



REVISED AGENDA

STRATEGIC MEETING OF COUNCIL

July 4, 2018, 9:30 AM
IN THE COUNCIL CHAMBER

1. CALL TO ORDER
2. OPENING REMARKS
3. QUESTION PERIOD
4. CONFIRMATION OF AGENDA
5. CONFIRMATION OF MINUTES
 - 5.1 Minutes of the Strategic Meeting of Council, 2018 June 18
6. PRESENTATION(S) AND RECOGNITION(S)

None
7. CONSENT AGENDA

None
8. POSTPONED REPORTS

(includes related/supplemental reports)
9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 9.1 OFFICER OF COUNCIL REPORTS
None
 - 9.2 ADMINISTRATION REPORTS
 - 9.2.1 Remote Participation in Council and Committees - C2018-0788

NEW MATERIALS

 - 9.2.1.1 Remote Participation in Council and Committees, C2018-0788
Cover Report and Attachments
- 9.3 COMMITTEE REPORTS
None

10. ITEMS DIRECTLY TO COUNCIL

10.1 NOTICE(S) OF MOTION
None

10.2 BYLAW TABULATIONS
None

10.3 MISCELLANEOUS BUSINESS
None

11. URGENT BUSINESS

12. CONFIDENTIAL ITEMS

12.1 CONSENT AGENDA
None

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

12.2.1 One Calgary Program Update – Financial Situation Awareness - C2018-0848
Held confidential subject to Sections 23, and 24 of *FOIP*.

12.2.2 (Postponed) Rivers District Community Revitalization Levy Discussion Update -
C2018-0816
Held confidential subject to Sections 16, 23, 24, 25, and 27 of *FOIP*.

12.3 URGENT BUSINESS

13. ADMINISTRATIVE INQUIRIES

14. ADJOURNMENT



MINUTES
STRATEGIC MEETING OF COUNCIL

June 18, 2018, 9:30 AM
IN THE COUNCIL CHAMBER

PRESENT:

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

ALSO PRESENT:

City Manager J. Fielding
Acting Deputy City Manager C. Arthurs
Acting City Solicitor J. Floen
Chief Financial Officer E. Sawyer
General Manager S. Dalglish
General Manager R. Stanley
General Manager K. Hanson
General Manager M. Thompson
General Manager D. Duckworth
City Clerk L. Kennedy
Legislative Recorder J. Lord Charest
Legislative Assistant D. Williams

1. CALL TO ORDER

Mayor Nenshi called today's Meeting to order at 9:31 a.m.

2. OPENING REMARKS

Mayor Nenshi provided opening remarks and called for a moment of quiet contemplation at today's Meeting.

3. QUESTION PERIOD

1. Councillor Chu

Topic: Enforcement and educational initiatives for Nose Hill park.

2. Councillor Magliocca

Topic: Maintenance of City owned parks outside of the downtown core.

3. Councillor Farkas

Topic: Property tax penalties.

4. CONFIRMATION OF AGENDA

Moved by Councillor Demong
Seconded by Councillor Carra

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

12.3.1 Calgary 2026 Olympic Update (Verbal), VR2018-0048

MOTION CARRIED

Moved by Councillor Gondek
Seconded by Councillor Chahal

That the Agenda for the 2018 June 18 Strategic Meeting of Council, be confirmed, **as amended.**

MOTION CARRIED

5. CONFIRMATION OF MINUTES

Moved by Councillor Demong
Seconded by Councillor Farkas

That the Minutes of the following Meetings be confirmed:

5.1 Minutes of the Public Hearing Meeting of Council, 2018 April 16

5.2 Minutes of the Regular Meeting of Council, 2018 May 28

MOTION CARRIED

6. PRESENTATION(S) AND RECOGNITION(S)

None

7. CONSENT AGENDA

None

8. POSTPONED REPORTS

None

9. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

9.1 OFFICER OF COUNCIL REPORTS

None

9.2 ADMINISTRATION REPORTS

9.2.1 One Calgary Program - Connecting the Dots, C2018-0755

A PowerPoint Presentation, entitled "One Calgary Program - Connecting the dots", dated 2018 June 18, was distributed with respect to C2018-0755.

Item 9.3.1, Report PFC2018-0721, was brought forward, by general consent, to be dealt with at this time.

Moved by Councillor Magliocca
Seconded by Councillor Keating

That with respect to Report C2018-0755, the following be adopted, **after amendment**:

That Council:

1. Pursuant to Section 17(2) of Procedure Bylaw 35M2017, approve the addition of a Regular Meeting of the Priorities and Finance Committee to be held on Monday, 2018 September 17, in the Council Chamber;
2. Pursuant to Section 17(2) of Procedure Bylaw 35M2017, approve the revisions to the following meetings' start times from 9:30 a.m. to 8:30 a.m., **and further, that the Adjournment times for these meetings be scheduled to no later than 6:00 p.m. the day the meeting is held:**
 - 2018 September 04, Priorities and Finance Committee;
 - 2018 September 05, SPC on Community and Protective Services;
 - 2018 September 06, SPC on Transportation and Transit;
 - 2018 September 12, SPC on Utilities and Corporate Services;
 - 2018 September 13, SPC on Planning and Urban Development;
 - and
 - **2018 September 17, Priorities and Finance Committee.**
3. Direct that the One Calgary service items presented at the following Committee meetings be aligned with the Citizen Priorities, as follows:
 - Priorities and Finance Committee – "A Well-Run City" (September 4, 2018);
 - Community and Protective Services – "A Prosperous City" (September 5, 2018);
 - Transportation and Transit – "A City That Moves" (September 6, 2018);
 - Utilities and Corporate Services – "A Healthy & Green City" (September 12, 2018);

- Planning and Urban Development – “A City of Safe & Inspiring Neighborhoods” (September 13, 2018); and
 - Priorities and Finance Committee – “Civic Partners” (September 17, 2018).
4. Pursuant to Section 31(3) of Procedure Bylaw 35M2017, direct that the Priorities and Finance Committee (PFC) invite members of the public to speak to One Calgary Items at the 2018 September 4 and September 17 PFC meetings; and
5. **Direct, in an omnibus motion, that all non-time sensitive reports directed to return to:**
- **Council by Q3 2018 be deferred to the appropriate 2018 October Council meeting; and**
 - **Council Committee by Q3 2018 be deferred to the appropriate 2018 October Council Committee meeting.**

MOTION CARRIED

9.2.2 Utilities Indicative Rates and Funding New Growth, C2018-0787

A PowerPoint Presentation entitled “One Calgary: Utilities Indicative Rates and Funding New Growth” was distributed with respect to Report C2018-0787.

Council recessed at 12:01 p.m. and reconvened at 1:19 p.m. with Deputy Mayor Davison in the Chair.

Mayor Nenshi resumed the Chair at 1:24 p.m. and Deputy Mayor Davison returned to his seat in Council.

Moved by Councillor Gondek
Seconded by Councillor Davison

That with respect to Report C2018-0787 the following be adopted, **after amendment:**

That Council:

1. File and delete the following Recommendation #2 from **Report C2018-0489** that was referred **from the 2018 April 25 Strategic Meeting of**

Council:

“2. Approve 2019-2022 indicative rates for Water, Wastewater and Stormwater services including new growth as outlined on slide 52 of the presentation, as distributed at today’s Meeting”;

2. Approve the 2019-2022 range of indicative rate increases for Water, Wastewater and Stormwater services **contained in** Table 3 **“Indicative Rates 2019-2022 – New Growth Community Strategy” on page 6 of 8 of this report, C2018-0787;** and

3. Direct Administration, in consultation with stakeholders, to incorporate the proportionate share of the cost of off-site utility infrastructure attributable to new growth that provides servicing to communities

approved by Council in the New Community Growth Strategy report (PFC2018-0678) into the off-site levy rates, through a proposed amendment to the water, sanitary sewer and storm sewer levy rates in Bylaw 2M2016, and report back to the Priorities and Finance Committee by no later than 2018 Q4.

RECORDED VOTE

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

Against: (1): Councillor Farkas

MOTION CARRIED

9.3 COMMITTEE REPORTS

9.3.1 Council Innovation Fund Application - Improving Budget Transparency, PFC2018-0721

Moved by Councillor Demong
Seconded by Councillor Magliocca

That with respect to Report PFC2018-0721, the following be adopted:

That Council approve the application for Council to utilize the Council Innovation Fund for the Improving Budget Transparency in the amount of \$150,000.

MOTION CARRIED

10. ITEMS DIRECTLY TO COUNCIL

10.1 NOTICE(S) OF MOTION

None

10.2 BYLAW TABULATIONS

None

10.3 MISCELLANEOUS BUSINESS

None

11. URGENT BUSINESS

12. CONFIDENTIAL ITEMS

Moved by Councillor Colley-Urquhart
Seconded by Councillor Jones

That, subject to Sections 16, 17, 19, 21, 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*, Council now move into Closed Meeting, at 2:26 p.m., in the Council Boardroom, to discuss confidential matters with respect to the following items:

Item 12.2.1 City Charter Update (Verbal), C2018-0763

Item 12.2.2 Great Plains Starfield (Verbal), C2018-0793

Item 12.3.1 Calgary 2026 Olympic Update (Verbal), VR2018-0048

ROLL CALL VOTE

For: (11): Mayor Nenshi, Councillor Carra, Councillor Chahal, Councillor Chu, Councillor Colley-Urquhart, Councillor Davison, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Magliocca, and Councillor Sutherland

Against: (4): Councillor Demong, Councillor Jones, Councillor Keating, and Councillor Woolley

MOTION CARRIED

Council reconvened in Public Meeting at 5:14 p.m. with Mayor Nenshi in the Chair.

Moved by Councillor Chahal
Seconded by Councillor Keating

That Council rise and report.

MOTION CARRIED

12.1 CONSENT AGENDA

None

12.2 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

Council recessed, in Closed Meeting, at 3:17 p.m. and reconvened in the Council Boardroom, in Closed Meeting, at 3:49 p.m. with Mayor Nenshi in the Chair.

12.2.1 City Charter Update (Verbal), C2018-0763

A Confidential PowerPoint presentation was distributed in Closed Meeting, which is to remain confidential pursuant to Sections 21, 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*, until this matter is resolved or until the implementation is complete.

Administration in attendance during the Closed Meeting discussions with respect to Report C2018-0763:

Clerk: L. Kennedy and J. Lord Charest. Advice: J. Fielding, K. Cote and J. Clarke. Legal: J. Floen. Observer: K. Hanson, M. Thompson, C. Arthurs, D. Cassidy and D. Corbin.

Moved by Councillor Carra
Seconded by Councillor Chahal

That with respect to Report C2018-0763, the following be adopted:

That Council:

1. Receive this report for information; and
2. Direct that the closed meeting discussions and presentation remain confidential pursuant to Sections 21, 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*, until this matter is resolved or until the implementation is complete.

Against: Councillor Farkas

MOTION CARRIED

12.2.2 Great Plains Starfield (Verbal), C2018-0793

Administration in attendance during the Closed Meeting discussions with respect to Report C2018-0793:

Clerk: L. Kennedy and J. Lord Charest. Advice: J. Fielding and D. Cassidy. Legal: J. Floen. Observer: C. Arthurs.

Moved by Councillor Sutherland
Seconded by Councillor Carra

That with respect to Report C2018-0793, the following be adopted:

That Council:

1. Approve Recommendation 1 as discussed during the Closed Meeting and contained in Confidential Attachment 1; and
2. Direct that the closed meeting discussions, attachment and recommendation remain confidential pursuant to Sections 16, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

12.3 URGENT BUSINESS

12.3.1 Calgary 2026 Olympic Update (Verbal), VR2018-0048

Administration in attendance during the Closed Meeting discussions with respect to Report VR2018-0048:

Clerk: L. Kennedy and J. Lord Charest. Advice: J. Fielding. Legal: J. Floen. Observers: K. Hanson, M. Thompson, D. Duckworth, C. Arthurs, K. Cote, J. Clarke and D. Corbin.

Moved by Councillor Demong
Seconded by Councillor Chahal

That with respect to Verbal Report VR2018-0048, the following be adopted:

That Council:

1. Approve Recommendations 1 and 2 as discussed during the Closed Meeting and contained in Confidential Attachment 1; and
2. Direct that the closed meeting discussions, attachment and Recommendations with respect to Verbal Report VR2018-0048 remain confidential pursuant to Sections 17, 19, 23, and 24 of the *Freedom of Information and Protection of Privacy Act*.

Against: Councillor Farkas

MOTION CARRIED

Moved by Councillor Gondek
Seconded by Councillor Chu

That subject to Section 6(2) of the Procedure Bylaw 35M2017, Section 17(2) be suspended to allow the Mayor and the City Clerk, without requiring a vote of the body, to change the location for the 2018 July 04 Strategic Meeting of Council.

MOTION CARRIED

13. ADMINISTRATIVE INQUIRIES

No Administrative Inquiries were received at today's meeting.

14. ADJOURNMENT

Moved by Councillor Jones
Seconded by Councillor Farrell

That this Council adjourn at 5:19 p.m.

ROLL CALL VOTE

For: (12): Mayor Nenshi, Councillor Chahal, Councillor Chu, Councillor Davison, Councillor Demong, Councillor Farkas, Councillor Farrell, Councillor Gondek, Councillor Jones, Councillor Keating, Councillor Magliocca, and Councillor Sutherland

MOTION CARRIED

CONFIRMED BY COUNCIL ON

MAYOR

CITY CLERK

UNCONFIRMED

Please be Advised that:

**Items from Officers, Administration and
Committees**

9.2 Administration Reports

**9.2.1 Remote Participation in Council
and Committees, C2018-0788**

Will be delivered as part of the Revised Agenda.

PLEASE INSERT HERE WHEN RECEIVED.

Thank you

**Law and Legislative Services Report to
Strategic Meeting of Council
2018 July 04**

**ISC: UNRESTRICTED
C2018-0788
Page 1 of 4**

Remote Participation in Council and Committees

EXECUTIVE SUMMARY

This report presents considerations for establishing remote participation in Council and Council Committee meetings by Members of Council.

ADMINISTRATION RECOMMENDATIONS:

That Council:

1. Adopt the remote participation process outlined in Attachment 2 for immediate use by Members of Council; and
2. Direct Administration to include this process in upcoming amendments to Procedure Bylaw 35M2017 and return to Council with those amendments no later than Q4 2018.

PREVIOUS COUNCIL DIRECTION / POLICY

At the Regular Meeting of Council on 2018 May 28, Council approved the resolution in Notice of Motion C2018-0692 directing "Administration to continue with the work already underway on these initiatives, as follows: Participation-focused improvements for meeting attendance, including but not limited to remote participation, or electronic voting, etc."

BACKGROUND

Legislation

Section 199 of the *Municipal Government Act* (MGA) permits meeting through electronic communications.

199(1) A council meeting or council committee meeting may be conducted by means of electronic or other communication facilities if

- (a) notice is given to the public of the meeting, including the way in which it is to be conducted,
 - (b) the facilities enable the public to watch or listen to the meeting at a place specified in that notice and a designated officer is in attendance at that place, and
 - (c) the facilities enable all the meeting's participants to watch or hear each other.
- (2) Councillors participating in a meeting held by means of a communication facility are deemed to be present at the meeting.

1994 cM-26.1 s199

The opportunity to use remote participation as a contingency for Members who are unable to be present at Council or Council Committee meetings has been informally discussed for several years by Council. As it is permitted in the MGA, there is no requirement to amend the Procedure Bylaw 35M2017. However, with the forthcoming amendments to the Procedure Bylaw, there is an opportunity to include the recommended procedures for ease of reference and transparency for members of the public, Administration or Council who wish to understand the process. Even without amending the Procedure Bylaw though, adopting recommendation 1 will allow Members of Council to immediately benefit from the process outlined in Attachment 2.

Remote Participation in Council and Committees

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Municipal Scan

A municipal scan, included as Attachment 1, was conducted with eight Canadian municipalities to learn if and how remote participation is administered. The scan includes:

- City of Edmonton
- Strathcona County
- City of St. Albert
- City of Toronto
- City of Regina
- City of Victoria
- City of Hamilton
- City of Vancouver

Key findings on matters such as the type of communication facility used, quorum, speaking queue, voting, procedures, and standards of practice have informed the list of process considerations below.

Identified Best Practices from Municipal Scan

- Councillors are considered present at the meeting, but do not count towards quorum.
- Quorum must be met by those Members physically present at the meeting location to avoid quorum being contingent on remote members that may be lost in the event of technological issues.
- Headsets provide better audio quality than speakerphones.
- Remote participants call-in from a quiet space with a closed door.
- Remote participants are added to the speaker's queue in either the first position, or the last position.
- The Clerk ensures the remote participant's vote is recorded.
- Remote participation is used as a contingency, not as a standard method for participating in meetings.
- Participation in closed meetings: the municipal scan shows a split between municipalities that do and do not allow for remote participation in closed meetings.
 - In the municipalities that do not allow participation in closed meetings, there is concern about the logistics of a remote participant, the ability to ensure that they are in a private location, and that all information and discussions are confidential.
 - In the municipalities that allow participation in closed meetings, there is a reliance on the outlined procedures to ensure information and discussions remain confidential.

City Clerk's Observations and Recommended Process Considerations

- Remote participation should be used as an exception and should not be a regular occurrence.
- Remote participation is available in Closed Meetings.
- Remote participants must ensure they are within a secure location to avoid inadvertent disclosure of confidential discussions, this includes ensuring that no one can hear or record comments made by any Member of Council.
- Remote participation is available in Public Hearings; however voting is not. Remote Members will not have access to any public presentations or paper distributions received

Remote Participation in Council and Committees

at the meeting, and this restricts the information available to the members participating remotely.

- Having more than one remote participant will make it more challenging to logistically and procedurally administer the Meeting.
- Technological failure (e.g., poor connection or poor audio) may impede the ability to participate remotely.
- Recorded votes will need to be administered by the Clerk. This could add time to determine voting results.

Encouraging Members of Council to participate using a headset and in quiet locations with a closed door will support higher quality audio. This will help ensure that the closed captioning system will record, as well as result in a better experience for the participant, Members, Administration, and the public present at the meeting and watching the live-stream/video.

Attachment 2 outlines the recommendations for Members of Council's participation in Council and Council Committee meetings.

Stakeholder Engagement, Research and Communication

Administration consulted with other municipalities for both a logistical and procedural perspective.

Strategic Alignment

This report aligns with Council's priority of a well-run city: "Calgary's government is open, responsive, accountable and transparent, delivering excellent services at a fair price."

Social, Environmental, Economic (External)

Ongoing work in refining and updating Council procedures contributes to a more efficient and well-run city, as well as improved accountability and transparency.

Financial Capacity

Current and Future Operating Budget:

There are no current and future operating budget impacts.

Current and Future Capital Budget:

Current capital budget for the design and installation of the system in Council Chambers is approximately \$4,000, and will come from existing City Clerk's budget. Smaller committee rooms, the Council Boardroom and the Council Chamber Lounge will use existing telephone/speakerphone technology.

Risk Assessment

Operational risks have been identified and will be managed by both the participant and Administration.

**Law and Legislative Services Report to
Strategic Meeting of Council**
2018 July 04

ISC: UNRESTRICTED
C2018-0788
Page 4 of 4

Remote Participation in Council and Committees

REASON FOR RECOMMENDATIONS: Remote participation will allow Members of Council to participate in meeting discussions, debate and outcomes, regardless of physical location.

ATTACHMENTS

1. Remote Participation Municipal Scan
2. Process for Members of Council's Remote Participation in Council and Council Committee Meetings

Remote Participation Municipal Scan

	Edmonton	Strathcona County	St. Albert	Toronto	Regina	Victoria	Hamilton	Vancouver
Phone/Video	Phone	Phone	Phone	Video – through Cisco WebX	Phone via skype	Phone	No	No
Quorum	Remote participant is not considered in quorum	Remote participant is considered present and counts towards quorum.	Remote participant is not considered in quorum	Quorum is required at the meeting location (provincial legislation).	Remote participant is not considered in quorum.	A majority of the members of Council are physically present at the meeting.		
Closed Meetings	Yes, phone calls are directed to the closed meeting space	Yes, they must be alone in a secure location.	No. Council members cannot attend the in camera portion of the meeting via telephone	No. If the committee goes into closed session, the audio is muted and the video feed is cut (no remote participants in closed meetings)	Yes, remote participation is allowed in closed meetings.			
Voting	Voting is done verbally if participating through a communication facility that does not permit electronic voting.	Uses electronic voting as standard in council meetings, so the Chair will ask the remote participant for their verbal vote, and the legislative officer inputs the vote into the system.		Voting by voice or raised hands.	Currently voting is done by raising hands, so the chair will ask the remote participant how they are voting	Voice vote by remote participant "aye" or "nay"		
Procedures/Standards	Members must give 24 hours' notice. Allowance for more than one participant at a time. Councillor must confirm they are in a private and secure area for closed meetings. Any question of privilege or point of order they would advise the chair and it would be addressed right away (either by text or email, no set preference).	Chair identifies at the beginning of the meeting that a member is participating via conference call. The remote member accesses all the meeting material via eSCRIBE. Standards – to participate remotely should not be in a busy location. Best practice would be in a hotel room or meeting room with closed door.	Procedure Bylaw A council meeting or council committee meeting may be conducted by means of electronic or other communication facilities according to the provisions of the Act and policies and procedures adopted by council	Currently only being implemented for one committee (GTAH) to fill a need for retention of committee members. Video is on through the entire meeting, audio only active when people are speaking into the microphone.	Recommend that the remote participant be in a quiet room with good internet connection (as it's facilitated through skype).	(1) Up to 2 members of Council may participate electronically in a Council meeting if (a) at least 72 hours before the meeting those members notified the Corporate Admin. of their intended absence; (b) a majority of the members of Council are physically present at the meeting. (2) If more than 2 members wish to participate electronically in a meeting, the 2 that may do so must be chosen by lot conducted by the Corporate Admin. (3) There is no limit to the number of times a member may participate.	The new Municipal Act (Bill 68) permits electronic participation, however, The City of Hamilton did not approve, at this time, the use of electronic participation at Council and/or Committee Meetings. Directed Administration to include a section in their procedure bylaw prohibiting electronic participation.	Permitted in the Vancouver Charter. Recommendations will be presented to Council before the August break. Will be recommending to permit remote participation, and only in Council and Council Committee meetings (not in advisory committee meetings with public members).

	Edmonton	Strathcona County	St. Albert	Toronto	Regina	Victoria	Hamilton	Vancouver
Speaking Queue	Remote participant emails or texts meeting manager to get into the speaking queue	Remote participant is either always the first speaker or the last speaker in queue. Had considered emailing or texting, but decided to keep it simple.		A WebX moderator is staffed in every committee meeting specifically to handle any remote participants – including ensuring the chair knows they want to speak.	Members present in the room will speak first, and then the chair will ask specifically if the remote participant wants to comment			
Logistics of Note	Remote participant mutes their own line.	The legislative officer can control the conference call features (including muting)	Dedicated line in council chambers (and the telephone is hard-wired to the sound system)	Currently two laptops are set up in the committee room – one which streams the live feed from remote participants (and displays on large screen) and one which displays the in-room feed and presentations.	Regina uses Skype through Office 365 to facilitate remote participation. The member calling in mutes and opens their line.	(1) If there is an interruption in the communications' link to a remote member, the other Council members may: (a) decide on a short recess until it is determined whether or not the link can be re-established, or (b) continue the meeting and treat the interruption in the same manner as if a member who is physically present leaves the meeting room. (2) Cannot participate electronically in the following public hearings: a) hearings where section 890 of the Local Gov. Act applies; (b) hearings for heritage conservation		

Process for Members of Council's Remote Participation in Council and Council Committee Meetings

Principles

1. A "Remote Member" is defined as a Member of Council who intends to attend a Council or Council Committee Meeting remotely.
2. Remote participation is available when a Member of Council is unable to attend a Council or Committee meeting because the member:
 - a. will be absent on Council business at the direction of Council;
 - b. is unable to attend the meeting for personal reasons or personal reasons of their family.
3. Remote participation will only be used in the following meetings:
 - a. Regular, Strategic, and Public Hearing Council Meetings; and
 - b. Council Committee Meetings where the City Clerk's Office provides legislative services. These are:
 - i. Standing Policy Committees:
 1. Community and Protective Services;
 2. Planning and Urban Development;
 3. Transportation and Transit; and
 4. Utilities and Corporate Services.
 - ii. Audit Committee;
 - iii. Priorities and Finance Committee;
 - iv. Intergovernmental Affairs Committee;
 - v. Gas, Power and Telecommunications Committee;
 - vi. 2026 Olympic and Paralympic Winter Games Assessment Committee, and
 - vii. Event Centre Assessment Committee.
4. Remote participation will be available in Public Hearing Council Meetings, but Remote Members are not able to vote.
5. Remote participation will only be used in the following locations:
 - a. Council Chamber;
 - b. Council Chamber Lounge;
 - c. Council Boardroom;
 - d. Calgary Power Reception Hall;
 - e. Legal Traditions Boardroom;
 - f. Electric Light Committee Meeting Room; and
 - g. Other locations as determined by the City Clerk.
6. A Remote Member is deemed to be present at the Meeting, but does not count towards quorum. Quorum must be met with those Members of Council physically present in the Meeting location.
7. The Remote Member retains all other rights and privileges as stated in the Procedure Bylaw, (e.g., to vote, except in a Public Hearing as indicated above).

8. The time a Remote Member joins and leaves the Meeting will be noted in the Minutes.
9. Speaking:
 - a. The speaking queue for the Remote Member may be determined as either first or last in queue.
 - i. If the Remote Member wants to be moved in the speaking queue, he/she can email the Chair or the Clerk.
10. Voting:
 - a. Voting will follow the procedure outlined in the Procedure Bylaw.
 - b. If a recorded vote is requested in a Council Meeting the Clerk will administer on behalf of the Remote Member, through email. The email will be destroyed with the other recorded vote slips.

Steps to be Followed for Remote Participation

1. Request from a Member of Council for remote participation should be received by the City Clerk at least one week in advance for inclusion in the Agenda, so that notice of the remote participation is provided to the other Members of Council and to the public.
2. Depending on the meeting, in consultation with the City Clerk, the Chair can determine a limit to the number of Remote Members.
3. Access codes for the conference line will be provided to the Remote Member prior to the scheduled Meeting.
4. Remote Member to provide a contact number to the Clerk prior to the Meeting.
5. Remote Member to ensure they are in a location that limits background noise, and they are using a headset.
6. The Clerk will contact the Remote Member before the start of the Meeting, to ensure a clear connection can be made.
7. The Chair will announce at the start of the Meeting that a Member of Council will be participating remotely.
8. For a recorded vote, Remote Member will provide written vote to the Clerk through email.
9. If participating in a Closed Meeting, the Remote Member must ensure that no one can hear or record comments made by any Member of Council.
10. Any paper based distributions and presentations received at the meeting will not be shared with the Remote Member.
11. The Remote Member is responsible for opening and muting their own line. It is best if the line is muted any time the Remote Member is not speaking.
12. If the line becomes disconnected, the Clerk and/or the Remote Member will get the line restored.

13. Live streaming can be used for reference only as there is a 30 second time delay.

**One Calgary Report to
Strategic Meeting of Council
2018 July 04**

**ISC: UNRESTRICTED
C2018-0848
Page 1 of 7**

One Calgary Program Update – Financial Situation Awareness

EXECUTIVE SUMMARY

Making life better every day for Calgarians is our common purpose. The City of Calgary delivers on this purpose by being a service and results-driven, accountable and resilient municipal government, placing citizens, customers and communities at the forefront of our plans, decisions and actions. Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022 is the foundation for information and decisions brought forward to Council in the context of One Calgary.

The 2018 July 4 Strategic Meeting of Council on One Calgary will focus on the financial reality on both operating and capital budgets for the 2019-2022 cycle. Administration seeks a strategic discussion with Council to strike the right balance between long-term financial sustainability and resilience, desired service levels, and financial realities. The goal for the strategic meeting is not to solve the puzzle, but for Council to provide direction to Administration as to which strategies for potential investments to investigate further.

Results from the Spring Pulse citizen survey have been analyzed and Council will be presented with a high-level overview of the results. This will be relevant information to accompany the financial reality conversation.

ADMINISTRATION RECOMMENDATION:

That Council:

1. Receive this report and the material presented on 2018 July 4 for information.

PREVIOUS COUNCIL DIRECTION / POLICY

Please note that, for legibility purposes, only previous Council direction from the last three months are listed below. Additional Council direction/policy related to One Calgary that predate March 2018 is listed in Attachment 1.

On 2018 March 19 (PFC2018-0200), Council directed Administration to report back to Council, through the Priorities and Finance Committee in Q2 2018, with strategic growth recommendations that increase the level of City commitment and investment in new communities. Beginning with the 2019-2022 budget cycle, Administration was further directed to prioritize future growth areas, including financial implications for 2019-2022, future budget cycles, and how any funding gaps for operating and capital would be funded using property tax.

On 2018 March 21 (C2018-0304), Council approved the updated principles for setting indicative tax rates and the updated Capital Infrastructure Investment Strategy. Council renamed this document the Capital Infrastructure Investment Principles. With respect to report C2018-0304, Council adopted the Motion Arising to direct Administration to return to the April 10 Priorities and Finance Committee with updated principles reflecting the incorporation of elements of value to citizens.

On 2018 April 23 (PFC2018-0445), Council approved The City's Strategic Plan Principles, which introduce a set of five overarching principles and associated value dimensions for One Calgary which will guide the development of the 2019-2022 service plans and budgets.

One Calgary Program Update - Financial Situation Awareness

On 2018 April 25 (C2018-0489) Council approved the indicative property tax rate and the indicative rates for the Waste & Recycling service. At the same meeting, Council referred the decision on indicative rates for Water Utilities (Water, Wastewater and Stormwater) to the 2018 June 18 Strategic Council Meeting.

On 2018 May 16 (C2018-0586) Council approved the long-term tax support rates, and the deferral of long-term tax support rates for Appeals and Tribunals to the 2019 service plans and budgets adjustment process.

On 2018 June 18 (C2018-0755) Council approved the application “Improving Budget Transparency” to the Council Innovation Fund.

Also, on 2018 June 18 (C2018-0787) Council approved indicative rates for the Water Utility (Water, Wastewater, and Stormwater).

BACKGROUND

The Citizen Priority “A Well-Run City” (C2018-0115) aims at achieving *“a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.”* With the 2019-2022 service plans and budgets, Administration is responding to this request by developing The City of Calgary’s first four-year plan and budget organized by services instead of departments.

Under this priority, one of the Council Directives states that *“we need to recognize that we miss opportunities for innovation in management, service delivery and planning because of an existing culture of risk avoidance. We need to create a culture, including City Council, that embraces appropriate levels of risk, innovation, experimentation, and embraces lessons learned as opportunities to improve”*. The Strategic Meeting on 2018 July 4 will embrace this directive by illustrating strategies for potential capital investments.

Striking the right balance between delivering on Citizen Priorities and Council Directives, service needs and expectations relating to what Calgarians value, and affordability, budget realities and long-term financial sustainability and resilience requires City Council and Administration to work closely together. Administration seeks the opportunity for a strategic conversation with Council about the financial reality – both operating and capital – that is defining the 2019-2022 service plans and budgets. The organization will prepare our best recommendation, based on the direction received, which will be presented to Council during the September 2018 preview of the 2019-2022 service plans and budgets.

To support Council’s conversation, the results of the “2018 Spring Pulse” survey will be presented to Council on 2018 July 4. As part of The City’s Quality of Life and Citizen Satisfaction research program, the Spring Pulse survey is an annual telephone survey fielded in the spring and meant to complement the fall Citizen Satisfaction Survey. Results from this recent survey will be presented to Council on July 4, and will include:

- Citizen perceptions of their current quality of life, and perceived change in quality of life;
- Perspectives on “making a life” and “making a living” in Calgary;
- Perceptions of the most important issues in Calgary;
- Details of citizen attitudes toward City services, including:
 - satisfaction with services;
 - views on the importance of services; and,

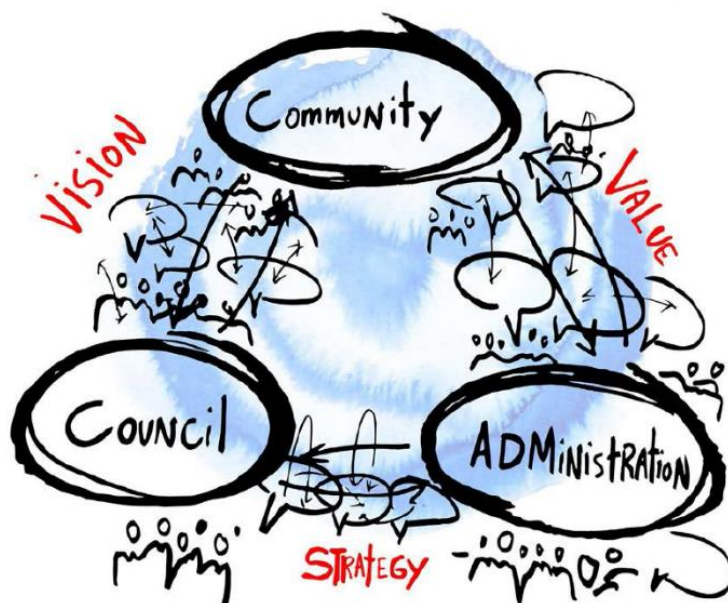
One Calgary Program Update - Financial Situation Awareness

- perspectives on whether The City should invest more, the same, or less on services; and
- Citizens' perceived value of property taxes and perspectives on taxation and service delivery levels.

Detailed results of this survey are presented in Attachment 2.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022 is the foundation for the development of the service plans and budgets. The three conversations, as illustrated below, outline the relationship and related expectations between the Community and Council (vision), Council and Administration (strategy), and Community and Administration (value). The discussion on 2018 July 4 will focus on strategy – the conversation between Administration and Council – with regard to The City's financial position and Council's responsibility to guide the organization towards long-term financial sustainability and resilience.



On 2018 April 25, Council approved indicative tax rates of 2.65 per cent to 3.45 per cent for 2019, and 2.5 per cent to 3.0 per cent for 2020-2022. Within this rate range are dedicated amounts of operating and capital for actively developing and new communities of 1.85 per cent to 2.15 per cent in 2019, and 0.4 per cent for 2020-2022. Also included in this range are 0.8 per cent to 1.0 per cent to balance inflationary costs. Subtracting the indicative tax ranges for actively developing and new communities, and the rate for inflation leaves a rate range of 1.3 per cent to 1.6 per cent each year for 2019-2022.

Together with the up to \$15 million per year in efficiencies City Administration is committed to identify, this tax rate range will provide some capacity for selected investment decisions and funding of services growth. However, the 2019-2022 budget can be characterized as a budget of restrained resources, including both operational and capital funding, when compared to

One Calgary Program Update - Financial Situation Awareness

previous business plan and budget cycles that were approved during more positive economic times. To balance between service demands including previous commitments, new requirements identified by citizen expectations and Council Directives, and emerging funding needs, some service level reductions will be required, and Council's service and funding decisions will be based on a more restrained spending and funding environment.

In alignment with the Capital Infrastructure Investment Principles (initially approved by Council on 2015 November 25, C2015-0855, and an updated set of principles on 2018 March 21) the One Calgary program will for the first time create the framework for a corporate-wide understanding of existing service levels and capital requirements, where to invest, and where to find savings or reductions to maximize value for citizens, communities, and customers.

Administration is continuing to work on estimating the extent and amount to which total investment capacity can be available for the four-year period, including capacity that would require choices among services, and reductions/additions.

These initiatives are carried out in conjunction with work directed by Council on 2019 March 19 to identify implications of commitment and investment in new communities for the 2019-2022 budget cycle, future budget cycles, and how any funding gaps for operating and capital would be funded using the property tax. One Calgary is the first process that attempts to integrate (as far as possible) implication of future growth into the next four-year budget cycle.

The process that One Calgary is implementing will create a contingency and resilience plan to increase The City's resilience for unforeseen circumstances and achieve long-term financial sustainability.

Situation Awareness – Operating Budget

The development of the 2019-2022 service plans and budgets will continue with finding efficiencies and effectiveness across all services The City provides. Putting what matters to citizens at the core of the next four-year plan and budget cycle will allow for a strong citizen focus and will make it more transparent for citizens to understand where and how their tax dollars are invested.

While The City is committed to continuously improving service value, it needs to be highlighted that finding efficiencies will become increasingly difficult and complex as the more straightforward opportunities have already been implemented. Further cost reduction, therefore, may not be feasible without cutting service levels and/or service scope (C2018-0489).

The starting point that has been set for the development of 2019-2022 service plans and budgets (all services assume a 2019 starting budget that is the same as 2018 base funding) results in many cases already in a reduction of available funds as services need to find efficiencies or absorb natural increases through other reductions.

Administration has developed prioritization criteria that are aimed at balancing Calgarians' expectations for quality of life, Citizen Priorities and Council Directives, and service needs and expectations with budget realities, long-term financial sustainability and resilience, and affordability of City services. Throughout the September 2018 budget preview, Administration will provide our best recommendation for the 2019-2022 service plans and budgets to create service value for citizens, customers and communities.

One Calgary Program Update - Financial Situation Awareness

Situation Awareness – Capital Budget

Capital investments play a pivotal role in supporting The City of Calgary's services and building a great city. The capital investment process for 2019-2022 has evolved from previous business planning cycles. While much of the asset and investment planning still happens at the business unit and departmental levels, Infrastructure Calgary now plays a key role in overall enterprise management and has introduced some key changes in how Administration prioritizes, coordinates and allocates funding to projects. An integrated and coordinated approach to capital planning, prioritization and funding – administered at the corporate level by Infrastructure Calgary – helps coordinate and align investments by service, identify efficiencies and achieve economies of scale, optimizing funding.

To facilitate the optimization of capital funding sources, capital budget requests (business cases) were evaluated against corporate prioritization / coordination criteria to categorize how the investments contribute to the services essential, current or enhanced requirements. The corporate criteria (C2018-0586) are characterized as follows:

- Essential:
 - Legal, regulatory, health and safety
 - Critical infrastructure
 - Critical asset risk mitigation
 - Minimizes service delivery costs
- Current:
 - Deliver existing levels of service
 - Attracts private investment, and / or public & other government funding (regional)
 - Improves connectivity, accessibility, and inclusion of communities
- Enhanced:
 - Invests in approved new or expanded services

In alignment with One Calgary, service owners submitted to Infrastructure Calgary capital submissions according to the criteria mentioned above. Service owners submitted 388 capital business cases, with 53 of 61 services requesting capital budgets. Of the total \$7.3B capital budget request received for the 2019-2022 service plan and budgets, \$4.0B is identified by Service Owners as essential investment, \$2.9B as current and \$0.4B as enhanced capital investments. Infrastructure Calgary is in the process of confirming these requests.

Infrastructure Calgary is working with Finance and operations to recommend a funding allocation that optimizes restricted sources, effectively utilizes the 2019-2022 capital funding capacity, and supports the delivery of City services. The shift to corporate infrastructure investment planning, prioritization and allocation supports a service-based approach as service need is the primary criterion for identifying, prioritizing and funding capital investments.

Infrastructure Calgary has identified that due to a significant decrease in 2019 and 2020 capital funding transfer commitments from the Government of Alberta announced in the 2018 Budget, the anticipated capital budget for 2019-2022 will be lower than in previous budget cycles. Negotiations are underway for a new infrastructure funding formula for provincial capital transfers through work on the City Charter. However, without firm provincial commitment to expedited implementation, the impact of the front-end funding decrease may not be addressed in this cycle. As a result, investments which have been identified by City services as essential

One Calgary Program Update - Financial Situation Awareness

may not be fully funded. This capital affordability gap may impact the ability to maintain infrastructure assets that support existing services, while also accommodating rapid and significant growth.

During the 2018 July 4 Strategic Meeting, Council will be provided with different strategies to allow for potential investments and address the capital funding gap. Through the work of One Calgary and Infrastructure Calgary, further exploration continues to refine the operating and capital budgets required to deliver The City's services and create service value for citizens, communities and customers.

Stakeholder Engagement, Research and Communication

Throughout the One Calgary process, engaging and gathering input from citizens, communities and customers in a meaningful way has been a focus for Administration. Compared to previous budget cycles, the depth and content of this engagement and research has changed. Responding to times of constraint and limited resources, Administration utilized to a large extent existing data and information from ongoing surveys, such as the Citizen Satisfaction Survey and the Spring Pulse. Engagement and research conducted by One Calgary targeted gaps that either were not covered by existing information or were important due to the new direction of service plans and budgets, especially around value propositions.

Strategic Alignment

The development of Three Conversations, One Calgary: The City's Strategic Plan for 2019-2022, including service plans and budgets, is one of the most significant pieces of work that The City undertakes as it advances our common purpose and helps to deliver on Calgary's vision for the future. The work aligns with Council policies for Multi-Year Business Plans and Budgets, as well as the Strategic Plan Principles.

Social, Environmental, Economic (External)

Service plans and budgets are a tool that allows consideration of the social, environmental and economic environment during the business planning and budgeting process. The plans and budgets will be developed using a results-based performance framework. This includes information on how each City service contributes to quality of life for Calgarians and their aspirations for the community.

Financial Capacity

Current and Future Operating Budget:

As outlined above, the process Administration has established aims to understand existing service levels across the organization, corporate-wide prioritization of services and services delivery, where to invest, and where to find savings or reductions to maximize value for citizens, communities, and customers.

Current and Future Capital Budget:

On 2018 May 16, Council was presented with an overview of Administration's capital investment process. Capital investments play a pivotal role in supporting The City of Calgary's services and building a great city. The capital investment process for 2019-2022 has evolved from previous

**One Calgary Report to
Strategic Meeting of Council
2018 July 04**

**ISC: UNRESTRICTED
C2018-0848
Page 7 of 7**

One Calgary Program Update - Financial Situation Awareness

cycles. An integrated and coordinated approach to capital planning, prioritization and funding helps coordinate and align investments by service, identify efficiencies and achieve economies of scale, optimizing funding and value to citizens. The direction from Council on 2018 July 4 will guide further refinement of capital investment for the 2019-2022 service plans and budgets.

Risk Assessment

As with previous business planning and budgeting cycles, consideration of risks is a key factor informing the plans and budgets. Given the city's current economic context, risk will need to be considered in a different way, including re-thinking assumptions, and placing considerably more emphasis on weighing the costs as well as the benefits of risk mitigation strategies, to ensure that they provide good value. In other words, the organization may want to consider higher levels of tolerance for some types of risks, where the trade-offs between risk reduction and cost indicate that this is warranted. This resilience mindset builds on recent developments where decisions have been made to embrace or accept some risk to improve service value.

REASON(S) FOR RECOMMENDATION(S):

The conversations before Council on 2018 July 4 are instrumental for the direction of the 2019-2022 service plans and budgets.

ATTACHMENT(S)

1. Attachment 1 – Previous Council Direction
2. Attachment 2 – Spring Pulse Survey Results

Previous Council Direction: One Calgary

On 2005 January 31, Council approved the Multi-Year Business Planning and Budgeting Policy (CFO004). This policy was amended on 2008 January 14 and on 2012 April 9.

On 2008 April 28, Council Approved the User Fees and Subsidies Policy (CFO010) and later, on 2012 February 27, amended it (FCS2008, PFC2012-16) to provide a framework for decisions related to user fees.

On 2011 April 5, Council approved principles for setting indicative tax rates (C2011-31). These were updated on 2018 March 21 (C2018-0304).

On 2014 September 15, Council approved the City Manager's Leadership Strategic Plan: Contract with Council (C2014-0703), which identified service plans and budgets as a key component of The City of Calgary's performance management system intended to support better delivery of services to communities, customers and Calgarians.

On 2015 November 25, the Capital Infrastructure Investment Strategy was approved by Council (C2015-0855) and on 2017 March 6, Council directed that Infrastructure Calgary update this strategy as part of the capital planning for the 2018 budget process (C2017-0214).

On 2018 January 31 (C2018-0115), Council adopted the "Council Directives to Administration for 2019-2022 One Calgary Service Plans and Budgets". Further, Council adopted a motion arising to direct Administration to bring forward amendments to the Council Priorities.

On 2018 February 28, Council adopted amendments to the 2019-2022 Council Directives (C2018-0201) and approved "Three Conversations, One Calgary" as the framework that will guide the development of The City's Strategic Plan for 2019-2022 (C2018-0224).

A wide-angle photograph of the Calgary skyline at dusk. Numerous skyscrapers are illuminated with warm yellow and orange lights, contrasting with the deep blue twilight sky. The buildings vary in height and architectural style, with some featuring glass facades that reflect the ambient light.

2018 Spring Pulse Survey Overview

Strategic Meeting of Council

July 4, 2018

**Prepared for The City of Calgary by
The Corporate Research Team**

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Customer Service and Communications

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Spring Pulse Survey Overview

- ❖ The intent of this package of information is to provide Council with an overview of findings from the recent Spring Pulse Survey as an input into decision-making for the One Calgary business and budget plans.
- ❖ Of particular interest will be the information gathered for 50 City services regarding importance, satisfaction and level of investment.
- ❖ Calgarians' views on value for taxes and the overall balance between taxation and service levels should also be of importance to the discussions.
- ❖ Included in this package are the following:
 - Background on the Spring Pulse Survey;
 - Important considerations that set the context for interpreting the survey findings;
 - An invitation for follow up discussions; and
 - Spring Pulse Survey Highlights.

About the Spring Pulse Survey

- ❖ The Spring Pulse Survey is part of an ongoing Quality of Life and Citizen Satisfaction Research program which also includes the annual Citizen Satisfaction Survey conducted each Fall. This program of research is intended to provide The City with insights into Calgarians' views on life in Calgary including: quality of life; issues facing the city; City services; and value for taxes.
- ❖ The survey was carried out in collaboration with a City approved research vendor – Ipsos.
- ❖ This statistically representative telephone survey was conducted with a randomly selected sample of 2,101 Calgarians aged 18 years and older between April 19th and May 8th, 2018.
 - Both landline (60%) and cell phone (40%) sample were used.
 - The average interview length was 32 minutes.
- ❖ More details on the methodology are included in the Spring Pulse Survey Highlights.

Important Considerations

When reviewing the Spring Pulse Survey Highlights there are a number of considerations to keep in mind that will help set the context for interpreting the findings.

Overall

- ❖ This is the second year of the Spring Pulse Survey. When looking at the findings please note that there seem to be seasonal effects with some of the survey responses. This may, in part, be related to Calgarians' overall mood and attitudes about life in general during the Spring compared to the Fall.
- ❖ In many cases where there is tracking to previous years, the current results appear to align more with the Spring 2017 than Fall 2017 numbers.
- ❖ The state of the economy in Calgary continues to influence the survey results.
- ❖ Due to budgetary constraints, Ward analysis and reporting is not available for the Spring Pulse Survey. It will be available again for the Fall Citizen Satisfaction Survey.

Quality of Life and Issue Agenda

- ❖ The slow recovery of Calgary's economy seems to still be having an impact specifically on Calgarians' views about their quality of life and Calgary as a "great place to make a living".
- ❖ The time of year and, in particular Calgary's long, snowy winter, seems to have influenced the issue agenda with snow removal, road conditions and maintenance all becoming more prominent on the issue agenda.

Important Considerations

City Programs and Services

- ❖ The service names used in this survey align as closely as possible to the One Calgary service lines. In some cases, names were adjusted to make it easier for Calgarians to rate their importance, satisfaction and investment levels. Additionally, since the service names are different than in previous surveys, long term tracking is not available for this survey.
- ❖ The service lines are organized by Citizen Priority for ease of review.
- ❖ Seasonality is also likely impacting Calgarians' perceptions of services. For example, snow removal is much more top of mind in April than it is in August or September.
- ❖ For this survey and the Fall Citizen Satisfaction Survey, Calgarians are asked for their opinions of the services regardless of whether or not they have used them.
- ❖ In general, Calgarians tend to rate most services as important. None of the 50 services has an importance rating of less than 64%. Additionally, essential services and services that respondents or someone in their household uses are often rated higher in importance than other services they do not use.
- ❖ The majority of Calgarians are also satisfied with most services. The lowest satisfaction rating for any of the services was 69%.
- ❖ When asked about their views about investing more, less or the same in the 50 services, the majority Calgarians indicated that they would like more or the same investment in all services. The lowest percentage for invest more or the same was 60%.

Important Considerations

Taxation

- ❖ Of note, 2017 tracking for the value for taxes and balancing taxes and levels of service questions both include the regular (pre-election) Fall survey and the post-election survey for comparison.
- ❖ Seasonality may also be impacting Calgarians' views on the perceived value they receive for their tax dollars. In the Spring of 2017 there was also a dip in this rating. The rating may increase again in the Fall or this may be the beginning of a downward trend.
- ❖ The impact of Calgary's slow economic recovery is almost certainly having an impact on Calgarians' perceptions of value for tax dollars and their views about balancing taxation and service levels. The percentages of Calgarians who would like to "increase taxes to maintain or expand services" or "cut services to maintain or reduce taxes" both stand at 48%.

Note on Follow Up

- ❖ This research was carried out in collaboration with our research vendor – Ipsos
- ❖ This package contains highlights from the Spring Pulse Survey. If you or your staff have questions or would like to meet to discuss the survey findings please contact Krista Ring, Manager, Customer Experience, Strategy and Research.

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2018 Spring Pulse Survey Highlights

Methodology

- ❖ This research was carried out in collaboration with our research vendor – Ipsos.
- ❖ Telephone survey conducted with a randomly selected sample of 2,101 Calgarians aged 18 years and older between April 19th and May 8th, 2018.
 - Both landline (60%) and cell phone (40%) sample were used.
 - The average interview length was 32 minutes.
- ❖ Final data were weighted to ensure the overall sample's quadrant, ward, and age/gender composition reflects that of the actual Calgary population aged 18 or older according to 2016 Municipal and Federal Census data.
- ❖ The margin of error (MOE) for the total sample of 2,101 is ± 2.1 percentage points, 19 times out of 20.
 - The margin of error by quadrant is as follows:
 - Northeast: n=433 (MOE ± 4.7)
 - Northwest: n=610 (MOE ± 3.9)
 - Southeast: n=463 (MOE ± 4.6)
 - Southwest: n=595 (MOE ± 4.1)
- ❖ Where possible, results are compared to previous iterations of the Citizen Satisfaction survey.
 - One should note that the 2006 to 2016 iterations of the survey were conducted annually in the Fall. Starting in 2017, the survey has been conducted bi-annually, with a Spring and a Fall wave.
- ❖ Note on tracking
 - 2018 data is derived from the 2018 Spring Pulse survey, while 2017 data is derived from the 2017 Fall Citizen Satisfaction survey. Given the time of year each survey is run – and possible seasonal differences – caution should be exercised with comparing 2017 Fall Citizen Satisfaction survey to 2018 Spring Pulse survey results.
 - ↑ indicates number is significantly higher than Fall 2017
 - ↓ indicates number is significantly lower than Fall 2017

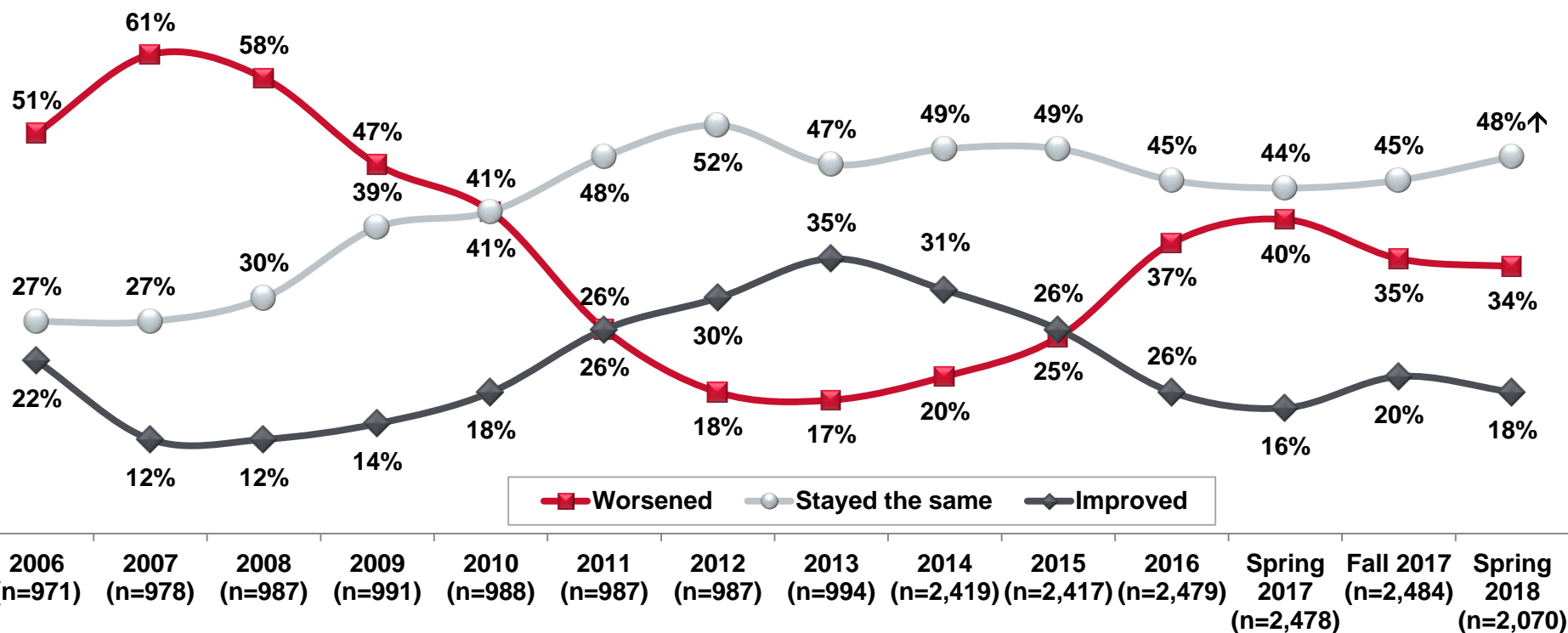


Quality of Life and Issue Agenda



Overall Quality of Life in Calgary / Perceived Change in the Quality of Life

82% currently rate the overall quality of life in the city of Calgary today as “good,” down 3% from last fall.



And, do you feel that the quality of life in the city of Calgary in the past three years has ...?

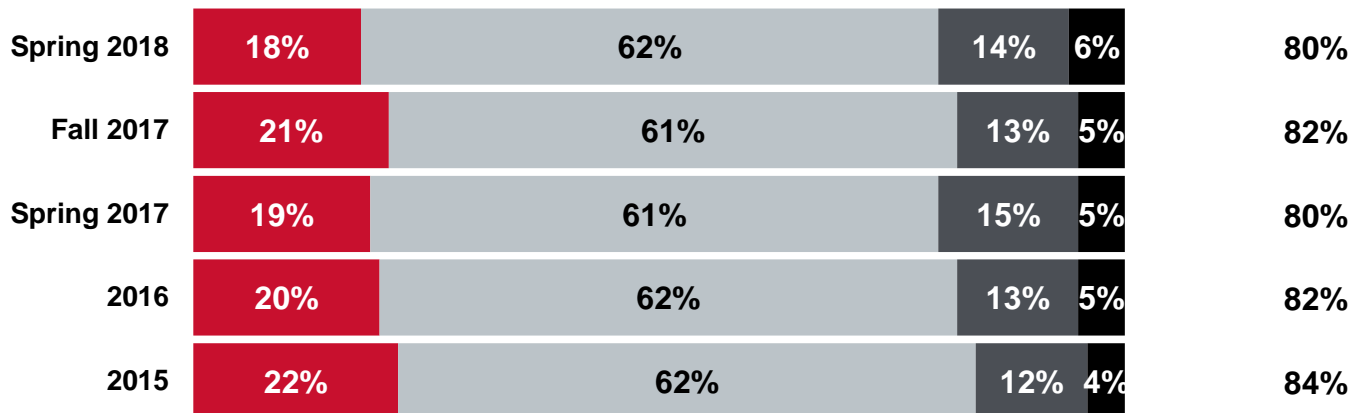
Base: Valid respondents

Sustainability: Making a Life and Making a Living

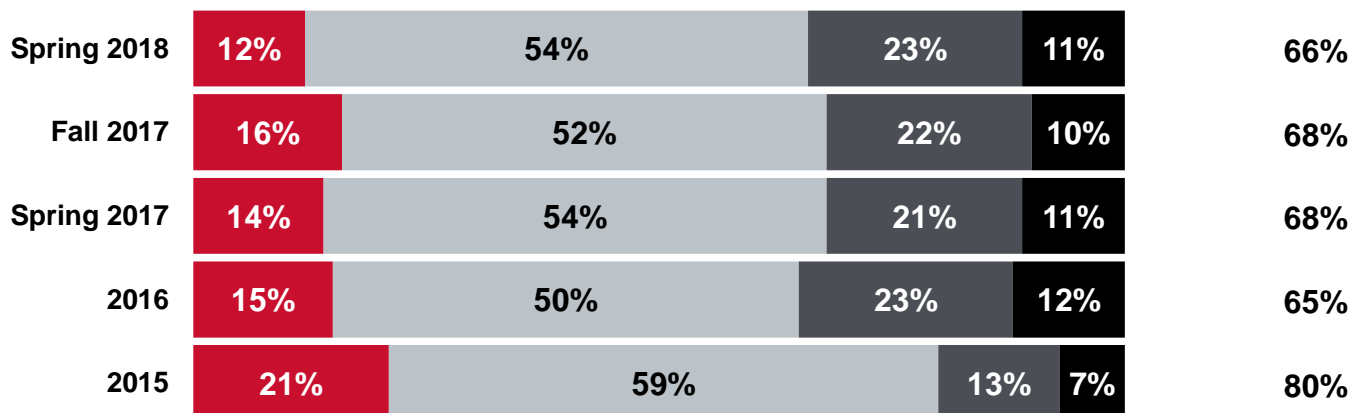
■ Completely Agree (10) ■ Agree (9, 8 or 7) ■ Neutral (6 or 5) ■ Disagree (4, 3, 2 or 1)

% Agree

Calgary is a great place
to make a life



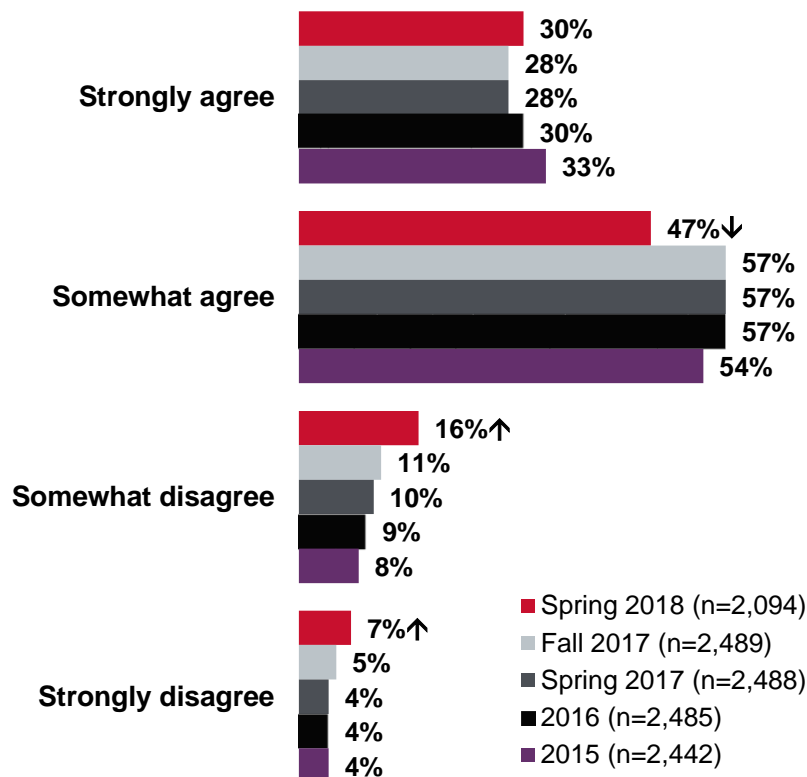
Calgary is a great place
to make a living



Next, I'm going to read you a series of statements that some people have said about life in Calgary. Please indicate whether you agree or disagree with each statement using a scale from 1 to 10, where "1" is "completely disagree" and "10" is "completely agree."

Base: Valid respondents (Bases vary)

Calgary: On the Right Track to Being a Better City?



AGREE
Spring 2018: 77%↓
Fall 2017: 84%*
Spring 2017: 85%
2016: 86%*
2015: 88%*

2014: 89%
2013: 90%
2012: 89%
2011: 86%

*Rounding

There are a wide array of challenges facing The City of Calgary today, but also many success stories. Please indicate whether you agree or disagree with the following statement about Calgary's future: Calgary is on the right track to be a better city 10 years from now.

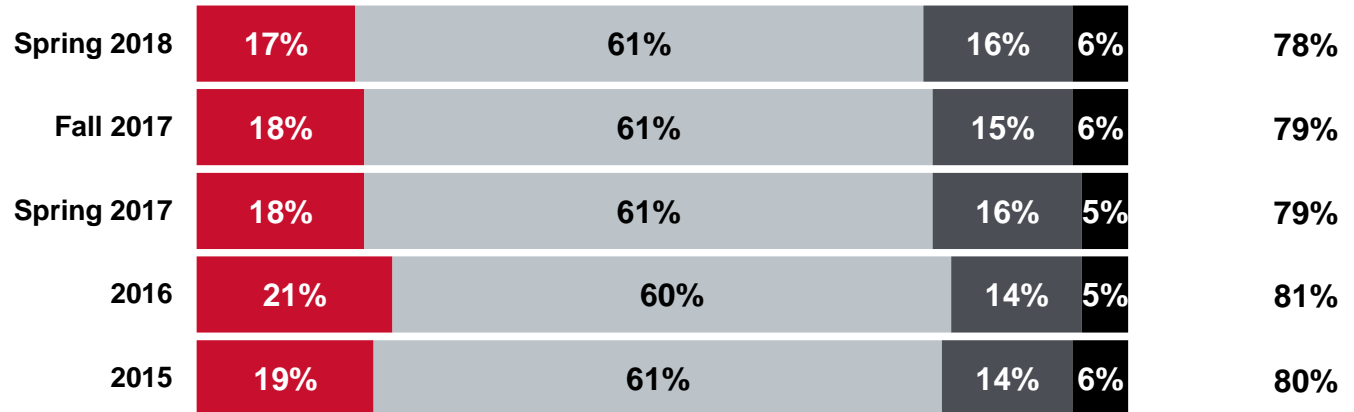
Base: Valid respondents

Sustainability: Inclusivity and Direction for the Future

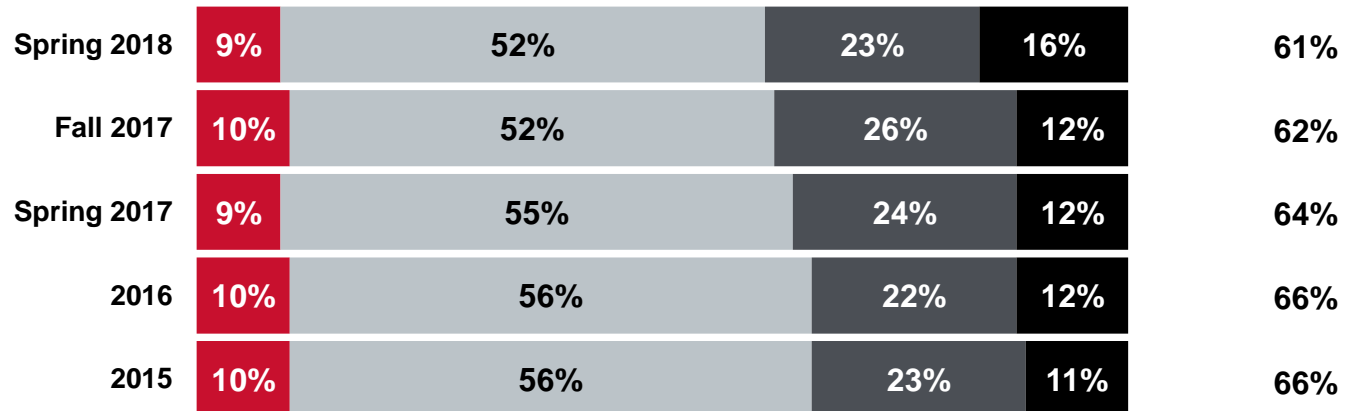
■ Completely Agree (10) ■ Agree (9, 8 or 7) ■ Neutral (6 or 5) ■ Disagree (4, 3, 2 or 1)

% Agree

The City of Calgary municipal government fosters a city that is inclusive and accepting of all



Calgary is moving in the right direction to ensure a high quality of life for future generations



Next, I'm going to read you a series of statements that some people have said about life in Calgary. Please indicate whether you agree or disagree with each statement using a scale from 1 to 10, where "1" is "completely disagree" and "10" is "completely agree."

Base: Valid respondents (Bases vary)

Multiple Responses

Open End Question

■ First Mention ■ Other Mentions

**Change
Fall 2017 to
Spring 2018**

Infrastructure, Traffic & Roads (NET)	30%	11%	41%	+6↑
Road conditions	9%	7%	16%	+9↑
(Lack of) snow removal	9%	3	12%	+8↑
Traffic congestion	5% 2	7%		-3↓
Infrastructure maintenance/ improvement/ development	4% 2	6%		+1
Transit (NET)	13%	4%	17%	-2
Public Transportation [incl. buses/ C-train/ poor service]	7% 2	9%		-2
Transportation (unspecified)	6% 2	8%		+1
Crime, Safety & Policing (NET)	7%	4%	11%	-2
Environment & Waste Management (NET)	6%	5%	11%	+4↑
Recreation (NET)	5%	6%	11%	+4↑
Taxes (NET)	7%	3	10%	+2
Economy (NET)	5% 2	7%		+1
Budget & Spending (NET)	4% 2	6%		-
Homelessness, Poverty & Affordable Housing (NET)	4% 2	6%		+1
Olympic Bid (NET)	24%	6%		+6↑
Education (NET)	3 2	5%		-1
Growth & Planning (NET)	3 2	5%		+1
Other			16%	
None			13%	

**Total mentions
<5% are not shown**

**Note: A “NET” is a combination
of 2 or more mentions that
cover a specific theme**

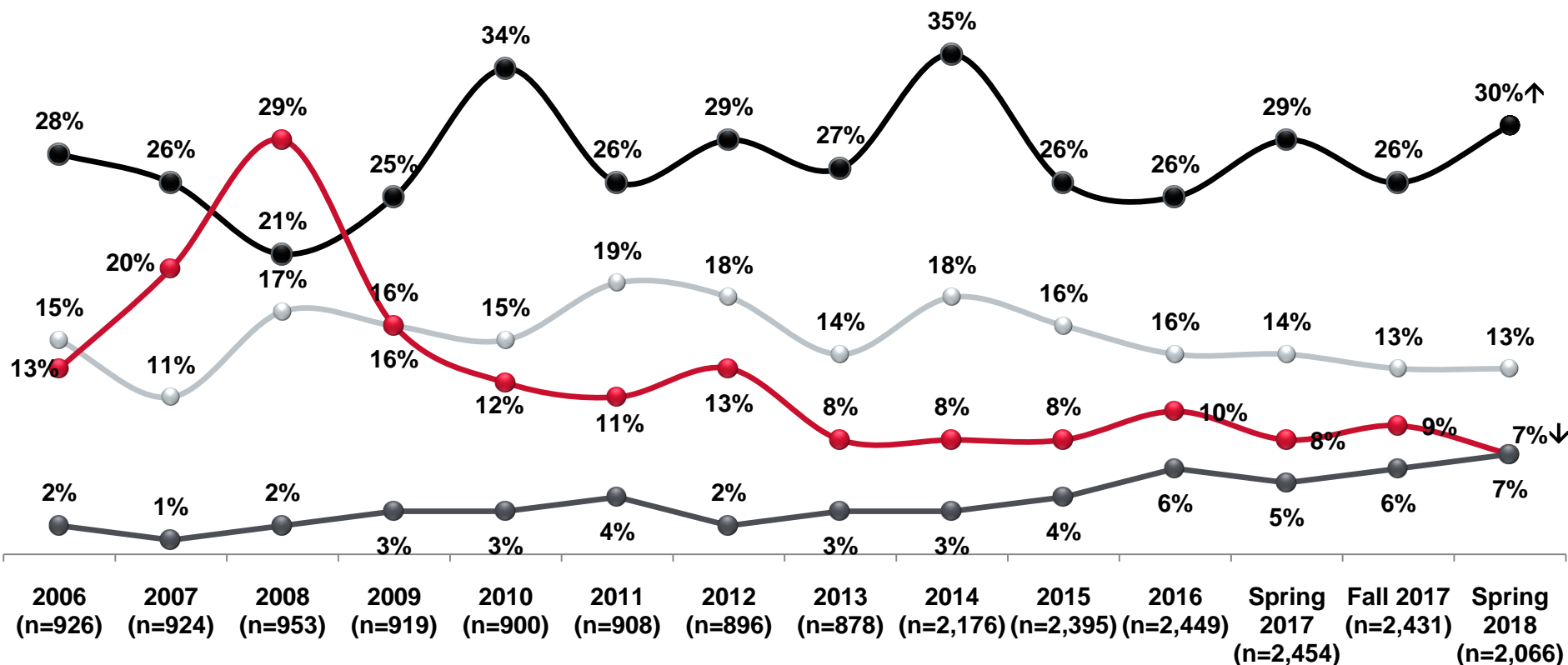
In your view, as a resident of the city of Calgary, what is the most important issue facing your community, that is, the one issue you feel should receive the greatest attention from your local leaders? Are there any other important local issues?

Base: Valid respondents (n=2,071)

Tracking Most Important Issue Facing Calgary

First Mention Only

- Infrastructure, Traffic & Roads
- Transit
- Crime, Safety & Policing
- Taxes



In your view, as a resident of the city of Calgary, what is the most important issue facing your community, that is, the one issue you feel should receive the greatest attention from your local leaders?

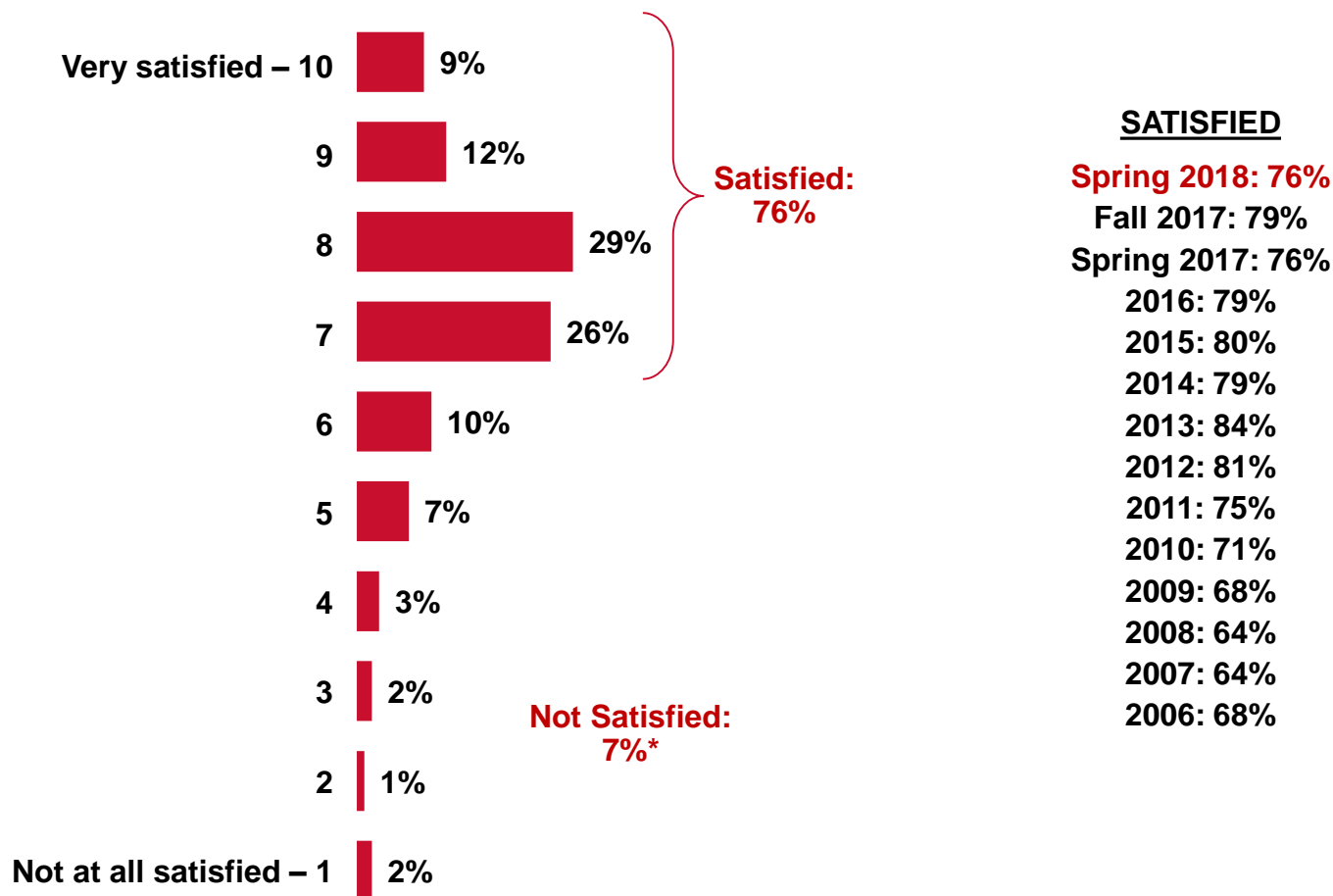
Base: Valid respondents



City Programs and Services



Satisfaction with the Overall Level and Quality of City Services and Programs



On a scale from “1” to “10” where “1” represents “not at all satisfied” and “10” represents “very satisfied,” how satisfied are you with the overall level and quality of services and programs provided by The City of Calgary?

Base: Valid respondents (n=2,097)

*Rounding

Importance & Satisfaction with City Programs and Services

A City That Moves

Please note: Some service names have been truncated for reporting purposes only.

	IMPORTANCE			SATISFACTION		
	Very	Somewhat	TOTAL	Very	Somewhat	TOTAL
Traffic operations including traffic flow management	79%	19%	98%	17%	54%	71%
Streets, including building and repairing	73%	25%	98%	17%	57%	74%
Street cleaning, like spring road cleaning	61%	36%	97%	36%	49%	85%
Snow removal	80%	16%	96%	21%	38%	59%
Sidewalks & Pathways including building and repairing	63%	32%	95%	26%	59%	85%
Public Transit including bus and CTrain service	75%	16%	91%	29%	51%	80%
Specialized Transit services like Transit Access	63%	25%	88%	30%	56%	86%
Parking and enforcement	35%	42%	77%	18%	53%	71%
Taxi, Limousine & Vehicles-for-Hire	23%	41%	64%	26%	57%	83%
On street bikeways	27%	29%	56%	19%	47%	66%

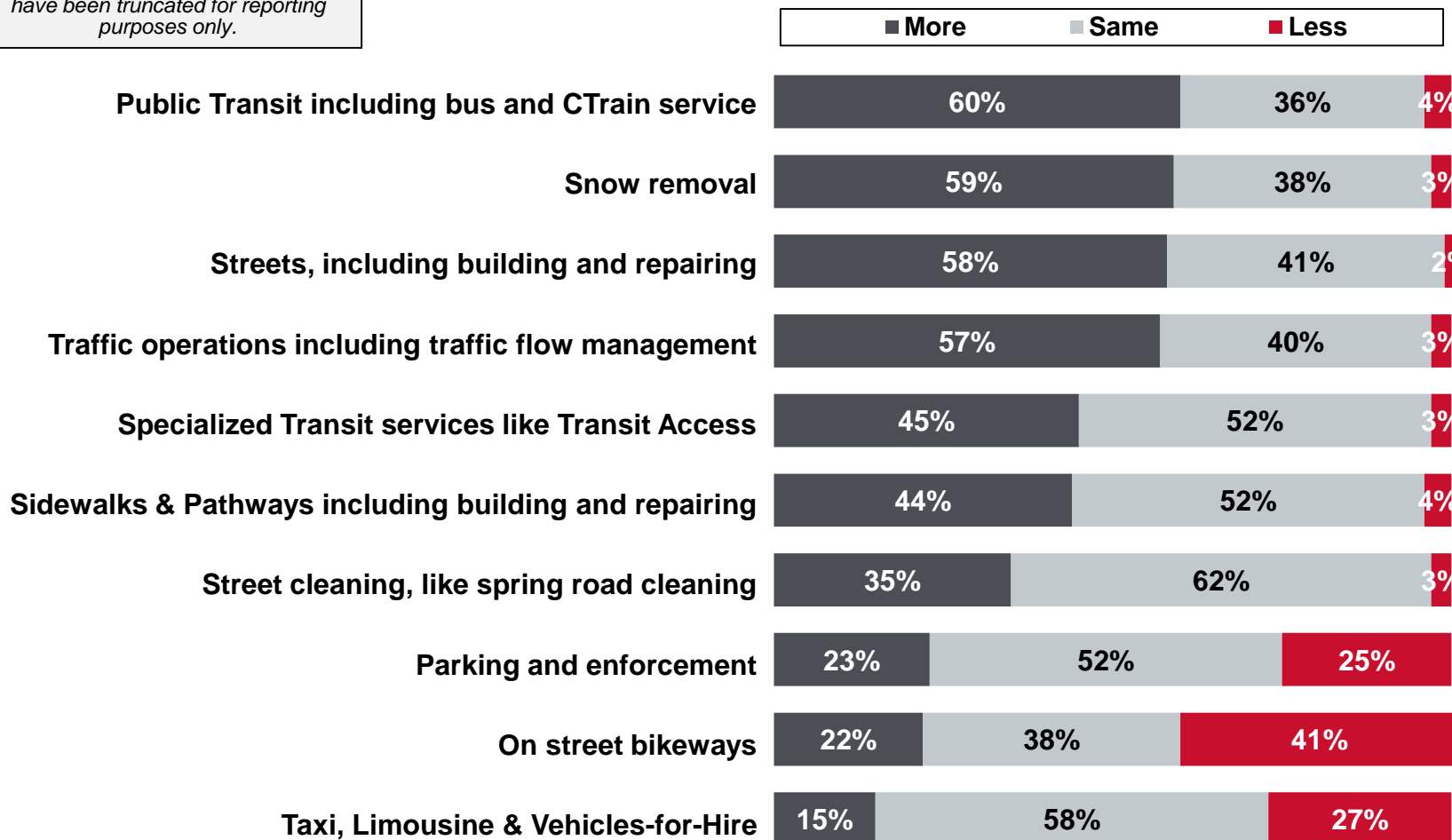
I am going to read a list of programs and services provided to you by The City of Calgary. Please tell me how important each one is to you / Please tell me how satisfied you are with the job The City is doing in providing that program or service.

Base: Valid respondents (Bases vary)

Investment in City Programs and Services

A City That Moves

Please note: Some service names have been truncated for reporting purposes only.



Please tell me if you think The City should invest more, less or the same amount on the program or service.
Base: Valid respondents (Bases vary)

Importance & Satisfaction with City Programs and Services

City of Safe and Inspiring Neighbourhoods

Please note: Some service names have been truncated for reporting purposes only.

	IMPORTANCE			SATISFACTION		
	Very	Somewhat	TOTAL	Very	Somewhat	TOTAL
Calgary 9-1-1	96%	3%	99%	74%	24%	98%
Calgary Fire Department Emergency Response	95%	4%	99%	73%	25%	98%
Calgary Police Services	91%	8%	99%	56%	35%	91%
Fire Inspection & Enforcement	76%	20%	96%	45%	50%	95%
Emergency Management & Business Continuity	72%	23%	95%	40%	55%	95%
Fire Safety Education	71%	24%	95%	42%	53%	95%
Neighbourhood Supports	55%	36%	91%	29%	58%	87%
Bylaw Education & Compliance	48%	41%	89%	24%	60%	84%
City Planning & Policy	50%	36%	86%	20%	60%	80%
Development Approvals	48%	38%	86%	20%	60%	80%
Library Services	55%	29%	84%	57%	36%	93%
Pet Ownership & Licensing	41%	34%	75%	41%	51%	92%
Downtown revitalization	34%	41%	75%	21%	62%	83%
City Cemeteries	31%	41%	72%	38%	56%	94%

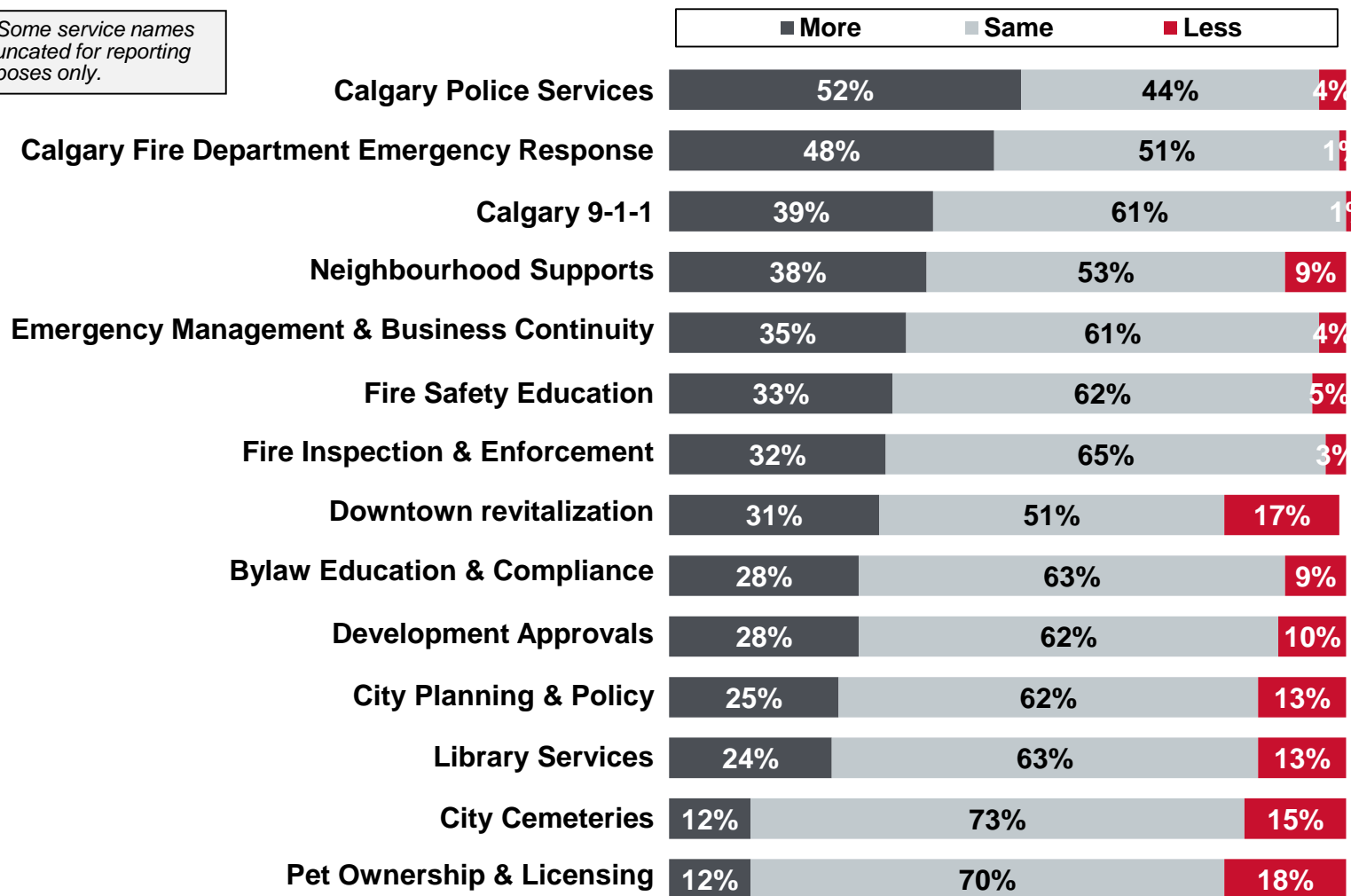
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Base: Valid respondents (Bases vary)

Investment in City Programs and Services

City of Safe and Inspiring Neighbourhoods

Please note: Some service names have been truncated for reporting purposes only.



Please tell me if you think The City should invest more, less or the same amount on the program or service.

Base: Valid respondents (Bases vary)

Importance & Satisfaction with City Programs and Services

Healthy and Green City

Please note: Some service names have been truncated for reporting purposes only.

	IMPORTANCE			SATISFACTION		
	Very	Somewhat	TOTAL	Very	Somewhat	TOTAL
Water treatment and supply	98%	2%	100%	76%	20%	96%
Wastewater Collection & Treatment	86%	13%	99%	51%	43%	94%
Parks & Open Spaces	80%	18%	98%	51%	41%	92%
Stormwater Management	70%	27%	97%	41%	49%	90%
Urban forestry – that is, the planting, maintenance and protection of public trees	70%	26%	96%	35%	52%	87%
Residential Black Cart service	74%	21%	95%	50%	35%	85%
Environmental Management services	64%	29%	93%	26%	62%	88%
Residential Blue Cart service	69%	24%	93%	54%	37%	91%
City operated recreation facilities such as pools, leisure centres, and golf courses	61%	30%	91%	37%	52%	89%
City operated recreation programs such as swimming lessons	56%	32%	88%	38%	52%	90%
Residential Green Cart service	54%	26%	80%	42%	36%	78%

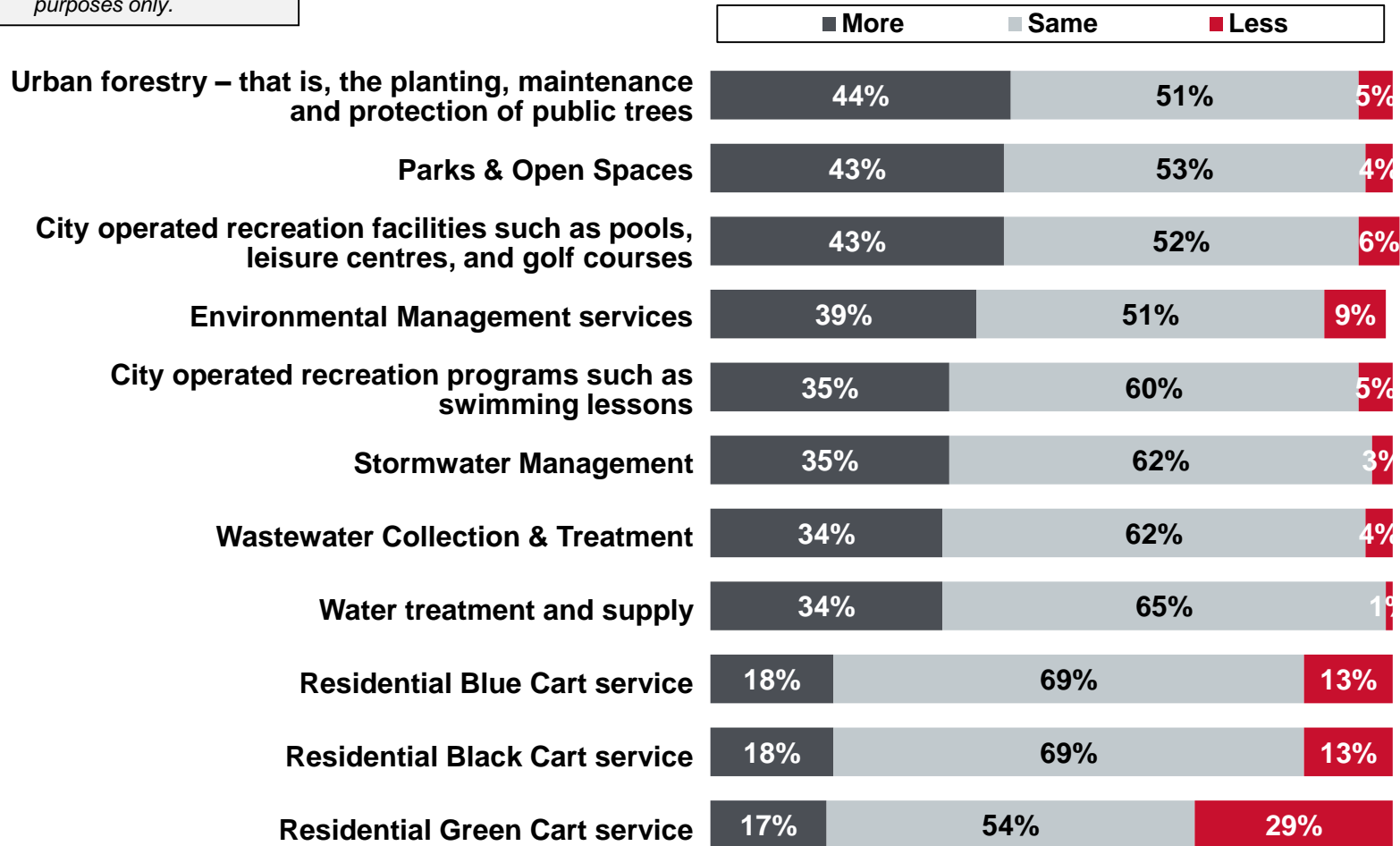
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Base: Valid respondents (Bases vary)

Investment in City Programs and Services

Healthy and Green City

Please note: Some service names have been truncated for reporting purposes only.



Please tell me if you think The City should invest more, less or the same amount on the program or service.
Base: Valid respondents (Bases vary)

Importance & Satisfaction with City Programs and Services

Prosperous City

Please note: Some service names have been truncated for reporting purposes only.

	IMPORTANCE			SATISFACTION		
	Very	Somewhat	TOTAL	Very	Somewhat	TOTAL
Affordable Housing for low-income Calgarians	73%	22%	95%	14%	55%	69%
Social Programs for individuals such as seniors or youth	72%	23%	95%	23%	64%	87%
Building Approval services and inspections	62%	30%	92%	26%	60%	86%
Property Assessment	56%	35%	91%	23%	58%	81%
Community strategy services	53%	36%	89%	22%	66%	88%
Economic Development & Tourism	41%	45%	86%	18%	67%	85%
Business Licensing	50%	35%	85%	27%	65%	92%
Land Development & Sales	46%	39%	85%	17%	69%	86%
Arts & Culture, including festivals	42%	39%	81%	31%	52%	83%

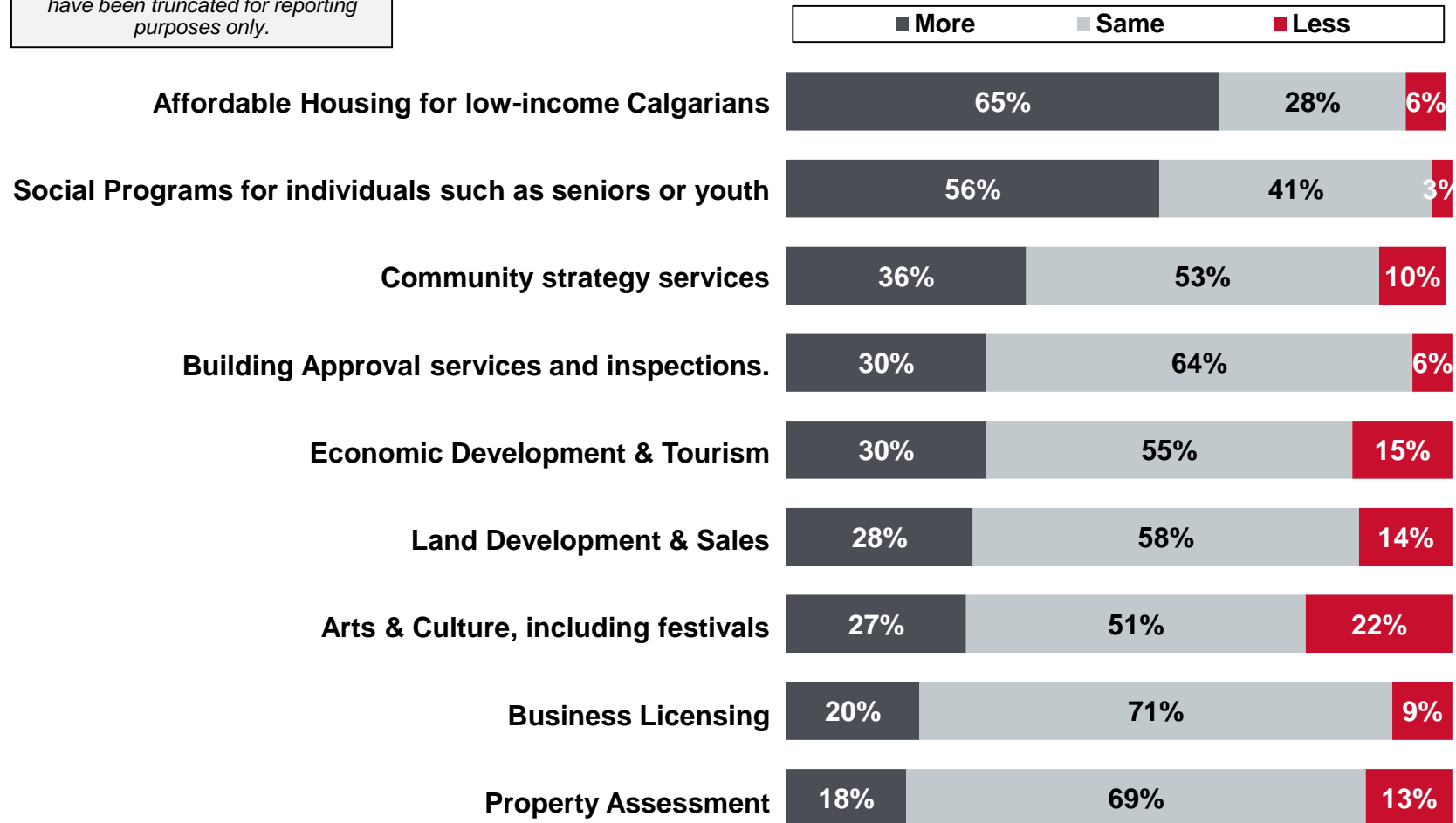
I am going to read a list of programs and services provided to you by The City of Calgary. Please tell me how important each one is to you / Please tell me how satisfied you are with the job The City is doing in providing that program or service.

Base: Valid respondents (Bases vary)

Investment in City Programs and Services

Prosperous City

Please note: Some service names have been truncated for reporting purposes only.



Please tell me if you think The City should invest more, less or the same amount on the program or service.
Base: Valid respondents (Bases vary)

Importance & Satisfaction with City Programs and Services

Well-Run City

Please note: Some service names have been truncated for reporting purposes only.

	IMPORTANCE			SATISFACTION		
	Very	Somewhat	TOTAL	Very	Somewhat	TOTAL
Municipal Elections	76%	19%	95%	34%	47%	81%
Property tax management	73%	22%	95%	15%	54%	69%
Corporate citizen engagement	66%	28%	94%	16%	60%	76%
311 Service	66%	26%	92%	56%	37%	93%
City of Calgary website	44%	38%	82%	35%	50%	85%
Social Media	24%	37%	61%	26%	56%	82%

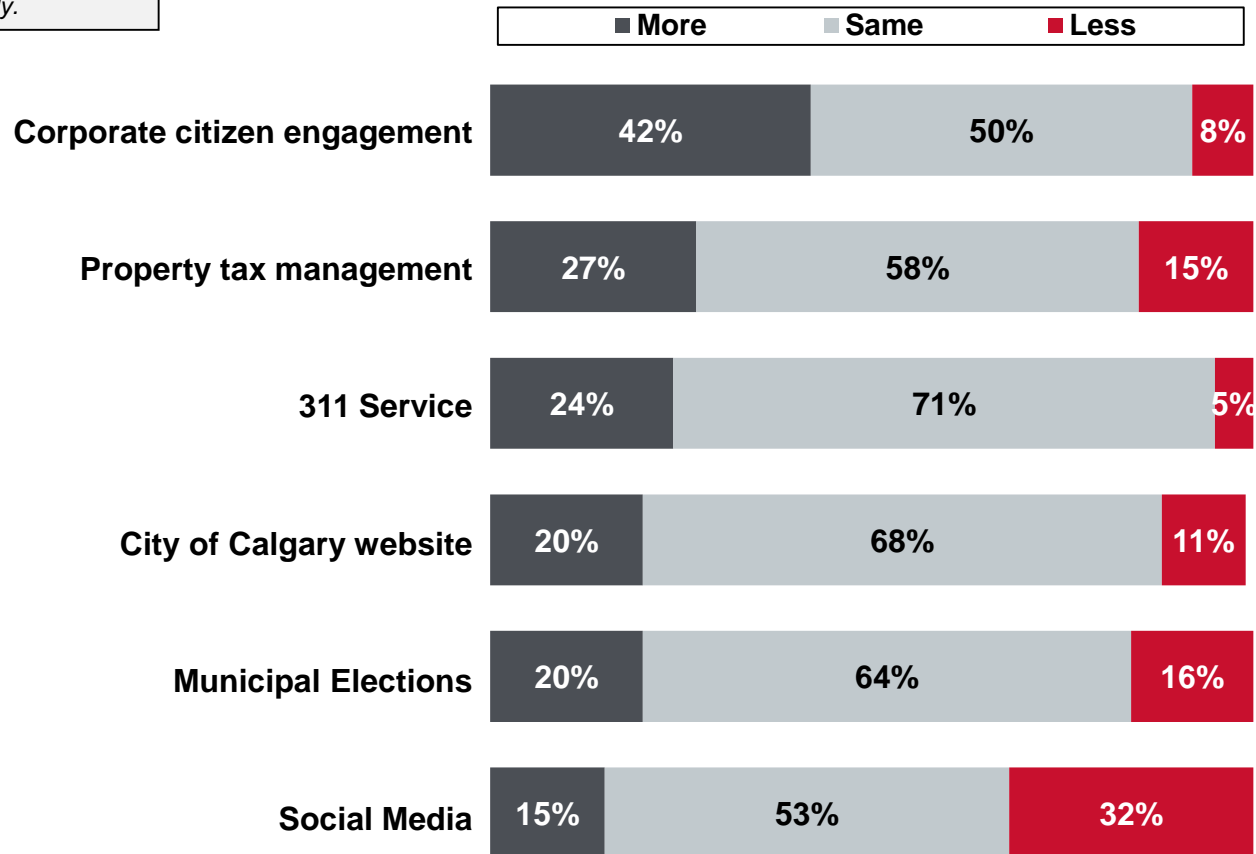
I am going to read a list of programs and services provided to you by The City of Calgary. Please tell me how important each one is to you / Please tell me how satisfied you are with the job The City is doing in providing that program or service.

Base: Valid respondents (Bases vary)

Investment in City Programs and Services

Well-Run City

Please note: Some service names have been truncated for reporting purposes only.



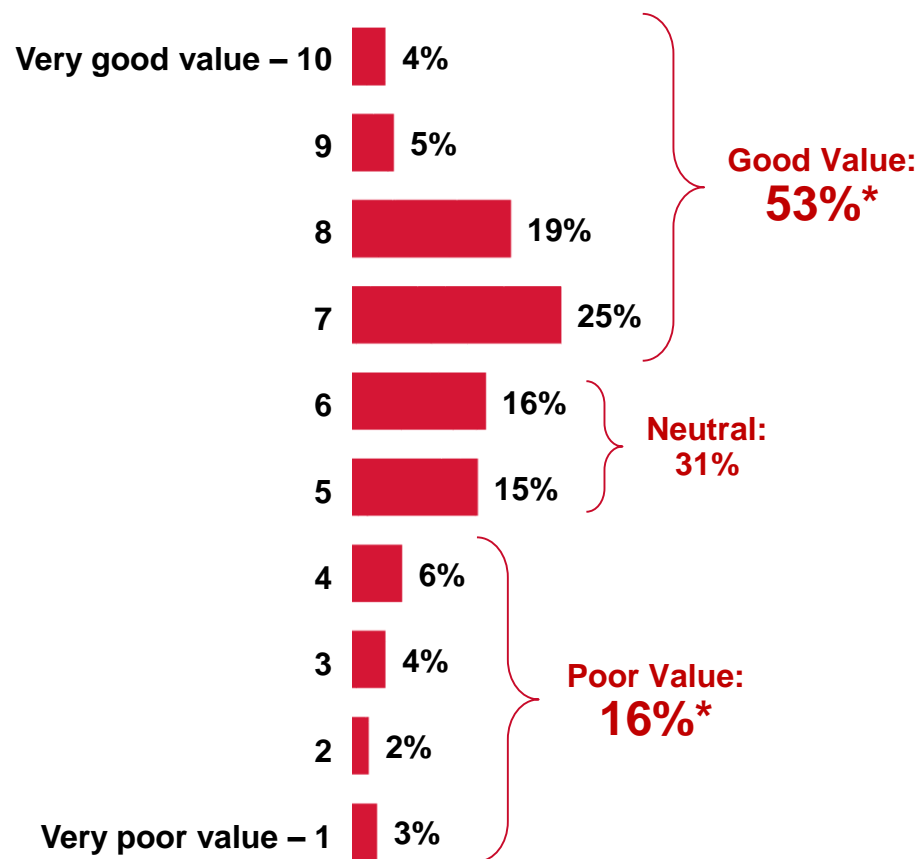
Please tell me if you think The City should invest more, less or the same amount on the program or service.
Base: Valid respondents (Bases vary)



Taxation



Perceived Value of Property Taxes

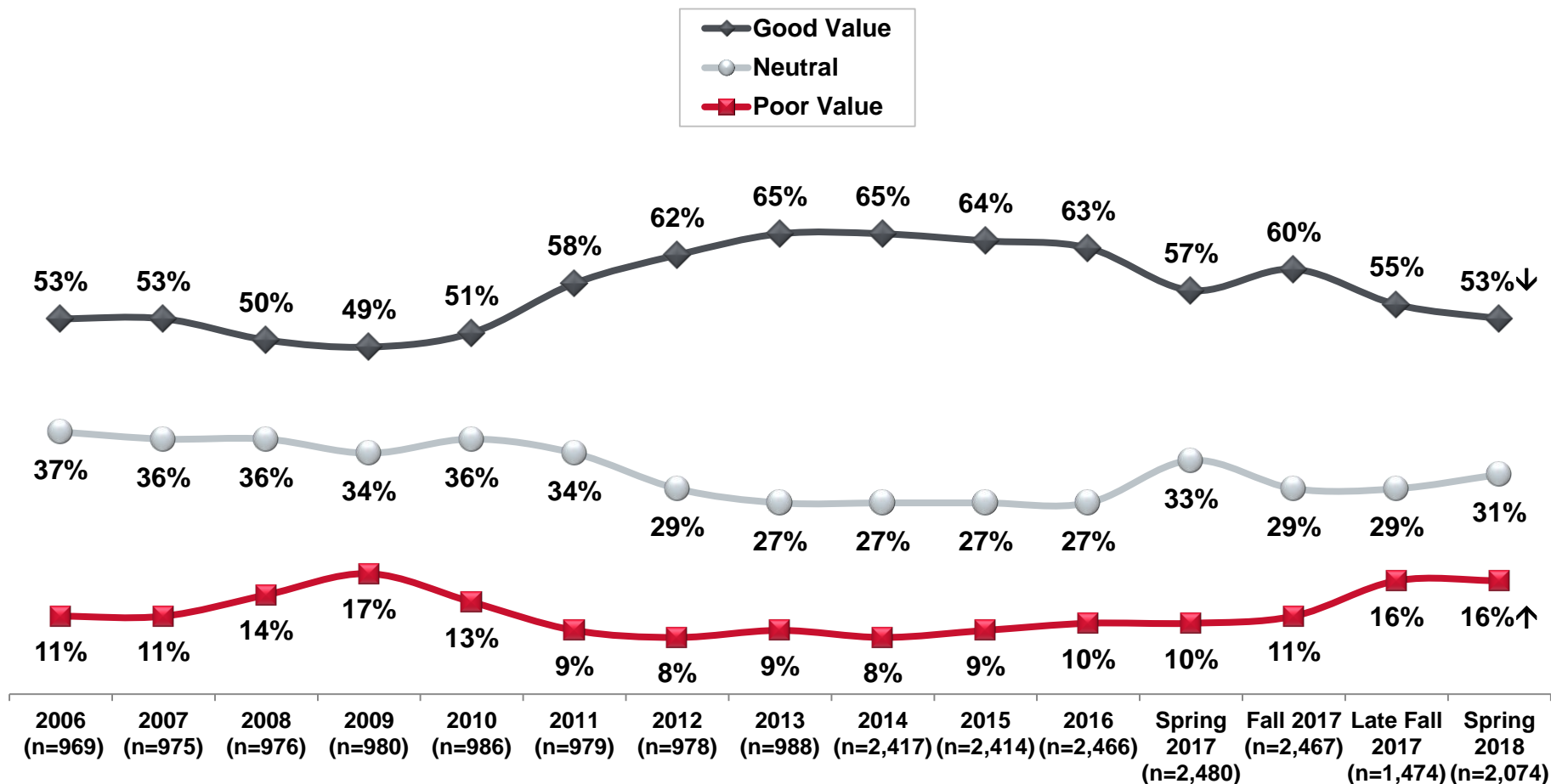


*Rounding

Your property tax dollars are divided between The City and the Province. In Calgary, approximately half of your property tax bill goes to The City to fund municipal services. Considering the services provided by The City, please rate the value you feel you receive from your municipal property tax dollars using a scale of 1 to 10 where “1” represents “very poor value” and “10” represents “very good value”.

Base: Valid respondents (n=2,078)

Tracking Perceived Value of Property Taxes

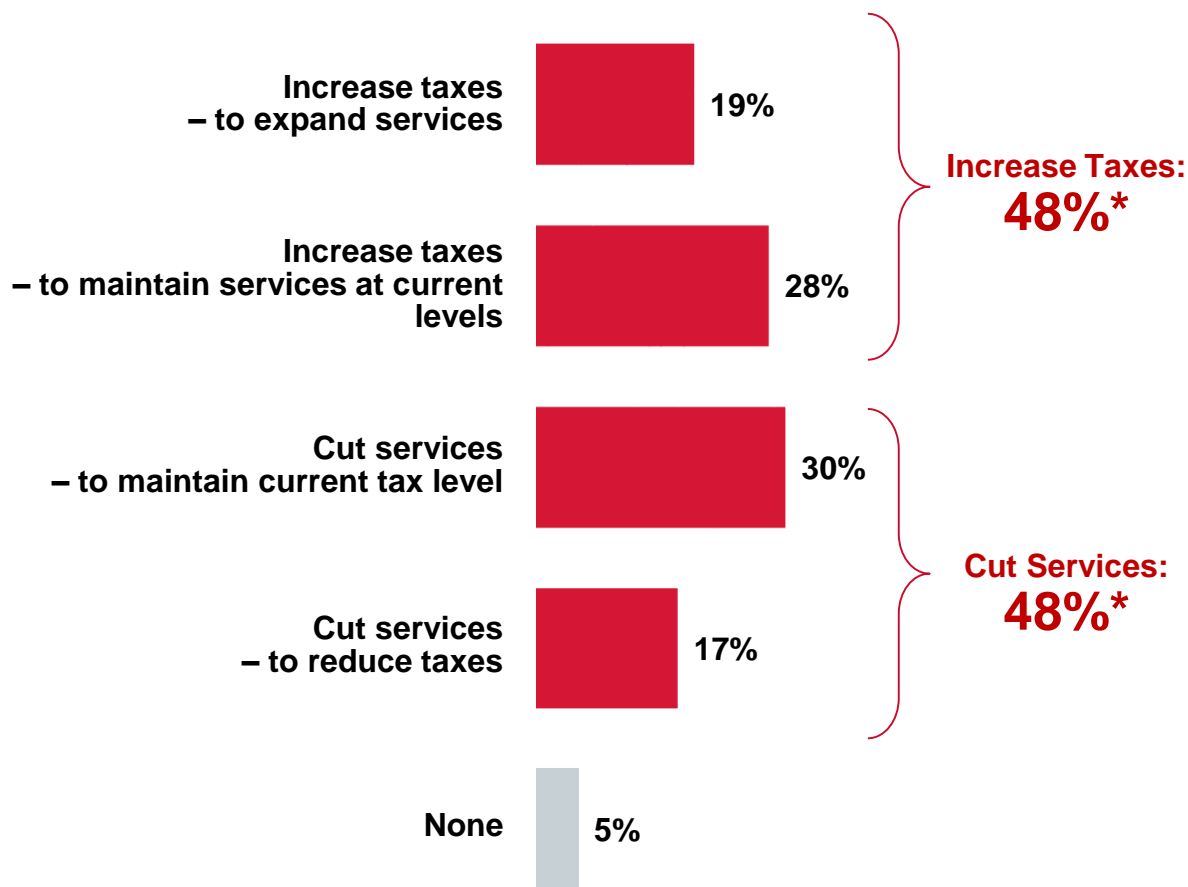


Statistically ↑ higher / ↓ lower than Fall 2017

Your property tax dollars are divided between The City and the Province. In Calgary, approximately half of your property tax bill goes to The City to fund municipal services. Considering the services provided by The City, please rate the value you feel you receive from your municipal property tax dollars using a scale of 1 to 10 where “1” represents “very poor value” and “10” represents “very good value”.

Base: Valid respondents

Balancing Taxation and Service Delivery Levels

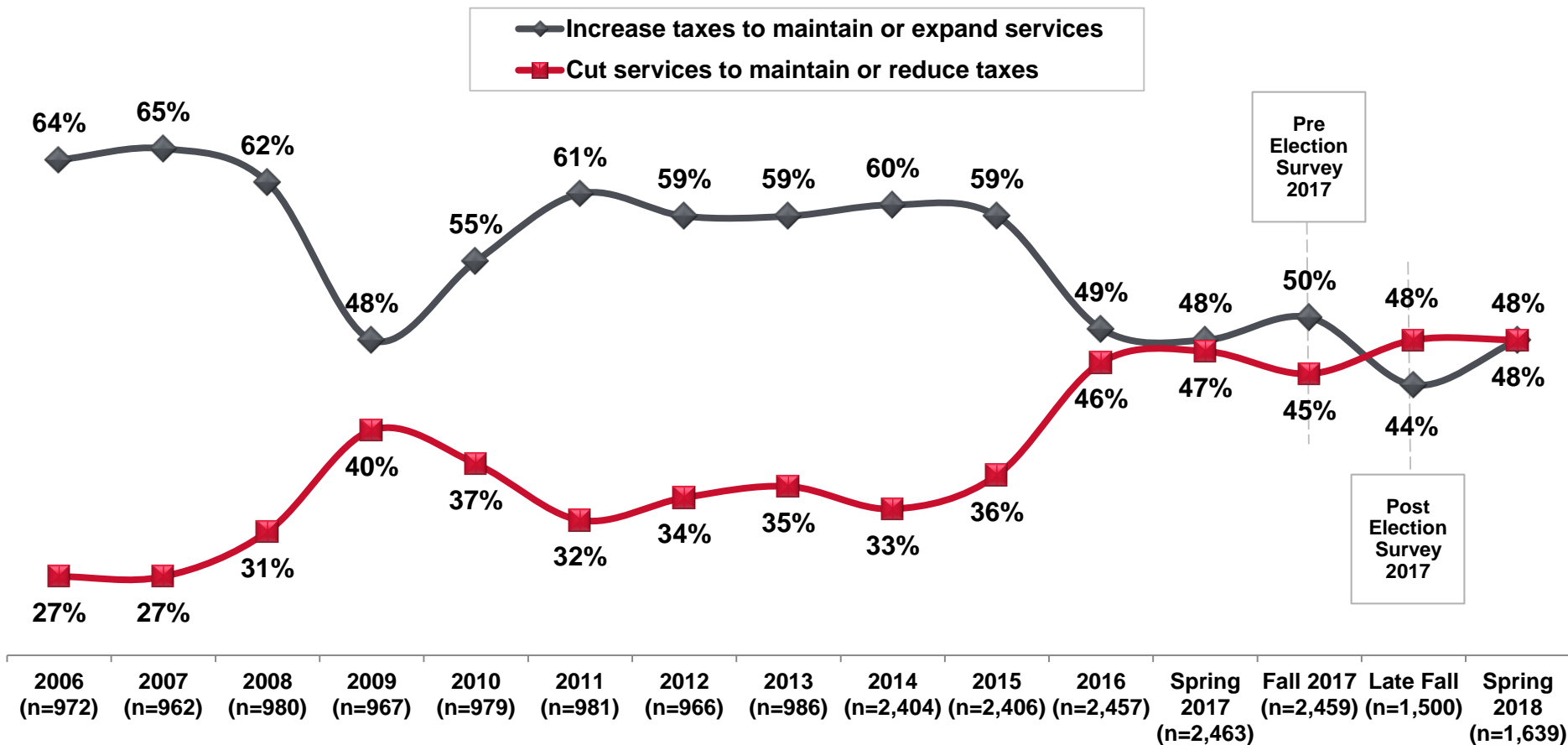


*Rounding

Municipal property taxes are the primary way to pay for services and programs provided by The City of Calgary. Due to the increased cost of maintaining current service levels and infrastructure, The City must balance taxation and service delivery levels. To deal with this situation, which of the following four options would you most like The City to pursue?

Base: Valid respondents (n=1,639)

Tracking Balancing Taxation and Service Delivery Levels: Increase Taxes versus Cut Services



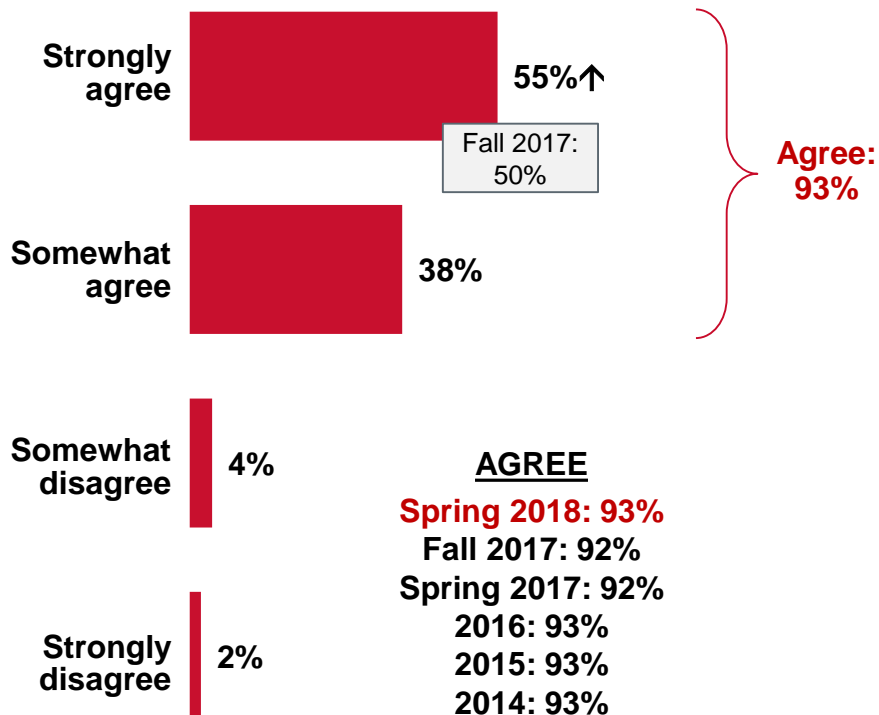
Municipal property taxes are the primary way to pay for services and programs provided by The City of Calgary. Due to the increased cost of maintaining current service levels and infrastructure, The City must balance taxation and service delivery levels. To deal with this situation, which of the following four options would you most like The City to pursue?

Base: Valid respondents

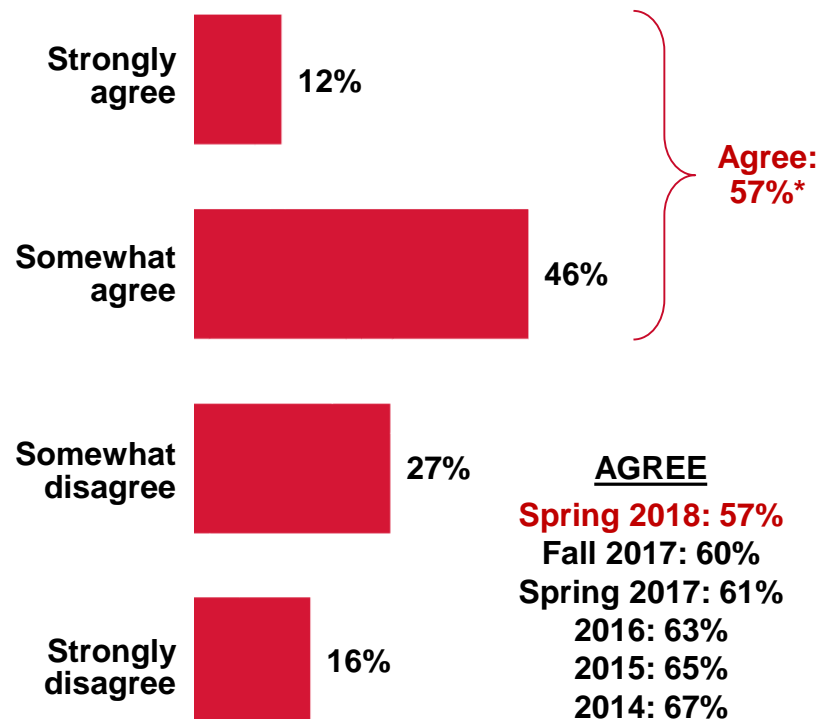
*Rounding

Property Tax Dollar Investment

I am interested in knowing how my property tax dollars are invested in various City services



The City does a good job of providing citizens with information about how their property tax dollars are invested in various City services



*Rounding

Please indicate if you strongly agree, somewhat agree, somewhat disagree or strongly disagree with each of the following statements.
 Base: Valid respondents (n=2,093 / n=2,075)













Appendix: Highest and Lowest Percentages for Service Importance, Satisfaction and Investment





Services with Highest Percentage of “IMPORTANCE” Responses

Percentage of Calgary residents rating specific services as **important** | Source: 2018 Spring Pulse Survey

Citizens' perceptions on what services they think are of highest importance...		VERY IMPORTANT	SOMEWHAT IMPORTANT	TOTAL (VERY + SOMEWHAT)
	Water treatment and supply (including the availability and supply of clean, safe drinking water)	98%	2%	100%
	Calgary 9-1-1	96%	3%	99%
	Fire & Emergency Response	95%	4%	99%
	Calgary Police Services	91%	8%	99%
	Wastewater Collection & Treatment	86%	13%	99%
	Parks & Open Spaces	80%	18%	98%
	Snow Removal (Streets)	80%	16%	96%
	Streets (Traffic operations including traffic flow management)	79%	19%	98%
	Fire Inspection & Enforcement	76%	20%	96%
	Municipal Elections	76%	19%	95%











Q: I am going to read a list of programs and services provided to you by The City of Calgary. Please tell me how important each one is to you.

Base: Valid respondents (Bases vary) | For the purposes of surveying citizens, some service line names were slightly altered in the questionnaire. Service lines are indicated in brackets above, as needed.

Services with Lowest Percentage of “IMPORTANCE” Responses

Percentage of Calgary residents rating specific services as **important** | Source: 2018 Spring Pulse Survey











Citizens’ perceptions on what services they think are of lower importance...

		VERY IMPORTANT	SOMEWHAT IMPORTANT	TOTAL (VERY + SOMEWHAT)
	City of Calgary Website (Citizen Information & Services)	44%	38%	82%
	Arts & Culture	42%	39%	81%
	Economic Development & Tourism	41%	45%	86%
	Pet Ownership & Licensing	41%	34%	75%
	Parking and enforcement (Parking)	35%	42%	77%
	Downtown revitalization	34%	41%	75%
	City Cemeteries	31%	41%	72%
	On street bikeways (Streets)	27%	29%	56%
	Social Media (Citizen Information & Services)	24%	37%	61%
	Taxi, Limousine & Vehicles-for-Hire	23%	41%	64%

Q: I am going to read a list of programs and services provided to you by The City of Calgary. Please tell me how important each one is to you.
Base: Valid respondents (Bases vary) | For the purposes of surveying citizens, some service line names were slightly altered in the questionnaire.
 Service lines are indicated in brackets above, as needed.

Services with Highest Percentage of “SATISFIED” Responses

Percentage of Calgary residents who are **satisfied** with the job The City is doing in providing that program or service | Source: 2018 Spring Pulse Survey

Citizens' perception of services they have the highest satisfaction with		VERY SATISFIED	SOMEWHAT SATISFIED	TOTAL (VERY + SOMEWHAT)
	Water Treatment and Supply	76%	20%	96%
	Calgary 9-1-1	74%	24%	98%
	Fire & Emergency Response	73%	25%	98%
	Library Services	57%	36%	93%
	Calgary Police Services	56%	35%	91%
	311 Service	56%	37%	93%
	Residential Blue Cart Service	54%	37%	91%
	Wastewater Collection & Treatment	51%	43%	94%
	Parks & Open Spaces	51%	41%	92%
	Residential Black Cart Service	50%	35%	85%













Q: Please tell me how satisfied you are with the job The City is doing in providing that program or service.

Base: Valid respondents (Bases vary) | Base: Valid respondents (Bases vary) | For the purposes of surveying citizens, some service line names were slightly altered in the questionnaire. Service lines are indicated in brackets above, as needed.



Services with Lowest Percentage of “SATISFIED” Responses

Percentage of Calgary residents who are **satisfied** with the job The City is doing in providing that program or service | Source: 2018 Spring Pulse Survey

Citizens' perceptions on what services they have the lowest satisfaction with		VERY SATISFIED	SOMEWHAT SATISFIED	TOTAL (VERY + SOMEWHAT)
	Snow Removal	21%	38%	59%
	City Planning & Policy	20%	60%	80%
	Development Approvals	20%	60%	80%
	On street bikeways	19%	47%	66%
	Economic Development & Tourism	18%	67%	85%
	Parking and enforcement	18%	53%	71%
	Land Development & Sales	17%	69%	86%
	Streets, including building and repairing	17%	57%	74%
	Traffic operations including traffic flow management	17%	54%	71%
	Corporate citizen engagement	16%	60%	76%
	Property tax management	15%	54%	69%
	Affordable Housing for low-income Calgarians	14%	55%	69%

Q: Please tell me how satisfied you are with the job The City is doing in providing that program or service.

Base: Valid respondents (Bases vary) | Base: Valid respondents (Bases vary) | For the purposes of surveying citizens, some service line names were slightly altered in the questionnaire. Service lines are indicated in brackets above, as needed.











Services with Highest Percentage of “INVEST MORE” Responses

C2018-0848
ATTACHMENT 2

Percentage of Calgary residents who think The City should invest **more**, **less** or the **same** amount on a program or service | Source: 2018 Spring Pulse Survey

Citizens' perceptions on what services The City should invest more in include...

		INVEST		
		MORE	SAME	LESS
	Affordable Housing (for low-income Calgarians)	65%	28%	6%
	Public Transit (including bus and CTrain service)	60%	36%	4%
	Streets (Snow removal)	59%	38%	3%
	Streets, including building and repairing	58%	41%	2%
	Traffic operations including traffic flow management (Streets)	57%	40%	3%
	Social Programs (for individuals such as seniors or youth)	56%	41%	3%
	Calgary Police Services	52%	44%	4%
	Fire & Emergency Response	48%	51%	1%

Q: Please tell me if you think The City should invest more, less or the same amount on the program or service.

Base: Valid respondents (Bases vary) | For the purposes of surveying citizens, some service line names were slightly altered in the questionnaire. Service lines are indicated in brackets above, as needed.











Services with Highest Percentage of “INVEST LESS” Responses

C2018-0848
ATTACHMENT 2

Percentage of Calgary residents who think The City should invest **more**, **less** or the **same** amount on a program or service | Source: 2018 Spring Pulse Survey

Citizens' perceptions on what services The City should invest less in include...

		INVEST		
		MORE	SAME	LESS
	On street bikeways (Streets)	22%	38%	41%
	Social Media (Citizen Information & Services)	15%	53%	32%
	Residential Green Cart Service (Waste & Recycling)	17%	54%	29%
	Taxi, Limousine & Vehicles-for-Hire	15%	58%	27%
	Parking and enforcement	23%	52%	25%
	Arts & Culture	27%	51%	22%
	Pet Ownership & Licensing	12%	70%	18%
	Downtown revitalization	31%	51%	17%

Q: Please tell me if you think The City should invest more, less or the same amount on the program or service.

Base: Valid respondents (Bases vary) | For the purposes of surveying citizens, some service line names were slightly altered in the questionnaire. Service lines are indicated in brackets above, as needed.



Prepared by the Corporate Research Team for the 4 July 2018 Strategic Meeting of Council

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Customer Service and Communications

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