefit from the resolution of Recommendations 1 to 3 before they can be fully met.

## 4.1 Finance

**Goal:** The Public Art Program has a sustainable and accountable financial strategy.

**Issue:** *Public art funding is restricted for use within a capital infrastructure project site and schedule.*

The Public Art Program has the potential to be a Corporate-wide initiative that meets the goals of One Calgary, but planning and decision-making is dispersed, in part because the budget is distributed across many departments and business units. By being dispersed across departments within separate project budgets, the budget is also more challenging to track for accounting purposes.

Public art funding is calculated as a percentage of eligible capital project budgets. For the most part, the funding is currently restricted for use within the corresponding capital project site. Therefore, public art projects must be planned in reaction to where and when capital infrastructure projects are confirmed, rather than where they may make the greatest impact and/or to address geographic, diversity and equity gaps. In some cases, a capital project that is eligible for a percent for art investment will not be the most appropriate or successful place for public art and, therefore, integrating art in that location will not represent the best value for money.

**Recommendation 1: Pool and centralize the Public Art capital funds for improved tracking and for more flexibility in how and where public art budgets can be deployed.**

- a. Pool the percent for art funds from each department or business unit, where possible, into one centralized Public Art budget so that it can be tracked and planned to coincide with the four-year capital planning cycle.
- b. Maintain or increase the Public Art Reserve and the annual contribution to the Public Art Reserve.

### Justification:

(a) Between 2015-2018 two departments, Transportation and Utilities + Environmental Protection (UEP), represented approximately 84% of the public art funding. The share for the remaining City departments, including Community Services, added up to 16%. Therefore, de-coupling public art budgets from specific capital projects and the ability to pool funds across departments will be an important step in allowing public art investment to be strategically planned to meet all of Calgary's goals (One City). Furthermore, with a single centralized budget (pooled across departments and managed by the Public Art Section) accounting will be simplified for improved financial tracking and greater fiscal accountability.

By pooling the percent for art funds and planning the budget over The City's four-year capital cycle in parallel to the infrastructure projects that generate the funding (rather than linked with them), the public art budget could be averaged over the four-year business cycle for a consistent annual investment. This can be helpful in matching staff resources to workloads and it will also even out spikes in the City's annual capital investment that are

sometimes the result of provincial infrastructure stimulus during periods of weaker economic performance. Therefore, there will not be a corresponding increase in art investment during economic downturns when Calgarians are particularly sensitive to spending.

For many of the same reasons as outlined above, there is a current trend in municipalities moving towards decoupling their percent for public art funding from specific capital projects and to instead calculate the percent for art on a rolling annual average based on their municipalities' capital planning cycles. St. Albert has very recently approved this change and there are other municipalities in Alberta and Canada that are currently investigating how to make this change to their Public Art Policy.

(b) The annual allocation to the Public Art Reserve is important as it maintains the value of the past investments in public art installations by covering the ongoing costs of community programming, education, conservation and maintenance for all the work in Calgary's Public Art Collection including the work in the Collection which predates the 2004 Public Art Policy. As the Public Art Collection grows, it may be appropriate to increase the annual allocation for maintenance to the reserve.

### **Moving Forward**

- The Public Art Section should hold, and be responsible for, a centralized public art capital budget based on a percent of the City's eligible capital investment over the four-year business cycle budgeting process.
- Start pooling the public art funds across departments and into a single budget to be held by the Public Art Section where possible, from the amounts that departments have allocated for the 2019-22 capital budget cycle.
- There may continue to be capital projects where artwork is integrated within the project or located on site, but the projects that are the best candidates for this, and the appropriate art budget (which could be more or less than one percent) will be determined through Public Art Program's strategic planning and budgeting processes which should be completed in coordination with the departments and business units who manage the capital infrastructure projects that generate percent for art funding.
- It is important to note that within their public art budget, UEP have been successful at strategic and long-term planning, in part because they did not restrict their percent for art budgets to specific capital infrastructure projects in every case.
- Continue or increase the allocation to the Public Art Reserve which was \$1.2 million annually from 2015-18 to fund Lifecycle and Conservation of the entire Public Art Collection (\$500,000/year), Community Programming (\$500,000/year), pooling funds for an iconic artwork (\$200,000/year).

## 4.2 Communication

**Goal:** Public awareness, knowledge and support for the Public Art Program is strong.

**Issue:** *Poor and insufficient communication have resulted in a lack of public understanding and appreciation for public art in Calgary.*

The City has been going through a re-organization of its Communications Section over the last three years which includes moving to a customer service focus and a mandate of “One City, One Voice” to replace a multitude of brands and approaches. The work is ongoing but has not yet developed to a point where the Public Art Program’s specific needs are supported under the umbrella of the Corporation-wide communications strategy.

The Communications Section re-organization resulted in a loss of the Public Art Section’s autonomy over when and how to communicate about the Public Art Program. Before this time, the Program had a more robust and varied media presence which included annual town halls, frequent media updates, a newsletter, publications and videos that told a rich story of the artwork and its connections with the site and local people. Along with the loss of autonomy, communications for the Public Art Program had been further restricted more recently due to the potential for negative media stories related to public art decisions and investments.

Insufficient communication has abetted the spread of misinformation in the press and on social media about the Public Art Program and mistrust in the selection processes. For example, major news sources have stated that the Public Art Board is responsible for selecting the artwork, and articles give the impression that an international artist was hand-selected by Administration, rather than through a competitive process decided by a citizen-led art selection jury.

### **Recommendation 2: Deliver consistent and continuous communications tailored to the Public Art Program.**

- a. Create a Communications Strategy for the Public Art Program that includes an issues management plan, clear and efficient approval structures, and a suite of tools that will support ongoing communication that will celebrate the overall Public Art Program as well as tell the story of individual public art projects as they develop.
- b. Hire a full-time Public Art Program Communications staff member with background and expertise in arts communication. The staff member will be dedicated to the Public Art Program and will be hired jointly by the Communications department and Arts + Culture, with a hardline report to Communications.

### **Justification**

(a) Public debate is inevitable for a municipally-funded Public Art Program, whether it be differences of opinion on artistic merit or fiscal conservatism. These discussions can be welcomed if they are informed and if City staff are armed with a communications plan, consistent messaging and approved tools. This proactive approach can keep the City ahead of the story, framing it more widely to outline an artwork's contribution to City-building goals rather than about price and individual preferences. Without regular and genuine communication, it will be difficult for the City to rebuild citizens' trust in the value of public art investment for their communities. From the 2018 Public Art Telephone Survey, 85% of the 500 people surveyed agreed that there is a "Need for increased communication about Public Art".

There are clear lessons to be taken from the Bowfort Towers project on the need for a communications plan that is proactive and fulsome, and messaging that is consistent and sincere. This also includes agreeing a plan for issues management in advance and sticking to it. The insufficient and poorly timed communications on the Bowfort Towers project helped to allow incorrect information to take root and to amplify misunderstandings and negative reactions to the work.

Another approach can be demonstrated by the City of Vancouver. In late 2013 when they had a public art controversy related to Memento (Poodle), a new sculpture in a park, they responded by joining the discussion with more information about the artwork and the intent behind it. They also created a series of 'I [Heart] Poodle' buttons for Valentine's Day that were so popular they ran a second printing.

(b) The 'One City, One Voice' framework has been important for the City of Calgary to develop a strong and consistent brand, but the methods, approach and tone of communication for the Public Art Program will need to be adjusted within this brand to be more heartfelt, instead of purely factual, to achieve the purpose of the Public Art Policy and to best engage people with all the existing and new public art in Calgary.

Communications has begun the process of developing a Communications Strategy with Public Art Section staff and they have dedicated 0.75 of a full-time equivalent staff member. To implement this strategy, a Public Art Communications staff member will need to have a strong understanding of visual arts and experience in reaching wide audiences to best translate the artist's concept in a way that is relatable to citizens without losing the intent. This staff member will need to be interested in fostering people's understanding of art in the public realm and the process of selecting and developing artwork for the City while also striking a tone that is appropriate within the Corporate brand.

## **Moving Forward**

- Support an ongoing, robust Communications Strategy with an implementation plan that is appropriately resourced with processes and authorizations in place to commit to a consistent and proactive communication approach, including – and most importantly – when issues arise.
- Celebrate and discuss the program as a whole, including the existing collection, rather than only focusing on new projects.



- Communicate through a story-telling approach using accessible language with many touch points throughout the life of a project in order to develop people's understanding of how an artwork is conceived and made, including telling people about: community engagement and decision-making opportunities; how and why an artwork is selected (quotes from jury members); and the people and processes involved in all aspects of a public art project from conception to engineering to material sources, and the skilled workers who make and install the work.
- Develop a suite of easy-to-use communication tools for staff and simplify the approvals process so that communications can be timely and regular. This includes social media guidelines and the agency to use these channels, as well as a plan for wide dissemination to reach those who do not actively seek this information, and to reach out to diverse and/or under-represented groups.
- The City's Public Art web pages need to be redeveloped as a priority as this is the number one way people want to find out about public art in Calgary (according to the City of Calgary's 2018 Public Art Online Survey). The blog run by Vancouver's public art staff: [Our City. Our Art. Our Vancouver](#) is an excellent example of how information about the Public Art Program can be disseminated. It also includes space for community members to comment. [Art Public Montreal](#) is a website that celebrates public art in Montreal. It started as an initiative of the Ville de Montreal's Bureau d'Art Public, and is run in collaboration with Tourism Montreal.
- Councillors could be better informed about public art in their Ward so that they can become advocates. Consider compiling an information package each Council Term showing them the existing Public Art Collection within their Ward.
- Documentation of artwork, including videos, photography and publications, can help to capture and share the story of an artwork's conception and development. Their creation could be included, with appropriate compensation, within an artist's contract and they should be treated as an extension of the artworks themselves as opposed to Communications collateral. In this way, the artist's voice can be distinct and in parallel to the City voice and corporate messaging.
- Continue to partner with local arts organizations and institutions on artist talks and/or events to share resources and extend the audience. This can also be a way to allow more space for the artist's voice – as well as debate and critical-thinking – than may be acceptable within a municipal context.

## **MEMENTO (POODLE) BY GISELE AMANTEA + CITY OF VANCOUVER-MADE BUTTONS**



Photo credit top image: Rachel Topham. Photo credit bottom image: City of Vancouver.

### 4.3 Governance

**Goal:** There is transparency and a clear framework for decision-making and accountability.

**Issue:** *The Public Art Program does not have a clear and consistent governance structure.*

The Public Art Policy has the potential to be a Corporate-wide initiative, but the program does not have a clear governance structure to support high-level and strategic decision-making across departments. Project budgets and approvals for capital projects are dispersed over multiple departments which leads to inconsistency in project planning and delivery as well as a lack of overall financial accountability.

Furthermore, the roles, responsibilities and mandate of the Public Art Board are unclear to Administration, Council and even the Board members themselves. For this reason, their purpose and effectiveness has been called into question despite the members' individual strengths and potential for contribution to the Public Art Program.

#### **Recommendation 3: Strengthen and clarify the Public Art Program's Governance.**

- a. Establish an Interdepartmental Public Art Team with representatives nominated by Senior Management from the departments and business units that either contribute to Public Art funding or have a significant involvement in the Public Art Program.
- b. Administration to review the mandate and composition of the Public Art Board including establishing Terms of Reference and changing their name to the Public Art Advisory Committee.

#### **Justification:**

(a) A cross-corporate Interdepartmental Public Art Team (IPAT) would reinforce the Public Art Program as a One City initiative and would support the Public Art Program's capital budgeting and planning including decision-making on the upcoming capital projects that would benefit most from public art integration. This will be an important step to ensuring continued interdepartmental coordination once the public art budget is centralized and held by the Public Art Section (as per Recommendation 1) and the IPAT will follow on from the Public Art Executive Steering Committee (which was established in response to the Notice of Motion, NM 2017-32) after its mandate is complete following the initial implementation stage of any recommendations approved in response to NM 2017-32.

(b) The Public Art Board of volunteer citizens (which includes both art experts and citizens-at-large) was created when the Public Art Policy was first adopted to support the 1.5 full-time equivalent staff resource assigned to the Public Art Program. Now that the Public Art Section has nine staff and a robust program, it is time that the Board's role, composition and mandate are reviewed to determine the best way they can support Administration and Council in realizing the vision of the Public Art Policy. The Public Art Board's role in governance and decision-making is not clear to Council and to citizens, which may stem in part from their name. To clarify their

role, and to fit with nomenclature for similar groups in other Canadian municipalities, they could be renamed the 'Public Art Advisory Committee.'

Placing the current Public Art Board on a temporary hiatus could be considered while developing their mandate, role and terms of reference, and to give time for some of the recommendations from the review of the Public Art Program to start being implemented. Edmonton Arts Council has recently undergone a review of its Public Art Policy and they have suspended their Public Art Committee in the process.

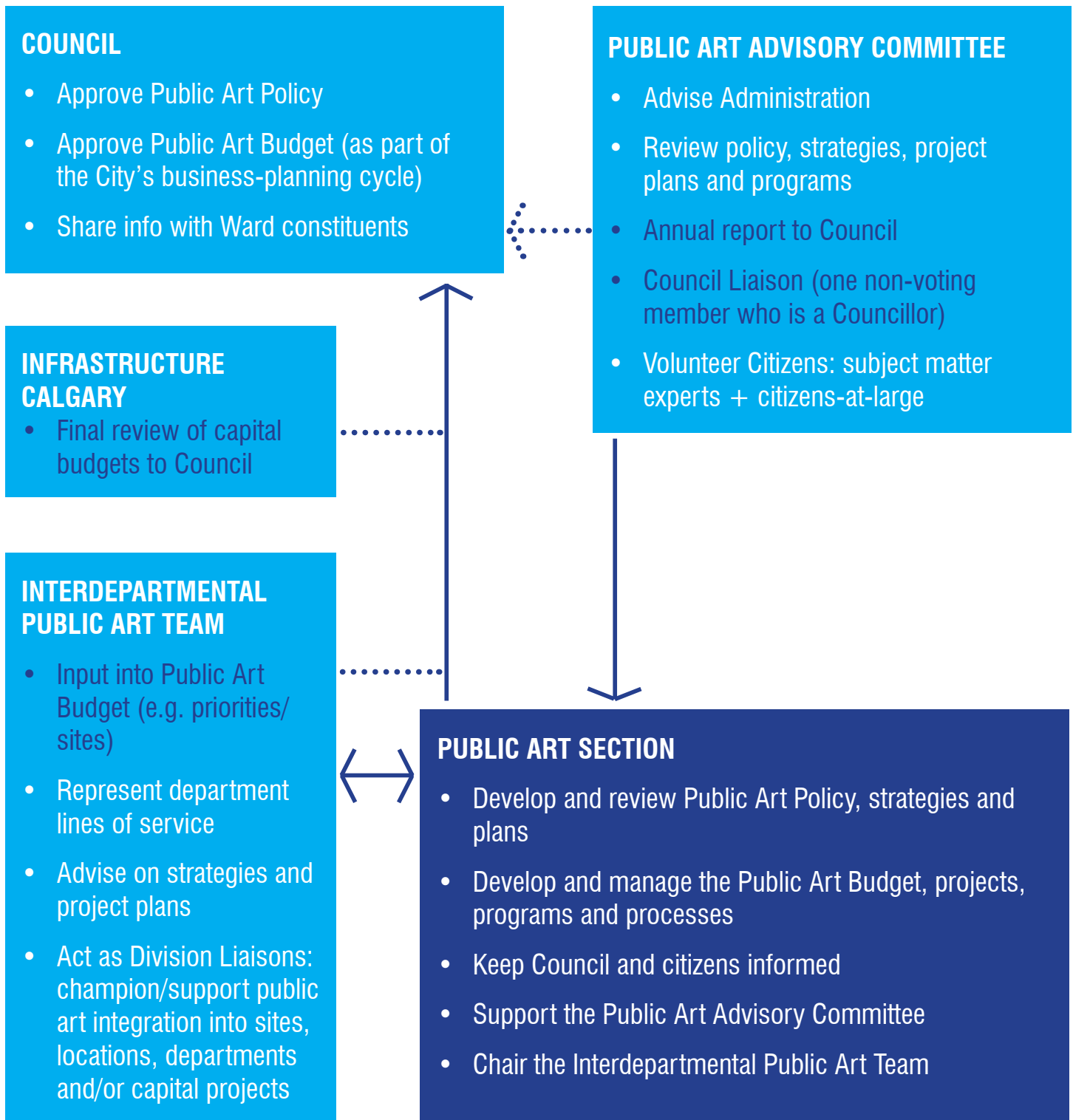
## **Moving Forward**

- The IPAT should meet on a regular and ongoing basis. Their role would be to provide their expertise and input, representing department lines of service, into: strategies, capital budget planning (before a proposed budget is submitted to Infrastructure Calgary and then to Council); and project plans. The members would also act as champions for the Public Art Program and be the main division liaison between the Public Art Section and their respective departments to: support public art integration into City sites, existing facilities and/or new capital projects; inform/update on programs and projects in their department or business unit that may be relevant to the Public Art Program; and act as a subject-matter expert related to their department.
- IPAT members should be able to straddle strategic thinking and operational matters, so representatives selected should be at an appropriate level between these, with preference for members with an existing interest in the Public Art Program and who have an aptitude for collaborative cross-departmental working.
- The City of Calgary Public Art Board's citizen membership is currently divided equally between citizens-at-large (laypeople) and people with arts expertise, including one member representing the Calgary Art Development Authority (CADA). This seems to strike a good balance between arts knowledge and wider expertise and perspectives from a community-focused lens. The membership could include one Councillor as a non-voting member to act as a Council Liaison.
- Change the Public Art Board's name to the 'Public Art Advisory Committee' in order to clarify their role in decision-making and the Public Art Program's governance.
- The mandate for the Public Art Advisory Committee could be focused on advising Administration on the implementation of the Public Art Policy. Their role could include: providing reasonable and objective advice on policy changes, strategies, project plans, programs, and processes (i.e. artist calls, artist selection, reviews of proposed donations or de-accessions) and to advocate on behalf of the Public Art Program with Council and within their communities. The roles listed in the City of Surrey's Public Art Advisory Committee [Terms of Reference](#) could provide a starting point for consideration.
- Where an artwork is being selected through a request for proposal, the Public Art Advisory Committee role could include a final review of the jury report for a selected artwork (but not reviewing the other concept proposals) for significant or higher profile projects before a contract is signed with the artist. There is precedent for this role in the City of Surrey's Public Art Advisory Committee.

- The Terms of Reference for the City of Calgary's newly-established Urban Design Review Panel (UDRP) could provide a good model as a basis for establishing the future purpose of the Public Art Advisory Committee.
- In the Governance Model, Council's role should be to: approve the Public Art Policy and any changes; approve the Public Art Budget (as part of the City's business-planning cycle); and to share public art info and opportunities with their Ward constituents. It is not best practice for Councillor's's to be involved with artwork or artist selection.



## PROPOSED GOVERNANCE CHART



#### 4.4 Strategic Planning

**Goal:** The Public Art Program meets Public Art Policy and One City goals and tells a diversity of stories.

**Issue:** *Strategic and comprehensive forward-planning for public art City-wide and across departments is necessary.*

The Public Art Program has the potential to be a Corporate-wide initiative that meets the goals of One Calgary, but planning and decision-making is currently dispersed, in part because the budget is distributed across many departments and business units. Public art funding is calculated as a percentage of eligible capital project budgets and, for the most part, the funding has been restricted for use within the corresponding site.

With current funding restrictions tying much of the public art funding to the locations and schedules of capital infrastructure projects, planning for the Public Art Program has been reactive instead of strategically focused on the City as a whole. Without de-coupling at least a significant portion of the percent for art funding from capital project locations, it will be difficult to develop goal-based public art plans for the City as a whole because decisions on when and where public art investment occurs are already made when an infrastructure project is approved. This prevents the Public Art Section to focus efforts on addressing the gaps in geography, diversity and equity within the collection.

#### **Recommendation 4: Create a Public Art Corporate Strategy with a Four-Year Action Plan.**

**Justification:** The Public Art Program requires multi-year direction as well as mechanisms for decision-making and prioritization of projects that are based on Public Art Policy and One City goals, available budgets and staff resources. Strategic planning is necessary to clearly tie projects to goals so that success can be tracked and evaluated on an ongoing basis. Goals may include: supporting the development of Calgary-based artists or filling the gaps in the public art collection to better reflect a diversity of stories and geographic locations. Projects and programs could then flow from these identified goals as they do in the City of Sydney's Public Art Strategy.

Planning over the four-year business cycle will allow an appropriate amount of time for projects and programs to develop, including understanding the site context, supporting citizen engagement, and the artistic process. Forward-planning can also reduce trigger projects through identification of risks well in advance. This is a roadmap and does not need to be a rigid structure, so that the Public Art Program can take advantage of opportunities as they arise.

Furthermore, during the development of four-year plans, there can be excellent opportunities to engage the public early in decision-making and at multiple scales including with art selection criteria, different art approaches, and specific locations. Planning over multiple years can also support conversations on equity and diversity, and how to support The City's Indigenous Policy Framework. Long-range, holistic planning, rather than a reactive, or ad-hoc approach, will keep the Public Art Program focused on the vision for public art.

## Moving Forward

- The Public Art Corporate Strategy should include a high-level framework based on the Public Art Policy and also a plan of activity clearly tied to goals that can direct budget and staff resources over the four-year corporate business cycle. This document should be refreshed every four years to keep it current with One City goals and policies and to update the actions for the next business cycle.
- In developing the Corporate Strategy it will be important to balance the One City vision while also allowing for a multiplicity of approaches related to departments and business units' individual goals, needs and/or ways of working.
- A Public Art Strategy is sometimes called a Master Plan, but too often the latter relies on a location-based approach. Selecting specific public art sites may not always be appropriate and is not the only approach for identifying projects. The City of Vancouver has an example of a commissioning program they have run since 2009 that is not tied to location, but based on a set of principles instead: [Artist-initiated Commissions](#) invite both emerging and established artists "to expand their art practice into the public realm and propose new artworks that contemplate the city, its defining features, spaces, and neighbourhoods. These opportunities provide a chance to create public art outside the limits of a predetermined site, theme, or medium, and allow for the exploration of all forms of public art and all parts of the city."
- Sydney, Australia's [Public Art Strategy](#) is a best practice example to review. It balances strategic planning and detailed implementation in a clear, easy-to-follow format. The 2010-14 Implementation Plan identifies a number of projects and programs under eight Guiding Principles as well as future opportunities. Projects listed include: the development of a new artwork to "recognize and celebrate Aboriginal stories and heritage in public spaces"; a review of the Mural Register and Street Art program; and developing a City Art education kit. By connecting activities (programs and projects) to the Public Art Program's guiding principles, the Strategy also provides an embedded evaluation framework.
- The Public Art Plan produced by Utilities + Environmental Protection (UEP) demonstrates an excellent example of goal-setting, forward-planning and engagement with the artistic community and citizens. UEP's approach may not fit the needs of every department and business unit. But it is an example of how a hybrid-approach between a Corporate-wide strategy that includes department-level or thematic plans may need to be considered.
- Within the Corporate Strategy, chapters may include: priority sites and/or site selection criteria; and a collections plan to identify gaps including geographic, missing stories (i.e. Moh-kins-tsis story, gender equity and diversity), different artforms and art practices (including approaches to embedding artists i.e. Watershed+), and expanding the diversity of artists represented.
- An activity in the Action Plan could include working with Indigenous artists, Traditional Knowledge Keepers and Elders to explore and develop ways and means to support the Indigenous Policy Framework and to recognize the entire history and culture of this place now called Calgary.



## EXCERPT FROM 'CITY ART PUBLIC ART STRATEGY' SYDNEY, AUSTRALIA, 2011

### City Art Implementation Plan – Summary 2010/14

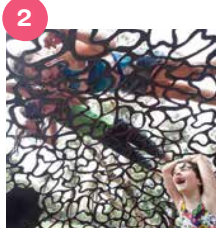


#### Guiding Principle 1

**Align significant City Art projects with major Sustainable Sydney 2030 urban design projects**

##### Projects

- Top of the Cross
- Town Hall and Sydney Square
- Liveable Green Network
- George Street
- Connecting Green Square

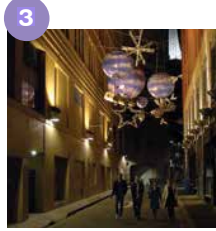


#### Guiding Principle 2

**Recognise and celebrate Aboriginal stories and heritage in public spaces**

##### Projects

- Eora Journey - Cultural Mapping
- Eora Journey - Recognition in the Public Domain
- Redfern Banner Program

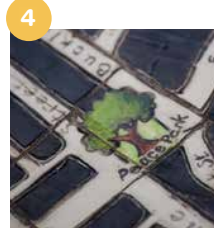


#### Guiding Principle 3

**Support local artists and activate places by using temporary art projects**

##### Projects

- Laneway Art Program
- Taylor Square Plinth Project
- Green Square Temporary Art Program
- City Spaces

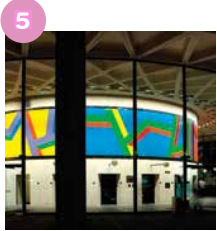


#### Guiding Principle 4

**Support vibrant places in village centres with community art and City Art projects**

##### Projects

- Chinatown Public Art Plan
- Oxford Street Cultural Quarter
- Harbour Village North Plan
- Green Square Town Centre
- Capital Works Projects

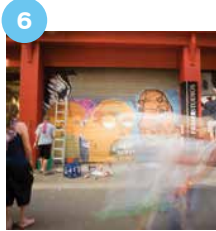


#### Guiding Principle 5

**Promote high quality public art in new development**

##### Projects

- Guidelines for Public Art in New Development



#### Guiding Principle 6

**Support stakeholder and government partners to facilitate public art opportunities**

##### Projects

- Cultural Ribbon
- Events NSW
- Biennale of Sydney
- Sydney Festival
- Art Organisations
- Tertiary Institutions



#### Guiding Principle 7

**Manage and maintain the City's collection of permanent artworks, monuments and memorials**

##### Projects

- Conservation Program
- Plaque Register
- Street Art Register



#### Guiding Principle 8

**Initiate and implement programs to communicate, educate and engage the public about City Art**

##### Projects

- City Talks
- City Art Website
- Education Kits
- Walking Tours
- City Art Prize





## 4.5 Engagement

**Goal:** To engage and empower Calgary's citizens with the Public Art Program in multiple ways.

**Issue:** *There needs to be more public involvement in the Public Art Program, including with the process of developing public art projects.*

The most recent telephone survey showed that 75% of the 500 people surveyed were aware of Public Art in Calgary. Nonetheless, there seems to be a lack of widespread understanding of the Public Art Program's art acquisition processes and a lack of appreciation\* of the value some of the artwork brings to the community. This may stem in part from poor communication but there is also a clear desire from Calgarians to be more involved in the process of developing public art projects.

\* It must also be noted that responses to art are subjective, and sometimes citizens' acceptance and appreciation for a work develops over time as was the case with Calgary's The Brotherhood of Mankind (also known as 'The Family of Man') and Cloud Gate (also known as 'The Bean') in Chicago.

**Recommendation 5: Improve engagement by implementing a range of public input and decision-making opportunities at key project stages and in the overall Public Art Program.**

**Justification:** Public art has the potential for connecting people to their place in a profound way. A work of art will rarely be universally accepted by all, but it should be able to engage a range of people and contribute to placemaking. To successfully build community pride and ownership for a work, local people need to be consulted and empowered in decision-making, and the outreach needs to be tailored to different audiences to address issues of equity and diversity. The online survey has shown that Calgarians have a high level of interest in being involved in the development and decisions relating to a public art commission. The top three steps in a project where respondents showed the most interest was: Capital project/initial planning; Concept selection; and Artist selection. The reason most often given for these engagement points was that this is where people believed they could have the greatest impact on outcomes.

It is in the earlier stages of a public art project where input and decisions can have the greatest influence – therefore, at initial planning, not at artwork selection. Engagement or consultation at initial planning could relate to: the development of siting criteria or selecting locations; decisions on scale; focus and/or purpose for an art project – all before an artist is selected. By involving people at this stage, this as an opportunity to build more education and awareness about public art processes with a wide audience. The online and telephone research findings have shown these public art procedures to be misunderstood by citizens.

There already is citizen involvement at the artist and/or artwork selection stage through the independent jury process that Calgary uses. This follows best practice in municipal public art programs in Canada and beyond. Public voting on a selection of art concepts should not be considered. It is not considered a good practice and is not recommended as a successful way to empower people in decision-making on public art projects. Public

voting can create a litany of problems from Intellectual Property issues (it is not acceptable for a municipality to ask artists to waive their copyright or moral rights) to susceptibility to hacking (whether through online ballot-stuffing or through a contrarian agenda – for example Boaty McBoatface). Also, voting would make for a very superficial method of artwork selection, as criteria used by an art selection jury include aesthetics but also technical feasibility, longevity and local community context. Furthermore, voting will not eliminate the risk of controversy as there can still be a backlash against a winning entry when a group/faction supports a choice that does not ultimately get selected. General public voting is time-consuming and costly to implement well, and this decision-making method is not as successful as targeted outreach for achieving diversity and equity goals.

## **Moving Forward**

- Public Art and Engagement staff should work together to create an Engagement Strategy based on the purpose and principles in the Engage Policy and the Public Art Policy, with various tools and levels of engagement to suit different scales and types of public art projects and programs.
- There will not be one approach that fits all projects. Guidance on appropriate levels, touch-points and tools to support public involvement can help to direct staff. Potential consultation exercises could include:
  - Input into the Public Art Corporate Strategy's guiding principles, site selection criteria, priority locations, and/or program decisions;
  - Invite stakeholders to a site meeting with shortlisted artists who are developing art concept proposals; and/or
  - Host an artist talk or public open house showing the community a selected art concept for information before the artist moves on to developing their concept.
- Members of the public are already empowered to make decisions on the Public Art Program and projects and this should continue:
  - Approximately half of the Public Art Board members are citizens with expertise in art and design and the other half are citizens-at-large without specific art expertise but that bring informed community voices to the table. Together they are involved in strategic decisions for the Public Art Program.
  - Art Selection Juries are an equal mix of community representatives with art expertise and those who represent specific local community interests or groups. In this way community members are empowered to make final decisions on artwork. Note: it is not best practice to have a Councillor on a selection jury as this can create an imbalance of voices, but a Ward Councillor could be asked to suggest a community representative for an Art Selection Jury.

- Innovative engagement examples from other municipal Public Art Programs:
  - The City of Vancouver recently funded local groups up to \$20,000 to “Host Your Own Engagement” as part of the consultation process for their new [Creative City Strategy](#). Priority was given to “organizations with mandates related to underrepresented groups” and “activities that provide meaningful leadership and/or training opportunities for underrepresented artists, administrators, facilitators and community-engaged practitioners.” This example demonstrates an excellent way to address issues of equity and diversity with outreach that is tailored to people who are underrepresented.
  - [Future Perfect](#) is a 4-year public art commissioning program for a residential Ward in Bristol, UK which was led by a curator team. Governance of the socially-engaged art program is extended to members of the Hengrove community. Local people were involved in decisions at all levels, with many different opportunities to participate through workshops, trips, talks and also art-making.
  - The City of Kingston and Workshop Architecture (the public art consultant) partnered with the Kingston Arts Council to hire local artists to use temporary art projects as a facilitation tool in popular civic locations during public consultations on the [Kingston Public Art Master Plan](#).



## PUBLIC ENGAGEMENT FOR CITY OF KINGSTON'S PUBLIC ART MASTER PLAN



Images from Kingston Public Art Master Plan, 2014-19, courtesy of City of Kingston.

## 4.6 Project Development

**Goal:** The Public Art Program delivers high quality artwork that demonstrates value for money and meets the City's strategic goals

**Issue:** *There is a negative perception of how project decisions are made including artist/artwork selection.*

There is a negative perception around how artists and/or artwork is selected, due to unclear accountability and misunderstandings that have been perpetuated in the press and in social media. Many Calgarians do not like to see high-profile public art projects awarded to an international artist. Although these projects have an open competition process, the public perception is that the artist was hand-selected by a few 'taste-makers'.

**Recommendation 6: Continue to develop project management and selection processes that support the Public Art Policy's purpose and One City goals.**

- a. Public Art staff to work with Supply Management to outline a Procurement Strategy for the Public Art Program to include a range of acquisition processes depending on project scale, type and purpose, and clear reasoning for use of different approaches.
- b. Project Selection Criteria are drafted to support Administration in developing and prioritizing public art projects, including identifying risks and opportunities.

**Justification:**

(a) The Public Art selection processes used by the City of Calgary are fair and transparent. They follow Supply Management and Trade Agreement rules and they also follow best practices in public art in Canada, but this is not always well-communicated or documented (i.e. juror names are not released) and there are details in the public art selection process that can be further considered in order to make the selection process and outcomes more responsive to the purpose of the Public Art Policy (i.e. how evaluation criteria are established to achieve placemaking goals, or contracting an artist only for their services, not also for the artwork's fabrication and installation).

Public Art Section staff and Supply Management can work together to better understand the various procurement rules, such as Trade Agreements, as well as the opportunities they afford. With consistent and clear reasoning for when and why to use certain procurement methods, there are opportunities in the system for flexibility in how a project acquisition is developed so that it can meet Public Art Policy goals. For example, projects up to \$340,000 can be limited to Canadian artists, and there are cultural exemptions in Trade Agreements that can be applied to relevant projects such as those focused on Indigenous reconciliation or for direct purchase of an artwork. These considerations could help to create more opportunities for local artists, something that was considered important to 74% of respondents in the 2018 Public Art Telephone Survey.

Recent City of Calgary improvements to the procurement process for Architecture, Engineering and Construction were enacted in close discussion with representatives from the sector. This could be a good model for how Calgary could move ahead with amendments to acquisition processes for public art.

(b) Out of 50 new art commissions since 2004, there have been a few high-profile controversies but there have also been many successful public art projects that communities have embraced. Evaluations of artwork will always be subjective and there will always be an inherent risk in creating art that the Administration will need to accept and plan for. This is why it is important to create clear criteria to identify and assess potential projects, along with their risks and opportunities so that they can be prioritized and planned accordingly. Project Selection Criteria can help to assess when and how a project should move ahead. For example, the criteria could help staff determine the level and type of engagement and communication required and also potential relevant acquisition approaches, which may include purchasing existing art in some cases instead of commissioning a new work.

It is important to understand that the inherent risk and thought-provoking nature of art is also what makes art so vital to placemaking. In the 2018 Public Art Online Survey, when asked to select the primary purpose for public art, people selected “Sparks conversation/thought provoking” as one of the top three. Calgarians do want to be challenged by new artwork but it is not their first priority, “Enhances the beauty of my community” and “Creates meaning and connection to my community” were the two top picks.

### **Moving Forward**

- The Public Art Procurement Strategy should be developed to expand the available acquisition approaches and processes to meet project goals while also outlining consistent reasoning for when and why to use certain acquisition methods.
- The Supply Management division should lead engagement of local artists to review the current procurement strategy to understand how to revise (and simplify) artist calls, selection processes and project parameters to better fit with artistic practices and to better support a broad base of artists. Engagement may be through focus groups as well as online surveys.
- Understand what is permissible under the various Trade Agreement thresholds (i.e. opportunities under \$340,000 may be limited to Canadian artists) and how hiring an artist for their fee alone, rather than design-build, may give more flexibility for limiting opportunities to Calgary-based artists, where appropriate.
- The City is considering including social procurement within its evaluation framework for bids. The Public Art Program may lead the way for The City by asking proponents to include apprenticeships or mentorship opportunities for Calgary-based artists and fabricators within higher value Request for Proposals.
- Project Selection Criteria can look at how a public art project can be developed to meet placemaking goals including site selection and art approaches. It can also be used to determine which projects should be considered priorities, and it can be a framework to evaluate opportunities and risk.



## PLANTING DAVID THORPE'S *ORCHARD*

PART OF THE FUTURE PERFECT ART PROGRAMME, [FUTUREPERFECTBRISTOL.ORG](http://FUTUREPERFECTBRISTOL.ORG)



photo: Max McClure



## **Appendix A: Interview List**

### **City of Calgary's Mayor and Council Members**

The Mayor, City of Calgary

Ward 1 Councillor

Ward 3 Councillor

Ward 4 Councillor (the Councillor was not available, met instead with the Policy Advisor for Ward 4)

Ward 5 Councillor

Ward 6 Councillor

Ward 7 Councillor

Ward 8 Councillor

Ward 9 Councillor

Ward 10 Councillor

Ward 11 Councillor

Unavailable:

Ward 2 Councillor

Ward 12 Councillor

Ward 13 Councillor

Ward 14 Councillor

### **City of Calgary Staff Members**

Manager, Arts + Culture, Calgary Recreation

Business Strategist, Arts + Culture, Calgary Recreation

Superintendent, Public Art Program, Arts + Culture, Calgary Recreation

Public Art Collections Specialist, Arts + Culture, Calgary Recreation

Public Art Program Coordinator, Arts + Culture, Calgary Recreation

Public Art Project Specialist, Public Art Program, Arts + Culture, Calgary Recreation

Public Art Program Specialist, Arts + Culture, Calgary Recreation

Project Coordinator, Public Art Program, Arts + Culture, Calgary Recreation

Project Coordinator, Public Art Program, Arts + Culture, Calgary Recreation

Manager Procurement, Supply Management

Executive Assistant to the City Manager (formerly Supply Chain Customer Service Coordinator)  
Communications Planner, Customer Services and Communications  
Manager, Creative Services, Community Services, Advertising  
Manager, Finance, Community Services  
Communications Team Supervisor, Engage Resource Team (by telephone)

**Public Art Executive Committee**

General Manager, Community Services (Chair)  
General Manager, Utilities + Environmental Protection  
Finance Manager, Community Services  
Acting Director, Calgary Recreation  
Manager, Strategic Services (Acting Director, Calgary 2026 Olympic + Paralympic Bid)  
General Manager, Transportation

**Public Art Board**

Chair and Calgary Arts Development Authority representative (in person)  
Citizen-at-large (in person)  
Citizen-at-large (by telephone)  
Citizen and visual artist (by telephone)  
The remaining five Public Art Board members declined the request to meet in person or by telephone.

## Appendix B: City of Calgary Document Review List

The following documents have been reviewed for background in producing this report:

City of Calgary Council Notice of Motion 2017-32: Amendments to the Corporate Public Art Policy  
Report, Impact of Suspending Public Art Projects, Nov 2017 (including Attachments 1 to 3)

- Attachment 1: Confirmed Council Minutes re: NM2017-32 (Amendments to the Corporate Public Art Policy)
- Attachment 2: Analysis: Suspended Public Art Projects that have not gone to RFP
- Attachment 3: Public Art Projects Contracted Prior to September 15, 2017 (Currently Underway)

Progress Report, Notice of Motion 2017-32, March 2018 (including Attachments 1 to 4)

- Attachment 1: Previous Council Direction
- Attachment 2: Updated Summary of Directives and Recommendations – 2014 Notice of Motion
- Attachment 3: Letter from Public Art Board to Council, February 2018
- Attachment 4: Recommendations for Exceptions from the Suspension of RFPs, as of 2018 April
- Powerpoint Presentation
- Video of the discussion at SPC

Public Art Notice of Motion, Stakeholder Report Back: What we Heard, March 2018

Response to Notice of Motion 2017-32, Ward 7 Councillor

Public Art Executive Steering Committee Terms of Reference

City of Calgary Council Notice of Motion 2013-34

Report on Notice of Motion 2013-24, May 2014 (including Attachments 1 to 7)

- NM 2013-24 Attachment 1: Summary of Directives and Recommendations
- NM 2013-24 Attachment 2: Public Art Policy Review
- NM 2013-24 Attachment 3: Overview of the Current Public Art Program
- NM 2013-24 Attachment 4: Public Art Allocation
- NM 2013-24 Attachment 5: Corporate Public Art Policy
- NM 2013-24 Attachment 6: Corporate Public Art Policy, with Track Changes
- NM 2013-24 Attachment 7: Revised Corporate Public Art Policy

Report to SPC on Community + Protective Services, Public Art Policy – Amended, June 2009

City of Calgary Public Art Policy

Calgary's Public Art Policy Management Framework

FINAL REPORT 22 May 2018

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Calgary's Public Art Master Plan  
City of Calgary Engage Policy  
REVISED Trade Agreement Table 20171213  
City of Calgary Guide to Preparing Terms of Reference  
Public Art Program Lines of Service  
Public Art webpages at [www.calgary.ca](http://www.calgary.ca)  
City of Calgary Artists Master Agreement  
City of Calgary Call to Artists samples  
Project Charter Plan (6Mar2017)  
Jury Information and Welcome TEMPLATE 2017  
Process Framework, March 2018 Draft (work in progress)  
Public Art Program Staff Survey, February 2018  
Notes on Five Staff Discussions Related to the Notice of Motion 2017-32 and Staff Survey Results  
Communications Plan – Public Art After June - Draft  
Plus: A Succession Plan for Watershed+  
Calgary Public Art Process Review: 2018 Online Survey Draft Results  
Calgary Public Art Process Review: Telephone Survey Research Topline Report Draft  
City of Calgary's Urban Design Review Panel Terms of Reference PUD2017-0601

## Appendix C: Public Art Best Practice Review List

The following have been reviewed for best practice comparisons within this report:

Peer Review/Best Practice Review Transcription (City of Ottawa, City of Vancouver, City of St. Albert, 4Culture, Seattle)

[City Art Public Art Strategy, City of Sydney, 2011](#)

City of Mississauga Public Art Master Plan, 2016

[City of Surrey's Public Art Advisory Commission Terms of Reference, December 14, 2015](#)

[City of Victoria Art in Public Places Committee Terms of Reference](#)

Creative City Network of Canada, Public Art Network Round Table Notes – Hamilton Summit 2014

Creative City Network of Canada, Public Art Network Round Table Notes – Ottawa Summit 2013

[Creative City Strategy, Vancouver](#)

[Edmonton Public Art Master Plan](#)

Kingston Public Art Master Plan, 2014

Merseytravel Public Art Strategy, 2010

[Our City. Our Art. Our Vancouver. wordpress](#)

Public Art Program Municipal Comparison Chart

Public Art Financial Municipal Comparison Chart

Thames Tideway Public Art Strategy, 2017

[Vancouver Public Art Program: Program Review and Design Framework for Public Art, 2008](#)

[Vancouver Public Art Committee Terms of Reference](#)

[Vancouver Artist Initiated Commissions Program](#)

Winnipeg Arts Council WITH ART and Youth WITH ART Program





## Appendix D: Consultant Biography

Helena Grdadolnik, Director of Urban Design and Culture at Workshop Architecture was hired from a competitive bid process to perform an external review of the City of Calgary's Public Art Program in response to Council's Notice of Motion 2017-32. Below is a summary of her biography and experience:

### Biography

Helena Grdadolnik, M.Arch, FRAIC, ACCA is an Urban Designer, Cultural Planner and Public Art Consultant with more than 18 years of experience in Canada, USA and UK. Helena co-founded both the Ontario Public Art Roundtable and the Creative City Network of Canada's National Public Art Roundtable. Helena has developed arts and culture plans, policies and programs for numerous cities as a consultant and also has experience in the cultural sector as a municipal staff member. She was instrumental in developing the City of Mississauga's Public Art Program from 2009-13 including drafting the Framework for a Public Art Program and delivering a number of public art projects: temporary installations, new media, sculpture and integrated art.

Helena is also a leading expert in community engagement practices, particularly for the development of architecture and public spaces. She developed a national program to engage local youth in legacy master-planning for the London 2012 Olympic site and other major re-generation programs across England. She has lectured on art, urban design and community engagement at: the University of Toronto, York University, Sheridan College, OCADU, Emily Carr University, the University of British Columbia, Royal Architectural Institute of Canada's Annual Conference and the Creative City Network of Canada's Annual Summit.

### Memberships, Boards and Committees

2018 Metrolinx Urban Design Review Panel, Member  
 2015-18 Arts Consultants Canada Association (ACCA), Member  
 2012-18 City of Toronto's Public Art Commission, Member  
 2017-18 Fellow of the Royal Architectural Institute of Canada  
 2016-17 York University 2017 Public Art Symposium, Advisory Group  
 2014-16 Creative City Network of Canada, Public Art Network Advisory

### Selected Experience

#### Public Art Plans and Policies

Edmonton Public Art Policy Review, Advisor to A. Adair Consulting, Edmonton Arts Council (2017)  
 Queens Park Art and Commemoration Plan with Urban Strategies and ERA, Infrastructure Ontario (2016)  
 Art in Transit Policy Review, Toronto Transit Commission (2016)

Kingston Public Art Master Plan and Policy, City of Kingston (2014)  
Public Art Master Plan and Policy, Town of Newmarket (2013)  
Framework for a Public Art Program, City of Mississauga (2010)  
Artists + Places, pilot to engage artists in large redevelopment projects, CAFE, UK (2007-09)

#### **Public Art Program Development and Project Management**

Alderville First Nation public art commemoration, City of Kingston and Alderville First Nation (2017-18)  
LandMarks2017, developed \$3.5M project with 7 curators, 9 artists, 16 art schools and 12 Parks Canada sites for Partners in Art (2015-17)  
Out of the Box Artist Workshops for AGO and City of Toronto's StreetARToronto Program (2014)  
Coordination/contract administration, Tadashi Kawamata's Lightpoles sculpture, Waterfront Toronto (2014)  
Managed development of a new public art program as the Public Art Coordinator, City of Mississauga (09-12)

#### **Selected Talks and Articles**

2017 Panelist, Losing Site: Art Space-Place-Site, Art Gallery of Ontario  
2017 Moderator, Artists + City Building, Public Art Symposium, York University  
2017, 2016, 2012 Chair, Ontario Municipal Public Art Roundtable, (Midland, Hamilton, Waterloo)  
2016 Hacks + Workarounds: Improving Public Art Commissioning Processes, Spacing Magazine  
2016 Public Art + Transit panellist, Creative City Summit (Surrey, BC)  
2015 Community Engagement + Architects, Ontario Association of Architects conference, Toronto  
2014 Facilitator, Creative City Network of Canada Public Art Roundtable (Hamilton, ON)  
2014 Community Engagement panel, OALA Ground Magazine (Toronto, ON)  
2013 Creative Engagement Methods, Creative City Summit (Ottawa, ON)  
2011 Chair, National Public Art Roundtable (London, ON)

## Appendix E: Summary of Councillor and Mayor Interviews

From the eleven Mayor and Councillor interviews, the following are the major concerns and trends voiced by most of the Council Members interviewed:

1. How do we avoid further controversy or mistakes?
2. The artwork needs to be more relatable and/or more legible as an artwork.
3. The percent for art funding should not be tied to the eligible capital project. Consider pooling funds to use in more appropriate locations, or to invest more equitably across the city.
4. Calgarians need to see more value for money from the program.
5. More local artists should be given opportunities for commissions.
6. There is poor communication between the Public Art Program and Council Members, and between the Public Art Program and members of the public.
7. There is not enough public engagement and community involvement in decision-making.
8. Community-based programming, like the painted utility boxes and murals, were considered successful.

Other points that were brought up by a few Council Members:

9. The Public Art Program should be focused on City-building, not art for its own sake.
10. An overall strategy or plan should be created to guide the Public Art Program.
11. Some quadrants see very little public art investment.
12. The Public Art Policy is not the problem, the problem is in how it is managed.
13. There is a lack of consistency in how departments engage the public, communicate, and select their artists/artwork. This was not meant to be a call to make one process for all, but to have shared principles to follow.
14. Utilities + Environmental Protection's investment in public art was held up as a good example of engagement and process by a few Council Members, although some Council Members mentioned Forest Lawn Lift Station as a poor example.
15. The role and mandate of the Public Art Board is unclear and misunderstood.

## Appendix F: Summary of City Staff Interviews

The following is a summary of the main points raised in interviews, meetings and email exchanges with twenty-one City of Calgary staff members in Communications, Corporate Services, Finance, Public Engagement, Public Art Program, Recreation, Supply Management, Transportation and Utilities + Environmental Protection:

1. Although there is a negative perception around how an artwork is selected, the process used is fair and transparent and follows best practice in public art in Canada.
2. It is important to celebrate and discuss the program as a whole, including the existing collection, rather than only focusing communications on new projects.
3. Staff should be provided with more flexibility in considering different acquisition approaches or processes. Leadership could give staff more agency and provide more advocacy at the level of senior management.
4. Capital project managers in other departments do not all share a strong interest in being involved with the Public Art Program, and they have varying degrees of openness towards engagement and communication strategies.
5. There needs to be a robust communications strategy that tells the story of projects as they develop, not only revealing a finished installation.
6. Need to commit to a communications plan with consistent messaging and stick to it. The current risk-averse communications approach has amplified issues as the silence was filled with incorrect information on social media and in the press.
7. The website is insufficient for the Public Art Program needs. It should be re-vamped as soon as possible. There are missing links and the interactive public art map is difficult to find.
8. There is a reluctance to name jurors as they may be put into the line of fire. This leads to incorrect perception around who is responsible for selecting an artist or artwork.
9. The Public Art Program could have a stronger, unified vision. The development of a Public Art Collections Plan is important to identify gaps in the collection and to identify the diversity of approaches and opportunities that will help to build a collection that best reflects equity and diversity.
10. Could we centralize the Public Art Program budget, and have more funds pooled across departments?
11. Different methods are used for commissioning including: artist on design team; artists hired based on qualifications (rather than with a proposed concept); and artist residencies. Selection of an artist by proposal is often used for Transportation projects, to fit with capital project timelines/requirements.
12. The artistic process takes time. Engaging with a community takes time, and certain artists have more interest and skills to do so.
13. Simplify the artist call process to encourage local artists and a broader base of artists, and create opportunities that can help them to build skills and portfolio examples.

14. Public art should be seen as a corporation-wide undertaking (One Calgary), but how can we also acknowledge business units' different goals or needs for public art? How to communicate in a way that may be more heartfelt than regular factual City communications? How to fit in to the single City brand?
15. A plan or strategy with multiple department or business unit plans could inform a planned approach. Poll citizens for public art sites and types of art. Where and what they want.
16. There are different approaches to procure artwork, but trade agreement maximums need to be considered, and there needs to be some consistency and clear reasoning for when and why to use certain methods so as not to appear to be trying to circumvent trade agreements.
17. Budgets could be broken down for an artwork so that there is clarity on amounts artists are paid (their fee) versus engineering, fabrication and installation costs. Even when an international artist is selected, there are often elements of the budget that go to Calgary- or Alberta-based companies.
18. An evaluation framework could track success against the Public Art Policy's purpose and principles, and show the commitment to accountability.
19. A Procurement Strategy with complimentary, consistent and simplified processes for the Public Art Program could be developed with Supply Management and involve local artists in focus groups or another form of engagement.
20. Social procurement, including apprenticeship and mentorship opportunities for Calgary-based artists and fabricators, could be considered.

## Appendix G: Summary of Public Art Board Interviews

From the interviews with four Public Art Board members, the following are the main points that came up in discussions:

1. Board members do not want to be part of the jury process, neither as a voting member nor as an observer for a number of reasons: concern that this would interfere with the autonomy and process of the art selection jury; lack of diversity in perspectives if the nine Board members were involved in all art selections; the lack of feasibility for a volunteer board member to be available as they have other time commitments.
2. The Board currently lacks a structure, including clear terms of reference and a mandate, and they lack an information package or direction when new members join.
3. Board members considered whether or not a Councillor on the jury would be beneficial. The interviewees were divided for and against this idea, but it was agreed that more advocacy work with individual Councillors could be beneficial and that Councillors could be invited to observe Public Art Board meetings.
4. Issues identified in the Public Art Program overall include: the need to have an improved communications strategy, and a desire for more flexibility in determining art locations (related to restrictions on percent for art funding for capital projects). One board member added that integrating public art within capital project locations should not be discounted in every case.
5. Members were in agreement that the Board should continue to advise Council rather than to advise Administration, although currently there is not much interaction between the Board and Council members.
6. The Board members voiced varying levels of discontentment with the current format. They acknowledged the lack of clarity on their mandate and varying degrees of effectiveness relating to their role.
7. Monthly Board meetings have a good turnout and Board members are engaged and would like to be more effective.
8. The Board members interviewed were divided on whether or not they believed it was important to keep the make-up of the Board divided between people with arts expertise and citizens-at-large. One member said that Calgary Art Development Authority (CADA), which has a representative on the Public Art Board, is already a group of art experts. Therefore, it is important to keep a balance of citizens-at-large on the Board to provide a range of perspectives to feed into the Public Art Program.
9. One member stated that they would like to add a requirement in the Terms of Reference that there is at least one Indigenous representative on the Board.





# Calgary Public Art Process Review Survey

## SUMMARY REPORT – May 22, 2018

Prepared for The City of Calgary by:

Contact:

NRG Research Group  
933 - 17th Avenue SW, Suite 405  
Calgary, AB Canada T2T 5R6  
[www.nrgresearchgroup.com](http://www.nrgresearchgroup.com)





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# Background & Methodology

## Background

The City of Calgary's Corporate Public Art Policy has resulted in many permanent sculptures and a variety of other artist-designed installations. However, as a result of recent controversy in 2017, Council directed The City of Calgary's Administration (The City) to suspend the program and report back with recommendations on a new process for this policy. As part of this process, The City commissioned NRG Research Group to conduct a survey to capture Calgarians' attitudes and perceptions of Public Art and the Public Art Process.

## Methodology

All data were collected via telephone using random digit dialing (RDD). Numbers from both landlines (57%) and cell phones (43%) were included to obtain a random and statistically representative sample of Calgarians.

To ensure the feedback is gathered from a representative group of Calgarians, sample quotas were set by age, gender and city quadrant of the general population aged 18 and older. Data were then weighted to the 2016 Civic census for age and gender.

A pre-test occurred on April 12, 2018 with n=23 completions. The fieldwork dates were from April 19 to 24, 2018. As there were no significant changes to the survey, the pre-test respondents were included in the main sample. A total of n=500 interviews were completed.

Note: For a general population sample of n=500, the maximum margin of error at the 95% level of confidence is +/- 4.4%. In this report, differences are shown for demographics only where they are statistically significant at a 95% confidence level.



# Executive Summary

## The Public Art Process

- ❖ Understanding of the process used for selecting Public Art in Calgary is low, with only 32% of respondents who agree they understand.
- ❖ Awareness of specific details of the process are similarly low, with approximately two-thirds of respondents stating they are unaware.
- ❖ Generally, more than half of respondents think the public should be involved at all stages of the process. The steps for which most respondents think the public should be involved are unveilings (86%), concept selection (81%), and artist selection (76%).
- ❖ When asked for specific ways to improve the Public Art process, the most frequently mentioned ideas were “more public involvement/consultation (35%) and “more communication/information/advertising” (28%).

## General Attitudes Towards Public Art

- ❖ 85% of respondents said it is important that a Public Art program is financially accountable.
- ❖ Having a Public Art program that is open, flexible, and inclusive when considering citizen input is important to 79% of respondents.
- ❖ 74% feel that supporting local artists should be the primary focus of the Public Art Policy.



# Executive Summary

## Information Desired

- ❖ Agreement is strong that more information is needed about Public Art projects (85% agree), about the Public Art process (84%), about selection of artists and their concepts (82%), and that the public in general need more input (80%).
- ❖ 55% are not satisfied with The City's communication on the Public Art process.
- ❖ More than half of respondents would like to have more information on actual costs of Public Art proposed (77%), local artists selected for Public Art (74%), the proportion of spending that goes towards the Artist vs. fabrication and maintenance (69%), the procurement process (63%), and the Public Art selection panels (61%).
- ❖ City Website (39%), Newspaper (35%), TV (33%), Facebook (21%) & Radio (20%) are the most frequently mentioned ways to find out about Public Art.

## Types and Locations of Public Art

- ❖ With a few exceptions, respondents said that Public Art will have positive impact in many places.
  - ❖ Top places where Public Art has the most positive Impact: Downtown/Inner city, Art destination, Community hubs, Places where people walk, & Gateway locations.
  - ❖ Secret/Unexpected places and Non-physical locations have the least positive impact.
- ❖ More than half of the respondents felt that many different types of art would have positive impact.
  - ❖ Top Types of Public Art having positive Impact are: Sculpture/Object-based, programs where the public can participate, types that use natural elements, and murals.
  - ❖ New technologies and temporary have the least positive impact.



Calgary



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Calgary Public Art Process Review Survey

## The Public Art Process

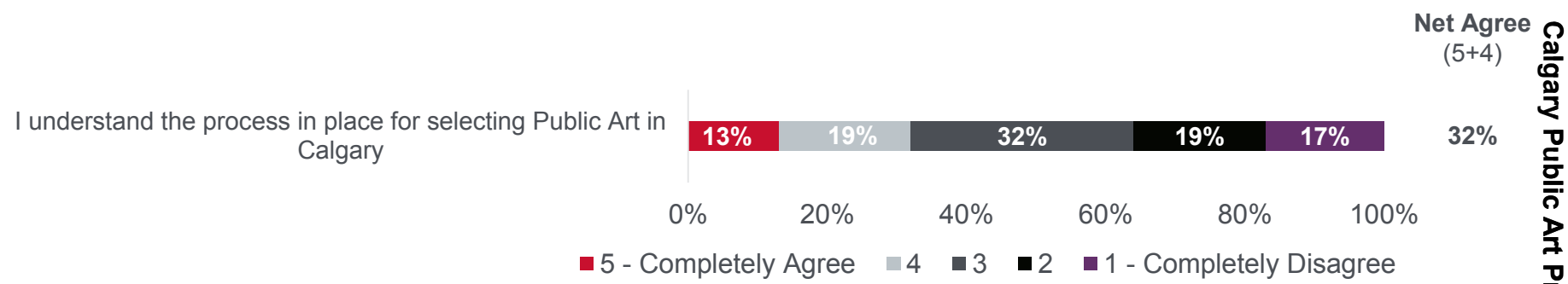
CPS2018-0359  
ATTACHMENT 4

Page 6 of 20



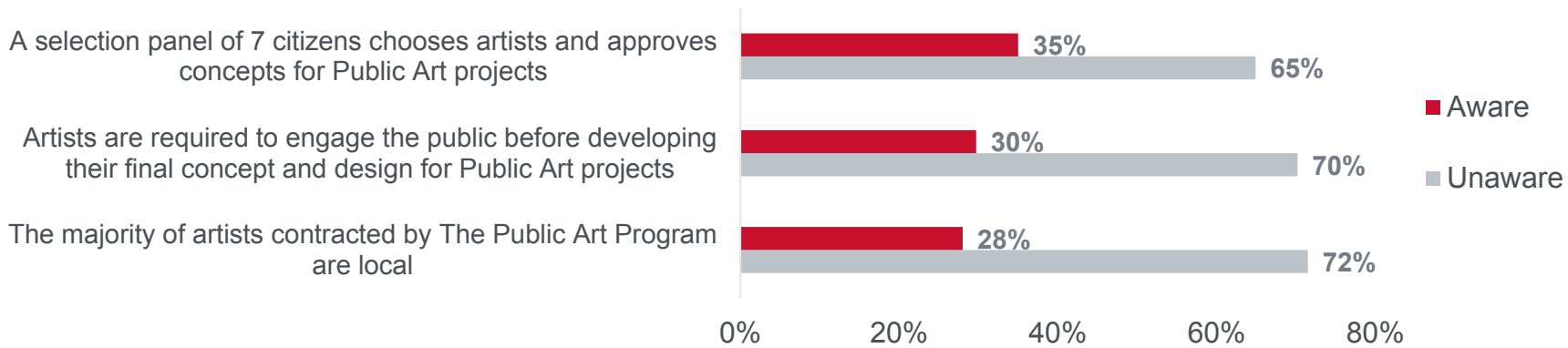
# Understanding of Public Art Process

- ❖ Understanding of the process used for selecting Public Art in Calgary is low, with only 32% who agree they understand.
- ❖ About two-thirds or fewer are unaware of specific details of Calgary’s Public Art Program.



Q.D1-D10. Next, I'm going to read you a series of statements about the Public Art Process in Calgary. For each statement, please tell me whether you disagree or agree. Please use a scale from 1 to 5 where 1 means you "completely disagree" and 5 means you "completely agree."

Base: All respondents n=500



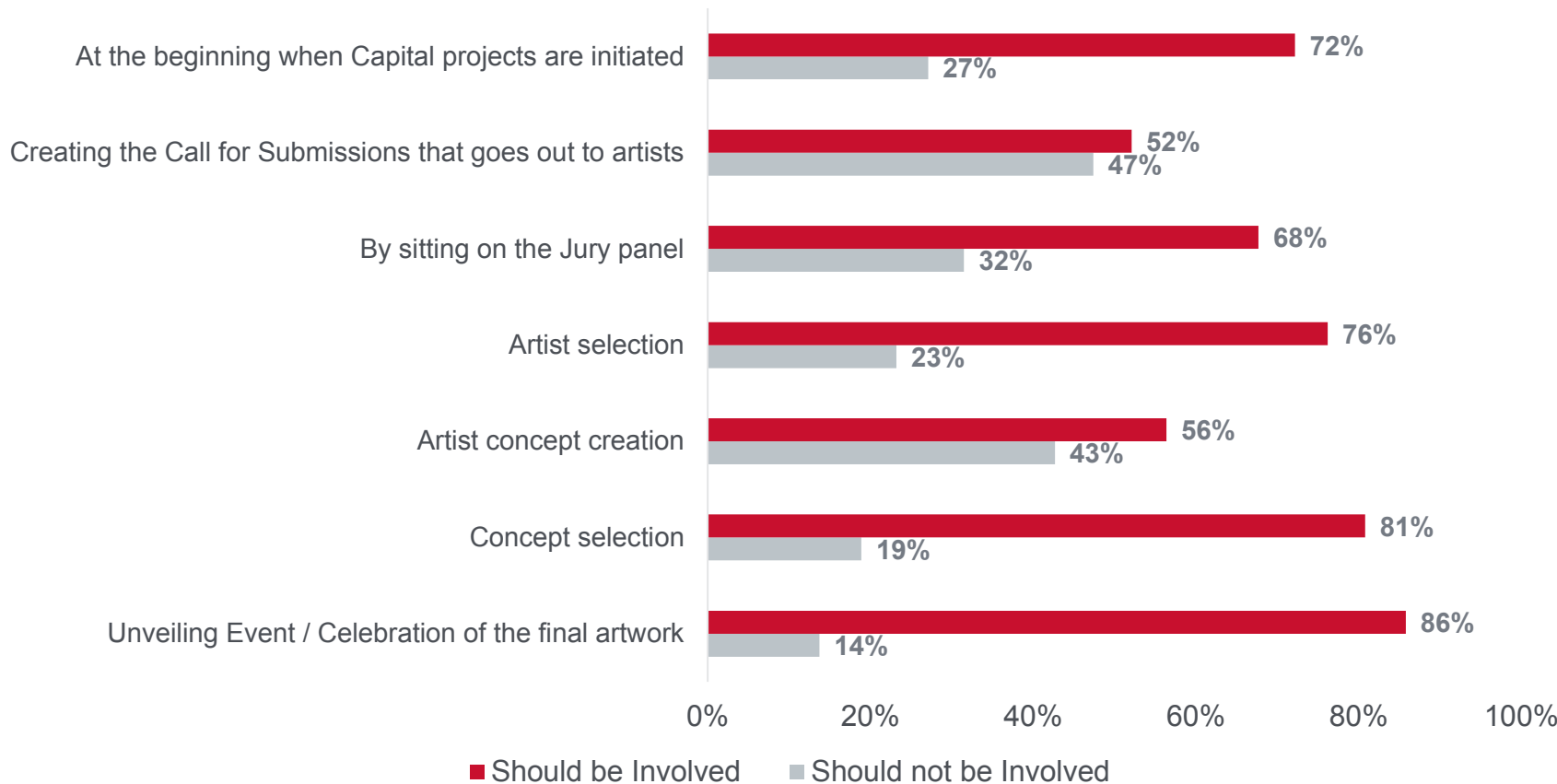
Q.B4-B10. Please tell me whether you were aware or unaware of each before today.

Base: All respondents n=500



# Public Involvement in Public Art Process

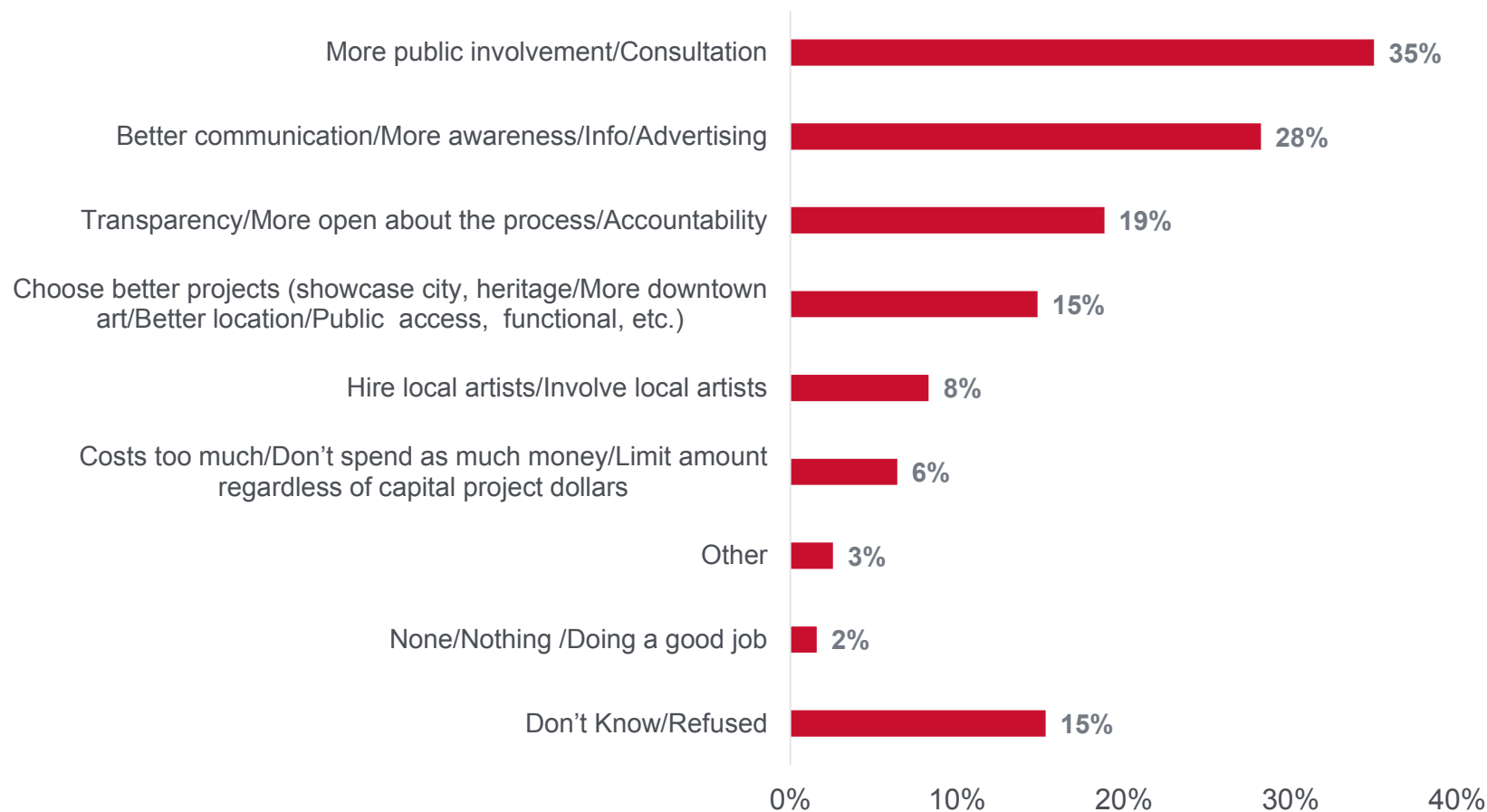
- ❖ Most respondents think the public should be involved in the unveiling event (86%).
- ❖ Many respondents think the public should be involved in the concept selection (81%) or artist selection (76%).



Q.E1-E7. Which of the following steps in the Public Art Process do you think the public should be involved in? ASKED IN THIS ORDER  
Base: All respondents n=500

# Suggested Improvements for Public Art Process

- ❖ When asked for suggestions on how to improve the Public Art process and outcomes, “more public involvement/consultation” was most frequently mentioned (35% of mentions); followed by “better communication/increasing awareness” (28% of mentions).



Q.E8. What would you suggest to improve the Public Art process and outcomes in Calgary? CATEGORIES CODED FROM VERBATIM RESPONSES, MULTIPLE RESPONSES ACCEPTED (PERCENTAGES WILL NOT ADD TO 100)

Base: All respondents n=500





CPS2018-0359 Recommendation on Amendments to the Corporate Public Art Policy\_ATT4.pptx  
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Calgary Public Art Process Review Survey

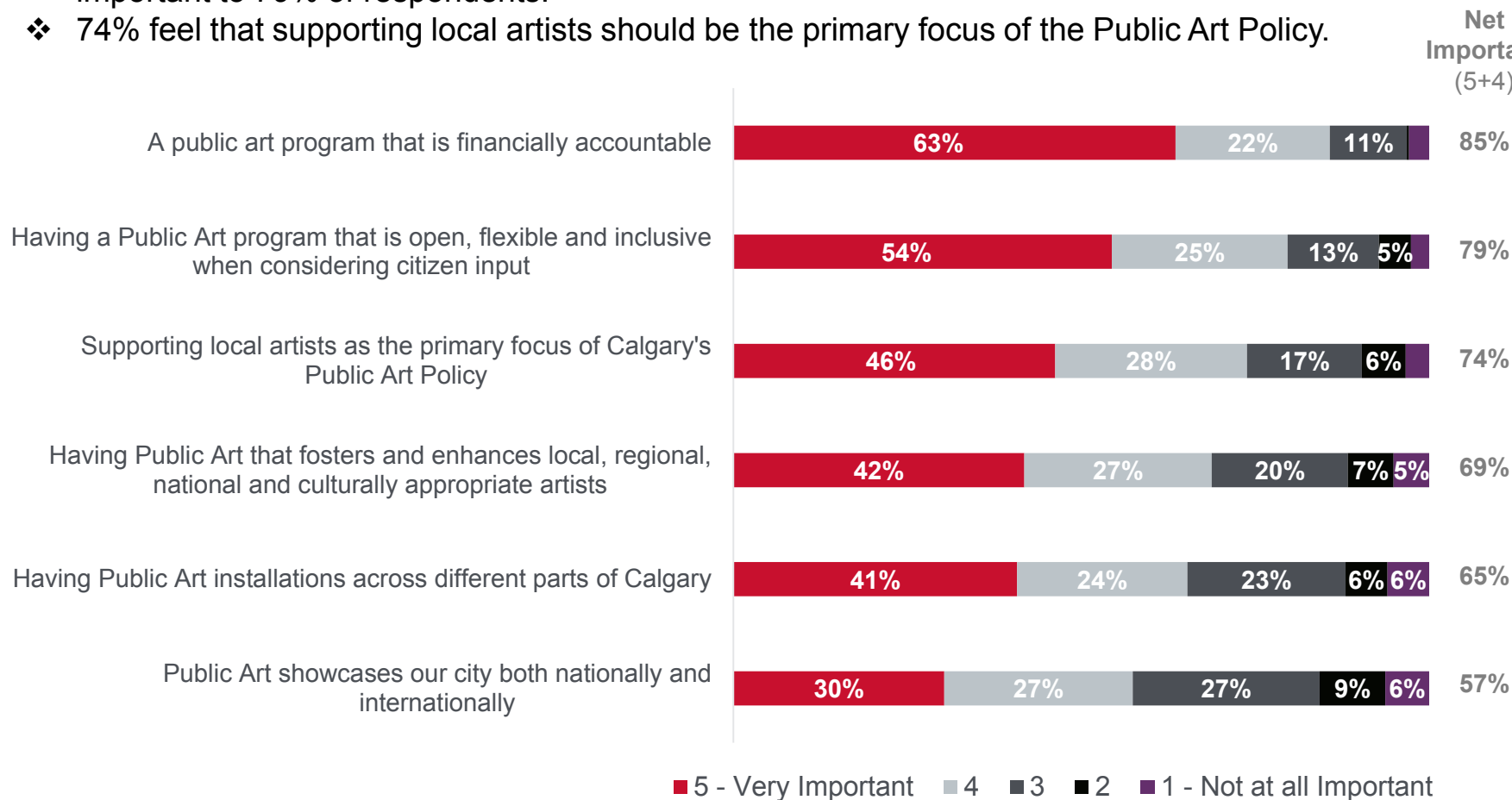
## General Attitudes Towards Public Art

CPS2018-0359  
ATTACHMENT 4



# Drivers of Importance of Public Art

- ❖ 85% of respondents said it is important that a Public Art program is financially accountable.
- ❖ Having a Public Art program that is open, flexible, and inclusive when considering citizen input is important to 79% of respondents.
- ❖ 74% feel that supporting local artists should be the primary focus of the Public Art Policy.



Q.B14-B19. Next, I'm going to read you a series of statements about Public Art in Calgary. For each statement, please tell me how important it is. Please use a scale from 1 to 5 where 1 means "not at all important" and 5 means "very important."

Base: All respondents n=500

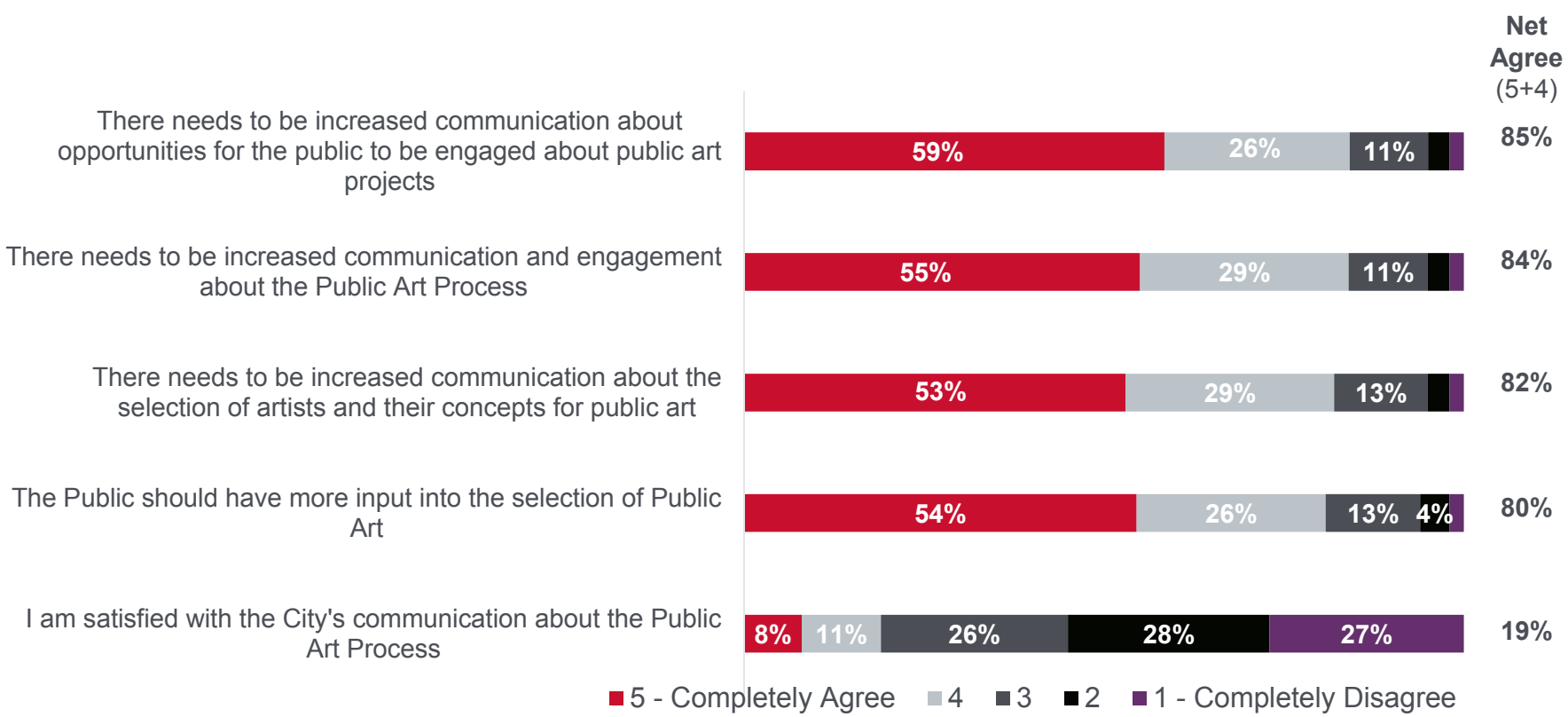




## Information Desired

# Public Art Process Information Needs

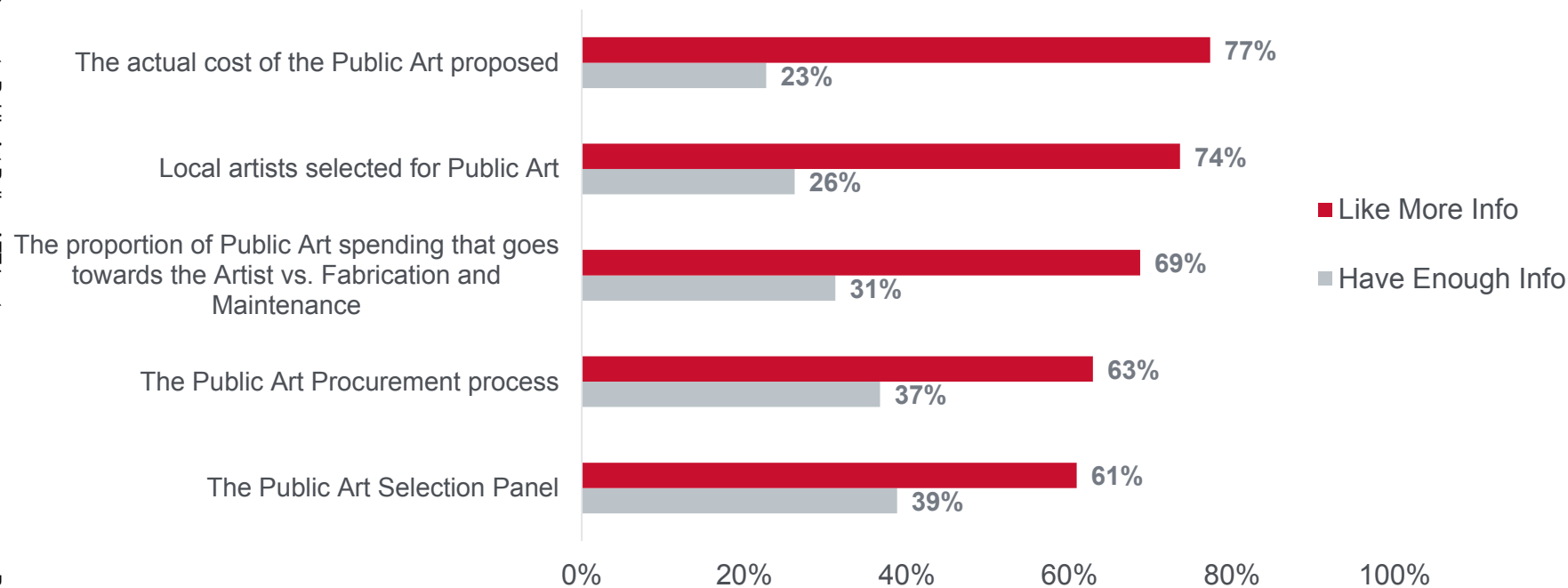
- ❖ Agreement is strong that more information is needed about Public Art projects (85% agree), about the Public Art process (84%), about selection of artists and their concepts (82%), and that the public in general need more input (80%).
- ❖ 55% disagreed they are satisfied with The City’s communication on the Public Art process.



Q.D1-D10. Next, I'm going to read you a series of statements about the Public Art Process in Calgary. For each statement, please tell me whether you disagree or agree. Please use a scale from 1 to 5 where 1 means you "completely disagree" and 5 means you "completely agree."  
Base: All respondents n=500

# More Detail on Public Art Process

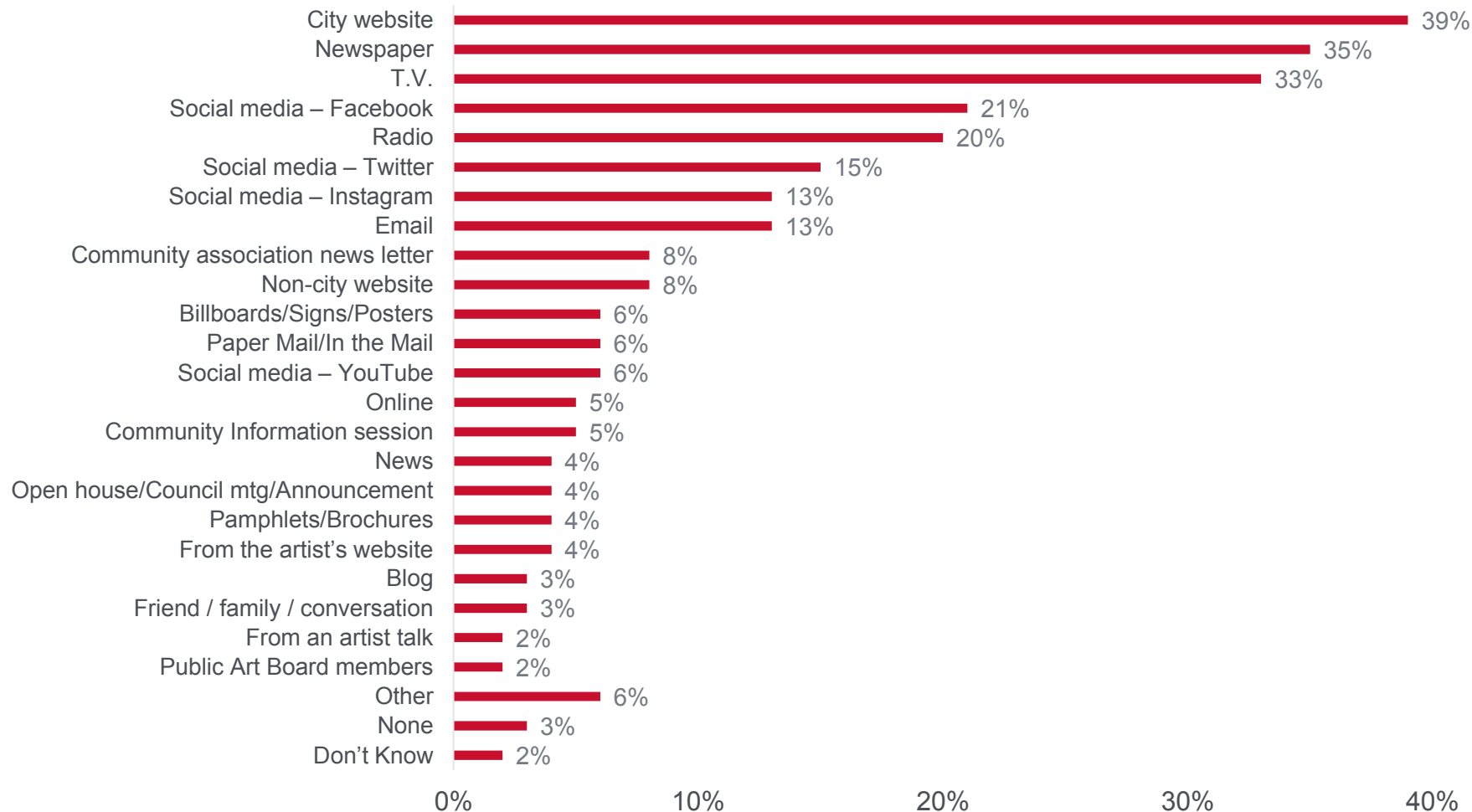
- ❖ In terms of what type of information respondents would like, most would like more information on the actual costs of Public Art (77%), and on local artists selected for Public Art (74%).
- ❖ 69% want to understand the proportion of spending that goes towards Artists vs. Fabrication and Maintenance.
- ❖ 63% want more information on the procurement process, and 61% want to know more about the selection panels.



Q.D11-D15. Would you like to have more information about the following?  
Base: All respondents n=500

# Sources of Info for Public Art

- ❖ The most frequently mentioned ways people wanted to find out about Public Art are The City's Website, Newspaper, TV, Facebook, Radio & Twitter.



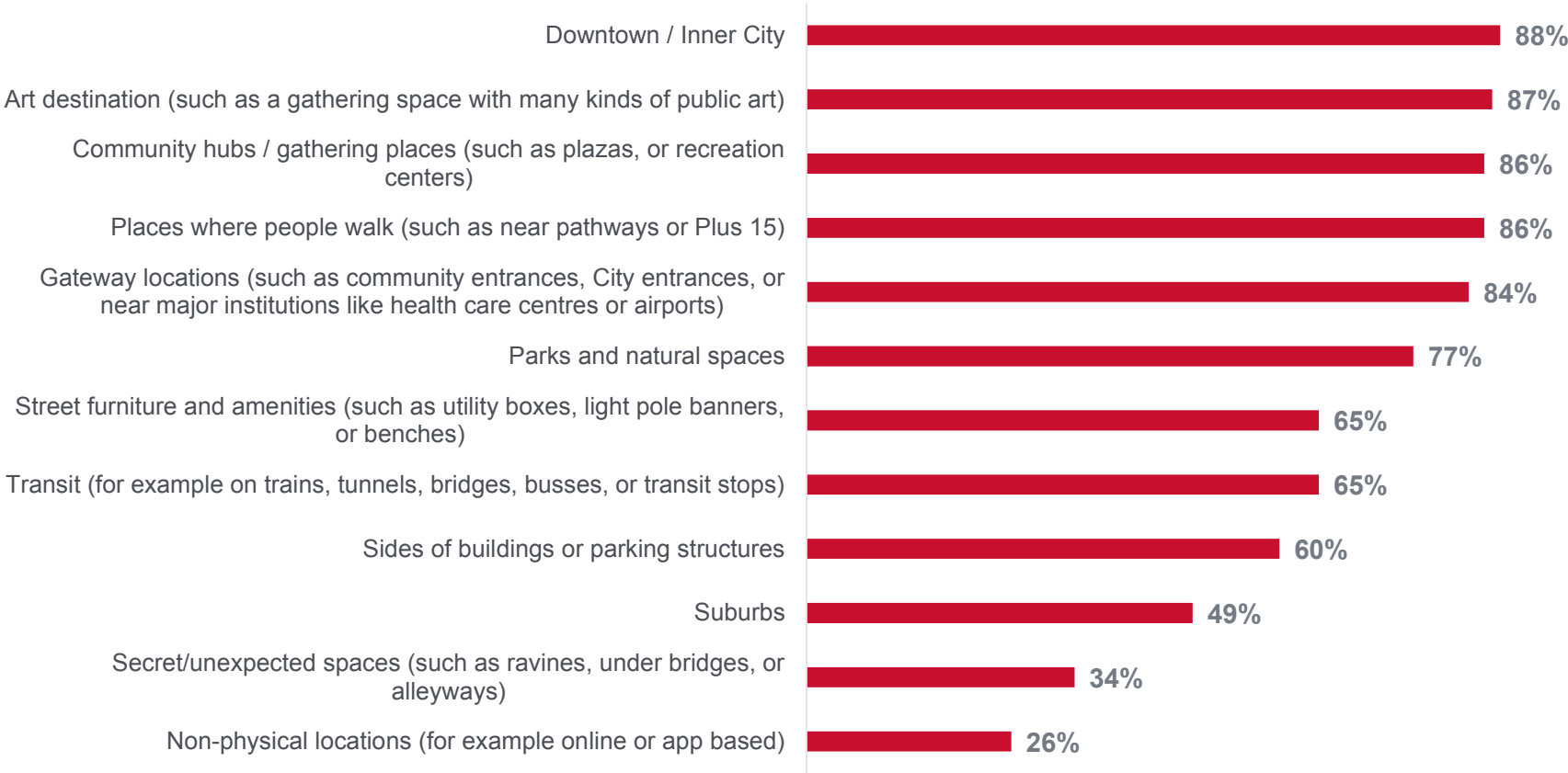




## Types and Location of Public Art

# Type of Places for Public Art - Positive Impact

- ❖ With few exceptions, respondents said that Public Art will have positive impact in many places.
- ❖ The places where Public Art will have the most positive impact is Downtown/Inner city (88%), followed by Art Destinations (87%), Community Hubs (86%), places where people walk (86%) and gateway locations (84%).



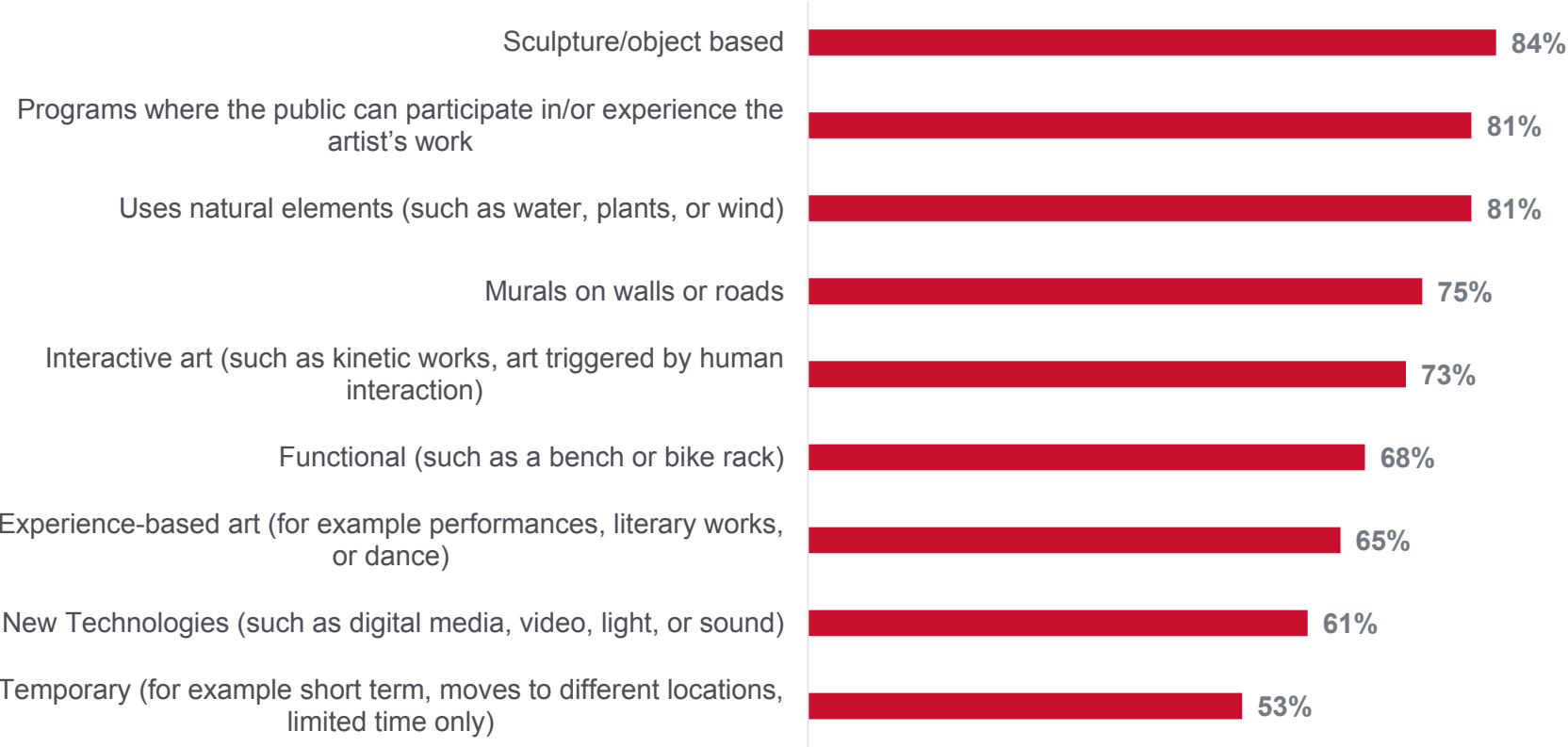
Q.C1. Which type of places do you feel Public Art will have the most positive impact on Calgary  
 Base: All respondents n=500





# Type of Public Art - Positive Impact

- ❖ Respondents indicated that many types of art will have positive impact on Calgary.
- ❖ The types of Public Art that will have the most positive impact are sculpture/object-based (84%), programs where public can participate (81%), uses natural elements (81%) and murals (75%).



Q.C2. Which types of art do you feel would have the most positive impact on Calgary?  
Base: All respondents n=500



# Demographics



# Demographics

Q.F1. How many people, including yourself, live in your household?

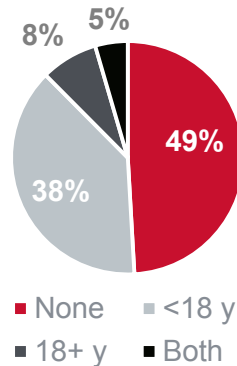
## # in HH

# in HH	%
1	13%
2	31%
3	18%
4	26%
5+	13%

Base: All respondents n=500

Q.F2. Do you have children living in your home today?

## # Children

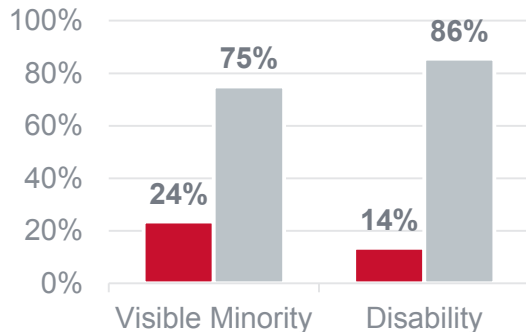


Base: All respondents n=500

Q.F6. Do you consider yourself a member of a visible minority?

Q.F7. Do you or a member of your family have a disability?

## Minority/Disability



Base: All respondents n=500

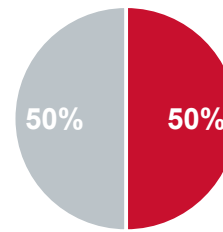
Q.F4. What is the highest level of schooling you have obtained?

## Education

Highest Level of Education	%
High School or less	15%
Technical/Trades	16%
Some College	13%
College/University Grad	42%
Post-Graduate	13%

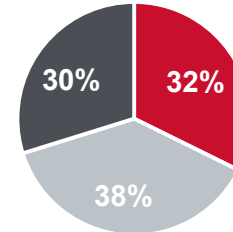
Base: All respondents n=500

## Gender

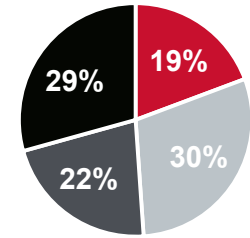


■ Male ■ Female ■ 18-34 ■ 35-54 ■ 55+ ■ NE ■ NW ■ SE ■ SW  
 Base: All respondents n=500

## Age

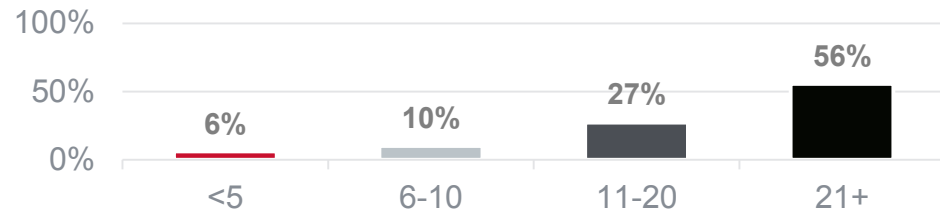


## Quadrant



Q.F3. How many years have you lived in Calgary?

## Years in Calgary



Base: All respondents n=500

Q.F5. Which of the following categories best describes the total annual income, before taxes, of all the members of your household?

## HH Income

Household Income	%
<\$60K	20%
\$60-90K	19%
\$90-120K	19%
\$120-150K	9%
\$150K+	21%

Base: All respondents n=500



# Public Art Process Review

## Stakeholder Engagement Summary Report: What we Heard

May 17, 2018

### Project overview

This is in response to the Notice of Motion NM2017-32 from September 2017. Administration must report back with recommendations by Q2 2018 on a new process.

In 2004, Council implemented the Public Art Policy “to pursue the integration of public art into the cultural fabric of Calgary, recognizing public art as a vital ingredient in Calgary’s ongoing development as a great city.” In 2017 September, Council directed Administration to report back with a progress update in Q1 2018 on recommendations on a new process for this policy.

Council directed Administration to investigate best practices for: fully engaging the public and their feedback; accommodating concept submissions from artists that foster and enhance local, regional, national and culturally appropriate artists; researching mechanisms for allocating tax dollars during economic downturns; and briefing Council and communicating to the public on the selection of successful candidates for public art projects. Public engagement will be conducted to better understand citizens’ expectations about their involvement in the public art process and to inform recommendations of how The City can improve both when and how citizens are involved.

This engagement strategy addressed the need to engage with the public on the current process and on where in the process to receive their feedback and ways to communicate to the public about public art in general. Other points of the Notice of Motion will be addressed by Administration but are not within the scope of public engagement at this point.

This report is a summary of what we heard from participants in phase one (people with direct experience of the process) and phase two (online feedback open to all Calgarians).

### Engagement overview

Phase one engagement collected input from targeted groups who had experienced the current public art process with the priority on local artists and citizens who had been part of the process in the past two years. We held two in-person workshops in late January 2018 and an online survey for those who couldn’t attend in-person. There were 65 people at the workshops and 44 responses from artists online. This feedback helped us create the questions for the public engagement of phase two.

The phase two engagement opportunity was available online for all citizens from March 27, 2018 to April 15, 2018. We received 7,450 responses and had 15,624 unique visitors to the webpage.

### What we asked

**Phase 1:** We asked people to identify the steps in the Public Art process they had been a part of and then expand on the general challenges and improvements for the current process. We also asked them to





## Public Art Process Review

### Stakeholder Engagement Summary Report: What we Heard

May 17, 2018

generate categories or types of art and locations for art that would have the most positive impact on the community.

**Phase 2:** We asked people to give input in a few areas about public art in general and about the current engagement and communications process. The questions we asked included: selecting from options on their view of the purpose of public art, the types and locations of art that would have the most positive impact on the city, and how they would like to communicate about public art. There was also a question that outlined the current process and how public input is used and asked you to tell us which of those steps were most important to have public input and why.

### What we heard

**Phase 1:** We heard that those people with some experience of Calgary's public art process do not clearly understand "the" process and suggested that there is often more than one process depending on many factors. There were concerns that Public Art Board members and even the local artist community being ill informed did not position them to be allies or advocates of public art in Calgary. Most participants felt the communications of public art should and could be greatly improved including the website/online communications, more communications throughout (and beyond) specific public art projects and should have more involvement of or even driven by the artist(s) hired to do the work. People also suggested that being clear about the Jury selection process or how citizens apply to be part of public art juries was important. As well as more generally, there being better communications about all opportunities for public input into the public art projects. Additional concerns related to the language in the RFPs being limiting in many ways (including for artists with less experience – often local or of diverse cultural backgrounds) and that how funding is assigned is a challenge too. There were also many suggestions (and some frustrations too) for the questions to generate art types and location types that will be used in framing questions to the public in phase two.

**Phase 2:** We received a variety of answers to all the questions and many conflicting perspectives. This means it's hard to make generalizations without noting how one type of answer (or theme) of ideas interacted or conflicted with another group of answers. For example: many people were disappointed with recent public artworks and felt that if there had been more public input there would have been less disappointment. There were others who said that public art is meant to start a conversation and there may never be a time when all public art is liked or celebrated by everyone.

We heard from those who responded that the most important purposes for public art were: enhancing the beauty of my community, creating meaning or connection to my community, sparking conversation/thought provoking, tells the story of our history and is a source of community pride. We also heard that public art in places where people walk and gather is very important as well as to have art in the downtown/inner city. However, others said they didn't think the art should be tied to the location of a capital project (infrastructure/construction) because that would leave some neighbourhoods or areas without art and would also impact the types of art that should be created to make it accessible to people.



## Public Art Process Review

Stakeholder Engagement Summary Report: What we Heard

May 17, 2018

Many citizens do want to be involved in the public art process, to have their values, voices and ideas heard and reflected in public art but also to know more or be aware of projects and how and why the projects came to be. Contrasting this, we also heard some questions about why The City spends money on public art and some people expressed concerns that spending decisions need to be considered in light of other social or economic priorities.

Frequently we heard that “concept selection” and “artist selection” were important steps in the process to have citizen input, but also more generally, that being involved early helped people feel their input would have meaningful impact to the process, the artwork and the related costs. People also said they wanted to be involved at right time where they felt their personal skills or experience would be most useful or the experience and perspectives of citizens in general would be the most useful. Some also identified the need to allow the artist to have a creative process that allowed artists to use their skills and talents freely to create art. Additionally, there were concerns about costs and being involved in determining costs for art work, but also that having more people involved throughout the process can also be costly.

Below, there are some additional summary points from the Phase 2 public engagement, broken down by question.

### Verbatim Comments & Full Reports

Verbatim comments are an essential part of the engagement process and report. They are the exact input that people provided from both phases and are used in the analysis to create the themes and generalizations used to help make recommendations.

To see the full data summary and the verbatim comments please see the reports online at [www.engage.calgary.ca/Public-Art-NOM](http://www.engage.calgary.ca/Public-Art-NOM) for there is one report for each phase in the “Documents” section.

Or search *Public Art* in the Research and Engagement Library where both reports are in one document <http://www.calgary.ca/cfod/csc/Pages/Research-Library.aspx>.



# Public Art Process Review

Stakeholder Engagement Summary Report: What we Heard  
May 17, 2018

## Summary of Public Input – Phase 2

### Question 1

**We asked:** Different people have different perception of the purpose of public art. Please help us understand your perception. Choose up to 5 from 13 options.

#### What we heard summary:

The options most often selected as any spot in the top “five most important” were:	
<input type="checkbox"/>	Enhances the beauty of my community
<input type="checkbox"/>	Is a source of community pride
<input type="checkbox"/>	Creates meaning or connection to my community
<input type="checkbox"/>	Tells the story of our history
<input type="checkbox"/>	Sparks conversation/thought provoking

The options identified most often in 1 <sup>st</sup> (most important to the participant) were:	
<input type="checkbox"/>	Enhances the beauty of my community
<input type="checkbox"/>	Creates meaning or connection to my community
<input type="checkbox"/>	Sparks conversation/thought provoking
<input type="checkbox"/>	Tells the story of our history
<input type="checkbox"/>	Is a source of community pride

### Question 2

**We asked:** Tell us the types of places you feel public art will have the most positive impact on Calgary. Chose all that apply (from a list of 13 options).

#### What we heard summary:

The options most often selected as “likely to have the most positive impact” were:	
<input type="checkbox"/>	Places where people walk
<input type="checkbox"/>	Downtown / Inner City
<input type="checkbox"/>	Community hubs / gathering places
<input type="checkbox"/>	Parks and natural spaces





## Public Art Process Review

Stakeholder Engagement Summary Report: What we Heard  
May 17, 2018

### Question 3

**We asked:** Tell us the types of art you feel would have the most positive impact on Calgary. (Choose all that apply from a list of 10.)

#### What we heard summary:

The options most often selected as “likely to have the most positive impact” were:	
	Murals
	Sculptures/object based art
	Functional art
	Art that uses natural elements

### Question 4

**We asked:** Tell us what steps you would like to be involved in – which is most important to you?  
(Rank up to all seven steps/choices in order of importance)

**What we heard summary:** In the full report the summary shows that most steps were selected a similar number of times showing that many people wanted to be involved in most or all of the steps. However, it is very important to understand “why” people wanted to be involved in the process (see question 5 below and the full analysis in the [full report online](#)).

The steps in the process most often selected at all as “most important to be involved in” in order of most to least frequent:	
	Concept selection
	Artist selection
	Jury panel selection

The steps identified most often as “1 <sup>st</sup> most important to be involved in” in order of most to least frequent:	
	Concept selection
	Capital project initiation/planning
	Artist selection
	Jury panel selection



## Public Art Process Review

### Stakeholder Engagement Summary Report: What we Heard

May 17, 2018

#### Question 5

**We asked:** Based on the step you chose [from question 4] as most important for public involvement, tell us why you chose that. (Note: Steps 2, 8 and 9 were not given as options to be selected.)

**We heard summary:** These were the most frequent reasons provided for each step. The top two themes were selected for each but if the third highest was very close in frequency it is also listed. (See the entire list of themes and descriptions in the [full report online](#).)

Step name	Most common themes (from this list in the full report)
<b>Step 1: capital project initiation/ planning</b>	<ul style="list-style-type: none"> <li>Felt this step was most important because it would be the greatest impact to the process or final artwork</li> <li>Felt this step was most important because it would be the place they were best able to provide input or that general citizen input would be most useful</li> <li>Felt that this step would address their concern about how much money or time resources are spent on public art</li> </ul>
<b>Step 3 : call for submissions goes out to artists (RFP/Q)</b>	<ul style="list-style-type: none"> <li>Felt the step they chose as most important would be the greatest impact to the process or final artwork</li> <li>Felt that this step would have the best ability to select/showcase more local artists</li> <li>Felt this step was most important because it would be the place they were best able to provide input or that general citizen input would be most useful</li> </ul>
<b>Step 4: jury panel selection</b>	<ul style="list-style-type: none"> <li>Felt this step was most important because it would be the place they were best able to provide input or that general citizen input would be most useful</li> <li>Felt the step they chose as most important would be the greatest impact to the process or final artwork</li> <li>Jury members should better reflect the public</li> </ul>
<b>Step 5: artist selection</b>	<ul style="list-style-type: none"> <li>Felt that this step would have the best ability to select/showcase more local artists</li> <li>Felt this step was most important because it would be the place they were best able to provide input or that general citizen input would be most useful</li> </ul>
<b>Step 6: artist concept creation</b>	<ul style="list-style-type: none"> <li>Felt this step was most important because it would be the place they were best able to provide input or that general citizen input would be most useful</li> <li>Felt the step they chose as most important would be the greatest impact to the process or final artwork</li> </ul>



## Public Art Process Review

Stakeholder Engagement Summary Report: What we Heard  
May 17, 2018

<b>Step 7: concept selection</b>	<ul style="list-style-type: none"><li>• Felt the step they chose as most important would be the greatest impact to the process or final artwork</li><li>• Felt this step was most important because it would be the place they were best able to provide input or that general citizen input would be most useful</li></ul>
<b>Step 10: Unveiling /event / celebration</b>	<ul style="list-style-type: none"><li>• Felt this step was most important because it would be the place they were best able to provide input or that general citizen input would be most useful</li><li>• Appreciates public art in general/likes seeing the art</li><li>• Felt this step would be the best place to help build ownership of the art or build community through the process</li></ul>



2018 May 31

Standing Policy Committee on Community and Protective Services  
City Clerk's Office  
The City of Calgary  
P.O. Box 2100, Station M, Mail Code #8007  
Calgary, AB T2P 2M5

**Re: The City of Calgary Notice of Motion 2017-32  
Amendments to the Corporate Public Art Policy**

As public members of The City of Calgary Public Art Board, and as indicated in our mandate established by City Council, we take this opportunity to provide our advisory comments with respect to the recent Notice of Motion regarding the Corporate Public Art Policy.

We are a board of architects, landscape architects, art historians, design professionals, artists, business representatives and citizens-at large. As advocates for public art, and in the interests of promoting awareness of the Public Art Program, the Board undertook various initiatives to further understand the public position regarding the Policy and Program. We invited past Board members, including three past Board chairs, to engage with us to convey their thoughts regarding the strengths and weaknesses of the Board and Program. We met with artists to hear their concerns, and support of the Program, and encouraged all we met with to provide their thoughts to Council; it is our understanding that some have chosen to provide this information.

As contributors to the Notice or Motion response process, members of the Board attended the facilitated conversation regarding the Public Art Program and processes, provided by Engage.

To ensure strong advice and balanced leadership, the Board believes we may play an active role encouraging citizens to apply for the Board, for consideration by the Nominations Committee established by Council; in addition to The City of Calgary recruitment and advertisement processes.

Based on our understanding of the recommendations, which administration is bringing forward in response to the Notice of Motion, we have developed the following perspectives for Council consideration.

Public Art Funds

We support the pooling of eligible capital projects funds. This will enable strategic planning of Public Art Program projects in alignment with the four year municipal business cycle, resulting in a comprehensive application of funding across communities, where most appropriately allocated and with the strongest cultural impact.

Executive Steering Committee

The Board looks to administration for the implementation of best practices to facilitate a Public Art Program which is; reflective of our City, supported by our communities and embraced by our citizens.

Public Art Advisory Committee

The Public Art Board is classified as an advisory board within The City of Calgary criteria of boards, commissions and committees. We believe that the advisory classification is appropriate for the work undertaken, however, we recognize that there is confusion in the public realm regarding the word *board*, which is typically applied to bodies undertaking governance scopes of work. To clarify and strengthen the role of the public members, we support the refinement of the Public Art Board into the Public Art Advisory Committee. The Board has undertaken a review of its Mandate and the potential development of Terms of Reference over the previous few months, working with The City Clerk's Office and information provided. We look to refine and complete this work under the recommendations adopted by Council.

Procurement Process

Based on comments received from artists, the Board acknowledges that local, regional and national artists may be intimidated and challenged by the standard procurement process the Calgary Public Art Program is required to implement. We support the notion of a parallel process which would more effectively include culturally appropriate artists and their work within our community.

Engagement Strategies

We have heard through the Calgary Public Art survey that Calgary citizens are interested in public art and desire to contribute to the process of acquiring works of art within their neighborhoods. This is a perspective which has resonated across our city; continued development of a variety of engagement strategies and opportunities are important to our community.

Communications

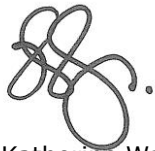
The Board believes that clear, timely communications regarding the Public Art Program are essential to continued support of the work undertaken.

Implementation

The work undertaken by administration and the Board in response to the Notice of Motion has been fruitful and enriching. We believe that timely implementation of the accepted recommendations will be a significant reaffirmation of the contribution of public art to the richness of our city and the lives we live.

Thank you for your consideration of our advisory comments; we are here as a resource to Council and will respond with pleasure to any queries brought forward or clarifications required. As community builders, we look forward to continuing our work to support public art on behalf of the citizens of Calgary.

Sincerely,



Katherine Wagner, Chair and Calgary Arts Development Authority Representative

*On behalf of:*

Anthony Eagle, Citizen-at-Large  
Lisa Gibson, Citizen-at-Large  
Dr. Anuradha Gobin, Citizen-at-Large  
Carrie Phillips Kieser, Visual Artist  
Tamara Marajh, Citizen-at-Large  
Joey Stewart, Citizen-at-Large

**Community Services Report to  
SPC on Community and Protective Services  
2018 June 06**

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## **Golf Sustainability Work Plan Update**

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### **EXECUTIVE SUMMARY**

For 100 years, municipal golf courses have been part of the recreational and cultural landscape of Calgary. The City of Calgary, through the Golf Course Operations (GCO) division of Calgary Recreation, operates eight municipal golf courses and three driving ranges at six locations. With over 300,000 visits annually, municipal courses are part of the comprehensive continuum of affordable recreational opportunities The City offers to citizens.

This report, and the recommendations within, will provide an overview of the role of municipal golf courses and an update on the 2015 Council-approved Golf Course Sustainability Work Plan (Work Plan). Administration will also provide a response to the 2017 July 24 Motion Arising (CPS2017-0539) that asked GCO to assess the current service delivery model and various options for contracting and leasing of golf course assets; finally, Administration will present the direction of Golf Course Operations over the next budget cycle.

From 1995 through 2012, GCO had been mandated to be self-supporting in both operating and capital. Revenues funded all direct operating costs as well as an annual \$200 thousand mill-rate contribution. Over the 17-year period golf contributed \$3.6 million to the Corporation and funded \$14 million in capital projects through pay-as-you-go and debt financing, inclusive of principal and interest. While there were successes, the self-supported mandate did not yield the anticipated benefits to GCO over time. Operating commitments were met at the expense of capital development, which led to annual deferral of much-needed capital projects.

Due to operational and capital funding challenges, in 2012 November, Council directed removal of the GCO's annual mill-rate contribution and a change in GCO's mandate to align with Recreation and other services allowing for tax support. Tax support for golf has been limited to the past five years (2013-2017).

To address and improve overall sustainability, several phases of work have been undertaken. The Council-approved guiding principles and the Work Plan adopted in 2013 and 2014 respectively, have been the building blocks for operational efficiencies and gains in revenues.

Unique in the local golf industry, and as articulated in the Council-approved Guiding Principles, GCO is proud to serve underrepresented populations identified in the Sport for Life Policy adopted by Council 2018 May 28, including seniors, individuals with disabilities, low income Calgarians and community organizations, while receiving an average 7% in tax support and a customer satisfaction rating of 98%. From a perspective of site optimization, GCO provides access to the courses to partners for winter use. In addition, GCO facilities provide valued greenspace and accommodate significant Corporate infrastructure, such as water reservoirs, storm water ponds, utility corridors and flight paths.

The Work Plan outlined operating and capital strategies to enhance financial performance and overall sustainability during the current business cycle. While GCO strives to have zero tax support annually, conditions in recent years have not been favorable in Calgary. The combined impact of inclement weather, effects of an economic downturn, and increased consumer price sensitivity have impacted revenues and overall financial performance.

Despite these challenges, GCO has required only an average of 7% in tax support thanks to a variety of initiatives including operational efficiencies, implementation of a revised demand-based fee structure and adjustments made through food and beverage services. Implementation of new golf-specific technology in Q1 2020 will further optimize the demand-



## **Golf Sustainability Work Plan Update**

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based pricing strategies while also realizing efficiencies and enhanced customer service delivery.

A Service Model Analysis was undertaken in 2015 to assess a range of alternative service delivery options inclusive of analysis of risks, benefits and Triple Bottom Line (TBL) impacts. Outcomes and recommendations were presented to Council 2015 December 14 (CPS2015-0947). The subsequent Council-adopted recommendation was to “*continue providing municipal golf services with a City-operated service model, inclusive of contracting out select services, where efficiencies can be realized*”. Since that time GCO has contracted out select services where it makes sense to do so and will continue to explore further opportunities.

In 2017 July, a Motion Arising (CPS2017-0539) requested Administration to consider the content of the motion (see Attachment 1) to issue a Request for Expression of Interest (REOI) regarding various operating models and considerations, and assess for maximum benefits to Calgarians. Since the models outlined in the request mirror those considered in the 2015 analysis, GCO set out to re-validate the original analysis outcomes. Restrictions in light of the Alberta Labour Relations Code mean the findings from 2015 remain the same.

An updated Sustainability Work Plan, aligned with the One Calgary planning cycle, has been completed outlining the strategies to progress towards enhanced sustainability.

### **ADMINISTRATION RECOMMENDATION:**

That the SPC on Community and Protective Services recommend that Council:

1. Direct that Administration report back to Council on results, indicators and performance measures by Q2 of the final year of each planning cycle to inform a plan for the next cycle;
2. Direct that Attachment 6 remain confidential pursuant to Sections 23(1)(b), 24(1), and 25(1) of the *Freedom of Information and Protection of Privacy Act* (and that Council consider content therein in camera if requested by Council).

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2017 November 27, Council referred the Motion Arising for Report CPS2017-0539 contained in the 2017 July 24 Minutes of the Regular Meeting of Council, as follows:

*“MOTION ARISING, Moved by Councillor Colley-Urquhart, Seconded by Councillor Sutherland, that with respect to Report CPS2017-0539, Council request Administration to consider the content of Councillor Colley-Urquhart’s proposed Motion Arising document and return to Council at the 2018 budget adjustment process with options on how to move forward with City-owned golf course operations to the SPC on Community and Protective Services to come forward with an update on the Golf Course Operations Sustainability Workplan and a status report on the direction from the Motion Arising no later than 2018 June.”* See Attachment 1 – Golf Tax Notice of Motion – Motion Arising.

On 2015 December 14 Council approved, moved by Councillor Carra, that the Administration recommendations contained in Report CPS2015-0947 be approved, after amendment, as follows:

**Community Services Report to  
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2018 June 06**

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**Golf Sustainability Work Plan Update**

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*That the SPC on Community and Protective Services recommend that Council:*

1. *Direct Administration to continue providing municipal golf services with a City operated service model, inclusive of contracting out select services where efficiencies can be realized; and*
2. *Direct that Attachment 2 remain confidential pursuant to Sections 23(1)(b), 24(1)(c), 24(1)(g) and 2S(1)(c) of the Freedom of Information and Protection of Privacy Act, until Administration fully implements Council's decision(s) with regard to Attachment 2 content.*

A historical timeline is included in Attachment 2 – Previous Council Direction.

**BACKGROUND**

Calgary Recreation – Golf Course Operations, offers golf opportunities for citizens of all ages and skill levels. Contrary to perceptions that golf is an elitist sport, the focus of municipal golf services is to provide a range of affordable, publicly accessible, basic golf opportunities. Specifically, City-operated courses serve unique populations other operators tend not to, including seniors, youth, families, schools, and low income Calgarians. While City courses do not provide the same level of service or amenities as other operators, for many that play, the affordability of municipal golf courses is the difference between being able to participate in golf as a recreational opportunity, and not being able to participate at all.

GCO sees over 300,000 visits annually, offering a broad spectrum of golf opportunities ranging from driving ranges and par 3 courses to full length 18-hole courses. Of the total number of visits, over 66,000 rounds were played by seniors, families and youth. Additionally, GCO aligns with The City Fair Entry program to ensure cost is not a limiting factor to participation.

Beyond the provision of seasonal golf services, some facilities accommodate winter activities including cross country skiing, tobogganing and the annual Festival of Lights, held at Confederation Park golf course. From December 2017 through April 2018, over 30,000 visits were recorded at Confederation Park golf course through partners using the site for activities ranging from introductory and recreational skiing to competitive training for cross-country and biathlon athletes. In addition, GCO facilities provide valued greenspace and accommodate significant corporate infrastructure, such as water reservoirs, storm water ponds, utility corridors and flight paths (Attachment 3 - Golf Course Inventory Overview).

In 2013 (CPS2013-0410), Council directed GCO to adopt six Guiding Principles: Quality Products & Services; Sustainable Business Practices; Accessibility & Affordability; Community Benefits; Accountability; and Continuous Improvement. These reflect the values of Calgary Recreation, define the role of our municipal golf courses as basic service providers of golf and ensure the community and golf course users are at the heart of the business. The Guiding Principles have been foundational for recreational golf services and have been used as a framework for all GCO strategic and operational decision-making.

In alignment with the Guiding Principles, the Work Plan was approved by Council in 2014 (CPS2014-0398 McCall Lake Redevelopment Feasibility Study) outlining nine strategies to improve GCO's operating and capital positions. Since 2015, several initiatives of the Work Plan have been completed with others still in progress, as outlined in Attachment 4 – Updated Golf Course Operations Sustainability Work Plan.

**Community Services Report to  
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## **Golf Sustainability Work Plan Update**

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Highlights of specific initiatives undertaken include:

*Operating Initiatives:*

- Revised demand-based fee structure (2015)
- Golf Service Model Analysis (2015)
- Quality Assurance Program for consistency in playing conditions across courses (2015)
- New coolers and enhanced product mix to improve concession sales (2016)
- EOI to assess market interest and contracting options for grounds maintenance activities (2016)
- RFP award to pilot contracting of specific maintenance activities at two locations (2017)

*Capital Initiatives:*

- Updated Capital Plan & Investment Strategy (2015)
- Sport Facility Renewal grant funding for revitalization and renovations at McCall Lake Golf Course (2015)
- Completion of master plans for McCall Lake, Confederation and Maple Ridge golf courses (2016)
- Golf Course Irrigation and Pathway Assessments (2016)
- Lakeview Pathway and Clubhouse Plaza Improvement Project (2016)
- Detail planning for McCall Lake Renovations (2017)
- McCall Lake Renovations underway (2018)

An Expression of Interest (EOI) was undertaken in 2016 to determine if a market solution is available to contract and provide quality grounds maintenance services and deliver cost savings. The outcome of the EOI assessed that a market solution to pilot contracting of select maintenance activities was being potentially viable and an RFP was awarded in 2017 March to pilot contracting of rough mowing at two locations: McCall Lake and Maple Ridge courses.

In its first year, the pilot garnered approximately \$20,000 in operational savings. 2018 will be the second of the three-year pilot, at which time the financial and quality impacts will be evaluated and guide decisions as to the viability and benefits to GCO as a whole.

Additional potential contracting opportunities, such as banquet and event management services have also been identified at some sites but these options are not feasible until necessary unfunded capital improvements to support this option have been completed. Unfunded capital requests include upgrades to the clubhouses at both Shaganappi Point and Confederation Park, which would not only allow for additional revenue generation opportunities through rentals and events, but also potential contracting opportunities through banquet and restaurant services.

Since implementing the Work Plan in 2015, GCO has increased incremental annual revenue by \$445,000 through a demand-based fee structure and has seen food and beverage revenue increase by as much as \$80,000. GCO Highlights are outlined in Attachment 5.

Between 2013 and 2017, GCO has received an average 7% in tax support, and golf rounds at City courses have remained relatively stable despite external challenges impacting overall business performance. Unpredictable seasonal weather trends, a lack of change in market rates, increased consumer price sensitivity and the lingering impacts of an economic downturn have all affected of GCO's ability to maximize revenues.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The Motion Arising from report CPS2017-0539 (Attachment 1) asked Administration to consider the content of the motion to issue a Request for Expression of Interest with regard to various operating models and considerations, and assess for maximum benefits to Calgarians.

## **Golf Sustainability Work Plan Update**

### 2015 Golf Service Model Analysis Summary –

One of the nine strategies outlined in the original Work Plan included reporting back to Council with a Service Model Analysis and recommendations on the operation of City golf courses.

As directed by Council, Administration incorporated the direction of NM2014-33 *Conversion of City-Owned Golf Courses to Private Contract*, into the Service Model Analysis to report back to Council as part of the Work Plan Service Model Analysis:

*“on recommendations and procedures to provide options for City-owned golf courses to change to non-profit /profit third-party organizational structure to include but not limited to the management, operation and lease of facility and grounds considering that:*

- 1. Such golf courses remain open to the general public; and*
- 2. Such golf courses remain the property of The City of Calgary; and*
- 3. Such golf courses abide by accessibility governance as shown in the recreational model of third party operations.”*

The Golf Service Model Analysis was completed with outcomes and recommendations presented to Council in 2015 December (CPS2015-0947). It analysed eight service model variations for risks, benefits and Triple Bottom Line (TBL) impacts. The options reviewed mirror those outlined in the 2017 Motion Arising and include third-party lease, wholly owned subsidiary, and various contracting options. The models were run through four key decision filters:

- GCO’s Council-approved Guiding Principles and Notice of Motion considerations;
- Legal compliance with labour agreements;
- Potential third-party interest; and
- Financial benefit to The City of Calgary

As a result of the analysis Council directed Administration to:

*“continue providing municipal golf services with a City-operated service model, inclusive of contracting out select services, where efficiencies can be realised.”*

Administration’s response was based on key information from a third-party golf-industry consultant and consultation with The City of Calgary’s Law and Labour Relations divisions. Primary consideration was given to implications under the Alberta Labour Relations Code. The summary of the options responding to the Motion Arising and full report providing context are found in CONFIDENTIAL Attachment 6 – The Golf Service Model Analysis Update. GCO has implemented a pilot grounds maintenance contract.

### 2018 Service Model Update

In validating the 2015 findings, the Motion Arising options are not deemed viable. Any contracting options must consider implications of Alberta Labour Relations Code, manage risk to The City and its assets while also creating potential for realistic operation efficiencies.

Research was also undertaken in 2018 to revalidate how comparable municipalities offer their public golf programs, which revealed a variety of service model variations intended to support self-sustaining operations. However, the definition of self-sustaining golf operations varied widely. While there were no consistent approaches to municipal service models, some form of contracted service was not uncommon, though in all comparable cases examined unionized labour is used for municipal grounds maintenance activities.

## **Golf Sustainability Work Plan Update**

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### Looking Ahead

Many of the original objectives and initiatives from the 2015-2017 Work Plan have been completed and others are in progress, allowing City golf courses to remain competitive while providing quality, affordable access aligned with Council's Guiding Principles for GCO.

Moving into the next budget cycle, Sustainability Work Plan initiatives include enhanced technology to optimize the fee structure and service levels, pursuing sponsorship opportunities and on-going optimization opportunities to realise cost savings and efficiencies. From a capital perspective, much-needed lifecycle renovations to the 18-hole course at McCall Lake will be completed for the 2019 season. It is anticipated that the revitalized facility will create renewed interest from golfers and result in increased attendance and revenue generation.

The updated Work Plan, presented in Attachment 4, aligns with the timing of the One Calgary 2019-2022 cycle. In addition to the core objective of continuing to find operational efficiencies internally, new strategies relating to site optimization, alternative use of assets, social benefit, and diversification are key components.

As per the recommendation of this report, GCO will report its progress to Council on various initiatives by Q2 of the final year of each planning cycle to inform a plan for the next cycle.

### **Stakeholder Engagement, Research and Communication**

In alignment with the Council's Guiding Principles, GCO conducts annual customer surveys to evaluate services and obtain user feedback. In 2017, customers indicated a 98% overall customer satisfaction rating with golf services provided by The City.

Additionally, GCO utilizes the Golf Management Advisory Committee, comprised of a representative cross-section of golf course users to provide input and feedback on customer experience, operations, and capital master plans.

### **Strategic Alignment**

The Golf Course Sustainability Work Plan update directly aligns with Council's priorities to build: A City of Inspiring Neighbourhoods; A Healthy and Green City; and A Well-run City.

The *Recreation Master Plan* describes a comprehensive recreation service delivery continuum, which is the most effective way to provide Calgarians affordable, accessible and relevant recreation opportunities.

The *Sport for Life Policy* defines The City's commitment to Calgarians to support and develop sport, including golf, through the implementation of four key pillars: Delivering Sport Programs and Initiatives; Building Infrastructure; Allocating Infrastructure; and Prioritizing Investment.

The *Municipal Development Plan* acknowledges that Recreation, which includes sport, plays an important role in: building complete, strong and great communities; adding to the cultural vitality of The City; contributing to economic development and prosperity; fostering active and vibrant neighbourhoods; and sustaining healthy communities by promoting active living.

### **Social, Environmental, Economic (External)**

GCO's operations are driven by the Council-approved Guiding Principles reflecting GCO's role in the spectrum of services offered by Calgary Recreation within the context of a competitive golf marketplace and Triple Bottom Line policy.

## **Golf Sustainability Work Plan Update**

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### **Social**

Golf is a source of physical activity and is the top outdoor recreational activity for Calgarians aged 65 and over. Inclusive, accessible and affordable municipal golf opportunities to all Calgarians is key to the spectrum of recreational services offered by The City and contributes to overall quality of life and citizen satisfaction.

Opportunities also exist for golf assets to become community and sport hubs, ensuring they are strongly connected to the communities in which they are situated.

### **Environmental**

Golf Course Operations steward 750 acres of land within Calgary providing green space and contributing to Calgary's urban forest. The facilities make good use of public land and accommodate significant corporate infrastructure such as storm water drainage, utility and roads rights of way, water reservoirs and flight pathways, and preserve natural areas and wildlife corridors.

### **Economic**

Municipal golf facilities provide green space and affordable recreational opportunities to make Calgary an attractive place for residents, visitors and businesses alike. In operating golf facilities, the acquisition of materials and services also supports local employment and business opportunities.

### **Financial Capacity**

#### ***Current and Future Operating Budget:***

Through continued implementation of the Golf Sustainability Work Plan, GCO anticipates continued improvement in operating performance. The outcomes of the combined Work Plan initiatives are anticipated to optimize revenue while balancing service levels and costs with social benefits. Recovery rates will be monitored with changes brought forward as part of annual adjustment processes.

Achieving operating budget targets are subject to weather and contingent upon market assumptions, economic factors and inflationary increases, such as utilities, materials and vehicles & equipment.

#### ***Current and Future Capital Budget:***

There are no direct capital impacts as a result of this report.

### **Risk Assessment**

The financial viability and feasibility of various service models must give due consideration to implications under the Alberta Labour Relations Code. Confirmation from an industry consultant has verified that it is highly unlikely third-party interest would exist given labour relations code complexities. Additional contracting options will be assessed moving forward with the aim to realise cost savings while ensuring service level expectations can be met.

Without reasonable capital investment, GCO's ability to fully realise business opportunities is hindered. Over time, asset conditions and market share will decline, and further reducing revenue-generating opportunities. Four capital business cases have been developed for Council consideration, including a new clubhouse facility at Shaganappi golf course.

**Community Services Report to  
SPC on Community and Protective Services  
2018 June 06**

**ISC: UNRESTRICTED  
CPS2018-0349  
Page 8 of 8**

### **Golf Sustainability Work Plan Update**

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Diversion of limited staff resources to respond to contracting or leasing of golf courses places a strain on GCO's ability to advance Work Plan initiatives and manage day-to day business activities.

The effect on business performance of unpredictable seasonal weather trends and economic downturn impacts should not be underestimated. This is true for all outdoor recreation asset providers, but is acutely felt in the golf industry.

Exploration of the redevelopment or sale of golf courses is an extremely sensitive matter in terms of public opinion.

Should any golf course be closed, the financial cost to maintain the asset would remain with the Corporation.

#### **REASON(S) FOR RECOMMENDATION(S):**

- Delivering municipal golf services through a City-operated model allows The City to continue offering quality, affordable and accessible golf opportunities to Calgarians in alignment with Council-directed Golf Guiding Principles.
- Since implementation of the Work Plan began in 2015, GCOs operational and capital efficacy has improved. Further cumulative gains are anticipated through continued implementation and ongoing improvements to technology. Where efficiencies can be realised, this can include contracting of select services.
- In consultation with industry experts and City Law- Labour Relations, it has been determined that GCO is unable to action many of the requests in the Motion Arising (CPS2017-0539), because of implications under Alberta Labour Relations Code.
- Looking forward GCO has updated the Work Plan to include additional strategies to be undertaken within the One Calgary cycle (2019 – 2022).
- Through continued implementation of the Work Plan and continual adjustments as needed, enhanced community benefits through site optimization, and a variety of initiatives, improved financial performance is anticipated.

#### **ATTACHMENT(S)**

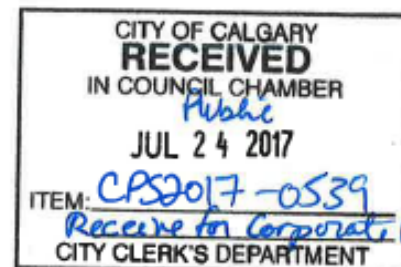
1. Golf Tax – Motion Arising
2. Previous Council Direction
3. Golf Course Inventory Overview
4. Updated Golf Course Operations Sustainability Work Plan
5. Golf Course Operations Highlights
6. CONFIDENTIAL Golf Service Model Analysis Update



**OR A MOTION ARISING**

**3) Administration issue a Request for Expression of Interest (REOI) to provide information and options in determining the potential interest by third parties to explore a different operating model for city-owned courses (6 public courses and three driving ranges). And further, to assess the current service delivery model to explore the maximum benefits to the citizens of Calgary and include but not be limited to what operating options may include but not be limited to:**

- **A standard landlord-tenant relationship with leasing out all or some of the golf courses to a private operator;**
- **Term for 10 – 20 years.**
- **Financing option models that are net and carefree to the City that will assist in sustaining the ongoing operation of the Courses,**
- **Lease or Licence of the entire golf operations on a course by course basis.**
- **Lease or Licence portions of the assets / enhanced food operations.**
- **Variations of the current model whereby the City provides direct operation of the courses in terms of grounds maintenance and overall supervision of the courses, or a variation on the current model. The balance of the operation including all customer service personnel, ticket sales, cart rentals and pro-shop services, food and beverage concessions would be operated by individual third party operators.,**
- **Commentary on the current pricing structure model for Courses including surge pricing to change market rates for the green fees or apply demand based pricing.**





### **PREVIOUS COUNCIL DIRECTION**

On 2015 December 14, Council adopted CPS2015-0947 Golf Course Operations Sustainability Work Plan Update:

1. Direct Administration to continue providing municipal golf services with a City operated service model, inclusive of contracting out select services where efficiencies can be realized; and
2. Direct that Attachment 2 remain confidential pursuant to Sections 23(1)(b), 24(1)(c), 24(1)(g) and 25(1)(c) of the *Freedom of Information and Protection of Privacy Act*, until Administration fully implements Council's decision(s) with regard to Attachment 2 content.

On 2015 June 29, Council adopted CPS 2015-0492 Golf Course Capital Update:

That Council receive this update report for information.

On 2014 July 21, Council adopted recommendations contained in Report CPS2014-0398 McCall Lake Redevelopment Feasibility Study:

1. Direct Administration to discontinue McCall Lake redevelopment planning and Outline Plan preparation;
2. Direct Administration to implement the Updated Golf Course Operations Sustainability Work Plan as outlined in Attachment 2, after amendment to the Targeted Completion Date for the Item „Service Model Analysis“, contained on Page 1 of 2, by deleting the date “Q1 2016”, and by substituting with the date “Q4 2015”; and
3. Direct that Attachments 6 and 7 remain confidential pursuant to Sections 23(1)(b), 24(1)(c), 24(1)(g), 25(1)(a), 25(1)(b), and 25(1)(c) of the *Freedom of Information and Protection of Privacy Act*.

On 2013 May 27, Council adopted CPS2013-0410 Golf Course Operations Guiding Principles:

1. Approve the guiding principles as a framework for Golf Course Operations revised fee structure decisions making; and
2. Direct Administration to bring a revised fee structure to Council during the 2014 budget adjustment process (2013 November) for consideration.

On 2012 October 15, Council adopted CPS2012-0702 Golf Course Operations Operational Business Review & Update:

1. Approve, in principle, the elimination of the \$200,000 annual contribution to general revenues from the Business Unit Recreation – Golf, Operating Budget Program 426 and refer this recommendation to the 2013 budget adjustment process in 2012 November for consideration;
2. Approve, in principle, the change of Golf Course Operations mandate from “fully self-sufficient” to “tax supported” to align with the mandate of the rest of the Recreation Business Unit and refer this recommendation to the 2013 budget adjustment process in 2012 November for consideration;

3. Approve the recommendations outlined in Attachment 2, Appendix 4 to develop a revised golf course fee structure and report back through SPC on Community and Protective Services by 2013 May with recommendations on golf fee structure.
4. Approve Administration Recommendation 4 and that Recommendation 4 remain confidential under Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25(1)(c)(ii) of the *Freedom of Information and Protection of Privacy Act*; and
5. Direct Administration Recommendation 4, as amended, and the Report and Attachments, remain confidential pursuant to Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25(1)(c)(ii) of the *Freedom of Information and Protection of Privacy Act*



### Golf Course Inventory Overview

Golf Course Operations maintains 750 Acres of land within the city limits. The courses are dispersed widely across the city and normally accommodate more than one corporate need. The facilities make good use of public land by providing greenspace relief in the urban environment while also accommodating significant corporate infrastructure such as major storm water drainage, utility and road rights of way, water reservoirs and flight paths.

The information provides is a high-level overview of infrastructure accommodated at each golf course location.

Golf Course	Size - Acres	Overview of infrastructure	Estimated operating cost per hectare for maintained and natural parkland (2015 OMBI)
Confederation Park – 9 holes and driving range	104	<ul style="list-style-type: none"> <li>• Crown claimed land through the middle of the site in proximity to Confederation Creek.</li> <li>• Serves as significant storm water catchment for adjacent communities.</li> </ul>	\$542 615
McCall Lake - 27 holes and driving range	256	<ul style="list-style-type: none"> <li>• North half of the site has severe restrictions due to NavCanada requirements on runway approach. Moderate NavCanada restrictions extend to balance of site.</li> <li>• Large storm water pond for NE Calgary managed by Water Resources. The storm pond is Crown Claimed and subject to provincial restrictions.</li> <li>• Significant Parks Birthplace Forest presence. Approximately 10,000 trees, valued over \$2 million by Urban Forestry, occupy three separate areas within the course.</li> </ul> <p>Extensive Sanitary and Storm ROW and infrastructure throughout site.</p>	\$1 336 129
Shaganappi Point – 27 holes and driving range	139	<ul style="list-style-type: none"> <li>• Portion of this site North of 8<sup>th</sup> avenue was deeded to the City with an Habendum on title restricting activity to Park and Recreation use.</li> <li>• South of 8<sup>th</sup> avenue there are two large storm ponds managed by Water Resources.</li> <li>• Two ATCO rights of way bisect the site and along with other utility corridors.</li> <li>• Location of Emergency Measures Operations transmission tower.</li> </ul>	\$725 456
Richmond Green – 9 holes	20	<ul style="list-style-type: none"> <li>• Location of significant Water Resources infrastructure including two potable water reservoirs and a large pump station. These structures underlie and occupy approximately 70% of the site.</li> </ul>	\$104 337
Lakeview – 9 holes	40	<ul style="list-style-type: none"> <li>• Extensive above ground and below ground utility infrastructure.</li> <li>• Setback requirements from the edge of the Glenmore reservoir exist due to geotechnical stability requirements.</li> </ul>	\$ 208 802

Maple Ridge – 18 holes	173	<ul style="list-style-type: none"> <li>• City contract with Willow Park Golf Course (west of Maple Ridge) dating to 1969 for the City to provide a water transfer line.</li> <li>• Storm water pond in the west half of the site managed by Water Resources.</li> <li>• Northeast third of the site has geotechnical stability issues.</li> <li>• East edge is within the Deerfoot Trail expansion right of way.</li> </ul>	\$902 919
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\*Municipal Benchmarking Network Canada – a municipal national benchmarking initiative (2015)

Parks Operating Cost per Hectare – Maintained and Natural Parkland City of Calgary - \$12,879 per Hectare

## Updated Golf Course Operations Sustainability Work Plan – 2018 May

The City of Calgary has provided golf services to Calgarians for over 100 years and currently operates eight golf courses at six locations in addition to three driving ranges. Golf facilities accommodate over 300,000 visits annually excluding winter recreational access.

Purpose: An objectives document with key focus areas to approach continuous innovative and creative golf business development in alignment with Council directed Guiding Principles to ensure golf remains relevant and cost appropriate in a highly competitive sector. This will be done through efficient and effective operations, facility and sport diversification opportunities, and capital initiatives critical to the long-term sustainability of municipal golf courses.

Relevant Previous Council Direction:  
CPS2012-0702, CPS2013-0410, CPS2014-0398

<b>Operating Items:</b> Initiatives to enhance the efficiency of course maintenance and clubhouses, increase revenue and support customer service objectives		
<b>Objective and Description</b>	<b>Action Plan 2015 – 2018 Outcomes</b>	<b>One Calgary 2019 – 2022 Initiatives &amp; Outcomes</b>
<b>Revenue Optimization</b>  <i>Seek opportunities to increase revenues to improve bottom line business performance. e.g. fees, rentals, food &amp; beverage services, driving range.</i>  <i>Pursue alternative revenue generating opportunities e.g. sponsorship, partnerships, etc.</i>	<ul style="list-style-type: none"> <li>• Introduction of revised demand based fee structure introduced. Pricing strategies optimize high demand times while driving discounts to less popular periods.               <ul style="list-style-type: none"> <li>○ \$445K average revenue annual increase</li> <li>○ Implementation of special offers and deals to drive bookings to slower periods</li> </ul> </li> <li>• Food and beverage - new front counter concession coolers, annual changes in product mix, expanded on-course beverage carts.               <ul style="list-style-type: none"> <li>○ Up to \$80K revenue increase</li> <li>○ Current infrastructure limits GCO to operating concessions based on a 'cash and carry' format which yields profits and efficiencies.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of enhanced technology to fill underutilized tee times through greater use of flexible pricing strategies</li> <li>• Increase revenue per round through higher range, rental and concession sales</li> <li>• Implementation of Recreation sponsorship strategy specific to generate revenue and cost savings associated with golf course assets.</li> <li>• Annual fee adjustments subject to market conditions.</li> <li>• Affordable access to recreational golf opportunities is maintained.</li> </ul>

<p><b>Service Model Analysis</b></p> <p><i>Investigate a range of alternate models for service delivery inclusive of analysis of risks, benefits and Triple Bottom Line (TBL) impacts</i></p>	<ul style="list-style-type: none"> <li>• 2015 - Report to Council Q4 2015 Golf Course Operations Sustainability Work Plan Update (CPS 2015-0947). Administration directed to continue providing municipal golf services with a City-operated service model, inclusive of contracting out select services where efficiencies can be realized.</li> <li>• 2016 - EOI to assess market interest and ability for contracting options of grounds maintenance activities.</li> <li>• 2017 – three-year pilot contract awarded to complete rough mowing and trimming at two golf course locations. <ul style="list-style-type: none"> <li>○ \$20,000 savings in 2017</li> <li>○ Learnings from first year to be applied in 2018.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Continue assessment of viable contracting opportunities.</li> <li>• Potential for additional contracting opportunities subject to funding availability and completion of capital improvements. <ul style="list-style-type: none"> <li>○ Upgrades to clubhouses at Shaganappi and Confederation would allow additional revenue generating capabilities (e.g. room rentals and events and inclusive of contracting opportunities for banquet and restaurant services).</li> </ul> </li> <li>• Expanded services to customers and improved bottom line business performance.</li> </ul>
<p><b>New and Enhanced Technology and Business Tools</b></p> <p><i>Enhanced technology to optimize demand based fee structure, improve efficiencies and customer service delivery while also enhancing internal business reporting tools.</i></p>	<ul style="list-style-type: none"> <li>• Leveraged golf specific app to enhance customer experience. (39,000 app downloads) <ul style="list-style-type: none"> <li>○ Notifications to customers on golf course news and special offers.</li> <li>○ Access to tee time bookings</li> </ul> </li> <li>• Development of business reporting tools to assess daily utilization, playable days and impacts of inclement weather on revenues.</li> </ul>	<p>Implementation of new technology solution anticipated for Q1 2020.</p> <ul style="list-style-type: none"> <li>○ Enhanced customer communications and access to golf tee times and services.</li> <li>○ Efficiencies in customer service delivery</li> <li>○ Improved on-demand business and reporting tools</li> <li>○ More advanced capabilities to market tee times to optimize revenue and attendance.</li> </ul>
<p><b>Optimization - Customer Satisfaction</b></p> <p><i>Maintain above average customer satisfaction ratings</i></p>	<ul style="list-style-type: none"> <li>• <b>98% Customer satisfaction rating (2017)</b></li> <li>• Implementation of Quality assurance program,</li> <li>• Utilization of secret shoppers during the season to assess golf products and services for quality as well as potential improvements.</li> <li>• Pace of play initiative introduced to improve customer golf experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual customer surveys and alternative feedback mechanisms implemented to evaluate and improve golf products and services.</li> <li>• Retain high customer satisfaction levels</li> </ul>



<p><b>Optimization – Marketing initiatives</b></p> <p><i>Use of marketing and business strategies to retain and increase attendance levels.</i></p>	<ul style="list-style-type: none"> <li>• Creation of special offers and deals to drive traffic to lower demand times.</li> <li>• Special Events to grow the business and increase golf participation (e.g. Ladies Nights, Family Nights, Grandparents Day).</li> <li>• Targeted marketing campaigns to specific customer segments (e.g. families, seniors, millennials, etc.)</li> <li>• Monthly e-newsletters to keep customers informed on news</li> <li>• Leveraged sponsorship to support events and generate revenue (approx. \$15,000 annually).</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage existing and new tools to communicate with golfers</li> <li>• Advance ‘targeted’ marketing strategies through enhanced technology.</li> <li>• Continued evaluation of tee time utilization to create offers and deals to increase tee time bookings.</li> <li>• Increased attendance and revenues</li> </ul>
<p><b>Optimization - Cost Savings &amp; Efficiencies</b></p> <p><i>Seek opportunities to ensure effective use of resources, materials and assets.</i></p>	<ul style="list-style-type: none"> <li>• Approximately \$500K total savings realized in 2015-2017. Examples of initiatives: <ul style="list-style-type: none"> <li>○ Regular review of hours of operation to align with demand</li> <li>○ Centralized purchasing to realize economies of scale.</li> <li>○ Regular review of vendors and costs undertaken to identify potential efficiencies.</li> <li>○ Annual business process reviews to identify staff efficiencies.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Regular review of processes, staffing levels, training, vendor contracts and service agreements.</li> <li>• Seek efficiencies through initiatives undertaken within Recreation Business Unit.</li> <li>• Improved bottom line business performance</li> </ul>
<p><b>Optimization– Inclusive, Accessible, Affordable</b></p> <p><i>Provision of golf opportunities to target groups municipal courses are uniquely positioned to serve (e.g. Seniors, youth, families, schools and economically challenged citizens)</i></p>	<ul style="list-style-type: none"> <li>• Over 63,000 rounds played by Seniors, families and youth</li> <li>• Work with local schools with golf as part of their curriculum (3,000 annual school visits to driving ranges and par 3 courses).</li> <li>• Actively working with a variety of community groups and partners.</li> <li>• Subsidized low cost and/or free learn to golf opportunities are available to low income families and youth as well as low resourced schools in Calgary.</li> </ul>	<ul style="list-style-type: none"> <li>• Seek opportunities to reach new schools, community groups and partners.</li> <li>• Regular assessment of pricing and participation rates to assure affordable, inclusive and accessible golf is available to Calgarians.</li> </ul>

<p><b>NEW - Site Optimization - Multi-Sport Opportunities and Community Space (New)</b></p> <p><i>Through merger of Golf and Sport Development, implement Initiatives that maximize the use of amenities functionally, financially and culturally through identification of opportunities, partnerships and multi-sport opportunities.</i></p>	<ul style="list-style-type: none"> <li>Updated partner agreements in place to expand cross country ski opportunities available at Confederation (30,000 winter visits in 2017/2018), Shaganappi, Maple and Lakeview</li> <li>Initial planning for a pilot technology project which electronically captures passive use of all winter use activities at Confederation including skiing, tobogganing, walking, biking, Lions Festival of Lights, etc. (Q4 2018).</li> </ul>	<p><b>NEW –</b></p> <ul style="list-style-type: none"> <li>Seek complimentary, non-golf activities to maximize the use of facilities year round</li> <li>Seek opportunities to use golf amenities as community hubs</li> <li>Benefits and access to golf facilities is available to more Calgarians.</li> </ul>
<p><b>Land and environmental stewardship</b></p> <p><i>Explore and implement best practices and innovative approaches to maintenance activities and green space management.</i></p>	<p>Regular ISO and HSE audits completed to assure compliance and a safe work environment for staff and customers.</p> <p>Conversion of Lakeview Golf Course irrigation to non-potable water source. Project includes North Glenmore Athletic Park. Annual cost savings: \$70,000-\$100,000</p> <p>Work with other Business Units to protect and sustain city infrastructure.</p> <ul style="list-style-type: none"> <li>Water Resources – pump house for water infrastructure at Richmond Green</li> </ul>	<ul style="list-style-type: none"> <li>Assure compliance with legislative requirements</li> <li>Continuous improvement, evaluation and where feasible pilot implementation of new maintenance approaches to improve assets and overall course conditions.</li> <li>Collaboration with other business units to accommodate, protect and sustain City infrastructure and assets. <ul style="list-style-type: none"> <li>Water Resources projects</li> <li>Transportation - Road Rights of Way</li> </ul> </li> <li>Other utilities including third party (ATCO, ENMAX)</li> <li>Golf courses support good use of public lands and corporate infrastructure and provide broad benefits to citizens.</li> </ul>
<p><b>Capital Items:</b> To seek internal and external opportunities for capital infrastructure development to improve quality, function and potential revenue of existing infrastructure.</p>		
<p><b>Objective and Description</b></p>	<p><b>Action Plan 2015 – 2018 Outcomes</b></p>	<p><b>One Calgary 2019 – 2022 Outcomes</b></p>
<p><b>Alternative Funding Methodologies</b></p>	<ul style="list-style-type: none"> <li>\$6.7M secured through Sport Facility Renewal Grant for McCall Lake Upgrades.</li> </ul>	<ul style="list-style-type: none"> <li>Continue work with finance and capital development to support capital improvements,</li> </ul>

<p><i>Investigate potential funding sources, including potential grant opportunities, to secure funding for needed capital infrastructure projects.</i></p>	<ul style="list-style-type: none"> <li>• \$1 Million donation from private citizen specific to future capital at Shaganappi (e.g. new clubhouse)</li> <li>• No additional capital grant opportunities identified during current business cycle.</li> </ul>	<p>enabling municipal courses to retain and build market share.</p> <ul style="list-style-type: none"> <li>• Continue to seek alternative funding and grant opportunities.</li> <li>• Investigation of capital opportunities to support year-round use.</li> </ul>
<p><b>Capital Plan</b></p> <p><i>Work with Capital Development and Facility Management to ensure golf course capital requirements are known and prioritized holistically and demonstrate strong ROI based on available funding.</i></p>	<ul style="list-style-type: none"> <li>• Master Plans completed or updated for three of six locations.</li> <li>• Building Condition assessments completed for all structures.</li> <li>• Completion of irrigation system assessment and master plan project.</li> <li>• Annual prioritization of capital needs subject to funding availability.</li> <li>• Completion of paving and pathway project at Lakeview golf course (2016)</li> <li>• Planning underway to address drainage issues at Confederation (i.e. parking lot and #9 fairway).</li> </ul>	<p>Subject to Council approval of capital budget packages. Four business cases to be brought forward through One Calgary 2019-2022.</p> <ol style="list-style-type: none"> <li>1. Shaganappi Point and Confederation Park Clubhouses</li> <li>2. Shaganappi Point maintenance facility</li> <li>3. Annual lifecycle maintenance</li> <li>4. Upgrades include 18 holes per business cycle</li> </ol>





## Golf Course Operations – Highlights

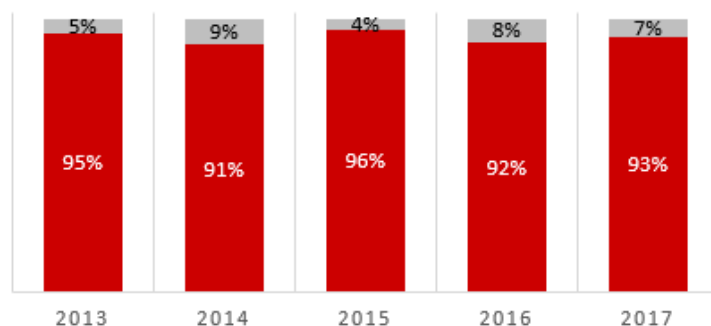
Council Approved Guiding Principles: Quality, Sustainability, Accessibility, Affordability, Community Benefit, Accountability

**300,000+** Visits to municipal golf courses each year.

### GOLF TAX SUPPORT RATES

2013 - 2017

■ Tax Support Rate



Tax Support \$(000)

2013	2014	2015	2016	2017
\$503	\$964	\$435	\$885	\$710

**Annual tax support: Percentage of total golf expenditures funded through tax support. Remainder is funded through golf revenues**

*Annual revenues are subject to the impact of inclement weather or other factor. (e.g. 2017: 67 days weather and 2014: September Snow Event)*

Implementation of the Council Approved Golf Sustainability Work Plan initiatives is on-going with the aim to enhance operating and capital sustainability.

Updated: May 2018



Overall satisfaction with City Golf Courses.

*2017 Golf Customer Satisfaction Survey*

**30,000+** Winter Visits for cross country skiing, tobogganing and Lions Festival of Lights

### Sustainability Work Plan

**\$525,000**

Average revenue increase due to new fee structure and food & beverage enhancements

*2015/2016/2017*

**66,000**

Senior, Junior and Family rounds of golf annually

### 2017 & 2018 initiatives

2017: pilot contracting of select grounds maintenance activities.

**Savings to date: \$20,000**

2018: McCall Lake Golf Course capital renovations underway, expand sponsorship initiatives, advance off season winter use.

**Golf is the #1 outdoor recreation activity for Calgarians over 65.**

*2015 Facility Design and Enhancement Study*

**83%**

Golfers state physical activity is the primary benefit from playing golf at city courses.

*2017 Golf Customer Satisfaction Survey*

### Value for Money

And likelihood to recommend received the highest ratings ever in 2016.

*2016 Golf Customer Satisfaction Survey*

### Cost, Convenience, Accessibility

Top 3 responses to what customer's value most about City courses.

*2017 Golf Customer Satisfaction Survey*

For many, City courses are the difference between being able to participate in the sport and not being able to participate at all.

### Beyond Provision of Golf

- Multi-use opportunities offered
- 750 acres of green space relief
- Stewards of significant corporate infrastructure (i.e. storm water drainage, utility and road rights of way and water reservoirs).



## Golf Benefits - Highlights

### Weekly League Play

- 38 weekly block booking clubs
- 1,120 tee times each week
- Majority of league players are seniors

### Fun and Affordable

- Family rates at Par 3 courses
- Events for beginners, youth, families and ladies
- FREE golf for kids – Take A Kid to Course Week event
- Range of discount options for seniors and youth

### Small Groups/tournaments

- Over 1,500 players participate in small group bookings (e.g. wedding parties, team building events and church groups.)

### Winter Use

- Cross country skiing at Confederation Park, Shaganappi Point, Lakeview and Maple Ridge
- Special event venue (e.g. Lions Festival of Lights, Calgary Stampede 100 year fireworks displays)

### Schools

- 3000 student visits to driving ranges and Par 3 courses

### Community Event Connections

- Golf Ambassadors attend local community events to create awareness of affordable, accessible golf.
- Community Association driving range nights with introductory golf lesson
- Access to community groups (e.g. Special Olympics, Kerby Centre, Guyana Canada Cultural Society, Golf around for Women, etc.)

### Collaborations & Partnerships

- Junior golf programs and camps
  - Work with Calgary Board of Education, Catholic School Board, Mount Royal University, University of Calgary, Recreation Leisure Centre's, Calgary After School
- Foothills Nordic Ski Club
- Calgary Ski Club
- Calgary Lion's Club – Festival of Lights

### Subsidy Opportunities

- Work with 13 low resourced schools throughout Calgary
- Connecting to youth through local service clubs: Big Brothers & Big Sisters, Kids Upfront, Metis Family Services, Catholic Immigration Society, Child & Family Services, Children's Link Society, Closer to Home.
- Fee Assistance – reduced rates for individuals and families registered via The City of Calgary Fair Entry program

### Accommodating Special Needs

- Golf X-press golf cart available to those unable to play from a standing position
- Special needs golf carts at all locations for golfers with mobility challenges.
- Access to courses for golfers with a family member unable to play due to a disability.
- Group bookings for persons with health-related challenges (e.g. Association for Rehabilitation of the Brain Injured, Stroke Recovery patients program)

## **GREEN LINE CITY SHAPING IMPLEMENTATION STRATEGY - DEFERRAL**

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### **EXECUTIVE SUMMARY**

Administration requests a deferral for the report on the Green Line City Shaping Implementation Strategy (the Strategy). Work continues on building the Strategy, however due to new Green Line senior leadership and the project execution plan that is underway, it has not been finalized. The project execution plan includes a constructability review and will provide certainty on scope, cost and schedule. Upon further refinement of the project execution plan, the Green Line City Shaping Implementation Strategy will be finalized and will be brought forward to Council in Q4 2018.

### **ADMINISTRATION RECOMMENDATION(S)**

That the SPC on Community and Protective Services recommend that Council defer the report on Green Line City Shaping Implementation Strategy to report back to the SPC on Community and Protective Services no later than Q4 2018.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2017 June 26, Council approved the approach of the City Shaping Framework and directed Administration to report back through the Standing Policy Committee on Community and Protective Services no later than Q2 2018 with a City Shaping Strategic Implementation Plan that delivers City Shaping priorities and resource needs for Action Plan 2019-2022 budget cycle.

In 2017 April 10, Green Line City Shaping Update (CPS2017-0270) defined the fourth layer of the Green Line as an approach to achieve outcomes linked by transit, focused on people, places, and programs. The fourth layer of the Green Line was part of the holistic planning approach developed by Administration and approved by Council to deliver on the long-term vision of the Green Line.

City Shaping was also included in the following reports to Council: 2018 March (TT2018-0145), 2016 March (TT2016-0220), 2016 June (TT2016-0483), 2016 September (TT2016-0705), 2016 December (TT2016-0927).

### **INVESTIGATION**

In June 2017, Administration was directed to report back to the Standing Policy Committee on Community and Protective Services no later than Q2 2018 with a City Shaping Implementation Strategy. The Implementation Strategy would build on the Green Line City Shaping Framework that was approved by Council on 2017 June 26. Administration has undertaken steps to complete the City Shaping Implementation Strategy however a deferral is being requested due to changes to Green Line senior leadership and while a constructability review is underway. Completion of the project execution plan will provide certainty on scope, cost and schedule. It is important to note that the ownership of City Shaping strategies remain within the Community Services department, whereas the planning of the City Shaping strategies should be integrated with the Green Line business unit to provide a collaborative and coordinated City Shaping and Transportation solution. Future City Shaping Layer 4 projects will be delivered by the Community Services department (note the current scope of the Stage 1 project funding does not include City Shaping projects). Both the Transportation and the Community Services departments require the results and measurable outcomes which the City has committed to.

## **GREEN LINE CITY SHAPING IMPLEMENTATION STRATEGY - DEFERRAL**

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### **Stakeholder Engagement, Research and Communication**

None regarding this request to defer.

### **Strategic Alignment**

None regarding this request to defer.

### **Social, Environmental, Economic (External)**

There are no social, environmental or economic impacts associated with this report.

### **Financial Capacity**

#### **Operating Budget:**

There are no operating budget impacts associated with this report.

#### **Capital Budget:**

There are no capital budget impacts associated with this report.

### **Risk Assessment**

The ability to leverage the investment in the Green Line LRT was the foundation of the four-layer approach. Changes to the structure and ownership around the layered approach could compromise the development and delivery of the City Shaping layer in a coordinated manner. The City Shaping work needs to remain a priority and key consideration in alignment with Layers 1, 2 and 3. Without a coordinated approach, there is a risk of lost opportunities for funding, strategic land acquisition, and engaging the community, which could limit the success of the overall Green Line long term vision.

#### **REASON(S) FOR RECOMMENDATION(S):**

A deferral is being requested due to the new Green Line senior leadership and until the project execution plan is further developed. The project execution plan will be based on a constructability review and will provide more certainty on scope, cost and schedule.