



## REVISED AGENDA

### SPECIAL MEETING OF COUNCIL

### RE: ONE CALGARY 2019-2022 AND RE: 2026 OLYMPIC AND PARALYMPIC WINTER GAMES ASSESSMENT

October 11, 2018, 9:30 AM  
IN THE COUNCIL CHAMBER

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. UNFINISHED BUSINESS  
None
5. POSTPONED REPORTS  
*(including related/supplemental reports)*  
None
6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
  - 6.1 One Calgary 2019-2022: Citizen research and engagement findings, C2018-1150
  - 6.2 One Calgary 2019-2022: Service plan preview feedback on enabling services, C2018-1148
  - 6.3 One Calgary 2019-2022: Update prior to finalizing proposed service plans and budgets, C2018-1149

#### REVISED MATERIAL

6.3.1 *Revised Page 10 to Attachment 1*

6.3.2 *Revised Page 2 to Attachment 2*

6.4 2026 Olympic and Paralympic Winter Games City Secretariat Update, OPC2018-1146

7. CONFIDENTIAL ITEMS

- 7.1 One Calgary 2019-2022 Preliminary 2019 Property Assessment Update (Verbal), C2018-1203  
Held Confidential pursuant to Sections 24 and 25 of *FOIP*.

8. ADJOURNMENT

One Calgary Report to  
Special Meeting of Council  
2018 October 11

ISC: UNRESTRICTED  
C2018-1150

## **One Calgary 2019-2022: Citizen research and engagement findings**

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### **EXECUTIVE SUMMARY**

Administration continues to work to provide citizen perspectives in order to inform Council and Administration's service and budget planning as part of the One Calgary program. As committed to Council on 2018 September 25, this report includes a roll-up of all research and engagement activities and tactics that have taken place in the last year. Many of the tactics and activities contained in the report are above and beyond those initiated by the One Calgary process and are included because they present other insights into citizens' views on the importance, value, and satisfaction with the delivery of City services.

This is consistent with the overarching engagement and research strategy that has been used as part of the One Calgary process dating back to November 2017. This represents the beginning of the fourth phase of engagement and research. The process has been a blend of existing research and engagement that is relevant to service plans and budget as well as net new engagement that complements that approach.

The attachment to this cover report, Key Findings and Themes for Research and Engagement, provides a series of insights gleaned from citizens over the past year and represents input into service delivery, service lines and budgets.

For additional detail, we are making the raw data by service line available on the research & engage library and will send the link to Council directly.

Key insights are detailed in this cover report and the attached insights document. Roll-up of key citizen insights include:

- How citizens determine the importance of City services;
- Citizen concerns about the economy;
- Importance of open, efficient, and effective operations;
- Satisfaction with City services is high despite concerns with the economy;
- The business community tends to be less satisfied with City services, and wants City policies and actions to support, not impede, their sustainability and growth;
- There is a continued demand from both citizens and businesses to receive communications in preferred channels and be accessible to all aspects of Calgary's diverse population;
- Both citizens and businesses alike look for meaningful opportunities to provide input on City initiatives;
- Key priority areas for citizens include: public safety, ease of transportation, affordable housing and services, and investment in infrastructure and community, parks and open

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spaces, streets and sidewalks, city planning, and neighbourhood support and development.

### **ADMINISTRATION RECOMMENDATION:**

That Council receive this report for information.

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

On 2018 September 25 (C2018-1080) Council directed Administration to proceed with the citizen research and engagement proposal identified in Attachment 5 to Report C2018-1080, pages 3-4.

### **BACKGROUND**

Our approach to engagement and research in the One Calgary process has been different than any other budget cycle previous. Throughout the One Calgary process, our approach has been to leverage existing feedback, not only as an input to Council, but also to inform Service Owners as they developed their service lines. This has resulted in significant cost savings for the organization, as instead of conducting this exclusively as a net new exercise we have relied on what citizens have already told us.

As new information emerged from the One Calgary process, such as the service line characteristics and value dimensions, we conducted net new engagement and research to gather specific citizen input. This approach enabled us to pull from thousands of pieces of citizen input received on our services, not just those specific to budget, and target our “net new” research and engagement to fill in the gaps.

Results from the One Calgary public engagement and research conducted throughout the program were used to guide the development of the proposed 2019-2022 service plans and budgets.

Research and engagement has been delivered in three broad phases:

- Phase 1: Public input used to set Council Directives (Nov-Dec 2017)
- Phase 2: Public input used to set value characteristics, service targets & refine services (Mar-Sep 2018)
- Phase 3: 2018 September Service Plan Previews

In response to a request for further engagement and research in October 2018, Administration has produced a roll-up insight report from previous engagement & research over the past year as part of phase 4 of the research and engagement plan. In October, phase 4 engagement and research is continuing through targeted conversations with citizens about service line plans via five focus groups, pop-up engagement in each ward and online engagement. These additional conversations to gather input from citizens will be summarized and presented to Council in mid-November.

This roll-up information is presented to Council to provide an overview of the research and engagement activities that have sought citizen input and perspectives over the past year. The final engagement activities to inform the budget planning process taking place in October

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will be presented to Council at the 2018 November 14 session. This report, reflecting citizen perspectives and priorities over time, is intended to be one of many inputs to help inform Council's budget deliberations and decision making in November.

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

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

The City has hundreds of conversations every year through a variety of engagement and research channels and all of those conversations are about some aspect of service delivery to citizens. Through hundreds of initiatives across the gamut of City services in the past year, Administration has produced over one hundred reports that summarize more than 275,000 pieces of input from citizens.

As a 'book end' to the One Calgary research and engagement strategy to utilize existing inputs from citizens, this report provides a roll-up of all research and engagement conducted in the last year with emphasis placed on summarizing the key insights citizens have shared about their thoughts on service delivery by specific service lines as well as their aspirations and concerns.

Citizens recognize that the services The City provides have a significant impact on their quality of life, and they place a higher importance on services that are deemed essential and services they or members of their household utilize. As well, citizen sentiment is effected by local events and environments, including changes in the economy and weather or flood events. These external factors, particular short term events, tend to temporarily increase in importance the services associated with them. In the case of the economic environment, the impacts are more longstanding and far reaching, impacting citizen perceptions regarding quality of life, satisfaction with services, and value in taxes. As the economy recovers, citizens continue to place a high importance on services that improve quality of life and draw in and support businesses.

Concerns about the economy also impact citizens perceptions of value for tax dollars; since 2013 there has been a downward trend on how citizens rate their value for taxes. Despite the trend, overall citizens still see good value, with only 16% saying they have received poor value for their taxes in spring 2018.

To maintain citizens' trust it is important that The City operates in an open, efficient, and effective way; support for The City's overall performance and their ratings related to value for taxes are closely tied to citizens perceptions of efficiency and effectiveness. The greater the perceptions of efficiency and effectiveness, the more likely citizens are to support increasing taxes to maintain or increase services. As trust in The City erodes or the economy declines, citizens move their support to reducing services to find tax savings. Most recent survey findings indicate that citizens are evenly split between increasing taxes to maintain or expand services or cutting services to maintain or reduce taxes.

Despite economic concerns, citizen satisfaction with City services is high; eight in ten citizens indicate they are satisfied with the quality of service The City delivers and believe that The City makes customer service a priority. Important factors that contribute to this satisfaction include the effectiveness of City communications as well accessibility of services and information for all

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## **One Calgary 2019-2022: Citizen research and engagement findings**

segments of the Calgary population. Citizens value most affordability, accessibility, safety and quality as dimensions of City services.

The business community in Calgary has needs and perceptions that are different from citizens. They tend to be less satisfied with City services, and want City policies and actions to support, not impede, their sustainability and growth. They want the City to better understand their needs and challenges, and to operate efficiently and effectively. Businesses value reduced risk, affordability, accessibility, and safety most in regards to City services.

There is a continued demand from both citizens and businesses to receive communications in preferred channels and to be accessible to all aspects of Calgary's diverse population. Both citizens and businesses also look for meaningful opportunities to provide input so The City can better understand their needs. Calgarians want to be part of the conversation regarding potential investments such as the Olympic bid or a new event centre as well as emerging topics like climate change and opioid use.

There are a number of key priorities for citizens that are consistent: public safety, ease of transportation, affordable housing and services, and investment in infrastructure and community building remain top of mind. Themes that regularly emerged in engagement activities include parks and open spaces, streets and sidewalks, city planning, and neighbourhood support and development.

Attachment 1 provides a roll-up of insights that include citizen and business community perceptions on service delivery overall and by citizen priority area.

### **Strategic Alignment**

This report aligns with One Calgary service plans & budgets. Opportunities for citizens to take part in the conversation, and for Administration and Council to be provided with a clear picture of citizen perspectives around service and budget planning, is a critical piece of this process.

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

Social, environmental and economic guidance is provided through City policies, Citizen Priorities, and Council Directives, all of which guide Administration in developing the 2019-2022 service plans and budgets. During the service plan preview, Council and Committee members provided input on social, environmental and economic issues, which will be used to inform the proposed 2019-2022 service plans and budgets.

### **Financial Capacity**

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

This analysis was completed utilizing existing City resources as part of ongoing research and engagement activities.

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

This analysis has no impact on current and future capital budget.

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### **Risk Assessment**

The risks associated with preparing and approving four-year plans and budgets include directional alignment risk, risk of not meeting service delivery expectations, financial risks, and changes in circumstances that take place during the four-year business cycle.

This report represents one part of the process in addressing directional alignment and expectations risk. By producing this roll-up report on research & engagement administration is striving to inform Council and Service Owners with respect to the perceptions of citizens. This will serve as an input to the decision-making process that will produce service plans and budgets to best address those citizen needs.

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

The “receive for information” recommendation is intended to address Council’s receipt of the *One Calgary Roll-Up Engagement & Research Insights*, as approved as part of overall direction at the 2018 September 25 Special Meeting of Council. This is delivered for input, feedback and guidance in regard to 2019-2022 One Calgary service plans and budgets.

### **ATTACHMENT(S)**

1. Attachment 1: Key findings and themes for Research and Engagement





## One Calgary Roll-Up Engagement & Research Insights

October 11, 2018

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## Background

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Throughout the One Calgary process our approach has been to leverage existing feedback, not only as an input to Council, but also to inform Service Owners as they developed their service lines. As new information emerged from the One Calgary process, like the service line characteristics, we conducted net new engagement and research to gather specific citizen input. This approach enabled us to pull from thousands of pieces of citizen input received on our services, not just specific to budget, and target our “net new” research and engagement to fill in the gaps.

This first three phases of this approach were:

1. Phase 1: Public input used to set Council Directives (Nov-Dec 2017)
2. Phase 2: Public input used to set value characteristics, service targets & refine services (Mar-Sep 2018)
3. Phase 3: 2018 September Service Plan Previews

In response to a request for further engagement and research in October 2018, Administration has produced a roll-up insight report from previous engagement & research over the past year. For additional detail, we are making the raw data by service line available on the research & engage library and will send the link to Council directly.

The City has hundreds of conversations every year through a variety of engagement and research channels and all of those conversations are about some aspect of service delivery to citizens. Through hundreds of initiatives across the gamut of City services in the past year, Administration has produced dozens of reports that summarize more than 275,000 pieces of input from citizens.

As a ‘book end’ to the One Calgary research and engagement strategy to utilize existing inputs from citizens, this report provides a roll-up report of all research and engagement conducted in the last year with emphasis placed on summarizing the key insights citizens have shared about their thoughts on service delivery by specific service lines and their aspirations and concerns.

## Methodology

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This report indicates the themes that we have heard from citizens through a variety of engagement and research projects and methods over the past year. To produce these insights more than 70 *What We Heard Reports* and more than 60 survey and focus group reports were analyzed for key insights at both the City-wide and line of service levels.

While this report is intended to provide effective insight into citizen input, if Councillors would like analysis for a specific service line, Administration would be pleased to provide that detail.

## Corporate-Level Insights

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### Overall citizen input into lines of service & investment focus areas

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- Since October 2017, citizens have been asked four different times about the impact of The City on their quality of life and in all four waves of the survey at least 85% indicated that The City has a significant impact.
- All City services are important to citizens but the most important to individual citizens are essential services (e.g. Police, Fire, Water) and the services that they or someone in their household/family use. They tend to want to see more investment in these services and the same or increased service levels.
- Events like the flood or a winter with above average snow fall will impact importance ratings, satisfaction levels and investment choices. After the flood, citizens were more apt to identify disaster planning and response as an area for increased investment. As time passes, this service, while still important to citizens, sees a drop in importance compared to others. Similar effects are seen with other services like desires for more investment in snow removal and spring road cleaning after a winter with heavier snowfalls.
- Despite some lower numbers in surveys during times of a weaker economy, citizens tend to not want service cuts to any of the services they use. When asked about this during focus groups, there is never a single service or group of services that everyone in the group agrees they could do without. For example, for everyone that says grass cutting in parks could be reduced there is someone who will argue the opposite.
- Investment at the community level is important to citizens. Services and facilities that contribute to vibrant, safe communities are highly valued.
- When asked about levels of investment in the spring of 2018, the majority of citizens (60% or higher) said they would like to see the same or more investment in all of the 34 services that were included in the survey. Even during the serious economic downturn during 2016 and 2017 over half the citizens surveyed wanted to see the same or more investment in all the services they were asked about.
- All services that contribute to a good quality of life in Calgary are also viewed as important to attracting new businesses and visitors to the city.
- Some services are really taken for granted and not top of mind, until something goes wrong. For example, unless asked specifically about water services (Water Treatment &

Supply), citizens may not even mention it top of mind but if there is an issue with water quality or an interruption in the water supply it will be mentioned as a critical issue.

### Financial, budgetary and spending information is of key interest to citizens

- Since 2014, nine in ten citizens have said they are interested in knowing how property tax dollars are invested in City services while only six in ten say The City does a good job in providing this information.
- During the economic downturn in Calgary and Alberta, citizens have rated their value for taxes lower than in previous more prosperous years (all time high ratings were in 2013 and 2014). Despite changes in the economy, only 16% (a high since 17% in 2008) said they received poor value for their taxes in spring 2018. If long term trends are an indication, ratings for value for taxes should increase as the economy improves. This pattern was also seen as the economy improved after the 2008 downturn.
- When asked about the value for their tax dollars for the specific services they use, citizens for the most part agree they receive good value. For example: five in ten say they receive good value for affordable housing and bylaw services; six in ten say the same for transit, inspections and permits, property tax assessment, black cart, green cart and social services; seven out of ten agree for animal control, arts and culture, community services, blue cart, City operated recreation programs and facilities; eight out of ten agree for 911, fire and police.
- Value for money ratings may be able to be increased by increasing transparency into where each dollar goes.
- Predictability of billing is also a large factor in perceived value for money.
- Quantitative and qualitative research has confirmed that citizens expect The City to provide services in an efficient and effective way. Support for The City's overall performance and their ratings related to value for taxes are tied to citizens perceptions of efficiency and effectiveness.
- The media has a great influence on citizens' views about The City's performance and spending. Almost two thirds of citizens indicated that they trust the news media as a primary source of information about The City. Negative media coverage about the costs of service results in more citizens who agree that taxes are too high, value is too low and City service delivery performance is inefficient. However, when asked about specific experiences with individual services, citizens often express that they are satisfied with the service and that they receive good value.
- Looking at the ten-year trend, citizens have generally supported increasing taxes to maintain or expand services as opposed to cutting services to maintain or reduce taxes.

It has only been during economic downturns that the support for increasing taxes and the support for cutting services has become more evenly distributed. In spring 2017 and again in spring 2018 the distribution was more or less divided equally. Based on the long-term trends the two sides may again diverge, with the tolerance for increasing taxes to maintain or expand services increasing as well.

### Satisfaction with overall level of service remains high, specific opportunities for improvement exist

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- Since 2011 eight in ten citizens have indicated that they are satisfied with the overall level and quality of services and programs that The City delivers.
- Business customers tend to be less satisfied with City services and overall City performance than citizens.
- Over the past five years, at least eight in ten citizens agree that The City makes customer service a priority and that the quality of customer service from The City is consistently high. During this timeframe nine out of ten agreed that City staff are courteous, helpful and knowledgeable.
- Satisfaction with services that include face-to-face interaction with City of Calgary employees such as 311, Recreation, or Fire is very high.
- Four in ten citizens say they have contacted The City over the past six months, primarily by contacting 311 (phone and online) or through The City's website. Eight in ten citizens who contacted The City said the overall experience met or exceeded their expectations.
- Understanding preferred communications channels is important to citizen satisfaction with different services lines. For example, social media and digital works well for Recreation, print offerings work well for waste and recycling, and traditional media (radio and TV) are preferred for emergency and disasters.
- A complete shift to digital channels for communication would not meet the needs and preferences of all citizens. Some citizens would prefer to receive information from traditional channels such as TV and radio as well as print. Additionally, there are some segments of the population who prefer to conduct transactions with The City through non-digital channels.
- The City will need to consider how to respond to a number of emerging trends and issues when planning for future service delivery. The topics that are mentioned frequently by citizens and business customers include: serving a more diverse population; cannabis legislation; a potential Olympic bid; a potential new arena/event centre; climate change; resilience; as well as opioids and policing.

- During research with the business community, business customers indicated that The City doesn't seem to understand the impact that City policies and actions has on their bottom line. They would like The City (Administration and Council) to demonstrate that they are listening to the business community and that they have a better understanding of their issues and needs.

## Characteristics in service delivery that citizens and businesses value

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- Through research for the One Calgary process, citizens and businesses were asked about the importance of service value dimensions (characteristics) for each service line. The service value dimensions were selected and defined for each service line by the Service Owners. For citizens, the most important service value dimensions were related to affordability, reliability, quality, accessibility, responsiveness, fairness and reducing risk. For businesses, the most important service value dimensions were related to reducing risk, affordability, accessibility, safety, quality, reliability, responsiveness and legislative compliance.
- When asked explicitly about what they value, Calgarians who participated in public engagement sessions talked about safety, walkability, community character, and clean, well-maintained, beautiful, active communities/neighborhoods.
- When thinking about customer facing services such as parks, recreation, and libraries, citizens usually place high importance on providing equitable access to all Calgarians.
- When thinking about services that a citizen might access in public such as parks, pathways, parking, and transit, citizens usually place a high importance on safety.
- Well worded and honest messaging and communications are an important factor in the trust and favorability of The City.
- Increasingly citizens have a desire or expectation that they will have the opportunity to have input into City policies and decisions. Six in ten citizens agreed that they have enough opportunities to provide input into decision-making about City projects and services in the spring of 2018, while seven in ten agreed that The City is working on ways improve how it includes citizen input into important decisions. During qualitative research with citizens, they consistently express that they value having opportunities to be involved and provide input.
- Qualitative research with businesses during 2017 and 2018 revealed that business customers believe that their opportunities to provide input into City decision-making are limited and that their issues and needs are not being considered.

## Public safety remains a key priority for citizens

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- Services related to all types of safety are critically important to citizens. This includes Police, Fire, 911, pedestrian and road safety. Business customers have also indicated that having a safe city is an important for their businesses and acts as an incentive for attracting new investment to the city.
- During public engagement participants are also able to share things that are top of mind, of value or of concern about other topics that are not necessarily within the scope of the engagement. When unprompted citizens overwhelmingly talked about pedestrian/cycling safety. Concerns were often raised about pedestrian safety and the need to create walkable communities that are easy to navigate and use for drivers, pedestrians, and cyclists. Creating a connection to areas and building a sense of community were also important to Calgarians.

### Transportation & mobility investment is of key priority for citizens

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- Services related to how citizens move around the city are always top of mind and are reflected in qualitative and quantitative research about issues important to Calgary and quality of life. It is about getting from place to place but also about their time and this impacts their quality of life. Waiting for a long time for a bus or having to make multiple transfers on buses or trains is important to Transit users in the same way that sitting in traffic or having to detour out of their way due to road construction is important to drivers.
- When asked what action The City could take to improve their quality of life approximately a third indicated that improvements or investment in public infrastructure (e.g. roads, transit, parks, and recreation facilities) would have a positive impact. This was by far the most common response in four waves of surveying since October 2017.
- When it came to Transportation and transit projects, the importance of good quality and longevity of service/materials to keep maintenance costs low, fit within the community either through art or design (of stations for example), and the desire for greater connection and access was a common theme in project engagement.
- Citizens provided a lot of feedback on mobility including the need to create walkable, easy to navigate/use communities, ones where at any time Calgarians can get around easily and use different modes to do so, and that foster connection to areas and build a sense of community were important to Calgarians.
- Citizens also expressed a desire for preserving or improving parking, making driving easier and reducing traffic.
- Many agree that now is a good time to invest in the City and agree that property taxes will need to rise to make this happen. The overarching thought is that increased spending on infrastructure will increase quality of life and boost the economy.



- Many Calgarians place a high importance on building and infrastructure in relation to quality of life. They believe that now is a good time to invest in infrastructure and that this will make life better for all Calgarians.

## Citizen desire for affordable housing and services helping vulnerable populations remains consistent

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- While it's true that most Calgarians place a high importance on services they use directly, a high importance is also placed on services helping vulnerable populations such as affordable housing and social programs. This is particularly apparent during economic downturns.
- When talking about affordable housing projects, the need for good maintenance, longevity of materials and good community connections to the site as well as fit within the existing aesthetics and heights/type of housing of the community is important to citizens.

## Citizens have a high degree of interest in infrastructure, amenities and features of their communities

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- Parks, trees, amenities like pathways, recreational opportunities, social spaces, and arts and culture are also seen as important to quality of life for Calgarians today and in the future.
- Throughout engagement activities, citizens express a desire for walkable, easy to navigate communities.
- When it came to Planning projects, the importance of fitting in with the existing community character (aesthetics, history, building type(s), and community needs), fears over parking and traffic, as well as the desire for the development to enhance not hinder the connection the community has to its services.
- Many agree that now is a good time to invest in the City and agree that property taxes will need to rise to make this happen. The overarching thought is that increased spending on infrastructure will increase quality of life and boost the economy.
- Many Calgarians place a high importance on building and infrastructure in relation to quality of life. They believe that now is a good time to invest in infrastructure and that this will make life better for all Calgarians.
- Planning for vibrant, safe communities is valued by citizens. During focus group discussions, citizens express their support for plans that focus on such things as walkability, housing options, access to public transportation, parks and green spaces, recreation opportunities and safety.

## Calgary's economy as a whole remains a strong topic of interest for citizens

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- As might be expected, quality of life ratings tend to slip during economic downturns. It is expected that as the economy improves, quality of life ratings will be higher.
- Since October 2017 there has been a slow but steady increase in the percentage of citizens describing Calgary's economy as good (51% in October 2017 to 61% in August 2018).
- Nine in ten citizens agree that Calgary needs to find more of a balance between the oil and gas industry and other types of businesses.
- Nine in ten citizens believe that The City has an obligation to help support the local economy in whatever way it can. Survey respondents and focus group participants generally express expectations that The City will work with other level of government and the private sector to find ways to strengthen the local economy.
- A strong majority of citizens (over 80%) agree that this is a good time for The City to invest in new infrastructure projects like roads, public transportation and local facilities. Most also believe that their property taxes will increase to pay for these investments.
- While the majority of citizens say that they understand the difference between The City's capital and operating budgets when asked in surveys, focus group discussions have revealed that there is still a great deal of confusion.
- Business customers expect The City to work with other levels of government and the private sector to create a positive environment for new and existing businesses. This includes advocating for businesses with the Provincial and Federal governments, keeping municipal taxes as low as possible and having clear, timely and consistent processes for their interactions with The City.
- During focus group discussions, business customers have indicated that The City and the private sector should take a holistic view to attract new businesses and investment to the city. Tax levels and clear, consistent and timely processes are important but so is investment in a good quality of life for citizens. Services and amenities that contribute to a good quality of life for citizens also help to attract new investment since potential investors will consider these factors when looking for new locations for their businesses and employees. During the focus groups, business customers discussed services and amenities such as: essential services; social and community services; arts and culture; parks and pathways; roads and public transportation; environmental services; the zoo, libraries, sports teams and facilities like a new arena/event centre.



## Summary of Key Findings by Citizen Priority

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In addition to the broader insights outlined above, research and engagement activities have provided insight on the specific service lines as they are grouped under Citizen Priorities.

### A Healthy and Green City

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#### *Overall themes*

A healthy and green city is incredibly important to almost all Calgarians and a large majority indicate they are satisfied with every service line contained under this citizen priority. Across all service lines, on average, most citizens believe The City should continue to invest the same amount or more. Urban Forestry, Parks and Open Spaces, and Recreation Opportunities are the service lines under the Healthy and Green City citizen priority to receive the highest scores for “invest more” with 44%, 43%, and 43% respectively.

Both Parks & Open Spaces and Recreation Opportunities are closely connected with quality of life in Calgary. Additionally, both are perceived to be delivering among the highest value for tax dollars. In respect to the Environmental Management, citizens believe that initiatives are good for the city as a whole. However, when it comes to participation, cost savings are the main driver of interest; a positive environmental impact is a “nice to have.”

Calgarians generally have a strong sense of conviction about recycling and reducing the amount of waste going to landfills with most making an effort to sort waste into the blue, green, and black bins. There is also strong agreement that these services deliver a good value to citizens. Calgarians also agree that their drinking water access is reliable available, safe, and high quality but are less certain about water rates. There are opportunities to improve satisfaction with value for money with water services by increasing trust and transparency around how fees paid are used. Both Stormwater Management and Wastewater collection, although scoring high for importance and satisfaction, are thought of less often than other related service lines, and most trust The City of Calgary to manage these effectively.

### *What We Heard Reports – Findings*

Public engagement results were reviewed for 71 cross-departmental projects with a varied focus. The themes from the What We Heard reports of these projects were reviewed and are summarized below, outlining the number of times each service line came up as a theme.

Service Line	# of Times Service Appeared as a Theme	Key insight
<b>Environmental Management</b>	7	-Maintenance and value of environmental stewardship in the City as a whole
<b>Parks and Open Spaces</b>	39	-Value of current state of the open spaces and parks -Preserve/maintain the current levels of access to parks and open spaces -Aspiration for access for all to open spaces and parks
<b>Recreation Opportunities</b>	15	-Desire for increasing the level of opportunities available in the community
<b>Stormwater Management</b>	5	-Desire/need for flood mitigation -Value of environmental protection and rivers
<b>Waste &amp; Recycling</b>	10	-Value of cleanliness
<b>Wastewater Collection &amp; Treatment</b>	1	-Value of ground water/storm water protection -Value of reduction of urban pollution
<b>Water Treatment &amp; Supply</b>	0	Did not come up as a theme
<b>Urban Forestry</b>	17	-Value of trees and their aesthetics -Desire for more trees in general

In addition, 60 research activities were completed online, in person, and over the phone, reaching over 45,000 respondents.

### *Citizen Priority - A City that Moves*

Services related to the priority A City That Moves are always top of mind for citizens. This is clearly reflected in the majority of quantitative and qualitative research about quality of life and issues that are important to Calgarians: getting around Calgary in a safe, reliable, and efficient way is key for a majority of residents.

Citizens tend to see service lines like Streets, Sidewalks & Pathways, and Public Transit and Specialized Transit as most important for this Citizen Priority, while fewer see Taxi, Limousine & Vehicles-for-hire and Parking as important service lines offered by The City.

Overall, satisfaction with service lines in this Priority tend to be a little lower when compared to other Priorities. Specialized Transit, Sidewalks & Pathways, and Taxi, Limousine & Vehicles-for-

hire see higher rates of satisfaction in this Priority while Public Transit, Streets, and Parking is lower for many Calgarians. Given the centrality of transportation to Calgarians' everyday lives it is notable that this Priority sees some of the larger disparities when it comes to higher rates of perceived importance and lower rates satisfaction.

Overall, most Calgarians believe The City should increase or maintain current investment levels with many services for this priority. With Public Transit, Streets, and Sidewalks & Pathways for example, a majority believe investment levels should be increased. Fewer believe that Parking and Taxi, Limousine & Vehicles-for-hire should have investment levels increased.

The top ranked service value dimensions by citizens for A City That Moves are Safety, Reliability, and Accessibility. Calgarians aspire to getting around Calgary in a safe and accessible way that helps support their quality of life and makes life better every day for all citizens, whether they walk, drive, cycle or use public transit.

### *What We Heard Reports – Findings*

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Public engagement results were reviewed for 71 cross-departmental projects with a varied focus. The themes from the What We Heard reports of these projects were reviewed and are summarized below, outlining the number of times each service line came up as a theme.

Service Line	# of Times Service Appeared as a Theme	Key insight
<b>Sidewalks &amp; Pathways</b>	45	<ul style="list-style-type: none"> <li>-Value of good connections</li> <li>-Desire for more and safe connections between sidewalks, roads and pathways.</li> <li>-Aspiration for wider, better connected, well lit, and better maintained (cracks and ice) sidewalks and pathways</li> <li>-Aspiration for a more pedestrian friendly and pedestrian safe City</li> <li>-Overall concern about the safety of pathways and sidewalks</li> </ul>
<b>Specialized Transit</b>	10	<ul style="list-style-type: none"> <li>-Value for many types of transit</li> <li>-Value of accessible transit</li> </ul>
<b>Taxi, Limousine &amp; Vehicles-for-hire</b>	6	<ul style="list-style-type: none"> <li>-Value for many types of transit</li> <li>-Value of accessible transit</li> </ul>
<b>Parking</b>	21	<ul style="list-style-type: none"> <li>-Desire for maintenance of existing levels of parking and in some cases aspiration for more parking</li> <li>-Overall concern about impacts on parking with any development</li> </ul>
<b>Public Transit</b>	19	<ul style="list-style-type: none"> <li>-Value for many types of transit</li> <li>-Value of accessible transit</li> <li>-Aspiration for a well-connected transit system</li> </ul>

		<ul style="list-style-type: none"> <li>-Value of a safe, punctual and easy to use transit</li> <li>-Desire for a better connected transit system that can be easily accessed by cycling and walking in all types of weather</li> <li>-Overall concern about the safety of transit</li> </ul>
<b>Streets</b>	44	<ul style="list-style-type: none"> <li>-Aspiration for street connections to be preserved or made better (intersections, lights, connections to pedestrian walkways/pathways)</li> <li>-Value connection and easy, safe, movement</li> <li>-Desire for less traffic and safer streets</li> <li>-Overall concern about the safety of streets, especially as a pedestrian</li> <li>-More traffic calming measures</li> <li>-Aspiration for safer intersections</li> </ul>

In addition, 60 research activities were completed online, in person, and over the phone, reaching over 45,000 respondents.

## Citizen Priority- A City of Safe and Inspiring Neighborhoods

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Overall, investment at the community level is important to citizens and the services that contribute to safe and vibrant communities are highly valued. Essential services, such as 9-1-1, Police, Fire, and Emergency Management, are critical to citizens and this is reflected in the research that shows these service lines are considered important by the vast majority of Calgarians. Business customers have also indicated that having a safe city is important for their businesses and is an incentive for attracting new business and investment to Calgary.

Citizens tend to be satisfied with the safety-focused service lines, especially 9-1-1 and Fire services. Although the other service lines under this priority are lower in terms of satisfaction when compared to 9-1-1 and Fire, satisfaction is still relatively strong. Lower importance is assigned to services with which many Calgarians might not feel connected to as a result of not having direct experience with: Pet Ownership & Licensing, Downtown Revitalization, and City Cemeteries. Despite not viewing these services as very important, Calgarians are satisfied with them.



Generally, the majority of Calgarians think we should maintain current investment levels in these lines of services; however, when it comes to essential services focused on safety (e.g. 9-1-1, Police, Fire and Emergency Management), there is support for investing more. Services that are not safety-focused and with which many Calgarians might not have direct experience (e.g. City Cemeteries, Pet Ownership & Licensing, Development Approvals, Bylaw Education & Compliance) receive less support for higher levels of investment. Yet very few Calgarians think these service lines under Safe & Inspiring Neighbourhoods are deserving of less investment.

Not surprisingly, Calgarians tend to rank highly the service value dimensions of safety, reliability, prevention and risk reduction for these service lines. Not only do these services need to be available, they need to be reliable, particularly the safety-focused services 9-1-1, Police and Fire.

### *What We Heard Reports – Findings*

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Public engagement results were reviewed for 71 cross-departmental projects with a varied focus. The themes from the What We Heard reports of these projects were reviewed and are summarized below, outlining the number of times each service line came up as a theme.

Service Line	# of Times Service Appeared as a Theme	Key insight
<b>City Planning and Policy</b>	32	<ul style="list-style-type: none"> <li>-Preservation of community character, history in planning policy</li> <li>-Aspiration for future developments to fit the style/existing development types of the community</li> <li>-Desire for no increases, ideally a decrease, to existing traffic volumes</li> <li>-Desire for more parking or for developments to not impact existing levels of parking</li> <li>-Desire for a transparent, predictable, and easy to understand process</li> <li>-Tension between increased density, transit oriented development and impacts on the community</li> <li>-Desire for increase in community amenities and for infrastructure to connect/enhance community</li> <li>-Overall concern about impacts future developments will have on parking, traffic and community infrastructure</li> </ul>
<b>Pet Ownership and licensing</b>	4	<ul style="list-style-type: none"> <li>-Value of good dog ownership</li> <li>-Value of and aspiration for more safe places to take pets</li> </ul>
<b>Building safety</b>	7	<ul style="list-style-type: none"> <li>-Value of good building maintenance</li> </ul>

<b>Bylaw education and compliance</b>	25	<ul style="list-style-type: none"> <li>-Value of Bylaw enforcement</li> <li>-Concern that there is not enough Bylaw enforcement</li> <li>-Desire for more education and enforcement of infractions. Specifically: dog waste, yard maintenance, litter, and general enforcement in parks and on pathways</li> </ul>
<b>Calgary 9-1-1</b>	23	<ul style="list-style-type: none"> <li>-Value of safety and being safe in the City</li> </ul>
<b>City Cemeteries</b>	1	<ul style="list-style-type: none"> <li>-Specific project on downtown cemetery</li> <li>-Value of green space in the inner City</li> </ul>
<b>Development approvals</b>	2	<ul style="list-style-type: none"> <li>-Value of transparent and easy to understand approvals process</li> <li>-Aspiration for clarity and explicit guidelines for developments</li> <li>-Concern about how developments are approved</li> </ul>
<b>Emergency management and business community</b>	17	<ul style="list-style-type: none"> <li>-Value of timely emergency management</li> </ul>
<b>Fire and emergency response</b>	20	<ul style="list-style-type: none"> <li>-Value of emergency services in the community</li> <li>-Value of safety</li> <li>-Value of safety education</li> </ul>
<b>Fire Inspections &amp; enforcement</b>	19	<ul style="list-style-type: none"> <li>-Value of emergency services</li> <li>-Value of safety</li> </ul>
<b>Fire Safety and Education</b>	17	<ul style="list-style-type: none"> <li>-Value of emergency services</li> <li>-Value of safety</li> <li>-Value of safety education</li> </ul>
<b>Neighbourhood Supports</b>	32	<ul style="list-style-type: none"> <li>-Value of community connection and vibrancy</li> <li>-Aspiration of community connectedness</li> <li>-Aspiration of more programs and services that support community connections and neighbor connections</li> <li>-Aspiration for more community gathering spaces and programs</li> <li>-Concern about loss of connection and Neighbourhood/community cohesion</li> </ul>
<b>Police Services</b>	26	<ul style="list-style-type: none"> <li>-Value of safety and feeling safe</li> <li>-Value of enforcement</li> <li>-Overall concern about safety</li> </ul>

In addition, 60 research activities were completed online, in person, and over the phone, reaching over 45,000 respondents.

## Citizen Priority - A Prosperous City

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City policies and service delivery impact Calgarians' quality of life. Whether it is providing timely, clear processes for Business Licensing or Land Development & Sales or supporting the city's vulnerable populations through the provision of Social Programs and Affordable Housing, services under this priority contribute to Calgary's overall quality of life by supporting both businesses and citizens. Other services like Arts & Culture and Libraries are highly valued by citizens and businesses and help make Calgary a more vibrant city to live in.

A prosperous City and a strong economy is clearly linked to how people feel about their quality of life. The slow economic recovery over the past year has impacted citizens' and businesses' views on the role of The City in supporting the local economy and how they view The City's delivery of services. In particular, both groups have expressed agreement that The City should be doing whatever it can to support the local economy by working with other levels of government and the private sector to support existing businesses, attract new investment to the city and invest in local infrastructure.

During the economic downturn, there has been continued support for investment in essential services and services that citizens personally utilize and there has been more importance placed on investment in services that help vulnerable populations such as Affordable Housing, Community Strategies and Social Programs. Business customers have also shared this view as the wellbeing of all Calgarians creates a positive business environment for existing businesses and helps to attract new business investment.

## What We Heard Reports – Findings

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Public engagement results were reviewed for 71 cross-departmental projects with a varied focus. The themes from the What We Heard reports of these projects were reviewed and are summarized below, outlining the number of times each service line came up as a theme.

Service Line	# of Times Service Appeared as a Theme	Key insight
<b>Affordable Housing</b>	7	-Aspiration for a more affordable Calgary -Value of affordable housing as a service
<b>Arts &amp; Culture</b>	11	-Value of the aesthetics and character art and culture bring to the City in general, and specific communities -Aspiration for art to reflect the community character and history
<b>Business Licensing</b>	3	-Value of predictable business licensing

<b>Community Strategies</b>	27	-Value of community development -Aspiration to preserve community character and history -Aspiration for accessible and well-connected communities and neighborhoods
<b>Economic Development</b>	7	-Value of local business -Aspiration for more local, small business
<b>Land Development &amp; Sales</b>	2	-Value of prudent land development
<b>Library Services</b>	14	-Value of community 'hubs' and gathering spaces -Value of community services
<b>Social Programs</b>	26	-Value of access to services -Aspiration for accessible services and programs for all -Overall concern about accessibility of services

In addition, 60 research activities were completed online, in person, and over the phone, reaching over 45,000 respondents.

### Citizen priority – A Well-Run City

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Critical to how citizens and businesses view The City are the services included under this priority. If they have negative opinions about how The City is being run by City Council and Administration it will impact The City's overall reputation and how much trust they have in the decisions being made. Transparency, accountability and fairness are key measures for this group of services.

Citizens and businesses have high expectations that they will have opportunities to have input into decision-making. These expectations continue to rise. There is room for improvement in this area according to both groups. Increasing the number of opportunities for meaningful input into decisions is important, as is clear and timely communication about how the input is being utilized.

All City decisions have impacts on citizens and businesses. Both groups express that they would like Council and Administration to have a better understanding about the impacts their policies and decisions have. Businesses, in particular, have expressed the view that their voices are not being heard and that there is little understanding about how decisions affect their bottom lines.

Value for tax dollar ratings are complicated and are usually based on a number of interrelated factors. There needs to be an understanding about how much is being paid and what services are being provided through this investment. Quantitative and qualitative research has indicated that citizens often do not have a full understanding of these factors. Another factor adding to the complexity of these ratings for some is a limited understanding of operating and capital budgets and investments. Citizens say they are keenly interested in understanding how tax dollars are being invested and they also say that The City is not doing a good job at providing this

information. A better understanding of where and how tax dollars are being invested may result in improved value for tax dollar ratings as well as provide greater transparency and accountability, both of which are highly valued.

### *What We Heard Reports – Findings*

Public engagement results were reviewed for 71 cross-departmental projects with a varied focus. The themes from the What We Heard reports of these projects were reviewed and are summarized below, outlining the number of times each service line came up as a theme.

Service Line	# of Times Service Appeared as a Theme	Key insight
City Auditor's Office	0	No themes emerged
Council & Committee Support	0	No themes emerged
Executive Leadership	4	-Value of a clear directions -Aspiration for better connects between The City and other organizations -Overall concern about clarity of process and decision making
Appeals & Tribunals	1	-Value of appeals and tribunals
Citizen Engagement & Insights	7	-Value of the engage policy and engagement on projects -Aspiration for clarity on how information is used
Citizen Information & Services	14	-Value of easy to understand and timely information -Aspiration for timely information throughout a projects lifecycle
Corporate Governance	5	-Value of transparency and good process -Aspiration for accessibility for all -Value of leadership -Overall concern about clarity of process and decision making
Taxation	5	-Aspiration for value for tax dollars -Desire for clarity on how taxes are used
Municipal Elections	0	No themes emerged
Property Assessment	2	-Desire for maintaining property values -Concern about development/project impacts on property values

<b>Mayor &amp; Council</b>	4	<ul style="list-style-type: none"> <li>-Value of clear decision-making processes</li> <li>-Value of leadership</li> <li>-Aspiration for leadership on relationship building with other organizations/partners</li> <li>-Overall concern about clarity of process and decision making</li> </ul>
<b>Records Management, Access &amp; Privacy</b>	1	<ul style="list-style-type: none"> <li>-Value of transparent information and decisions</li> </ul>

In addition, 60 research activities were completed online, in person, and over the phone, reaching over 45,000 respondents.

One Calgary Report to  
Special Meeting of Council  
2018 October 11

ISC: UNRESTRICTED  
C2018-1148

## **One Calgary 2019-2022: Service plan preview feedback on enabling services**

### **EXECUTIVE SUMMARY**

As part of a continued effort toward better demonstrating value to Calgarians, The City of Calgary is moving to service-based plans and budgets and a more collaborative, integrated and strategic approach to the planning and budgeting process. This includes ongoing opportunities for Council members and Calgarians to provide input into The City's draft 2019-2022 service plans and budgets before they are tabled for approval in 2018 November.

The 2019-2022 One Calgary service plan previews concluded on 2018 September 25, with the presentation and discussion of 14 enabling services. The feedback received from Council on these services is summarized in Attachment 1 and the facilitator's notes from the meeting are included in Attachment 2 for reference.

On the whole, Administration concluded the proposed service plans for the enabling services largely meet expectations. The majority of feedback received was general feedback and minor comments about the services. In the case of one service, Infrastructure Support, there was a question about whether additional investment is needed to address potential risks associated with infrastructure in "poor to critical" physical condition. This has been added to the consolidated list of items for potential additional discussion or investment (see report C2018-1149) arising from all service plan previews. This will form part of a strategic discussion with Council on 2018 October 11, and the input received will guide the finalization of the proposed service plans and budgets.

### **ADMINISTRATION RECOMMENDATION:**

That Council receive this report for information.

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

On 2018 September 25, Council received for information a report (C2018-1080) summarizing the information obtained through the 47 service plan previews and 18 civic partner business plan and budget presentations that took place during September 04-17, as well as analysis and conclusions developed by Administration.

On 2018 September 25, Council received for information a report (C2018-1024) which introduced service plan previews for the 14 enabling services, specifically:

- Corporate Security
- Data Analytics & Information Access
- Facility Management
- Financial Support
- Fleet Management
- Human Resources Support
- Infrastructure Support
- Insurance & Claims
- IT Solutions & Support
- Legal Counsel & Advocacy
- Organizational Health, Safety & Wellness
- Procurement & Warehousing
- Real Estate
- Strategic Marketing & Communications

One Calgary Report to  
Special Meeting of Council  
2018 October 11

ISC: UNRESTRICTED  
C2018-1148

## **One Calgary 2019-2022: Service plan preview feedback on enabling services**

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### **BACKGROUND**

The purpose of the September 04-25 service plan previews was to provide an opportunity for Council members and citizens to preview and provide input, feedback and guidance on the proposed 2019-2022 service plans prepared by Administration, as well as Civic Partners' business plans and budgets. This feedback informs Administration as its work continues to prepare proposed 2019-2022 service plans and budgets, scheduled to be made available to Council and the public on 2018 November 14, with Council's deliberations scheduled for 2018 November 26-30.

The 14 enabling services presented on 2018 September 25 concluded the service plan previews. These services are unique as they do not relate to a particular Citizen Priority; rather, they are foundational to all Citizen Priorities and enable all other City services to deliver on Council Directives, long-term policy and plans, and citizen expectations. Enabling services therefore were not grouped under one Citizen Priority and were discussed together at the Special Meeting of Council on 2018 September 25.

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

The service plan preview of the enabling services on 2018 September 25 produced valuable insights and feedback for Administration, which will be used to further inform the preparation of proposed 2019-2022 service plans and budgets. The specific feedback and key action items for each of the 14 enabling services are summarized in Attachment 1. For reference, the full text of the facilitator's notes captured during the discussion is also provided in Attachment 2.

On the whole, Administration concluded that the enabling services are largely meeting expectations. General feedback and minor comments have been captured and will be considered by service owners in finalizing their proposed service plans and budgets.

As outlined on 2018 September 25, there are three types of feedback received through the service plan previews that would necessitate further discussion with Council. There was one item raised during the enabling services preview that requires further discussion, as summarized in the table below:

<b>Type of Feedback</b>	<b>Additional items arising from the enabling services preview on 2018 September 25</b>
Service Plans to better align with Council's past discussions in November	N/A <i>(No new items identified during the enabling services preview)</i>
Items for Potential Additional Investment in November	Infrastructure Support service – is additional investment needed to address potential risks associated with infrastructure in "poor to critical" physical condition?



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### **One Calgary 2019-2022: Service plan preview feedback on enabling services**

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Candidates for further discussion or review during 2019-2022	N/A <i>(No new items identified during the enabling services preview)</i>
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This item regarding the Infrastructure Support service has been added to the consolidated list of all issues requiring further discussion with Council as a result of the September 04-25 service plan previews on all 61 services. This consolidated summary is presented as part of report C2018-1149 (Attachment 2) and will form part of a strategic discussion on 2018 October 11.

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

Citizen input is a critically important part of determining The City's focus for the 2019-2022 service plan and budget. The One Calgary citizen engagement strategy is woven throughout the development of the 2019-2022 service plan and budget and has included multiple touchpoints with citizens over the course of 2018.

The enabling services, as internally-facing services, use feedback from internal customers and clients to inform their proposed 2019-2022 service plans and budgets. Highlights of customer feedback, including the service value dimensions most valued by customers, were presented as part of the service plan preview on 2018 September 25. This feedback was used to inform the proposed 2019-2022 service levels as well as efficiency and effectiveness improvements.

#### **Strategic Alignment**

The One Calgary program implements The City's "Three Conversations, One Calgary" framework and follows Council's Five Strategic Plan Principles (PFC2018-0445). The program directly addresses the commitment to service-based plans and budgets and contributes to Council's Five Guidelines to Administration approved by Council on 2018 February 28: integrated service delivery, engaged leadership, trust and confidence, investment and value, and cooperative alliances (C2018-0201).

The draft One Calgary 2019-2022 service plans presented during the service plan preview include strategies that advance all Citizen Priorities and Council Directives and contribute to multiple directives where similar outcomes are sought. The enabling services presented on 2018 September 25 are foundational to all Citizen Priorities and enable all other City services to deliver on Council Directives, long-term policy and plans, and citizen expectations.

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

Social, environmental and economic guidance is provided through City policies, Citizen Priorities, and Council Directives, all of which guide Administration in developing the 2019-2022 service plans and budgets. During the service plan preview, Council and Committee members

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### **One Calgary 2019-2022: Service plan preview feedback on enabling services**

provided input on social, environmental and economic issues, which will be used to inform the proposed 2019-2022 service plans and budgets.

#### **Financial Capacity**

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

The proposed service plans presented during the September 04-25 service plan preview are achievable within the indicative rate ranges approved by Council on 2018 April 25. There were no specific items identified by Council through the 14 enabling services service plan preview that would require additional operating budget beyond what is currently proposed.

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

Capital budget recommendations remain in progress and are considered draft at this time. A detailed capital update will be provided to Council on 2018 October 11 (C2018-1149), which includes information about addressing the infrastructure gap.

#### **Risk Assessment**

The risks associated with preparing and approving four-year plans and budgets include directional alignment risk, risk of not meeting service delivery expectations, financial risks, and changes in circumstances that take place during the four-year business cycle.

This report represents one part of the process in addressing directional alignment and expectations risk. By having ongoing dialogue with Council about expectations through the service plan preview process, proposed service plans and budgets can be better informed.

Financial risks are being addressed by providing Council with information, as early as it is available, about financial resource availability and capacity to meet 2019-2022 operating and capital service demands. During the 2019-2022 period, ongoing accountability and reporting processes maintain currency with actual expenditures and revenues, as compared to budget. Included in the financial risks are risks associated to funding level changes resulting from negotiations with the Province on the Fiscal Framework. Funding levels that are lower than expected will result in the need to revise the capital budget. Administration will continue to advise Council as negotiations proceed.

Changes in circumstances, such as the economy, are addressed through monitoring and reporting processes, and the “adjustment” provision that is built into The City’s multi-year cycle.

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

The recommendation is intended to address Council’s receipt of the feedback obtained on the enabling services presented and discussed during the final service plan preview meeting on 2018 September 25. This information will inform the proposed 2019-2022 service plans and budgets tabled in 2018 November.

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

1. Feedback on enabling services
2. Facilitator’s notes from the 2018 September 25 enabling services preview

A wide-angle photograph of the Calgary skyline across a river. In the foreground, the red, curved structural elements of a bridge or walkway frame the left side of the image. The river flows from the right towards the center. The city skyline, including several high-rise buildings, is visible in the background under a bright blue sky with scattered white clouds.

# C2018-1148 Attachment 1: September 25 Service Plan Preview Feedback on the Enabling Services

Special Meeting of Council  
October 11, 2018

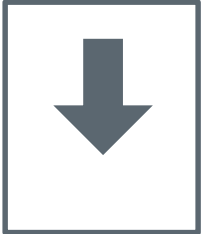
Drivers

- The complex nature, volume and sophistication of cyber attacks – cyber attacks are now considered one of the largest global risks
- Terrorism attacks are increasing in frequency and expanding beyond sites previously identified including large-scale events and uncontrolled spaces
- Increase in identified privacy breaches
- Recent changes to provincial anti-bullying legislation increasing investigations

Intended service emphasis



Preliminary service level



What we propose to do

- Maintain proactive Information Security program
- Maintain proactive Physical Security program
- Continue to provide training courses and awareness campaigns related to various security topics
- Increase investigative capacity
- Enhance fraud management program

What we heard

- Investment in Physical and Cyber Security was made in Action Plan and additional investment is required in One Calgary.
- When required in response to an issue, Corporate Security’s service has been excellent across the entire program.

Key action items

- Technology use and capabilities are changing at an exponential rate and will require continued focus on cyber security for The City to remain effective.
- Enterprise security risk management including a proactive approach will remain a key part of Corporate Security’s vision for One Calgary
- Although downward trend in service is identified, our security program continues to be one of the most mature and leading programs in municipal government across the country



# Data Analytics & Information Access

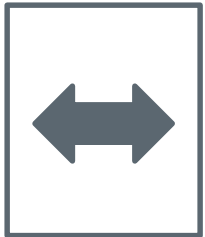
## Drivers

- Corporate Analytics & Innovation business unit stewards the Data Analytics & Information Access service line
- Citizen's growing need for access to trusted, single source data, supporting the transparency of City operations
- Technology development, analytics and integration to optimize City operations
- Compliance with existing policies and strategies including, Information Management and Security Policy, Open Data Strategy, Digital Strategy, GIS Roadmap

### Intended service emphasis



### Preliminary service level



## What we propose to do

- Continue to expand the use of The City's location-based and open data portals, recognizing the power of place, to enable an open and transparent city
- Develop and manage the Corporation's geospatial technology infrastructure and advanced analytics, providing guidance and sharing best practices
- Continue to nurture a culture of innovation and expand human centered design and prototyping, to bring together people and technology to develop the next generation of civic services

## What we heard

- *Describe the rationale for charging fees versus releasing as Open Data.*
- *Continue and expand partnerships with post-secondary institutions and private sector*
- *Would investment in Open Data result in a decrease in FOIP requests?*
- *Edmonton's ranking in open data initiatives compared to Calgary*

## Key action items

- Continued refinement of criteria to balance open vs. revenue-based enhanced data set access
- Priority to continue focus on Post-Secondary Institute engagement and leverage private sector participation in collaborative projects(e.g. Urban Alliance-a research partnership with University of Calgary)
- Continue to make data available via active dissemination and routine disclosure, to lessen requests for public information (e.g., FOIP, 311, etc.)
- Continue to monitor national benchmarking in support of continuous improvement

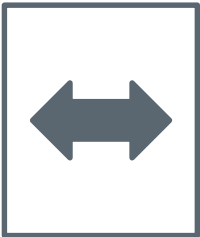
Drivers

- Balancing the environmental, social, economic & cultural needs of employees, communities & citizens, including heritage preservation, climate resilience and aging infrastructure through planning, building, and operating The City’s civic facilities
- Mandates to deliver two key transformational corporate initiatives to integrate civic facility planning and centralize facility operations and maintenance
- Reduced investment in aging facilities accelerates deterioration and compounds future capital costs

Intended service emphasis



Preliminary service level



What we heard

- Continue to develop cost savings through various initiatives such as the centralization of operations and maintenance, providing consistent facility standards, and procurement opportunities to ensure best value for service.
- Ensure the Facility Condition Index for Facility Management’s portfolio, including Historic assets, remains in good standing with a focus on critical building systems while considering impacts to quality of life in City facilities.
- Continue working with partners to further development of multi-service site opportunities and ensuring facilities are inclusive to all Citizens.

Key action items

- Continue to strategically plan and invest, where possible, in preventative, predictive, and deferred maintenance while addressing on-demand maintenance.
- Continue to collaborate with partners through two Corporate transformational initiatives – integrated civic facility planning (such as multi-service sites) and centralized operations and maintenance.

What we propose to do

- Collaborate with Service Owners in the planning, building & operation of multi-service sites and facilities
- Strategically invest in existing civic facilities to optimize the portfolio and realize efficiencies
- Reduce comprehensive facility maintenance services including janitorial and low impact on-demand maintenance
- Strategically plan and prioritize deferred, preventative and predictive maintenance activities including climate change resiliency actions

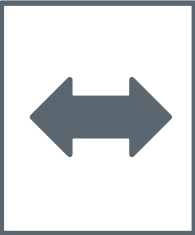
Drivers

- Economic environment impacting The City 's finances and long range financial planning and resilience;
- Provincial Government capital funding reductions, many potential new capital projects and implications to The City's debt financing and ability to maintain infrastructure;
- Operating and capital budget impacts of Council decisions and service level changes;
- Legislative requirements impacting City compliance, processes and systems;
- Increasing demand on sound financial leadership and information to minimize risks to financial sustainability and resilience.

Intended service emphasis



Preliminary service level



What we heard

Received no questions or comments on the service.

Key action items

Not applicable

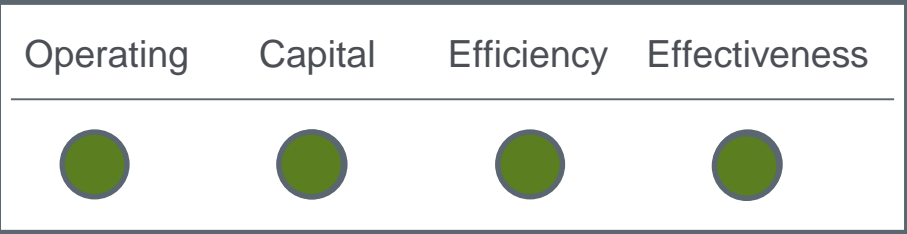
What we propose to do

- Continue to ensure economic assets are safeguarded for long term sustainability;
- Continue to prepare reports and analysis that meet or exceed all legislated requirements;
- Continue to monitor and respond to the changing economic and political environment impacting The City's finances;
- Develop a strategic plan for financial support that aligns with customer service expectations and Council expectations;
- Redirect resources from improvement initiatives not directly tied to corporate strategic goals.

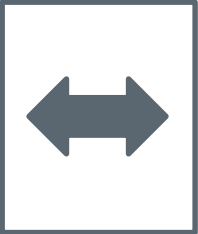
## Drivers

- Increasing demand for innovative products/solutions
- Increasing use of smart infrastructure and technology
- Compliance with evolving environmental and safety regulations and standards

### Intended service emphasis



### Preliminary service level



## What we propose to do

- Reduce costs to City front-line Services via improved availability, reduced collisions and maintenance
- Focus on training on safe driving techniques
- Ensure appropriate fleet composition to support safer and greener operations
- Investigate Flexible Fleet and Hired Fleet options

## What we heard

*Opportunities exist for increased collaboration between City fleets.*

- Fleet’s impact on the environment must be considered in decision making.*
- There is a need for fleet right-sizing and reduced fleet composition to achieve efficiencies.*

## Key action items

*Creation of a Fleet Leadership Forum will provide opportunities to share best practices and KPIs.*

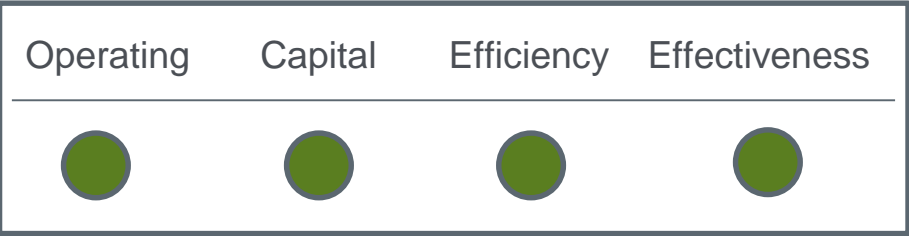
- Fleet will continue to evaluate opportunities to pilot green fleet technologies.*
- Fleet will leverage fleet management technologies, such as asset management and car share software to help reduce fleet size and ensure purposeful unit acquisition.*



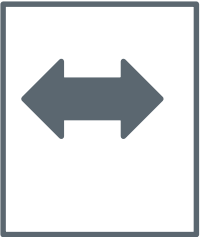
Drivers

- HR is actively pursuing opportunities for efficiency, self-service and using technology to improve the value of service and the customer experience.
- There is an increased demand for HR services to build workforce capacity, leadership effectiveness and a workplace that is welcoming, equitable and inclusive
- The economy and demographic shifts influenced by immigration and age are some of the trends impacting HR Support

Intended service emphasis



Preliminary service level



What we heard

Received no questions or comments on the service.

Key action items

Not applicable

What we propose to do

- Improve inclusiveness by developing programs to: remove barriers, increase understanding, and enable staff to raise and resolve concerns.
- Increase data accessibility and provide integrated workforce analytics to inform customers' evidence-based decision making.
- Increase technology-enabled, self-service options for customers to create efficiencies, reduce wait times and optimize resource allocation.
- Strengthen services to meet growing customer demand for: workplace investigations and restoration, change leadership and succession planning.
- Improve employee effectiveness and accountability through individual performance development.

Drivers

- Corporate Analytics & Innovation business unit stewards the Infrastructure Support service line
- Risks: public safety and transparency, significantly reduced infrastructure (capital) investment, balancing economic growth with infrastructure maintenance.
- Legislation, bylaw and policies: Rights-of-Way bylaw, Survey Control, asset & project management, sustainability, climate change, resiliency, engineering oversight.
- Reliance on technology that enables analytics: infrastructure data that is accessible and accurate at all times.

Intended service emphasis

Preliminary service level



What we propose to do

- Sustainment of only essential technology/software. Reduced investment in non-critical software enhancements..
- Reduced service levels including, but not limited to: engineering consultations; energy audits and education; asset and project consulting; infrastructure investment prioritization, survey control; utility right-of-way approvals; infrastructure information access.
- Focus on development of practices for critical infrastructure and Council priorities, including the City’s Climate Change and Resiliency strategies and Infrastructure Calgary.

What we heard

- *Public Safety is the top priority;*
- *Council is concerned about the Infrastructure Gap, the assets in “Poor to Critical” condition and service implications;*
- *Council needs more information to better understand how the City is managing the risks associated to the Infrastructure Gap.*

Key action items




- *Provide information to Council regarding the “Poor to Critical” condition infrastructure prior to November 2018, including:*
  - *An Infrastructure Risk Assessment;*
  - *Recommended action, including proposed budget.*
- *Continue with asset and risk management practices to enable infrastructure investment planning, resiliency and climate change strategies, specifically for critical infrastructure and services.*

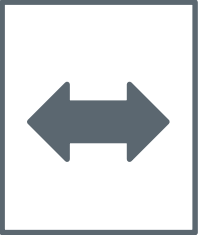
## Drivers

- Large weather events are occurring more frequently and impact on insurance rates
- The velocity and complexity of claims is increasing
- The impact and risks associated with technological advances
- The current economic climate and its impact on Calgarians
- Legislative changes, including the Municipal Government Act, cannabis, etc.
- Planning around The City’s aging infrastructure

### Intended service emphasis

Preliminary  
service level

Operating	Capital	Efficiency	Effectiveness
	N/A		



## What we propose to do

- Update transparency of claims information on ClaimsWeb
- Update the information system to handle incoming claims data while adjusters are in the field
- Prepare for paperless claims handling
- Create templates for risk management and claims forms
- Modify internal processes relating to claims costs in favour of direct billing

## What we heard

- What role are you playing in the Climate Change Mitigation Strategy? How are you working together on this now and in the future?

## Key action items

- We will continue to improve the Catastrophic Claims Management System (CCMS) in the event of a large weather event
- We will continue working with CEMA in business continuity planning
- We will continue working with Resilience & Infrastructure (Chris Arthurs)
- We will continue working with Environmental & Safety Management (Chris Collier)

There are no changes needed to the two first pages of the service pages.

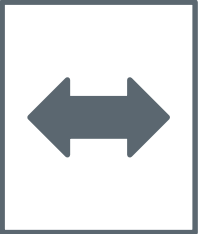
Drivers

- Deliver on-demand self-serve access to municipal services expected by citizens.
- Manage risks related to technology security, business disruption due to system failure, and sustaining the increasing pace and demand for technology.
- Focus constrained capital investments on maintaining service for essential lifecycle activities for software, network, server, storage, and end-user devices.
- Anticipate advancements in the Internet of Things and robotic process automation in emerging software / technology.

Intended service emphasis



Preliminary service level



What we propose to do

- Leverage efficiencies through technology and service contracts, digital services, resilient infrastructure, an agile workforce, and opportunities identified through the IT Zero-Based Review.
- Adapt to shifts in the software industry from purchased licenses to subscription-based software and hosted cloud solutions.
- Offset constrained capital by extending technology lifecycles where possible and minimizing impact to front-line City services.

What we heard

- *Mayor Nenshi asked “Are there any cost savings with open source software?”*
- *Councillor Colley-Urquhart asked “Are you collaborating with ENMAX?”*

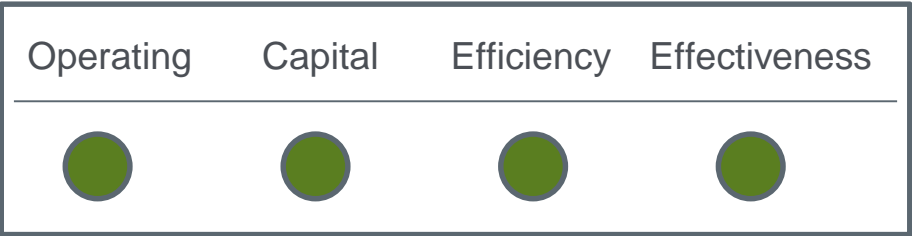
Key action items

- *Open Source is already included in The City’s IT environment. Through the IT Vendor Management team, open source is considered as part of every solution.*
- *We will continue to collaborate with ENMAX on key initiatives including Living Labs, 5G, Smart Cities, etc.*

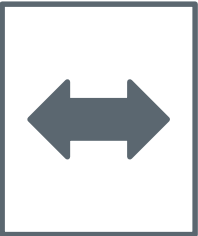
Drivers

- Need to respond to issues generated by:
- Emerging industries, social media and technology
  - Trend of increasing number of legal proceedings involving The City
  - Legislative and regulatory change
  - Increasing volume, velocity and complexity of work
  - Workforce management and capacity for change

Intended service emphasis



Preliminary service level



What we heard

Received no questions or comments on the service.

Key action items

Not applicable

What we propose to do

- Implementation of continuous improvement initiatives including business process review and ZBR opportunities
- Improve delivery of service to clients through modernization of technology
- Continued incorporation of service characteristics valued by clients

# Organizational Health, Safety & Wellness

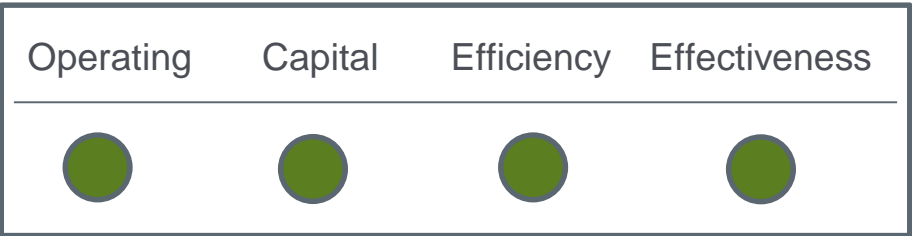
## Drivers

- Changing federal and provincial legislation
- Increased attention on emerging areas such as psychological safety and mental health, the opioid crisis, cannabis legalization and radon exposure
- Changing workforce demographics that highlight evolving needs of employees

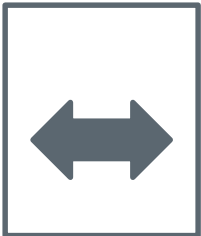
## What we heard

- *Ensure to keep stress-related mental health management of employees a priority*
- *Continue to monitor rates of Sickness and Accident information, which is inclusive of short-term and long-term illness and injury*

### Intended service emphasis



### Preliminary service level



## What we propose to do

- Oversee service line, ensuring legislative compliance, risk mitigation and safe work practices
- Provide all leaders and employees with services to address overall health, safety and wellness, while nurturing a positive organizational culture
- Increase understanding and support for mental health and psychological safety
- Use data to inform strategic decision-making and performance

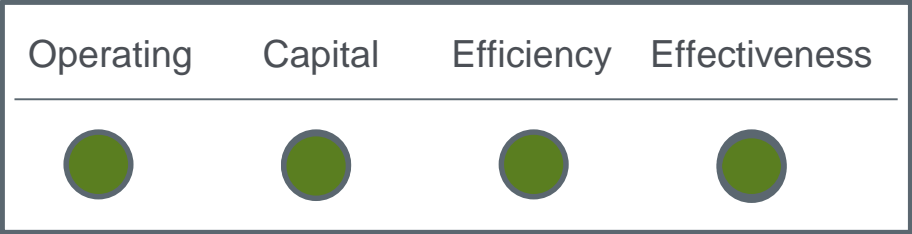
## Key action items

- *Increase understanding and support for employee mental health and psychological safety in the workplace*
- *Continue focus on understanding root causes of employee absenteeism and safety incidents, as well as their impact to The City's delivery of services*
- *Advance analytics and reporting to make evidence-based recommendations on employee wellbeing*
- *Finalize and implement Healthy Workplace Strategy*

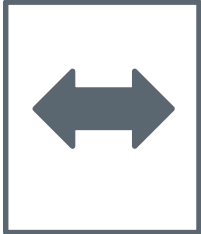
## Drivers

- Protecting The City interests and gaining best value for taxpayers’ dollars by monitoring and adjusting to the evolving public procurement landscape
- Exploring increased community benefit from procurement dollars: business friendly and social procurement
- Further strengthening this Service’s *5 Point Plan* (Agility, Alignment, Standardization, Effectiveness & Efficiency, Competition) to enhance service value

### Intended service emphasis



### Preliminary service level



## What we propose to do

- Maintain current service levels (procurement, inventory and warehouse services) to enable customers to fulfill their operational and/or community outcomes
- Reflecting the proposed operating budget, this Service will leverage technology from capital investments and implement alternative service delivery
- Continue the transformation of the Service (*5 Point Plan*) creating a modern, efficient, automated, and streamlined process for customers

## What we heard

- *Will ethical and social procurement be combined with the green initiatives?*
- *Are we looking at “excellence in design”?*
- *What is your relationship with Calgary Police Services?*
- *What relationships do you have with other jurisdictions?*
- *Is it difficult to be a “provider” to The City?*

## Key action items

- *Social Procurement and the SEEPP policy are currently being reviewed and will be coming back to Council by the end of the year.*
- *Meeting with Community Planning and Engineering to further explore opportunities with Excellence in Design.*
- *We will continue to support CPS.*
- *We have regular contact with Edmonton and the Province. Additionally, we participate in Collaborative Procurement and have signed the National Master User Agreement allowing us to access the Federal Standing offers.*
- *We will continue our work on being business friendly (eg. market-led), streamlining our processes (eg. Pre-qualification) and engaging with industry groups.*



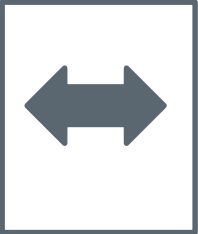
Drivers

- Council-approved projects require aggressive land acquisition programs.
- Fluctuating market conditions affect both land acquisition and land sale programs.
- Increased land acquisition needs for unfunded projects and challenges to repayment impact the sustainability of the Revolving Fund.
- Shortage of affordable housing.

Intended service emphasis



Preliminary service level



What we propose to do

- Enhanced land rationalization to identify surplus properties to raise funds for future land acquisition, increase property taxes and lower maintenance costs.
- Standardize leasing processes to reduce liability to The City.
- Increased land sales to Non-Profit housing providers.

What we heard

- *Support from the Mayor in strategically treating our land holdings as assets, achieving City building goals, and finding land for Affordable Housing.*
- *Strong support from Council in the direction that our service is taking.*
- *Question on disposing surplus land including rights-of-way.*

Key action items

- *Increase surplus land sales to support economic development and Affordable Housing, while sustaining the Revolving Fund for General Land Purchases.*
- *Through our proposed Enhanced Land Rationalization program, identify high value/high potential properties, opportunities to cut maintenance costs and generate property taxes by selling surplus land.*
- *Continue to look for opportunities to maximize the value of City land through the Circulations process.*



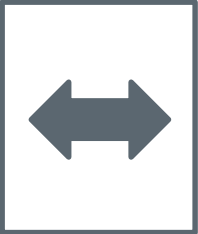
Drivers

- Increased expectations for transparency and access to information
- Demographic shifts (accessibility, translation, interpretation needs)
- Expectations around ease and timeliness of information in relevant channels and greater shift to digital channels (as reflected in the updated changes to the MGA)
- Helps Council and Administration speak in a collective voice to improve communication with Calgarians.

Intended service emphasis



Preliminary service level



What we propose to do

- Manage communication needs, including: issues communications, media relations, social media, employee communication, and creative services
- Develop and execute marketing strategies and tactics
- Less mass communications versus targeted marketing and communications
- Increase digital marketing to align with MGA, and reduce use of print
- Support City policies such as plain language, multi-lingual needs and The City’s Culture Plan

What we heard

- *The need for additional information about the plan to engage and communicate with Calgary’s multi-lingual and multi-cultural populations.*
- *How is this work being resourced?*
- *The importance of supporting the Council Directive related to Truth and Reconciliation recommendations.*

Key action items

- *A report shared with Council in October outlines a communications and engagement strategy related to the Notice of Motion Multi-lingual Communications and Engagement Policy.*
- *The resourcing requirement for this work will be presented in the November One Calgary service based budget. The resourcing identified will support the strategy, training, tools and technology required to reach all segments of Calgary’s diverse population.*
- *There is a communciations plan in place that applies a targeted marketing and communciations approach that will help influence a positive and enduring relationship with Calgary's indigenous populations.*



# **Service Plan Preview**

## **Enabling Services**

Special Meeting of Council  
September 25, 2018

Facilitated Discussion Detailed Notes



### Corporate Security

- How do you measure success for your service?
- How do we compare to other municipalities?
- Why is the service level arrow going down?

### Data Analytics & Information Access

- Kudos on myProperty app
- Tension between data that should be proactively released through the Open Data Catalogue, and data that can be sold to generate revenue
- How is Edmonton ranked higher than Calgary in the open data category? What does Edmonton do differently? What are the benefits that Edmonton receives from being higher ranked?
- What are the criteria that the ranking is based on?
- How are we partnering with UofC, Mount Royal University, etc?
- Have we compared costs of putting investment into open data vs. saving costs associated with FOIP requests?

### Facility Management

- Curious about the 330% growth in stewarded facilities – what types of facilities are you taking on and what are the budget implications?
- How will centralization impact budget in years to come? Economies of scale? Optimization opportunities?
- Benchmarking – can you explain what you mean by “increasing corporate standards”?
- Is the integrated civic facilities initiative working? One of the top priorities for the Mayor.
- Relationship with real estate. Would you be bringing forward opportunities?
- Facilities condition index using MSI dollars, where are we at?
- Worried about reducing maintenance – is there enough operating budget to do sufficient maintenance and prevent costly replacement?
- Accessibility – 311 Centre from LRT station is not accessible by wheelchairs
- Hear complaints that services are too expensive – are we getting the best possible prices through our procurements?

### Financial Support

- Kudos from the Mayor
- No questions/comments

### Fleet Management

- Do we have an anti-idling policy?
- One of the ZBR recommendations was for Fleet to work with Fire – has this happened?
- What are you thinking about in terms of electrification and natural gas? We don't need to be leading edge, but need to keep an eye on this and be ready for it when it comes.
- Do we purchase police vehicles?



- One City branding on fleet vehicles – is this working?

#### Human Resources Support

- Kudos from the Mayor
- No questions/comments

#### Infrastructure Support

- Of the \$84.5B of City infrastructure, what does that entail?
- Breakdown of the \$1.94B of “Poor to Critical” condition infrastructure in 2017
- Can we get more information about the poor to critical condition infrastructure including a risk assessment – concerned about this.
- What would be your advice on how to address this? What would the budget implications be? Need more information on this before November.

#### Insurance & Claims

- What role are you playing in the Climate Change Mitigation Strategy? How are you working together on this now and in the future?

#### IT Solutions & Support

- Are we seeing any cost savings with open source software?
- Are you collaborating with ENMAX?

#### Legal Counsel & Advocacy

- Kudos from the Mayor
- No questions/comments

#### Organizational Health, Safety & Wellness

- Are you seeing any increase in claims re mental health due to stress?
- Are you seeing increases in rates of sick time, STD and LTD?
- Stress level with City staff – how does this impact health?

#### Procurement & Warehousing

- Will ethical and social procurement be combined with the green initiatives?
- Are we looking at “excellence in design”? Edmonton has built this into their procurement policy for built projects and it’s working well.
- What is your relationship with Calgary Police Services?
- What relationships do you have with other jurisdictions in Alberta to jointly procure?
- Is it difficult to be a “provider” to The City?



### Real Estate

- Land holdings considered as assets – what are we doing with rights-of-way to get those off the books?

### Strategic Marketing & Communications

- What does your four-year plan look like in terms of meeting the multilingual needs of Calgarians? How will you be resourcing that?
- Why use the term “Strategic Marketing & Communications” instead of “Strategic Communications & Marketing”?
- How is the Truth & Reconciliation work being considered and integrated?

**One Calgary Report to  
Special Meeting of Council  
2018 October 11**

**ISC: UNRESTRICTED  
C2018-1149**

## **One Calgary 2019-2022: Update prior to finalizing proposed service plans and budgets**

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### **EXECUTIVE SUMMARY**

As part of a continued effort toward better demonstrating value to Calgarians, The City of Calgary is moving to service-based plans and budgets, progressing to results-based accountability, increased integration between capital and operating budgets within each service plan and budget, and a more collaborative, integrated and strategic approach to the planning and budgeting process. This includes continuing opportunities for Council members and Calgarians to provide input into The City's proposed 2019-2022 service plans and budgets before they are submitted and presented to Council for consideration in 2018 November.

This report targets three areas for discussion with Council in advance of Administration, on November 14, submitting and presenting to Council the proposed 2019-2022 service plans and budgets. These three areas are:

1. Current status of 2019-2022 service budgets [(a) capital and (b) operating] to support service plans;
2. Specific issues/services for potential additional investment; and
3. Potential material unfunded investments.

As the planning for the 2019-2022 service plans and budgets progresses along, Administration is now in a position to provide a preview of the preliminary budget to compliment the service plan preview already provided to Council in September. The budget preview presented in this report includes the preliminary operating (new base and one-time) and/or new capital investments currently proposed for the 61 services for 2019-2022. This information is provided to support our ongoing engagement with Council to determine if the level of proposed investments for the next four years meets Council's expectations. In circumstances where Council has identified a desire for more investments above what is proposed within the current available funding capacity, or an amendment to what is being proposed, Administration can be directed to prepare additional investment options for Council's consideration during the November plan and budget deliberations.

This report also includes a consolidated list of the issues and services identified through our ongoing engagement with Council that may require further discussion, to determine the potential impacts on the 2019-2022 service plans and budgets. Some issues identified has already been included, either fully or partially in the service plan previews, while others have not. The purpose of providing the list of issues in this report is twofold: first, to confirm that the issues identified align to the feedback received; and if so, to further explore and prioritize these issues so as to reach a clear understanding of the expected level of service. This will provide further insight and direction for Administration to develop potential additional investment options, and associated funding proposals, that can be brought forward for November plan and budget deliberations for Council to consider.

Finally, information is provided in this report along with a presentation to Council on October 11, 2018 relating to potential material unfunded investments that may impact 2019-2022 to provide Council with additional context, leading up to the November deliberations. Feedback is required from Council on these potential material unfunded investments so that Administration can continue to analyze financing options to report back to Council.

One Calgary Report to  
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ISC: UNRESTRICTED  
C2018-1149

## One Calgary 2019-2022: Update prior to finalizing proposed service plans and budgets

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### ADMINISTRATION RECOMMENDATION:

That Council:

1. Receive this report for information.
2. Direct Administration to include in the 2018 November 14 One Calgary report to Council advice on potential additional investments and financing required in regard to the issues identified on Page 2 of Attachment 2 to C2018-1149, or, if information is not yet available for any of the issues, a status update and date when the information will be provided.
3. Direct Administration to provide, by no later than 2018 Q4, a priority investment and financing plan for the potential material unfunded investments identified on page 15 of C2018-1149, or, if information is not yet available for any of the potential material unfunded investments, a status update and date when the information will be provided.

### PREVIOUS COUNCIL DIRECTION / POLICY

There have been numerous reports and direction provided by Council related to One Calgary over the past few years, including the following recent reports in 2018 September:

On 2018 September 25, Council received for information a report (C2018-1024) which introduced service plan previews for the 14 enabling services. (These 14 services were the remaining services, out of 61 total services, where service plan previews had yet to be provided, pursuant to the six September 04-17 meetings).

On 2018 September 25, Council received for information a report (C2018-1080) summarizing all the information obtained through the 47 service plan previews, and 18 civic partner business plan and budget presentations, that took place during September 04-17, as well as further analysis and conclusions developed by Administration. As part of this report, Council also directed Administration to proceed with the citizen research and engagement proposal to be undertaken in 2018 October and November. In this same report, a commitment was made by Administration to provide Council, at their 2018 October 11 meeting, with a “roll-up of all City research and engagement over the past year with a focus on service delivery”.

At six committee meetings that took place during September 04-17, each committee received for information the respective report that introduced the service plan previews for 47 services, and 18 Civic Partner business plan and budget presentations. The respective reports received for information are PFC2018-0974 (September 04 Priorities & Finance Committee), CPS2018-1018 (September 05 Community & Protective Services Committee), TT2018-1019 (September 06 Transportation & Transit Committee), UCS2018-1020 (September 12 Utilities & Corporate Services Committee), PUD2018-1021 (September 13 Planning & Urban Development Committee), and PFC2018-1038 (September 17 Priorities & Finance Committee). The first five committee meetings each heard services falling within each of the five citizen priorities, and the sixth (PFC) committee meeting heard from 18 civic partners, and four services that had yet to be heard, following the September 04 PFC meeting.

A consolidation of Council direction prior to 2018 September pertaining to the 2019-2022 service plans and budgets is provided in Attachment 4.



One Calgary Report to  
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2018 October 11

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C2018-1149

## **One Calgary 2019-2022: Update prior to finalizing proposed service plans and budgets**

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### **BACKGROUND**

During the past year, Council and Administration, with the input of Calgarians, have been undertaking the work to prepare 2019-2022 service plans and budgets, which Administration will propose and recommend to Council in 2018 November. New to the 2019-2022 business cycle is a move to a “service-based” approach, which provides a more citizen-oriented and transparent view of The City’s plans and budgets, enhancing the integration of operating and capital budgets within those service plans and budgets, and the further integration of results-based accountability. When coupled with The City’s new cultural norms, these changes are planned to support improved service value for citizens, communities and customers during 2019-2022.

Key work and deliverables during the past year include:

- Citizen research and engagement (2017 Q4 and throughout 2018);
- Citizen Priorities and Council Directives (2018 January/February);
- Strategic plan principles (2018 April);
- Indicative property tax rates (2018 April);
- Long-term tax support rates (2018 May);
- Indicative utility rates (2018 June);
- Capital funding availability (2018 July);
- New community growth decisions and funding (2018 July); and
- Presenting information on potential material unfunded investments (2018 July and September).

This work and associated deliverables were used to guide Administration during the past few months in the development of 61 service plans and budgets, which include 18 Civic Partners. The results of this work were presented during the One Calgary service plan previews, which took place over the course of seven Council and Committee meetings between 2018 September 04 and 25.

At the September 25 Special Meeting of Council, through report C2018-1080, Administration provided analysis and conclusions in regard to 47 service plan preview discussions, and 18 Civic Partner presentations on proposed business plans and budgets, which took place during the September 04-17 period. The remaining 14 “enabling services” previews were presented to Council on September 25. Administration’s follow-up to these specific 14 enabling services can be found in report C2018-1148, which is also on today’s meeting agenda.

In response to all service plan preview discussions, Administration is incorporating feedback into proposed service plans and budgets, which will be presented to Council on 2018 November 14. Some issues raised during service plan preview discussions continue to merit Council’s further attention. For the September 04-17 period, these issues were brought to Council’s attention on September 25 through report C2018-1080, Attachment 1 and Attachment 4, page 1. This information has been combined and updated to incorporate the September 25 “enabling services” service plan preview discussions and is included in Attachment 2.

**One Calgary Report to  
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C2018-1149**

## **One Calgary 2019-2022: Update prior to finalizing proposed service plans and budgets**

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At the September 25 Special Meeting of Council, through report C2018-1080, Council approved a plan for further citizen engagement, regarding the One Calgary 2019-2022 service plans and budgets, to take place in October. The results of this engagement will be provided to Council on November 14, as part of Administration's presentation and submission of the proposed 2019-2022 service plans and budgets. Report C2018-1080 also included a commitment to providing to Council, at this October 11 meeting, a "roll-up of all citizen research and engagement over the past year with a focus on service delivery." Administration's report on this commitment and deliverable is provided through report C2018-1150, which is also on today's meeting agenda.

To complement service plans with the financial resources needed to deliver the service plans, Administration has been continuing to work on proposed operating and capital budgets that would be recommended to Council. The current status of this budget information, which is still at a "proposed" stage and has yet to be finalized, is now ready to be provided to Council as a further preview and status update (see Attachment 1).

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

This report provides an update on the following three areas:

1. Current status of 2019-2022 service budgets [(a) capital and (b) operating] to support service plans;
2. Specific issues/services for potential additional investment; and
3. Potential material unfunded investments.

These updates provide information to Council in advance of Administration finalizing recommendations regarding the 2019-2022 service plans and budgets, and support Council in the deliberations and decision-making that is planned for November.

At the end of this Investigation section, "next steps" for the 2019-2022 service plans and budgets are provided for Council's information.

#### **1. Current status of 2019-2022 service budgets (capital and operating) to support service plans**

In addition to moving to a service-based approach for planning and budgeting, another key feature is the enhancement of the integration of capital and operating budgets within each service plan and budget. This integration is important since it is one or both budget types together that support the delivery of services to citizens. In addition, investment decisions in either capital or operating may in some cases impact one another and therefore it is critical that both are considered together.

The service plan previews, presented at Committee and Council meetings during the September 04-25 period, were based on Administration working cross corporately to align to Council Directives and Citizen Priorities. The proposals presented in the service plan preview were also based on the indicative property tax and utility rates approved by Council in 2018

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## **One Calgary 2019-2022: Update prior to finalizing proposed service plans and budgets**

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April and June, as well as capital funding availability, of which Council received updates in 2018 July and September.

While the proposed service plans and budgets are currently being finalized based on feedback from the service plan previews, the draft proposed capital and operating budget by service is provided below and in Attachment 1, organized by (a) capital and (b) operating. This information is provided in advance of the November deliberations to provide Council the mechanism to discuss further, and/or consider changes, to what Administration has proposed to date.

### **(A) Capital**

#### **i. Process**

Funding and financing availability continues to evolve on both the tax supported and self supported (utilities) sides of the capital budget. The 2018 September 25 Infrastructure Calgary Capital Update to Council provided an overview of the process to identify investment priorities and noted a significant reduction from the previous business cycle. Given the discussion at that Special Meeting of Council, this October 11 update provides further information on how the essential investment priorities were identified, how the essential investment is addressing the infrastructure gap and provides an update on some of the investment areas that Council expressed interest in discussing further - flood recovery and resilience and the infrastructure gap.

#### **ii. Funding Availability and Constraints**

As noted on September 25, capital funding constraints are an important factor impacting investment. Given this, priority was given to investments that met the essential criteria as presented and discussed with Council previously. Business cases identified through the Infrastructure Investment Plans (IIPs) were assessed by service owners, their teams and Infrastructure Calgary against the corporate prioritization coordination criteria. The investments were then categorized into essential, current or enhanced categories. The categories facilitated the prioritizing of investments by identifying those most essential to the organization and therefore the highest priority to receive funding (as per the criteria).

Programs or projects aligning with essential criteria as discussed on September 25 are those that:

- Address legal, regulatory, health and safety requirements necessary to meet The City's legal obligations arising from Provincial and Federal legislation, addressing service delivered by municipalities, agreements, court decisions and other decision makers;
- Maintain the delivery of critical services that are necessary to health, safety or well-being of Calgarians, the environmental health of Calgary, and the effective functioning of government (temporary failure, impairment or disruption for 48-72 hours would result in catastrophic loss of life, adverse economic or environmental effects, or significant harm to public confidence);

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- Address critical assets, meaning those most crucial for service delivery or have a high consequence in the event of failure caused by operational failures, climate impacts or other stressors; and
- Investments that reduce the delivery costs of services by reducing operational costs, minimizing the unit of service provisions (e.g. spend to save) without increasing absolute operational costs to meet gaps in service, extending or enhancing the life of capital assets, generating revenue through user fees, or aligning investments to benefit multiple services.

Investments that align to the current criteria enable the delivery of existing levels of service whereas enhanced investments are those that introduce a higher level of service.

#### **iii. Status of Currently Recommended Investment Areas – Highlights**

Attachment 1 shows the current estimated capital budget. The proposed service budgets to be presented to Council in November are still being finalized, but the order of magnitude in Attachment 1 should be close to what the recommended budget will be. Also see Figure 1 in the Capital Summary section below.

The most essential capital investments are being recommended, while incorporating Council feedback and investment interest areas where possible. Attachment 2 provides a consolidated list of the issues and services identified for further discussion, and in some cases potential further investment in 2019-2022.

The October 11 meeting with Council is another opportunity to provide more detailed capital information to Council by service and receive feedback to finalize Administration's recommendations for the November deliberations.

Also, at the September 25 meeting, Council asked for an update on flood recovery and resilience as well the infrastructure gap, which are provided below.

#### **2013 Flood Recovery and Investment in Flood Resilience**

In 2013 June, Calgary was impacted by a flood disaster resulting in significant municipal infrastructure damage. A Recovery Operations Centre (ROC) was established to oversee five recovery pillars, two of which were Infrastructure and Funding, with ROC coordination activities ceasing in the Fall of 2015. A Municipal Infrastructure Recovery Program (MIRP) was established to track, monitor and report on City of Calgary infrastructure and asset recovery and funding progress. This team of city staff continue to oversee the project completion and financial recovery of DRP (DRP) eligible flood impacted infrastructure and asset projects. Funding reimbursement is offered through the DRP until 2019 June 20. The City of Calgary is on track to complete the majority of recovery projects and submit financial statements to the Government of Alberta by the closure of the DRP funding program. Additional details regarding the recovery progress and finances are available in Attachment 3.

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The Infrastructure Calgary Steering Committee continues to apply a resilience lens while reviewing and prioritizing capital investments. Resilience is a key element within The City of Calgary Capital Infrastructure Investment Principles approved by Council (C2017-0214), is embedded within The City of Calgary corporate investment prioritization criteria and is a main incentive behind the Calgary Resilience Strategy being developed.

Resilience – the ability to withstand chronic stresses and acute shocks – remains an area of focus of infrastructure investment within the 2019-2022 service plans and budgets.

### **Addressing the Infrastructure Gap**

As noted by the essential criteria explanations included above, and highlighted during the September 25 Special Meeting of Council, it is important for The City to ensure sufficient funding to address critical assets and the infrastructure gap.

A more detailed explanation of critical assets, used in the prioritization of essential investments for the 2019-2022 cycle, follows:

Investment in critical assets, which if not addressed, would lead to a service disruption of one or potentially many of The City of Calgary services. Critical assets (as identified in their asset management plan) are identified as those most crucial for service delivery, or, have a high consequence in the event of a failure caused by operational failures, climate impacts or other stressors. Investment is therefore focused to identify, assess and target appropriate treatments / interventions (e.g. upgrades, maintenance, replacement etc.) to mitigate risk, minimize service disruption, and address health, safety, legal and financial risks associated with an asset failure. Infrastructure risk is assessed through asset management plans and integrated infrastructure risk management frameworks. Upfront investment that strengthens The City's infrastructure, natural systems (including water) and people against severe weather events are included as part of mitigating risk.

Deteriorating or failing infrastructure pose significant risks to The City. These risks include the inability to provide appropriate level of service, the loss of ability to provide service, and injury or death. The Infrastructure Status Report is one mechanism for monitoring and reporting on the status of The City's infrastructure health. Successful implementation of the asset management program and use of the Infrastructure Status Report, as a risk management strategy, can help mitigate these risks.

As noted in the 2017 Infrastructure Status Report, over the next ten years, currently The City of Calgary requires an additional investment of \$5.67 billion to fund infrastructure maintenance, growth and operating requirements. This is the 10-year infrastructure funding gap. It is made up of three components: capital growth gap, capital maintenance gap and the operating gap.

The 10-year infrastructure funding gap has decreased from \$7.04 billion in 2013 to \$5.67 billion in 2017.

The City of Calgary will require an additional investment of \$3.19 billion to fund service growth requirements. This represents the capital growth gap, which has decreased slightly from the

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\$3.23 billion reported in 2013. The capital maintenance portion of the infrastructure funding gap has decreased from \$1.7 billion in 2013 to \$ 1.41 billion in 2017.

Conditional assessments tell us that 88% of The City's infrastructure assets are in good or very good physical condition and 9.70% are in fair condition. Approximately 2.30% of The City's assets are in poor or critical physical condition.

A recent report by the Canadian Centre for Economic Analysis indicates that a city should be investing approximately 5.1% of Gross Domestic Product in municipal infrastructure, of which 22% of that should target maintenance. Additionally, The City of Calgary has relied on a general rule of thumb from the National Research Council that a municipality should invest approximately 1% to 2% of its total Current Replacement Value (CRV) on maintenance. These estimates indicate that we should be investing approximately \$1.5 billion per year on maintenance.

To better understand and prioritize investment needs and document what business units are doing to manage their infrastructure risk resulting from this gap, the Corporate Asset Management team worked with the various asset managing business units to develop the Corporate Asset Management Plan (CAMP).

Since the production of the CAMP and risk profile, Corporate Asset Management has been working with its business unit partners to hone in on details of service lines where asset risk may occur, including those assets that may pose imminent risk to public safety or the disruption of critical services. Asset Stewards for the buildings asset class (the asset class that is of highest risk) have plans in place to undertake building condition and lifecycle analysis, and to develop management plans to monitor assets that may become an imminent risk. When a building poses an immediate public safety risk it is taken out of service and funds are sought or redistributed to deal with the immediate risk. The Corporate Asset Management Program will work with Service Owners and Asset Stewards and service owners to develop lifecycle and risk management plans based on Building Condition Analysis to prioritize investments.

The City of Calgary continues to place value on investment in, and maintenance of, assets. The minimum necessary funding required to proactively support lifecycle management plans over the next four years is insufficient. This may result in an increased operating and maintenance infrastructure gap and impacts to service levels. The City will continue to monitor building asset condition and performance, and any imminent risk to public safety or performance will be addressed.

### **iv. Capital Summary**

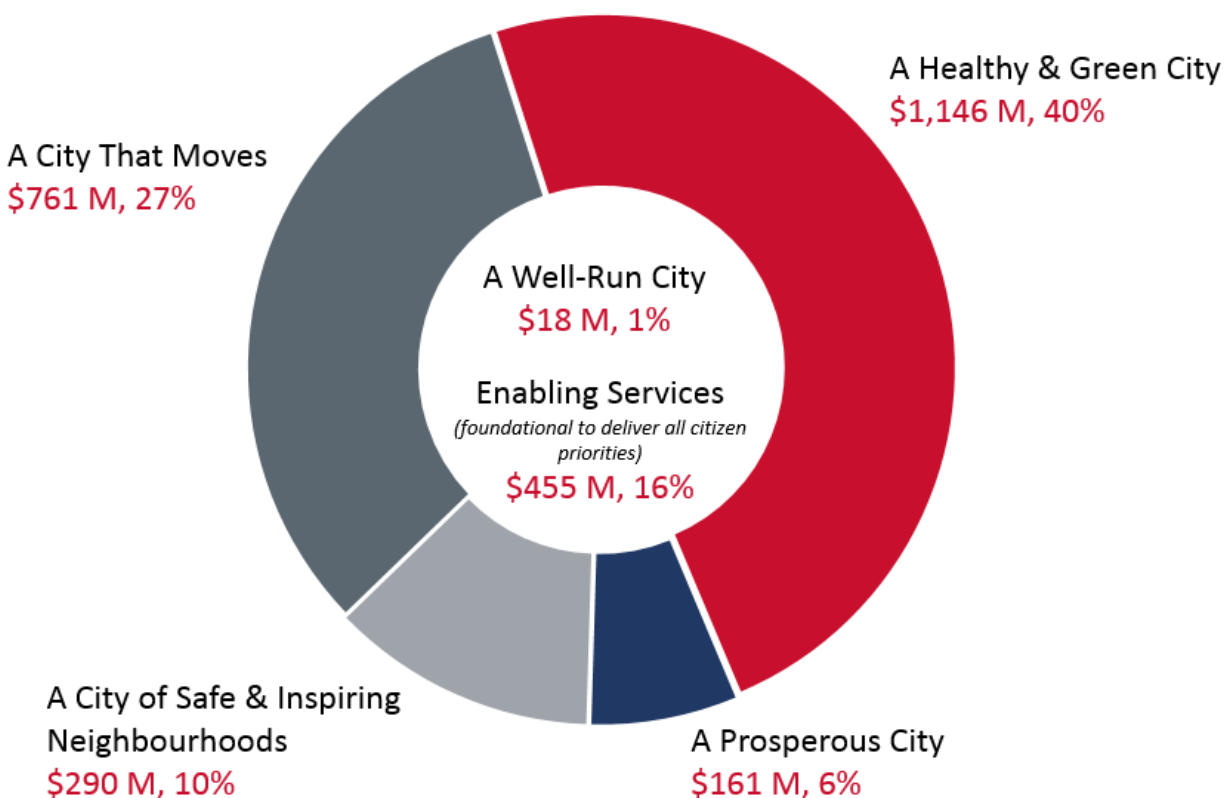
Capital recommendations and funding information remain in progress. The September 04-25 service plan previews, as well as the 2018 October 11 Special Meeting of Council, provide service owners an important opportunity to hear from Council and the community about investments that are important to them. Given the constrained funding available, significant effort has been made by service owners to identify essential investment needs that will support citizen priorities and Council direction. Despite this effort by service owners, not all of the

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essential budget requests are able to be funded. Council's discussions with Administration preceding the November deliberations are helpful in forming the alignment of investment with service delivery.

To facilitate conversations about other potential investments that Council would like to make in the community, a list of proposed capital investments identified to date are included in Attachment 1. These investments were presented by Citizen Priority on 2018 September 25. Additional information is now provided showing the investments by service. The proposed investment is likely to be close to the summary graphic below (Figure 1). While essential funding requests are driving the capital recommendations, it is acknowledged that Council may want to identify different community needs.

**Figure 1: Current Status of Recommended 2019-2022 Capital Budget Requests by Citizen Priority now including Growth and Actively Developing Communities (see Attachment 1 for a further breakdown by service)**



\*Note that more than one Citizen Priority may be supported by a service. Includes Growth and Actively developing communities but does not include previously approved capital, projected carry forward capital from 2018 and Green Line

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### (B) Operating

#### i. Process

As noted in C2018-1080, Administration's approach to developing the 2019-2022 service plans and budgets maximizes our capacity to deliver on Council's and citizens' expectations. This includes:

- a 2019 budget starting point equivalent to 2018 base budget funding less one-time budget, which allowed over \$90 million in capacity to be reallocated among services;
- integration of operating and capital planning;
- prioritization of funding to align investments by service;
- optimizing funding source eligibility to capital plans;
- targeting ongoing efficiencies; and
- a citizen-centric focus that supports improved effectiveness within and across services.

These plans were developed based on a rigorous process that began with considering Citizen Priorities, Council Directives, and where possible feedback from Council as part of the service plan previews from September 04-25.

#### ii. Funding Availability and Constraints

In 2018 April, Council approved indicative tax rates of:

- 2.65% to 3.45% for 2019; and
- 2.5% to 3% annually for 2020-2022.

This included, for the first time, specifically identified tax increases dedicated to growth communities. This has allowed for an increase in base funding to the 61 services of over \$180 million over the four-year period to deal with cost and service pressure. The plans presented by service owners during the service plan previews are achievable within the indicative rate range, albeit closer to the top of the range in the first two year, with some capacity available for Council to direct further investment decisions mainly in the years 2021 and 2022 (see Table 1).

**Table 1: Tax Rate and Remaining Capacity in the Proposed Operating Budget**

	2019	2020	2021	2022	Total
<b>Indicative tax rate as approved – April 25, 2018</b>	2.95% – 3.45%	2.5% – 3.0%			
<b>Proposed combined tax rate</b>	Top of range	Mid-range	Bottom of range	Bottom of range	
<b>Remaining capacity per Proposed tax rate</b>	-	Up to \$4.0M	Up to \$7M	Up to \$14M	Up to \$25M in base funding

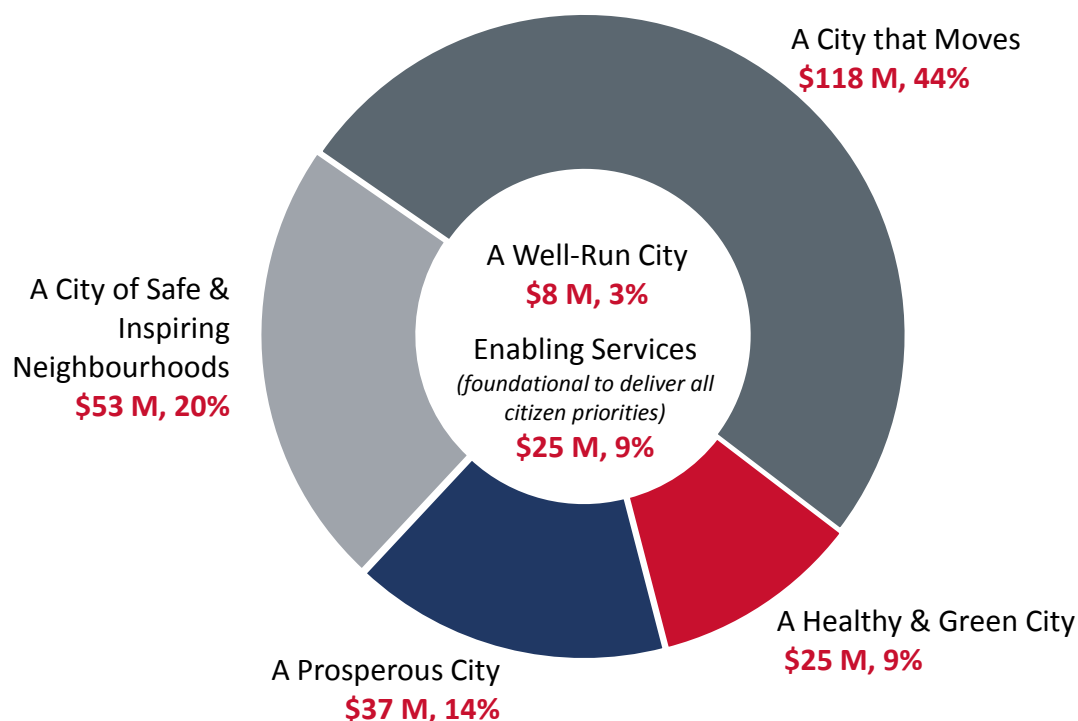


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### iii. Status of Currently Recommended Investment Areas – Highlights

Attachment 1 shows the estimated operating budget changes as of 2018 October 02. The proposed service budgets to be presented to Council in November are still being finalized, but the order of magnitude in this attachment should be close to what the recommended budget will be. The summary of the additional investment by Citizen Priority is shown in Figure 2.

**Figure 2: Summary of 2019-2022 Operating Budget Investments by Citizen Priority (see Attachment 1 for a further breakdown by service)**



Total proposed operating budget requests includes base funding of \$183 M and one-time asks of \$82 M.

The draft service plans and budgets fall within the approved indicative tax rate while maintaining expected service levels. Over \$167 million in additional base net budget to services over four years is shown in the figure above, which will allow services to address inflation, population growth, community growth and service expectations. Despite the overall increase in net budgets, base budgets for 16 tax-supported services are being kept at or below 2018 levels to ensure investments are made to the highest priority services based on Citizen Priorities and Council Directives.

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Significant new investments were made in a number of key services, with some examples being:

- Affordable Housing
- Arts & Culture
- Economic Development & Tourism
- Facility Management
- Police Services
- Public Transit
- Recreation Opportunities
- Sidewalks & Pathways
- Specialized Transit
- Streets

A significant level of investment of one-time budget is also proposed for some services. This is driven by several factors:

- Customary one-time initiatives;
- Higher maintenance required due to reduced capital funding; and
- To allow service owners time to implement efficiency strategies in order to reduce reliance on tax rate increases and to understand the impacts of the changing economic environment.

Throughout the 2015-2018 cycle, Administration has intentionally managed resources and has found operating savings of over \$100 million that has been contributed to the Budget Savings Account (BSA) reserve. These savings, of which \$60 million is currently available in 2018, are expected to continue through the next business cycle. Administration will continue to find these savings, in order to utilize them to respond to the impacts of the changing economic conditions that are expected for the next business cycle (2019-2022). Administration is proposing to utilize the BSA reserve to fund one-time budget for 2019-2022 up to \$76 million (see Table 2 below), with an additional \$6 million funded from other reserves. This will allow capacity to remain in the Fiscal Stability Reserve (FSR) for flexibility in response to future needs. Administration will continue to monitor these one-time investments and advise Council of any “bow wave” impacts as they are identified.

**Table 2: Summary of One-Time Funding in the Proposed Operating Budget**

	2019	2020	2021	2022	Total
<b>One-time funding Proposed from BSA</b>	\$15M	\$28M	\$18M	\$15M	\$76M

While the operating budget lever targeted investment to specific services that best responded to citizen priorities and Council directives, the other levers (effectiveness and efficiency) were also employed to ensure that the plans as developed deliver value to citizens. As part of the

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development process, almost \$40 million in efficiencies were identified that allowed many services to prepare plans that included little or no new investment with minimal impacts on service levels. Administration is committed to finding approximately another \$20 million in efficiencies throughout the 2019-2022 cycle.

### **iv. Operating Summary**

The plans presented during the service plan previews are achievable within the indicative rates that Council approved in 2018 April. This has allowed significant new investment in some of the services. This new investment, along with some additional capacity created through efficiencies and prioritization, has been targeted to the services that best address Citizen Priorities.

## **2. Specific issues/services for potential additional investment**

On 2018 September 25, Administration presented their analysis and conclusions from the September 04-17 service plan previews (C2018-1080). This summarized the input, feedback and guidance received from Council members during discussion of the service plans for 47 of The City's 61 services. As a result of this discussion, three additions were made to the list of issues and services for further discussion, and potential additional investment. The three issues added were:

- Crime and crime prevention;
- Pedestrian Strategy (including pedestrian safety);
- "Resolve more missing pedestrian and pathway links" expanded to include missing road links; and

In addition, the desire for a broader conversation about Transportation was noted. This is partly addressed through the discussion of the infrastructure gap (see section 1 above). To address the remainder of the query, further information related to decisions regarding overall transportation strategy will be brought to Council in 2018 November.

The remaining 14 services (The City's enabling services) were also presented on 2018 September 25, as part of report C2018-1024. These discussions identified one further item to be added to the discussion list:

- Capital maintenance portion of the infrastructure funding gap (see the Infrastructure Gap section above)

Attachment 2 provides a consolidated list of the issues and services identified for further discussion. It includes the following issues for potential additional investment in 2019-2022:

1. Acceleration of improved corporate capacity & capability for an integrated new community, established area and industrial area strategy
2. Affordable housing
3. Better citizen engagement
4. Civic Partners

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5. Continue Main Streets implementation
6. Crime & crime prevention
7. Infrastructure gap
8. Integrated civic facility planning
9. Maintain 4 car train service
10. Maintain/Enhance Tree Canopy
11. Pedestrian Strategy
12. Resolve more missing pedestrian, pathway and street links
13. Snow & Ice Control – enhanced sidewalks
14. Sustainable funding strategy for Low Income Transit

The purpose of providing the list of issues in this report is twofold: first, to confirm that the issues identified align to the feedback received; and if so, to further explore and prioritize these issues so as to reach a clear understanding of the expected level of service. This will provide further insight and direction for Administration to develop potential additional investment options, and associated funding proposals, that can be brought forward for November plan and budget deliberations for Council to consider. For any items where costs and benefits cannot be adequately estimated by November, Administration will bring back proposals at an appropriate time.

To support this discussion, high-level information is included in Attachment 2 about the operating (base and one-time) and/or capital investments currently proposed for each item in 2019-2022.

Attachment 2 also notes two services whose plans will be rewritten to better align with Council's past discussions. These updated plans will be presented as part of Administration's proposed service plans and budgets in 2018 November. It further documents the candidates identified during the service plan previews for further discussion or review during the 2019-2022 cycle (rather than in preparation for it). These topics will be further reviewed with Council at a later time.

In addition to these materials, five pieces of specific information were requested by members of Council during the service plan previews:

- Information about the Main Streets Implementation Status and Program Delivery Timeline, as requested at the SPC on Planning & Urban Development meeting on 2018 September 13.
- Presentation and speaking notes delivered by Deputy Chief Paul Cook of the Calgary Police Service, as presented to the SPC on Planning & Urban Development on 2018 September 13.
- Presentation and speaking notes delivered by Acting Chief Financial Officer Carla Male regarding the financial impact of "what we heard" at the Service Plan Previews, as presented at the Special Meeting of Council on 2018 September 25.
- Presentation and speaking notes delivered by Steve Wyton, Service Owner for the Infrastructure Support service, as presented at the Special Meeting of Council on 2018 September 25.

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- Information regarding the typical timelines and costs of land development processes, as requested at the SPC on Planning & Urban Development meeting on 2018 September 13.

These items were consolidated by Administration and provided to Council in a memo on 2018 October 2.

#### **3. Potential material unfunded investments**

The potential additional investments identified in Attachment 2 are in addition to the material unfunded initiatives that have been previously discussed with Council. At this time, these potential investments include (but are not limited to):

1. Arts Commons
2. BMO Centre expansion
3. Events Centre
4. Fieldhouse
5. 2026 Olympic and Paralympic Winter Games
6. Others – to be determined

These initiatives have not been included in the proposed service plans presented during the service plan previews. Further analysis and feedback from Council is required on these potential investments. Administration will report back to Council with a priority investment and financing plan to Council, based on the feedback received.

#### ***Next Steps***

There are approximately five weeks before Administration submits and presents the proposed 2019-2022 service plans and budgets, and under two weeks before Administration must finalize content and recommendations in order to be ready for Council's November 14 meeting.

As highlights for Council, there are six upcoming and noteworthy activities and events:

1. During October, there are citizen engagement undertakings, including focus groups, pop-ups and online engagement.
2. Beginning November 14, citizen communications will promote the 2019-2022 service plans and budgets availability including how to provide input either written (email), or by presenting to Council in-person at the start of the November 26-30 deliberations. By the time of this report (October 11), messaging will have been provided to ward offices, and the Customer Service & Communications business unit will continue to provide support.
3. Proposed off-site levy bylaw amendments, for new community growth utility and transportation infrastructure, will be considered at the November 12 public hearing of Council.
4. At the November 14 Strategic Council Meeting, Administration will submit and present proposed 2019-2022 service plans and budgets, as well as results from the October engagement. Further, in response to the motion arising on 2018 September 25 (C2018-1080), Administration will also bring information on the financial sustainability of Heritage Park including options for Council to consider.

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5. Information and query opportunities for Council will be provided between November 14 and 25. Members of the public will be able to provide input to the proposed 2019-2022 service plans and budgets in advance of November 26 (email or delivery of feedback in-person). Starting November 26, the public will be able to present directly to Council.
6. During the November 26-30 week, and following the November 26 public hearing, Council will undertake their service plan and budget deliberations. Council will be asked to approve the 2019-2022 service plans and budgets, including any amendments, as well as 2019-2022 property tax, user fees and utility rate changes.

Once the 2019-2022 service plans and budgets are approved, the information will be built out in a user-friendly way online and promoted to citizens. This will include citizen communications, and an updated “tax calculator” by service. This online information will be updated each year with the results of the annual adjustment process built into the four-year cycle.

As our services proceed with delivery, The City’s ongoing processes for monitoring, accountability and adjustments will continue per established Council policy. These important corporate mechanisms ensure that Administration is held accountable for delivery against the approved plans and budgets. The new online communication tools will provide another channel to present the key results of those processes, giving citizens the improved transparency they seek.

**Stakeholder Engagement, Research and Communication**

Citizen input is a critically important part of determining The City’s focus for the 2019-2022 service plans and budgets. The One Calgary citizen engagement strategy is woven throughout the development of the 2019-2022 service plans and budgets and has included multiple touchpoints with citizens over the course of 2018.

The service plan previews conducted in September included an opportunity for members of the public to speak directly to Council members about what is most important to them in 2019-2022. Through the service plan preview meetings, Administration heard feedback from members of Council that additional engagement is needed before November. As such, and as approved on 2018 September 25 (C2018-1080), additional public engagement on One Calgary is currently underway. This includes:

- A roll-up of all citizen research and engagement over the past year (with a focus on service delivery), which will be presented to Council on 2018 October 11 (C2018-1150); and
- Additional focus groups, pop-ups and online engagement with citizens throughout October.

Finally, citizens will have an opportunity to provide input on the proposed 2019-2022 service plans and budgets (written or in person) via public hearing during the November 26-30 deliberations.

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### **Strategic Alignment**

The One Calgary program implements The City's "Three Conversations, One Calgary" framework and follows Council's Five Strategic Plan Principles (PFC2018-0445). The program directly addresses the commitment to service-based plans and budgets and contributes to Council's Five Guidelines to Administration approved by Council on 2018 February 28: integrated service delivery, engaged leadership, trust and confidence, investment and value, and cooperative alliances (C2018-0201).

The draft service plans presented during the service plan previews included strategies that advance Council policy, Citizen Priorities and Council Directives, and contribute to multiple directives where similar outcomes are sought.

Ongoing discussions with Council, in advance of submitting proposed 2019-2022 service plans and budgets to Council, are a method of testing and validating strategic alignment with Council.

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

Social, environmental and economic guidance is provided through City policies, Citizen Priorities and Council Directives, all of which guide Administration in developing and proposing the 2019-2022 service plans and budgets. During the September 04-25 service plan previews, Committee and Council members provided input on social, environmental and economic issues. This input will be used to inform proposed 2019-2022 service plans and budgets.

### **Financial Capacity**

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

The operating budget preview presented in this report is achievable within the indicative rate ranges approved by Council. One-time funding of almost \$82 million over the 2019-2022 cycle has also been identified. Funding for these one-time items is proposed to be funded from the Budget Savings Account (BSA) reserve.

The issues identified in Attachment 2 are either unfunded in the recommended budget or the funding may be insufficient to meet Council's expectations. Council's options for funding these investments include:

- Increasing the recommended tax rate closer to the top of the range in each year (mainly in 2021 and 2022)
- Increasing the tax rate above the indicative rates
- Using one-time funding to bridge any gaps (not recommended due to the "bow wave" created)
- Redirecting proposed funding from other services (likely with service level impacts).

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

The City remains in a fortunate capital funding situation compared to many other municipalities. While capital is more constrained this cycle compared to previous cycles, The City is still making a significant investment in the community. New capital will be included in the service plans and

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budgets presented to Council in November. The amount of unrestricted capital available is insufficient to meet the entire “essential” capital need identified by service owners.

The future capital environment is uncertain – revenue sharing with the province and federal infrastructure funding is still being determined. The capital update outlined in this report proposes funding for new “essential” projects within the current projected capital funding capacity.

Administration continues to respond to Council input being acquired during this discussion phase, refine the capital ask, and align eligible funding to capital projects to support the recommendations that will be included in the One Calgary service plan and budget proposed in November. Capital recommendation and funding information remains in progress and is considered draft at this time. Administration is recommending Council receive for information the current status of the recommended capital service budgets, as well as providing feedback on this information.

### **Risk Assessment**

The risks associated with preparing and approving four-year plans and budgets include directional alignment risk, risk of not meeting service delivery expectations, financial risks, and changes in circumstances that take place during the four-year business cycle.

This report represents one part of the process in addressing directional alignment and expectations risk. By having advance and ongoing dialogue with Council, proposed service plans and budgets can be better informed.

Financial risks are being addressed by providing Council with information, as early as it is available, about financial resource availability and capacity to meet 2019-2022 operating and capital service demands. During the 2019-2022 period, ongoing accountability and reporting processes maintain currency with actual expenditures and revenues, as compared to budget.

Included in the financial risks are risks associated with funding level changes resulting from negotiations with the Province on the Fiscal Framework. Funding levels that are lower than expected will result in the need to revise the capital budget. Administration will continue to advise Council as negotiations proceed.

Future changes in circumstances, such as the economy, are addressed through monitoring and reporting processes, and the “adjustment” provision that is built into The City’s multi-year cycle.

While there remains an infrastructure gap, it continues to be managed by Service Owners and Asset Stewards, in accordance with the Corporate Asset Management Program. With respect to the buildings asset class, Facility Managers will continue to monitor building asset condition and performance, and any imminent risk to public safety or performance will be dealt with immediately. The Corporate Asset Management Program will work with buildings Asset Stewards and Service Owners to develop lifecycle and risk management plans based on Building Condition Analysis to prioritize investments.

Administration is looking closely at all potential funding available to support the 2019-2022 business cycle, including funding that was earmarked for flood recovery. It is critical to maintain access to the \$120M Fiscal Stability Reserve funds until the Disaster Recovery Program (DRP), including final review and reimbursement decisions by the Government of Alberta of all City of



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Calgary flood financial submissions, is complete. Risks to completion of the program and ultimately financial recovery by The City include: the consistency of provincial administration of the DRP; maintaining a high recovery rate; the ability to obtain timely permits necessary for work in and aside the rivers; and the pending decision from the Treasury Board regarding flood insurance deductibles. With these risk factors in mind, the projected FSR draw to support flood recovery is approximately \$80M minimum by the closure of the DRP. The total draw on the FSR held for flood recovery will not be understood until the DRP approval process is complete.

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

This report has three recommendations:

1. The “receive for information” recommendation is intended to address Council’s receipt of all information presented as part of this report, as well as enable a process, during the discussion of this report, for input, feedback and guidance in regard to the 2019-2022 service plans and budgets.
2. This recommendation seeks Council direction for Administration to include, with its November 14 submission to Council of proposed 2019-2022 service plans and budgets, options for potential additional investment in those issues and services Council has determined as potentially warranting further investment than Administration is currently proposing.
3. This recommendation seeks Council direction for Administration to report back with a priority investment and funding plan on potential material unfunded investments.

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

1. Current status of proposed 2019-2022 capital and operating budgets
2. Services for further discussion
3. Flood recovery and resilience update
4. Previous Council direction consolidation



**Current Estimate of Proposed Investments by Citizen Priority (\$ millions)**

Citizen Priority	Operating			Capital (as at 2018 August 30)		Page
	Net Budget including One Time Budget (2018) as at March 31, 2018	Proposed Base Change (2019-2022)	One-Time 2019-2022 (Note 1)	Previously Approved	New Investments (Note 2)	
A City of Safe & Inspiring Neighbourhoods	722.3	37.0	15.6	77.5	289.8	2
A City that Moves	428.9	85.8	32.0	782.8	761.1	3
A Healthy & Green City	163.7	15.4	9.1	780.8	1,145.6	4
A Prosperous City	150.0	30.2	6.9	252.1	161.4	5
A Well-Run City	97.1	4.7	3.6	11.1	17.7	6
Enabling Services	218.6	9.9	15.0	147.6	455.1	7
<b>Totals</b>	<b>1,780.6</b>	<b>183.1</b>	<b>82.2</b>	<b>2,052.0</b>	<b>2,830.6</b>	

Rounded to nearest \$100,000. Totals may not add due to rounding.

(1) Current proposal is to fund one-time as follows: \$75.4 million from the Budget Savings Account (BSA) and \$6.8 million from other reserves

(2) New Investments include projects in Actively Developing and New Communities

### Current Estimate of Proposed Investments by Citizen Priority and Service (\$ million)

Citizen Priority/Service	Operating			Capital (as at 2018 August 30)	
	Net Budget including One Time Budget (2018) as at March 31, 2018	Proposed Base Change (2019-2022)	Proposed One-Time (2019-2022)	Previously Approved	New Investments (Note 1)
<b><i>A City of Safe &amp; Inspiring Neighbourhoods</i></b>					
1 Building Safety	-	-	-	.3	23.0
2 Bylaw Education & Compliance	8.9	2.3	1.0	.0	1.0
3 Calgary 9-1-1	34.2	.5	1.4	.9	10.5
4 City Cemeteries	1.3	-	-	3.1	14.1
5 City Planning & Policy	21.1	1.1	10.6	-	4.0
6 Development Approvals	1.0	(1.0)	-	-	13.0
7 Emergency Management & Business Continuity	5.2	-	-	4.7	7.5
8 Fire & Emergency Response	228.8	12.1	2.1	60.6	86.7
9 Fire Inspection & Enforcement	6.1	-	.3	-	-
10 Fire Safety Education	2.3	-	-	-	-
11 Neighbourhood Support	7.4	1.8	-	-	19.4
12 Pet Ownership & Licensing	5.0	.3	.3	-	1.0
13 Police Services	401.1	19.9	-	8.0	109.7
<b>Total</b>	<b>722.3</b>	<b>37.0</b>	<b>15.6</b>	<b>77.5</b>	<b>289.8</b>

Rounded to nearest \$100,000. Totals may not add due to rounding.

(1) New Investments include projects in Actively Developing and New Communities



### Current Estimate of Proposed Investments by Citizen Priority and Service (\$ million)

Citizen Priority/Service	Operating			Capital (as at 2018 August 30)	
	Net Budget including One Time Budget (2018) as at March 31. 2018	Proposed Base Change (2019-2022)	Proposed One-Time (2019-2022)	Previously Approved	New Investments (Note 1)
<b><i>A City that Moves</i></b>					
1 Parking	1.6	.1	-	19.6	-
2 Public Transit	221.9	46.2	8.0	464.3	255.5
3 Sidewalks & Pathways	35.6	11.9	18.0	35.0	51.9
4 Specialized Transit	41.2	5.6	-	-	.7
5 Streets	128.6	22.0	6.0	264.0	451.8
6 Taxi, Limousine & Vehicles-for-Hire	-	-	-	-	1.1
<b>Total</b>	<b>428.9</b>	<b>85.8</b>	<b>32.0</b>	<b>782.8</b>	<b>761.1</b>

Rounded to nearest \$100,000. Totals may not add due to rounding.

(1) New Investments include projects in Actively Developing and New Communities

**Current Estimate of Proposed Investments by Citizen Priority and Service (\$ million)**

Citizen Priority/Service	Operating			Capital (as at 2018 August 30)	
	Net Budget including One Time Budget (2018) as at March 31, 2018	Proposed Base Change (2019-2022)	Proposed One-Time (2019-2022)	Previously Approved	New Investments (Note 1)
<b><i>A Healthy &amp; Green City</i></b>					
1 Environmental Management	5.3	.9	-	.1	1.7
2 Parks & Open Spaces	69.5	6.6	4.2	64.9	31.9
3 Recreation Opportunities	50.0	7.9	1.1	22.4	52.4
4 Stormwater Management	-	-	-	82.2	144.6
5 Urban Forestry	14.8	2.0	3.9	-	3.0
6 Waste & Recycling	24.6	(1.9)	-	7.6	110.6
7 Wastewater Collection & Treatment	(.5)	-	-	464.4	455.1
8 Water Treatment & Supply	-	-	-	139.3	346.3
<b>Total</b>	<b>163.7</b>	<b>15.4</b>	<b>9.1</b>	<b>780.8</b>	<b>1,145.6</b>

Rounded to nearest \$100,000. Totals may not add due to rounding.

(1) New Investments include projects in Actively Developing and New Communities

### Current Estimate of Proposed Investments by Citizen Priority and Service (\$ million)

Citizen Priority/Service	Operating			Capital (as at 2018 August 30)	
	Net Budget including One Time Budget (2018) as at March 31, 2018	Proposed Base Change (2019-2022)	Proposed One-Time (2019-2022)	Previously Approved	New Investments (Note 1)
<b>A Prosperous City</b>					
1 Affordable Housing	8.2	10.3	6.4	36.7	37.4
2 Arts & Culture	16.7	7.4	.4	-	24.7
3 Business Licensing	-	-	-	.1	.5
4 Community Strategies	10.3	4.6	-	-	.0
5 Economic Development & Tourism	33.0	5.9	.1	5.7	37.2
6 Land Development & Sales	.4	-	-	204.6	50.4
7 Library Services	54.1	2.8	-	5.0	11.2
8 Social Programs	27.2	(.7)	-	-	.0
<b>Total</b>	<b>150.0</b>	<b>30.2</b>	<b>6.9</b>	<b>252.1</b>	<b>161.4</b>

Rounded to nearest \$100,000. Totals may not add due to rounding.

(1) New Investments include projects in Actively Developing and New Communities

### Current Estimate of Proposed Investments by Citizen Priority and Service (\$ million)

Citizen Priority/Service	Operating			Capital (as at 2018 August 30)	
	Net Budget including One Time Budget (2018) as at March 31, 2018	Proposed Base Change (2019-2022)	Proposed One-Time (2019-2022)	Previously Approved	New Investments (Note 1)
<b>A Well-Run City</b>					
1 Appeals & Tribunals	4.6	(.1)	-	.3	-
2 Citizen Engagement & Insights	6.2	(.3)	-	1.0	-
3 Citizen Information & Services	10.5	2.2	-	.1	6.5
4 City Auditor's Office	2.9	.4	-	-	.1
5 Corporate Governance	12.2	.2	-	.5	-
6 Council & Committee Support	3.7	.5	.7	-	-
7 Executive Leadership	11.9	.2	-	-	-
8 Mayor & Council	12.2	.1	.2	-	.3
9 Municipal Elections	1.8	(.1)	2.7	-	3.6
10 Property Assessment	21.7	.4	-	8.0	3.6
11 Records Management, Access & Privacy	3.4	.8	-	.9	1.6
12 Taxation	6.0	.6	-	.3	2.0
<b>Total</b>	<b>97.1</b>	<b>4.7</b>	<b>3.6</b>	<b>11.1</b>	<b>17.7</b>

Rounded to nearest \$100,000. Totals may not add due to rounding.

(1) New Investments include projects in Actively Developing and New Communities



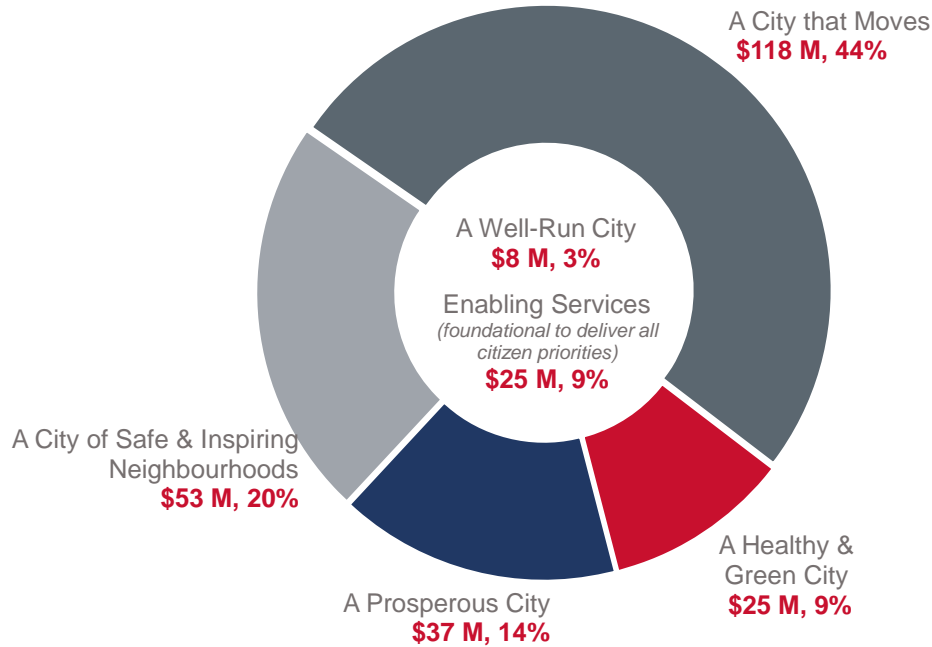
### Current Estimate of Proposed Investments by Citizen Priority and Service (\$ million)

Citizen Priority/Service	Operating			Capital (as at 2018 August 30)	
	Net Budget including One Time Budget (2018) as at March 31, 2018	Proposed Base Change (2019-2022)	Proposed One-Time (2019-2022)	Previously Approved	New Investments (Note 1)
<b>Enabling Services</b>					
1 Corporate Security	9.1	4.6	-	.2	8.9
2 Data Analytics & Information Access	7.9	1.2	-	-	8.7
3 Facility Management	39.6	5.2	5.9	28.4	87.4
4 Financial Support	24.2	-	-	-	1.5
5 Fleet Management	-	-	-	88.9	159.9
6 Human Resources Support	26.7	(.5)	.4	-	-
7 Infrastructure Support	8.5	.2	3.6	1.9	11.1
8 Insurance & Claims	1.3	-	-	.2	-
9 IT Solutions & Support	64.3	(1.3)	5.1	21.3	104.3
10 Legal Counsel & Advocacy	9.6	.2	-	-	.5
11 Organizational Health, Safety & Wellness	8.2	.3	-	.1	.5
12 Procurement & Warehousing	8.6	(.1)	-	2.1	3.6
13 Real Estate	3.1	-	-	1.4	68.7
14 Strategic Marketing & Communications	7.5	.1	-	3.1	-
<b>Total</b>	<b>218.6</b>	<b>9.9</b>	<b>15.0</b>	<b>147.6</b>	<b>455.1</b>

Rounded to nearest \$100,000. Totals may not add due to rounding.

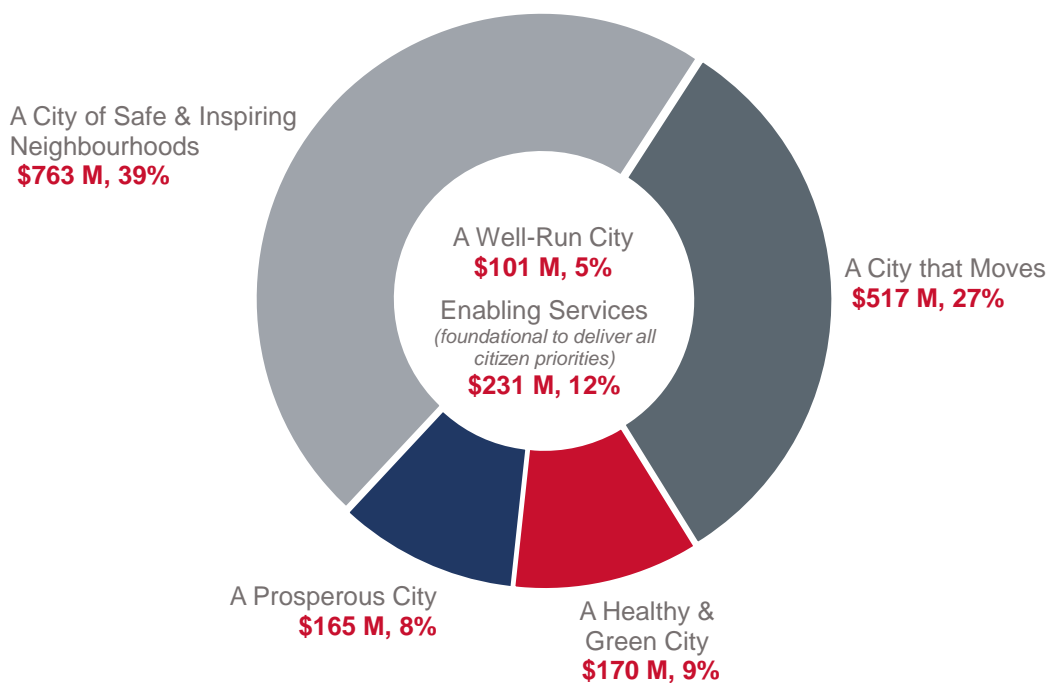
(1) New Investments include projects in Actively Developing and New Communities

### Proposed Operating Budget New Investments by Citizen Priority (2019 - 2022)



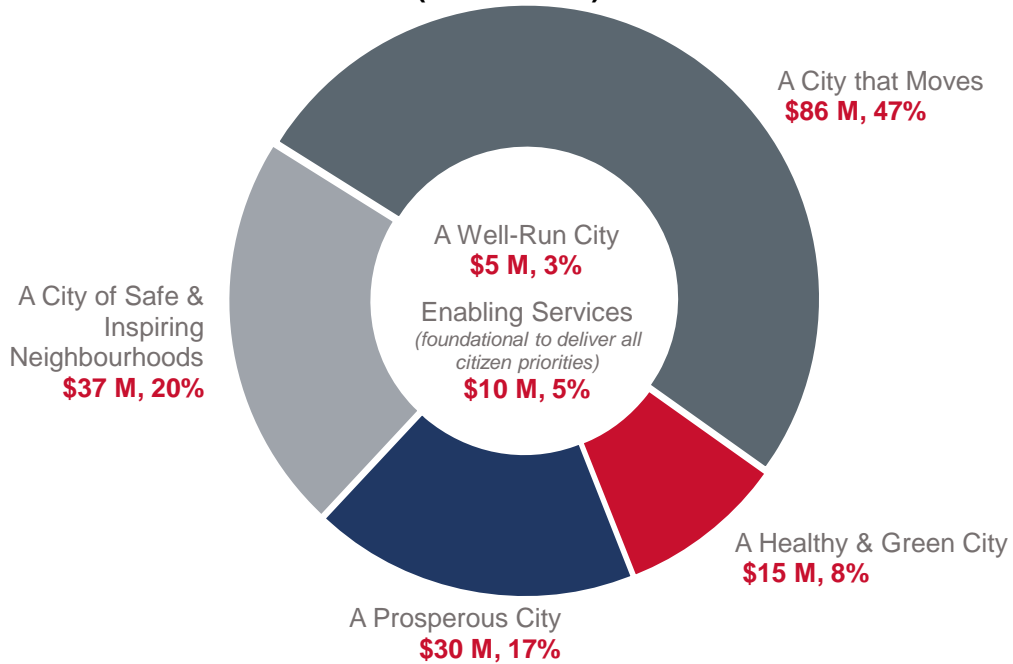
Total proposed operating budget requests includes base funding of \$183 M and one-time asks of \$82 M.

### Proposed Net Operating Budget by Citizen Priority (2022)



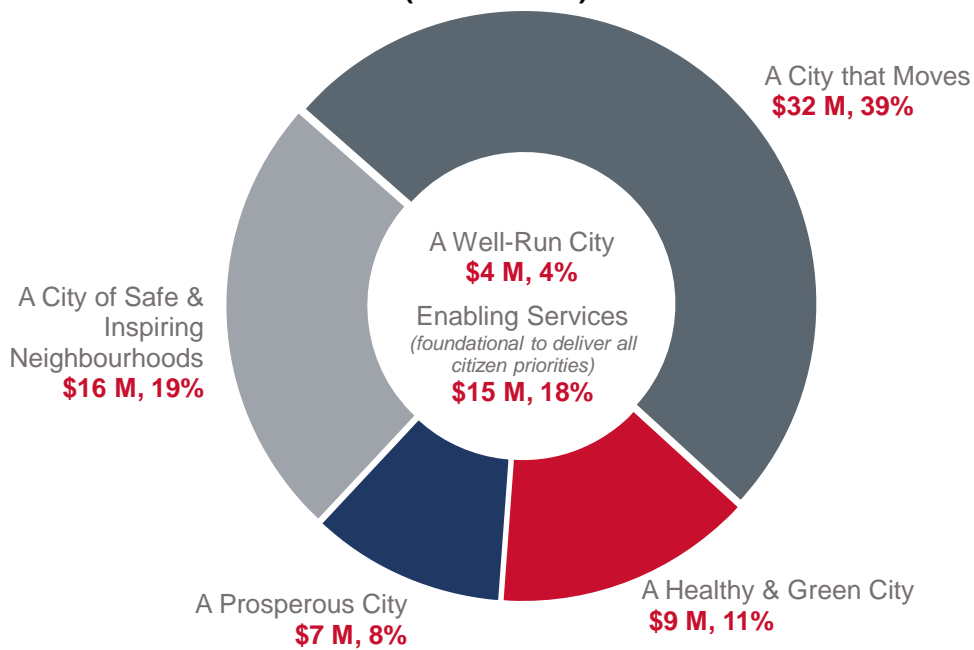
Total 2022 Net Operating Budget of \$1,946 M.

### Proposed New Base Operating Investments by Citizen Priority (2019 - 2022)



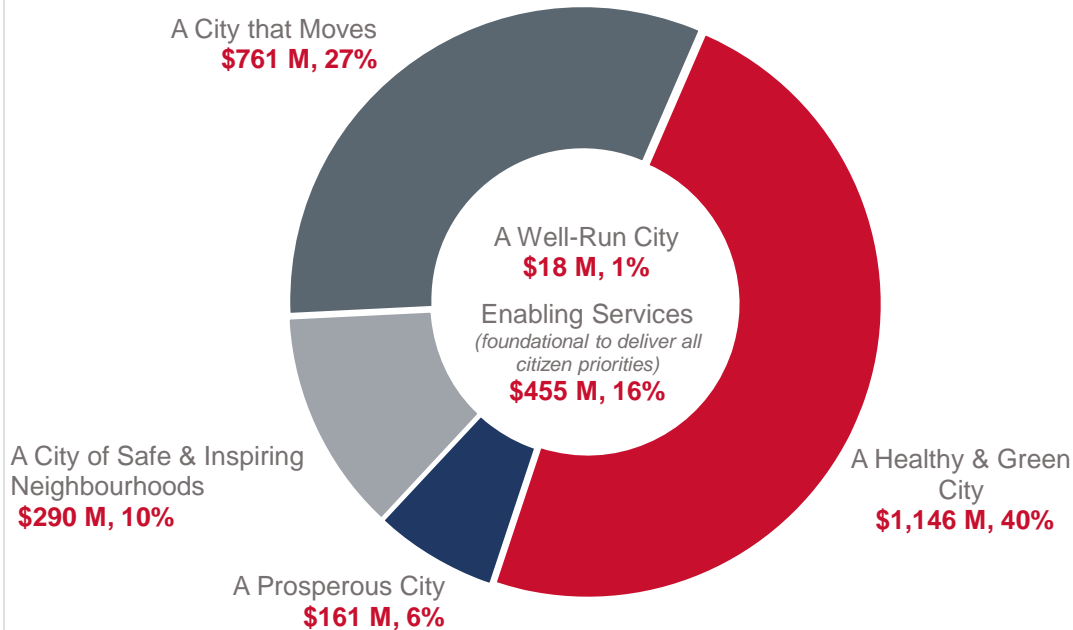
Total proposed base operating budget requests of \$183 M.

### Proposed New One-Time Operating Investments by Citizen Priority (2019 - 2022)



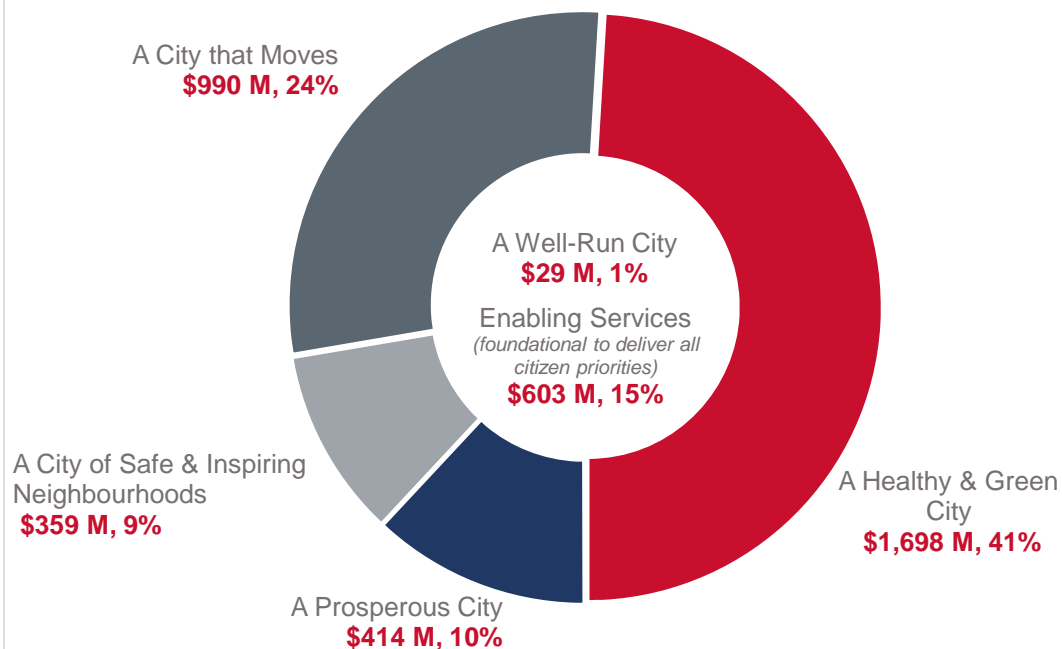
Total proposed one-time operating budget requests of \$82 M.

### New Capital Investments by Citizen Priority (2019 - 2022)



Note that more than one Citizen Priority may be supported by a service. Includes Growth and Actively developing communities but does not include previously approved capital, projected carry forward capital from 2018 and Green Line

### Total Capital Budget Proposed by Citizen Priority (2019 - 2022)



Total 2019 - 2022 Capital Budget of \$4,091 M.



## Services for further discussion

Between September 4 and 25, service plan previews were presented over the course of seven Committee and Council meetings. These meetings provided opportunities for members of Council and the public to provide feedback on the proposed 2019-2022 service plans for The City's 61 services. The service plan preview created a wealth of valuable insights and feedback for Administration, and the results are being used to inform the finalization of proposed 2019-2022 service plans and budgets, which will be tabled on November 14.

On the whole, Administration concluded from the service plan previews that the majority of service plans largely meet expectations. However, there are some areas where further discussion – and potentially further investment – are required. There are three types of feedback received through the service plan previews that would necessitate further discussion with Council:

- Service plans do not align with Council's past discussions and need to be rewritten by November (page 1);
- There were issues identified that would potentially require additional investment, beyond what is currently proposed (page 2); and
- More fundamental questions were raised, which could be candidates for further discussion or a service review in 2019-2022 (page 3).

At the Special Meeting of Council on September 25, Administration provided a summary of the key issues arising from the September 04-17 service plan previews on 47 services, and received feedback from Council (C2018-1080). This attachment consolidates the original summary with findings of the 14 "enabling services" service plan preview that took place on September 25 (C2018-1148). This attachment also indicates the new investments included in Administration's proposed 2019-2022 service plans and budgets for items raised that may require additional investment. This information is provided to support discussion with Council about whether this level of investment is adequate and, if not, what additional investments would Council would like to consider. For those items, Administration will prepare additional investment options for Council's consideration during the November deliberations.

## Service Plan does not reflect Council's past discussions

The service plan previews identified two services where the plan was misaligned with Council's past discussions. These plans will be rewritten before the November deliberations to ensure they better reflect past direction:

- Arts & Culture
- Economic Development & Tourism

## Specific issues/services for potential additional investment (\$ millions)

Issue <i>Alphabetical Order</i>	Service(s)	Type of Investment - Budget Impact (Capital/Operating)	New Investments Included in Proposed Budget (2019-2022)			
			Base	Operating One-time	Total	Capital
1 Acceleration of improved corporate capacity & capability for an integrated new community, established area and industrial area strategy	Multiple Services	Operating/Capital	-	-	-	-
2 Affordable Housing	Affordable Housing	Operating/Capital	10.3	6.4	16.7	37.4
3 Better Citizen Engagement	Citizen Engagement and Insights.	Capital	-	-	-	-
4 Civic Partners (various issues)	Spans 8 services	Operating/Capital	20.5	0.7	21.2	58.8
5 Continue Main Streets implementation	City Planning and Policy, Streets, Sidewalks & Pathways	Operating/Capital	3.9	0.4	4.3	
a Crime, and crime prevention through policing - safety	Police Services	Operating/Capital	19.2	-	19.2	109.7
6 b Crime prevention through social development - safety	Neighbourhood Supports, Social Programs, Recreation Opportunities, Affordable Housing, Community Strategies	Operating/Capital	5.0	-	5.0	-
c Crime prevention through environmental design - safety	City Planning & Policy, Parks & Open Space, Arts & Culture	Operating/Capital	-	-	-	-
7 Infrastructure gap	Multiple Services	Capital	-	-	-	-
8 Integrated Civic Facilities Plan	Multiple Services	Operating/Capital	0.5	0.5	1.0	7.5
9 Maintain 4 car train service	Public Transit	Operating/Capital	-	-	-	-
10 Maintain/Enhance Tree Canopy	Urban Forestry	Operating/Capital	1.4	-	1.4	3.0
11 Pedestrian Strategy	Streets, Sidewalks & Pathways	Operating/Capital	18.8	15.0	33.8	-
a Resolve more missing pedestrian and pathway links	Sidewalks & Pathways	Operating/Capital	4.3	-	4.3	-
12 b Resolve more missing streets links	Streets	Capital	-	-	-	-
13 Snow and Ice Control (SNIC) - Enhanced sidewalks	Sidewalks & Pathways	Operating	-	9.0	9.0	-
14 Sustainable funding strategy for Low Income Transit	Public Transit	Operating	-	6.0	6.0	-



## Candidates for discussion or review during 2019-2022

Some services and topics arose during the service plan previews that Council may wish to consider for further discussion or a service review during the 2019-2022 cycle (as opposed to discussing with a view to changing the service plan and/or budget by November 2018). Eight such areas emerged:

- **Arts & Culture** – Should The City adopt a different delivery model, for example an arms-length arrangement that depoliticizes this function?
- **Calgary 911, Police, Fire, Emergency Response, Other?** – Could mental health support for frontline staff be better coordinated across all relevant services?
- **Citizen Engagement & Insights** – Should The City be the ones who facilitate citizen engagement, or should this be done by a third party?
- **City Cemeteries** – Beyond Municipal Government Act requirements, are there different ways in which the legislative requirements can be met e.g. through faith-based organizations or the private sector?
- **City Planning & Policy** – Should Planning be organized differently, and potentially away from city sections (e.g. centre city)?
- **Neighbourhood Support** – How do we better handle certain issues (e.g. lifecycle maintenance, maximizing wider social good) at facilities that we own but third parties (especially smaller groups) operate?
- **Various services** – Where should we sit on the social programs/prevention spectrum?
- **Various services** – Engagement on major thematic areas (e.g. climate change). How do we get more sophisticated about reaching out for external expertise and integrating it into our internal efforts? Do we have a consistent, effective corporate approach to convene panels?





## **2013 Flood Recovery and Resilience Update**

### **2013 Flood Recovery**

#### Reporting and Monitoring Recovery Process

In 2013 June, Calgary was impacted by a flood disaster resulting in significant municipal infrastructure damage. A Recovery Operations Centre was established to oversee five recovery pillars, two of which were Infrastructure and Funding, with ROC coordination activities ceasing in the Fall of 2015. A Municipal Infrastructure Recovery Program (MIRP) was established to track, monitor and report on City of Calgary infrastructure and asset recovery and funding progress. This team of city staff continue to oversee the project completion and financial recovery of DRP eligible flood impacted infrastructure and asset projects. The MIRP team includes representation by Corporate Analytics and Innovation, Financial Support, Parks & Open Spaces, Recreation Opportunities, Transportation (Streets, Sidewalks & Pathways), Water Resources and Resilience & Infrastructure. Monthly reports on the progress and status of the recovery work are conducted, and the City of Calgary standard of practice has been integral to support evidence based updates to the Government of Alberta to support a high rate of success in receiving funds from insurance, the DRP and other government programs.

#### Funding from 2013 Tax Room

At the time of the event, Council was deliberating the use of \$52M in available tax room to support various municipal projects. On 2013 November 25 (C2013-0668) Council recommended to allocate the \$52M of 2014 tax room to Lifecycle Maintenance and Upgrade Reserve for tax supported resiliency projects. Council also authorized Administration additional use of these funds for bridge purposes for flood relief and recovery expenses, if needed. Administration was to utilize surplus funds from this \$52M, if any, on betterment of disaster mitigation and prevention infrastructure. These were used to support flood recovery efforts that were both insurable and un-insurable costs.

#### Funding from the Fiscal Stability Reserve

In 2013 November (C2013-0668), Council identified \$100M of funding from the Fiscal Stability Reserve (FSR) to address flood recovery costs not covered by insurance or third-party funding sources, such as government funding programs. The FSR funding was intended to act as a flow through fund to support the residual tax supported flood-related capital projects funding shortfalls to a maximum of \$100 million.

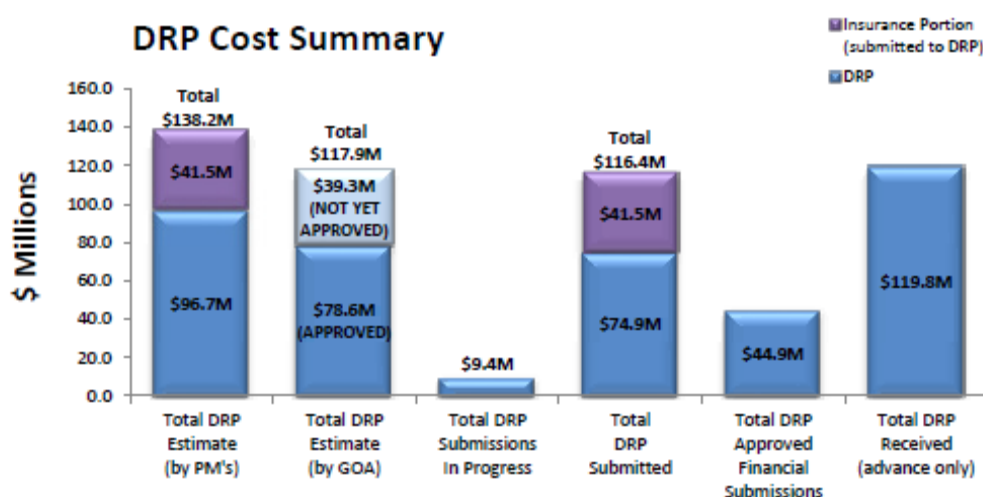
Also in 2013 November (C2013-0668), Council directed Administration to not increase Operating drainage rates in Utilities nor take on self-supported debt for drainage as a result of the flood, and to allocate in order, insurance, provincial and federal funding where available, and a one-time transfer from the FSR to a maximum of \$20M to fund 2014 flood related recovery and resiliency costs in drainage.

#### Funding from the Disaster Recovery Program (DRP)

The Disaster Recovery Program (DRP) is a Federal program administered by the province for five years post eligible. The Southern Alberta Floods of 2013 were deemed DRP eligible. The DRP remains accessible to The City of Calgary, per our extension request, to 2019 June 20.

The flood recovery process has been highly technical, requiring close monitoring of project progress, forecasting project completion and financial submission against a finite DRP timeline, ongoing communication and advocacy with the Government of Alberta for process and decision making, and communicating progress to Council and the public. The DRP process requires The City of Calgary to demonstrate detailed project management, tracking and reporting of project progress, communication and collaboration with the province to ensure timely inspections, project completion and financial submissions. Figure 1 offers a summary of the cost and reimbursement of eligible DRP projects.

**Figure 1: Summary Disaster Recovery Program Submissions (2018 August 31)**



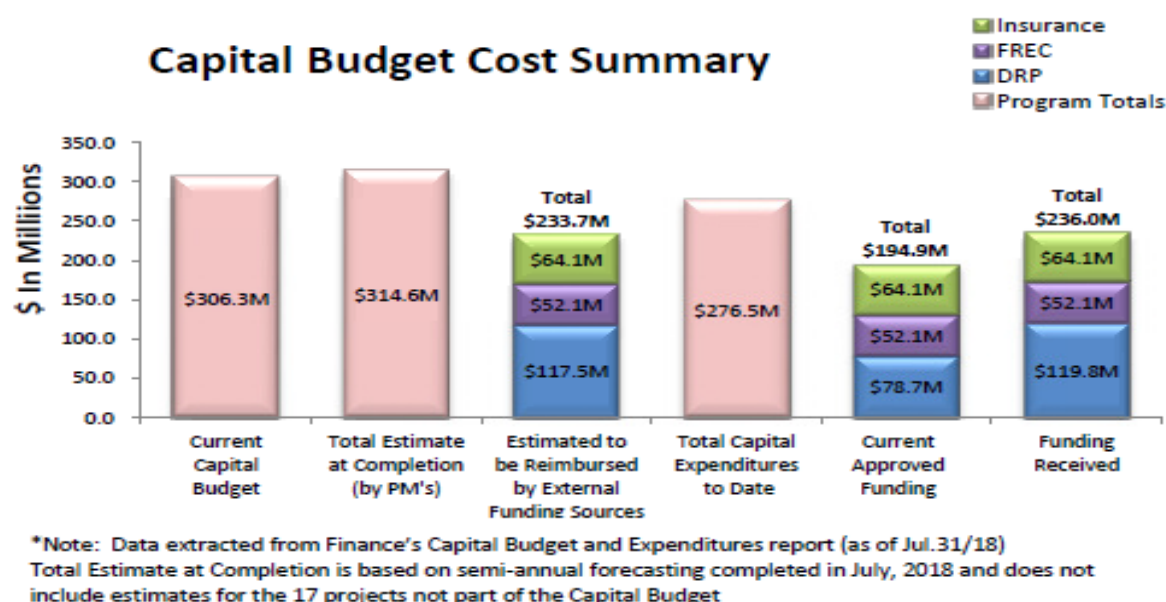
### Funding from the Flood Recovery Erosion Control (FREC) Program

Funding totaling \$52.1M was obtained in 2014 from the Government of Alberta for Flood Recovery Erosion Control (FREC), which was intended to address immediate repairs and long-term community mitigation projects. A range of City of Calgary infrastructure projects were supported partially or fully by funding from the FREC program, including but not limited to the Elbow River Pedestrian bridges, parks such as Griffith Woods, Sue Higgins, Carburn and Sandy Beach, roads and bridge repair, wastewater management and power sites.

### Insurance Funding

The insurable estimate impact of the flood totaled \$107M, of which \$64M has been recovered through insurance coverage. Insurance deductibles totaling \$44M were submitted to the DRP. Fifty percent of The City of Calgary insurance deductibles were deemed eligible by the province for reimbursement through the DRP totaling \$20.8M. The City of Calgary has appealed the provincial decision to fund fifty percent of the insurance deductibles and has requested full recovery of the \$44M total insurance deductibles. This appeal remains in consideration by the Treasury Board of Alberta.

Figure 2: Summary of Flood Capital Budget Cost Summary (2018 August 31)



## Investment in Flood Resilience

Shortly after the flood, Council asked Administration to bring a priority list of projects and programs that would support resilience in our community. Administration worked collaboratively to develop a range of community resilience, operations and infrastructure flood resiliency projects (C2014-0316). Council approved \$15.7M from the Fiscal Stability Reserve to support projects and flood related operations through 2015-2018 which have been implemented in this business cycle. Additional to this investment was \$25M in FSR funding to mitigate future flood impacts to the Calgary Zoo (C2014-0279).

In 2014, the Government of Alberta provided flood impacted communities the opportunity to access funding for mitigation through the **Alberta Community Resilience Program (ACRP)**. ACRP is a province-wide, cost-shared capital funding program with focus on long-term community resilience. Eligible projects include works that enhance or enable protection of critical infrastructure, and/or mitigate public safety hazards. The City of Calgary will receive \$150M over ten years for flood mitigation projects from the ACRP program. This is a cost share program with a variable formula depending on the project size. Water Resources applies annually to the ACRP program with Council approved eligible projects, examples of which include flood barriers, Glenmore gates upgrade, Stormwater outfall upgrades, and Upper Plateau Separation project (C2017-0462).

In 2014, The Government of Alberta approved the recovery of \$33M in operating funds resulting from the flood response, and this recovered funding was placed into the **Reserve for Future Capital (RFC)** for resilience investments (Table 2). This funding has supported specific resilience investments including the matching portion of the ACRP program, investments in the

Shouldice Park and artificial turf replacement (non-recoverable through DRP), and some emergency response and recovery operational funding.

Infrastructure Calgary Steering Committee continues to apply a resilience lens while reviewing and prioritizing capital investments. Resilience is a key element within the City of Calgary Infrastructure Investment Strategy approved by Council (C2017-0214), is embedded within our corporate investment prioritization criteria, and is a main incentive behind the Calgary Resilience Strategy being developed. In 2017, Infrastructure Calgary supported flood resilience within the additional capital projects approved by Council to address gravel bars, specifically Centre Street gravel bar within the Bow River (C2017-0214). This project is deemed critical as part of the overall Water Management plan and are not eligible through the FREC or ACRP programs.

Resilience – our ability to withstand chronic stresses and acute shocks – remains a focus for our infrastructure investment within the 2019-2022 One Calgary service plans and budgets.

### **Status of Recovery and Resilience Investment by Funding Type**

The Fiscal Stability Reserve has an important role in supporting flood recovery and resilience project funding. As of 2018 July 31, The FSR actuals to date used to support flood recovery and resilience total \$56M (Table 1). An estimated \$2.5M of unrecoverable costs exist due to four projects that cannot be completed within the six year DRP timeframe. These projects are all river crossings and are constrained due to the restricted construction window to protect fish habitat. These costs are expected to be covered through the FSR identified for flood recovery.

Some river crossing projects submitted to the DRP totaling \$21M have been deemed ineligible for recovery funding, and are therefore recommended for draw down from the \$100M FSR.

It is difficult to exactly understand what the final cost and related use of the FSR to support Flood Recovery and Resilience will be. It is critical to maintain access to this funding source until the DRP program, including final review and reimbursement decisions by the Government of Alberta of all City of Calgary flood financial submissions, is complete. Risks to completion of the program and ultimately financial recovery by The City include: the consistency of provincial administration of the DRP (including inspections through the DRP and processing financials); maintaining the current 89% recovery rate; the ability to obtain timely permits necessary for work in and aside the rivers; and the pending decision from the Treasury Board regarding flood insurance deductibles. With these risk factors in mind, the projected FSR draw to support flood recovery is approximately \$80M minimum by the closure of the DRP. This projected \$80M includes the addition of the following to the current FSR balance of \$56M: the four outstanding projects post 2019 June 20 at \$2.5M; the \$21m ineligible for recovery funding; and includes 30% contingency on remaining projects to be submitted to the DRP program. It is anticipated that final review and approval of the DRP submissions will take place by the Government of Alberta in 2019-2020. The total draw on the FSR held for flood recovery will not be understood until the DRP approval process is complete.

**Table 1: Fiscal Stability Reserve (As of 2018 July 31) – Flood Recovery and Resilience**

	Approved	2013	2014	2015	2016	2017	2018 YTD	Total Actuals
\$100M FSR	100,000,000	-	12,707,000	(4,892,000)	(144,000)	5,343,000	8,000	13,022,000
Resiliency FSR	18,610,000	-	3,618,000	6,801,000	2,563,000	992,000	253,000	14,227,000
Utilities (Water)	20,000,000	-	118,000	-	1,836,000	2,482,000	1,196,332	5,632,332
Calgary Zoo Resiliency	25,000,000	-	-	764,000	20,477,000	382,000	2,220,316	23,843,316
Total	163,610,000	-	16,443,000	2,673,000	24,732,000	9,199,000	3,677,648	<b>56,724,648</b>

As described in detail above, the funding earmarked in the Reserve for Future Capital for flood recovery and resilience (Table 2) supports completion of flood recovery projects, matching funds for grant programs such as the ACRP, and City of Calgary flood resilience projects as part of our Water Management plan.

**Table 2: Reserve for Future Capital (As of 2018 July 31) – Flood Recovery and Resilience**

Description	2014 / 2015 Expenditures To Date	2016 Expenditures To Date	2017 Expenditures To Date	2018 Expenditures To Date	Balance Expenditures To Date	Forecast	Remaining
Emergency Operations Claims	(33,467,124)				(33,467,124)	-	(33,467,124)
Emergency and Recovery Claims		(5,316,308)			(5,316,308)	-	(5,316,308)
CANTF1 and Elbow River Debris Cleanup			(569,989)		(569,989)	-	(569,989)
Shouldice, Artificial Turf Repairs			3,000,000		3,000,000	-	3,000,000
Recovery operating claims (2016 DRP admin.)				(1,993,730)	(1,993,730)		(1,993,730)
Emergency operating claims				(464,840)	(464,840)		(464,840)
Future Flood Recovery and Resilience Projects (e.g. centre Street gravel bar, flood barriers and upper plateau separation)					-	30,000,000	30,000,000
<b>Total</b>	<b>(33,467,124)</b>	<b>(5,316,308)</b>	<b>2,430,011</b>	<b>(2,458,570)</b>	<b>(38,811,991)</b>	<b>30,000,000</b>	<b>(8,811,991)</b>

## 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 2012 April 22, Council approved a modified four-year approach to business planning and budgeting (PFC2013-0338), to align to four-year election terms.

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 2017 March 07 (PFC2017-0234) Council received for information a report on Organizational Efficiency – Intentional Management including progress on the Leadership Strategic Plan.

On 2017 April 25 (C2017-0375), Council received for information a report on Service-Based Plans and Budgets.

On 2017 December 4 (C2017-1213), Council received "Setting your Council Directives for 2019-2022 (One Calgary)". The materials gathered in that document utilized data from multiple citizen engagements and surveys and was an input into setting Council's Directives for 2019-2022.

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).

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 19 (UCS2018-0223), Council approved Financial Plan 2019-2022 for Water and Wastewater Lines of Service.

Also on 2018 March 19, Council approved Financial Plan 2019-2022 for Stormwater Management Line of Service (UCS2018-0230), and Waste & Recycling Services Financial Plan 2019-2022 (UCS2018-0150)

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 10 (PFC2018-0445), Priorities and Finance Committee 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. These principles will be presented to Council on 2018 April 23 for approval.

On 2017 April 25, Administration provided Council with an overview of service plans and budgets (C2017-0375) which included key differences and benefits of the approach. Included in this report is the commitment that the plans and budgets would be approved by service rather than by department and business unit.

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.

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).

On 2018 July 30 (C2018-0900) Council – with regard to the New Community Growth Strategy – approved that (a) as part of One Calgary 2019-2022 four year plan and budget, a property tax rate increase of up to 0.75% in 2019 to fund the capital and direct incremental operating budgets necessary to support development of 14 new communities; approved that (b) as part of One Calgary 2019-2022 four year plan and budget, a water utility rate increase of up to 0.5% per year to fund the specific capital budget necessary to support development of these communities; confirmed (c) its intention to provide, through 2023 and future years' capital and



operating budgets, the necessary public infrastructure and services to serve and support these communities; and approved to (d) in 2022, use the Fiscal Sustainability Reserve (FSR), to a maximum of \$4 Million, to fund the cost of capital for the New Community Growth Strategy included in the One Calgary 2019-2022 budget, if required; and approved to (e) use the capacity that is created from the use of the FSR to fund, on a one time basis, the shortfall in operating cost in 2022 attributable to South Shepard.

At six committee meetings that took place during September 04-17, each committee received for information the respective service plan preview report that introduced the service plan previews for 47 service plan previews, and 18 civic partner business plan and budget presentations. The respective reports received for information are PFC2018-0974 (September 04 Priorities & Finance Committee), CPS2018-1018 (September 05 Community & Protective Services Committee), TT2018-1019 (September 06 Transportation & Transit Committee), UCS2018-1020 (September 12 Utilities & Corporate Services Committee), PUD2018-1021 (September 13 Planning & Urban Development Committee), and PFC2018-1038 (September 17 Priorities & Finance Committee). The first five committee meetings each heard services falling within each of the five citizen priorities, and the sixth (PFC) committee meeting heard from 18 civic partners, and four services that had yet to be heard, following the September 04 PFC meeting.

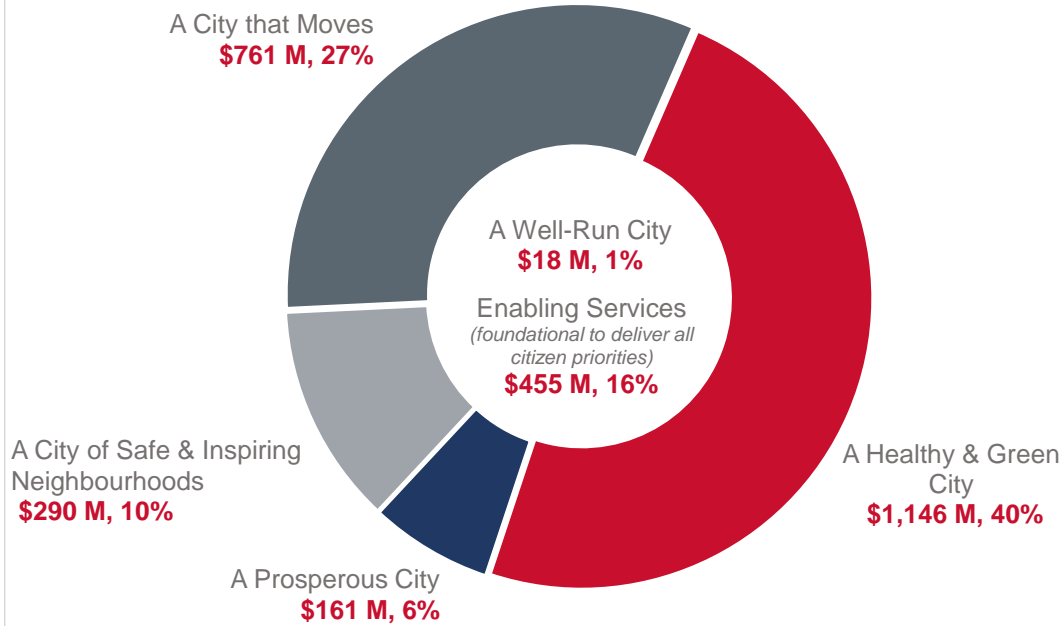
On 2018 September 25, Council received for information a report (C2018-1024) which introduced service plan previews for the 14 enabling services. (These 14 services were the remaining services, out of 61 total services, where service plan previews had yet to be provided, pursuant to the six September 04-17 meetings).

On 2018 September 25, Council received for information a report (C2018-1080) summarizing all the information obtained through the 47 service plan previews, and 18 civic partner business plan and budget presentations, that took place during September 04-17, as well as further analysis and conclusions developed by Administration. As part of this report, Council also directed Administration to proceed with the citizen research and engagement proposal to be undertaken in 2018 October and November. In this same report, a commitment was made by Administration to provide Council, at their 2018 October 11 meeting, with a "roll-up of all City research and engagement over the past year with a focus on service delivery".

On 2018 September 25, Council directed Administration in a motion arising to bring a report on the financial sustainability of Heritage Park to the 2018 November 14 One Calgary Council meeting including options for Council to consider.

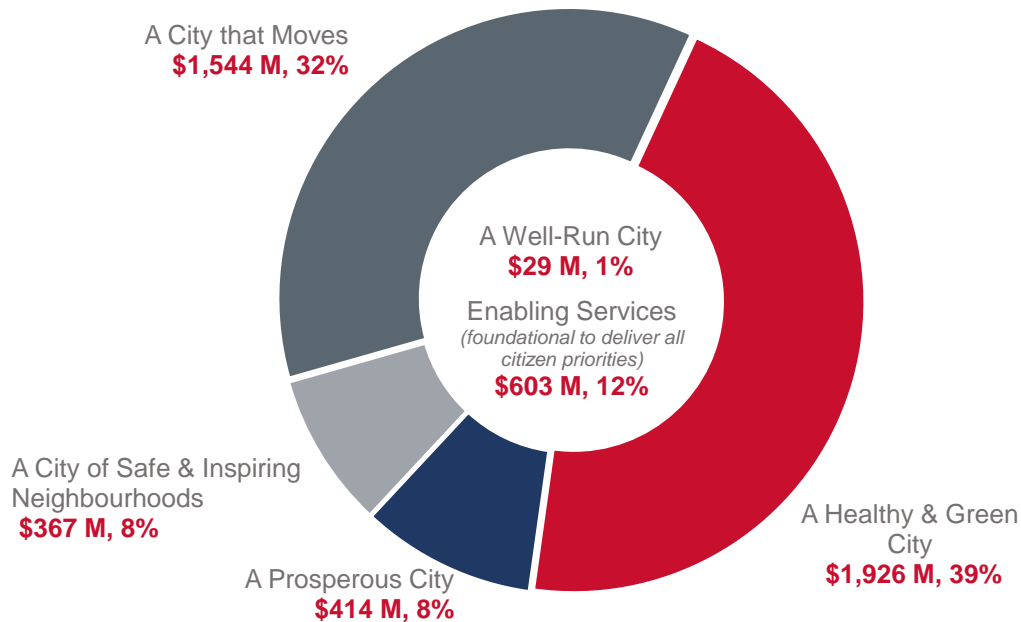


### New Capital Investments by Citizen Priority (2019 - 2022)



Note that more than one Citizen Priority may be supported by a service. Includes growth for actively developing and new communities, but does not include previously approved capital and Green Line. Reflects a total proposed 2019 - 2022 Capital Budget of \$2,831 M for new investments.

### Total Capital Budget Proposed by Citizen Priority (2019 - 2022)



Note that more than one Citizen Priority may be supported by a service. Includes growth for actively developing and new communities and previously approved capital (including Green Line), but does not include new capital investments for Green line. Reflects a total proposed 2019 - 2022 Capital Budget of \$4,883 M.



**Specific issues/services for potential additional investment (\$ millions)**

Issue <i>Alphabetical Order</i>	Service(s)	Type of Investment - Budget Impact (Capital/Operating)	New Investments Included in Proposed Budget (2019-2022)			
			Base	Operating One-time	Total	Capital
1 Acceleration of improved corporate capacity & capability for an integrated new community, established area and industrial area strategy	Multiple Services	Operating/Capital	-	-	-	-
2 Affordable Housing	Affordable Housing	Operating/Capital	10.3	6.4	16.7	37.4
3 Better Citizen Engagement	Citizen Engagement and Insights.	Capital	-	-	-	-
4 Civic Partners (various issues)	Spans 8 services	Operating/Capital	20.5	0.7	21.2	58.8
5 Continue Main Streets implementation	City Planning and Policy, Streets, Sidewalks & Pathways	Operating/Capital	3.9	0.4	4.3	
a Crime, and crime prevention through policing - safety	Police Services	Operating/Capital	19.2	-	19.2	109.7
6 b Crime prevention through social development - safety	Neighbourhood Supports, Social Programs, Recreation Opportunities, Affordable Housing, Community Strategies	Operating/Capital	5.0	-	5.0	-
c Crime prevention through environmental design - safety	City Planning & Policy, Parks & Open Space, Arts & Culture	Operating/Capital	-	-	-	-
7 Infrastructure gap	Multiple Services	Capital	-	-	-	-
8 Integrated Civic Facilities Plan	Multiple Services	Operating/Capital	0.5	0.5	1.0	7.5
9 Maintain 4 car train service	Public Transit	Operating/Capital	-	-	-	-
10 Maintain/Enhance Tree Canopy	Urban Forestry	Operating/Capital	1.4	-	1.4	3.0
11 Pedestrian Strategy	Streets, Sidewalks & Pathways	Operating/Capital	6.8	9.0	15.8	-
12 a Resolve more missing pedestrian and pathway links	Sidewalks & Pathways	Operating/Capital	4.3	-	4.3	-
b Resolve more missing streets links	Streets	Capital	-	-	-	-
13 Snow and Ice Control (SNIC) - Enhanced sidewalks	Sidewalks & Pathways	Operating	-	9.0	9.0	-
14 Sustainable funding strategy for Low Income Transit	Public Transit	Operating	-	6.0	6.0	-



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## **2026 Olympic and Paralympic Winter Games City Secretariat Update**

### **EXECUTIVE SUMMARY**

As directed by Council on 2018 September 11, the City Secretariat is continuing its due diligence review of Calgary 2026's Draft Hosting Plan Concept (draft plan). This report continues the City Secretariat's response to questions asked by members of Council about the draft plan and the opportunities, benefits, risks, and costs associated with bidding for and potentially hosting the 2026 Olympic and Paralympic Winter Games (OPWG).

Negotiations with the Government of Canada and the Government of Alberta for a cost-sharing agreement should a bid to host the OPWG proceed are continuing. The City Secretariat will provide Committee members with a report on the status of these negotiations during the closed session portion of the Committee's meeting.

### **CITY SECRETARIAT RECOMMENDATIONS:**

That the 2026 Olympic and Paralympic Winter Games Assessment Committee:

1. Receive this report for information; and
2. Keep the closed session presentation and discussions confidential pursuant to Sections 23, 24, 25, and 27 of the Freedom of Information and Protection of Privacy Act.

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

Previous Council Direction is outlined in Attachment 1.

### **BACKGROUND**

On 2018 September 11, Calgary 2026 presented its draft plan to Council. Council also considered report C2018-1005 titled "2026 Olympic and Paralympic Winter Games City Secretariat Update" which contained the City Secretariat's analysis to that point of the draft plan and outlined the City Secretariat's view of:

- the opportunities, benefits and legacies presented in the draft plan relative to citizen priorities and Council directives, decisions, policies, plans, and strategies;
- the nature and extent of investments required to successfully host the Games and ensure the achievement of these benefits and legacies for Calgarians, Albertans and Canadians; and
- the issues and risks associated with hosting the Games and risk management and mitigation strategies for The City.

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Council authorized the Secretariat to continue its due diligence review. In this report, the Secretariat is continuing its response to questions asked by members of Council as they have considered whether to bid for the 2026 OPWG.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

The City Secretariat was asked a number of questions at Council's 2018 September 11 meeting and at the 2018 October 2 Assessment Committee meeting. The Secretariat's October 2 report included answers to some of those questions. Responses to the following questions are included in this report:

1. What are the findings of the cost-benefit analysis that Council requested?
2. How would hosting the 2026 OPWG impact The City's debt capacity? What is the accumulated debt of all current City projects?
3. Could the security budget change?
4. What capital investments can be made in City facilities with and without the 2026 OPWG?
5. Could a new event centre be part of a future version of the draft plan?
6. What is the status of cost-sharing negotiations with the Government of Canada and the Government of Alberta?
7. What is the legacy of the 1988 Olympic Winter Games?
8. Is additional information available about the various forms of public engagement and communication underway in Calgary given the potential bid to host the Games?
9. Is there an opportunity to review documents that were previously directed by the Committee or Council to be kept confidential to see if they can be released publicly?

**Responses to Questions:**

**1. What are the findings of the cost-benefit analysis that Council requested?**

In response to Council members' questions, the City Secretariat retained Ernst & Young to develop a cost-benefit analysis (CBA) report. The components of their work include:

- selecting a CBA framework;
- assembling information from both the Calgary 2026 draft plan and City of Calgary Treasury and business unit staff;
- identifying and assessing incremental costs and benefits (both qualitative and quantitative); and:
  - where feasible, monetizing costs and benefits and plotting them over time;
  - discounting costs and benefits to obtain net present values ("NPV"); and
  - creating a summary presentation and detailed public report.



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Ernst & Young is in the process of finalizing their analysis. Their summary presentation will be shared at the Committee meeting. An update on the timing of the release of their public report will also be provided at the Committee meeting.

### **2. How would hosting the 2026 OPWG impact The City's debt capacity? What is the accumulated debt of all current City projects?**

Finance staff and external advisors have and will continue to assess financial implications on current and future City operating and capital budgets associated with hosting the Games. The City continues to evaluate various funding options and the resulting impact on debt capacity should Calgary proceed with a bid and ultimately win the right to host the Games. Concluding a cost sharing agreement with the Government of Canada and the Government of Alberta is critical to completing this assessment. If available, further information on this topic will be presented at the 2018 October 11 Special Meeting of Council.

### **3. Could the security budget change?**

Calgary 2026's draft plan contains an estimated security budget of \$610 million. One of the Calgary Bid Exploration Committee's (CBEC) "Principles for Pursuing the 2026 OPWG" (endorsed by Council as "critical criteria to be addressed prior to The City of Calgary moving beyond the IOC's Invitation Phase on 2017 July 31 after considering Report C2017-0606 titled "Olympic Bid Exploration") was "We believe that is reasonable that the security costs for hosting the 2026 OPWG be borne by other orders of government, in addition to their contribution to the capital costs for the 2026 OPWG, given the international nature of the event".

The City Secretariat is awaiting receipt of confirmation from the Governments of Canada and Alberta as to how they will be addressing security costs.

If Calgary bids for and is awarded the 2026 OPWG, Calgary 2026 will transition to a HostCo within a short time frame and all of the venue plans and costs associated with the draft plan (including security) will be validated and built out in further detail by HostCo within the first two years after the Games are awarded.

### **4. What capital investments can be made in City facilities with and without the 2026 OPWG?**

Calgary 2026's draft plan proposes the construction of two new City facilities and upgrades to a number of other facilities in Calgary, some owned by The City and the balance owned by other entities. The facilities with upgrades contemplated in the draft plan budget include the Olympic Oval, McMahon Stadium, the WinSport sliding track and ski hill, the Saddledome, and Father David Bauer arena. The proposed upgrades would enhance accessibility to and within the facilities and allow the facilities to meet international level competition standards and continue serving Calgary's recreation and athletic community for another generation.

Whether or not the Games are held, all of these facilities are aging and will require a substantial investment beyond routine repair and maintenance to extend their lifecycle and be at the standard required to continue to host international events.

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## **2026 Olympic and Paralympic Winter Games City Secretariat Update**

Calgary 2026's draft plan contemplates an investment of \$502 million to renew all venues contemplated within their plan and \$403 million to construct the two new venues in Calgary.

The preliminary 2019-2022 City capital budget proposes \$52.4 million for the recreation opportunities service line.

Given current funding constraints for capital projects at The City and constraints that other venue owners may well also be facing, it is likely that without the catalyst of hosting the Games, investments in these projects would be limited or would be deferred beyond when they might be made if the Games were held. Further, hosting the Games would provide The City with an opportunity to access other orders of governments' funds that might not otherwise be available.

### **5. Could a new event centre be part of a future version of the draft plan?**

Given that the bid book must be submitted to the IOC on 2019 January 11 if The City proceeds with a bid, Calgary 2026's draft plan will form the basis for the bid book submission. However, if Calgary bids for and is awarded the 2026 OPWG, Calgary 2026 will transition to a Host Corporation within a short time frame and all of the venue plans and costs associated with the draft plan will be validated and built out in further detail by HostCo within the first two years after the Games are awarded. If progress is made in negotiations for a new event centre in the intervening period, the HostCo would be responsible for factoring that information into its review and analysis of the hosting plan concept.

Council has established an Event Centre Assessment Committee chaired by Councillor Davison and mandated to "explore and determine location, financial strategies and an approach to a partnership framework with respect to developing a new event centre that fits the long-term goals of The City of Calgary and City Council". The Committee and Council have not yet made any decisions about a new event centre.

### **6. What is the status of cost-sharing negotiations with the Government of Canada and the Government of Alberta?**

Negotiations continue. An update will be provided during the closed session portion of the Committee meeting.

### **7. What is the legacy of the 1988 Olympic Winter Games?**

The legacy from the 1988 Olympic Winter Games includes the Saddledome, Canada Olympic Park, the Olympic Oval, Nakiska, and the Canmore Nordic Centre. These venues continue to host World Cups and national and international sporting events and serve as recreation hubs for millions of Calgarians and visitors annually. They also provide training venues for national and international athletes. These facilities have benefitted from support from the 1988 Games endowment fund.

The Secretariat has not commissioned a report on the economic impact of each of these facilities. However, Attachment 2, a 2017 March report titled "Economic Impact of WinSport on the Calgary Economy" prepared by City of Calgary Corporate Economics' staff and conducted

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on behalf of WinSport with the support of Calgary Economic Development, provides data on the economic impact of WinSport's facilities indicating that:

- in 1987, the Government of Canada provided WinSport with an endowment of approximately \$71 million to help fund operational costs at WinSport and the Olympic Oval; and
- "Direct and indirect economic impacts because of the WinSport facility result in 1,200 full time equivalent jobs in Calgary (596 of which work at the WinSport facility) and boost the local economy by \$120 million annually".

The report notes that "Using data for a sample 12 month period in or around the calendar 2016 year, we estimated the employment and financial impacts of the WinSport facility on the Calgary economy. Please note that 2016 was a recessionary year and as such the numbers presented in this report may be considered a conservative estimate of what WinSport contributes in a more typical year".

**8. Is additional information available about the various forms of public engagement and communication underway in Calgary given the potential bid to host the Games?**

This was discussed at the Committee's 2018 October 2 meeting. The table below outlines the various groups currently communicating with Calgarians. It is important to note that each has a distinct and independent mandate and message.

Organization	Information being shared
Engagement Advisory Sub-Committee to the 2026 OPWG Assessment Committee	<p>As directed by Council, is conducting an engagement program to:</p> <ul style="list-style-type: none"><li>• inform and educate the public about the bid process;</li><li>• seek public input into whether or not Calgary should submit a bid; and</li><li>• identify issues, concerns and opportunities for stakeholders of a potential bid and respond to questions".</li></ul> <p>Council approved, as Engagement Advisory Sub-Committee engagement program guiding principles:</p> <ul style="list-style-type: none"><li>• accountable;</li><li>• citizen-centric;</li><li>• diversity;</li><li>• inclusive and authentic;</li></ul>

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	<ul style="list-style-type: none"><li>• neutrality;</li><li>• respect;</li><li>• responsive and committed;</li><li>• timeliness; and</li><li>• transparent.</li></ul> <p>Website: <a href="https://engage.calgary.ca/2026Games?redirect=/2026games">https://engage.calgary.ca/2026Games?redirect=/2026games</a></p>
Returning Officer	Facts related to the vote of the electors.  Website: <a href="http://www.calgary.ca/election/Pages/home.aspx">http://www.calgary.ca/election/Pages/home.aspx</a>
Calgary 2026	Website indicates that their task is to “explore, develop and promote a responsible bid to host the 2026 OPWG”. Calgary 2026’s draft plan is included on their website.  Website: <a href="https://www.calgary2026.ca/">https://www.calgary2026.ca/</a>
“Yes” and “No” campaigns	Promoting their respective perspectives

**9. Is there an opportunity to review documents that were previously directed by the Committee or Council to be kept confidential to see if they can be released publicly?**

This question was asked at the October 2 OPWG Assessment Committee meeting.

Attachment 1 outlines the reports that the Committee and/or Council have considered and Committee and/or Council direction to date. City Secretariat members are reviewing all reports and attachments provided to the Committee or Council since 2016 June 20 that the Committee or Council directed to remain confidential under the Freedom of Information and Protection of Privacy Act to determine which can be released given the passage of time.

It is important to remember that bidding for the OPWG Games is a competitive process and that for that reason, some documents must remain confidential at this time. It is also important to remember that the Freedom of Information and Protection of Privacy Act balances access to information with protection of privacy and allows certain information to remain confidential (e.g. legal advice, information that may impact negotiations with other orders of government, etcetera).

A summary of the documents that Council or the Committee directed to remain confidential will be brought to the Committee with a recommendation from the Secretariat as to whether these documents should remain confidential or be released. It is important to note that authorization

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from the Committee and/or Council (depending on which body directed that the documents remain confidential) will be required prior to documents being released.

**Stakeholder Engagement, Research and Communication**

The Engagement Advisory Sub-Committee's engagement program will continue throughout October. The Sub-Committee will provide a "What We Heard" report to the Committee prior to the vote of the electors.

**Strategic Alignment**

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

The City Secretariat continues to review alignment between the activities and objectives of the draft plan and Council Directives, policies, plans, and strategies.

**Financial Capacity**

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

Finance staff and external advisors have and will continue to assess financial implications on current and future City operating and capital budgets associated with hosting the Games. This includes an assessment of the potential implications of hosting the Games on The City's debt capacity, particularly in light of other major City initiatives.

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

See above.

**Risk Assessment**

Hosting an Olympic and Paralympic Winter Games is a complex and unique undertaking. In an opportunity of this magnitude there is inherent and significant legal, operational, financial, reputational, and other risk that must be identified and accepted, managed, mitigated, monitored, transferred, or avoided. The City Secretariat continues to assess the nature and extent of risk that might be associated with bidding for and hosting the Games. An updated public risk register is included as Attachment 3.

Given that negotiations with other orders of government for a cost-sharing agreement should a bid proceed are ongoing, some risks (such as legal and financial risks and mitigation strategies associated with cost-sharing negotiations) will be shared during the closed session portion of the Committee's meeting.

Given that a cost-sharing agreement with the Government of Canada and Government of Alberta remains to be concluded, a continuing risk is the ability of The City's public engagement program to meet the expectations of Calgarians and Council to provide all of the information believed to be required to inform Calgarians before the vote of the electors. To mitigate this

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risk, the consultant to the Engagement Advisory Sub-Committee has been asked to help identify information that will and will not be available when open houses begin.

Given that the City Secretariat is engaged in cost-sharing negotiations with the other orders of government and given the competitive nature of bidding to host the Games, it is also important to ensure that information that is deemed and directed to be kept confidential and not in The City's interest to share at this time be kept confidential.

**REASON FOR RECOMMENDATIONS:**

The City Secretariat's mandate is to conduct due diligence regarding the 2026 OPWG project on behalf of The City of Calgary, the 2026 OPWG Assessment Committee and Council. A key objective of the Secretariat is to ensure that the Committee and Council are provided with frequent and comprehensive reports on the status of the Secretariat's work to ensure a clear understanding of the opportunities, benefits, issues, and risks associated with bidding for and hosting the Games.

**ATTACHMENTS:**

1. Attachment 1 – Previous Council Direction
2. Attachment 2 – "Economic Impact of WinSport on the Calgary Economy", 2017 March
3. Attachment 3 – Risk Register

**PREVIOUS COUNCIL DIRECTION**

OPC2018-1146  
ATTACHMENT 1

Date	Meeting Type	Report Title and Number	Decision
2018 October 2	OPWG Assessment Committee	2026 Olympic and Paralympic Winter Games (OPWG) City Secretariat Update, OPC2018-1137	That with respect to Report OPC2018-1137, the following be approved:  The 2026 Olympic and Paralympic Winter Games Assessment Committee: 1. Receive this report for information; and 2. Keep the closed session presentation and discussions confidential pursuant to Sections 23, 24, 25, and 27 of the <i>Freedom of Information and Protection of Privacy Act</i> .
2018 September 24	Combined Meeting of Council	Council's Legislative Obligations under the Freedom of Information and Protection of Privacy Act (Verbal), VR2018-0080	Direction:  1. That Council direct that the closed meeting discussions with respect to Verbal Report VR2018-0080 remain confidential pursuant to Sections 23, 24 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i> ; and  2. That Council direct Administration to prepare a public financial due diligence Report to be presented at the 2018 October 02 meeting of the 2026 Olympic and Paralympic Winter Games Assessment Committee.
2018 September 10	Combined Meeting of Council	Calgary 2026 Draft Hosting Concept (Verbal), C2018-1045	That with respect to Report C2018-1045, the following be adopted:  That Council receive Report C2018-1045 for Information.
		2026 Olympic and Paralympic Winter Games (OPWG) City Secretariat Update, C2018-1005	That with respect to Report C2018-1005, the following be adopted:  That Council:  1. In accordance with their decision of 2018 July 30, confirm that the vote of the electors on the matter of whether Calgary should host the 2026 Olympic and Paralympic Winter Games will be held on 2018 November 13.  2. Authorize the City Secretariat to continue its due diligence review of Calgary 2026's Draft Hosting Plan Concept.  3. Authorize the City Manager to negotiate the content of any documents or agreements required to conclude a cost sharing arrangement to host the 2026 Olympic and Paralympic Winter Games provided that such documents and

## PREVIOUS COUNCIL DIRECTION

			<p>agreements are within the scope and contain the terms and conditions outlined in Attachment 9, Multi-Party Agreement Negotiating Framework.</p> <p>4. Direct that the closed session discussion and presentations and Attachments 8, 9, 10, and 11 remain confidential pursuant to Sections 16, 21, 23, 24, 25, and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p> <p>5. Direct that the Report and Attachments 1, 2, 3, 4, 5, 6, 7 and 12 be released as public documents.</p>
2018 September 4	2026 OPWG Assessment Committee	Calgary 2026 Draft Hosting Concept (Verbal), C2018-1016	<p>That with respect to Verbal Report OPC2018-1016, the following be approved:</p> <p>The 2026 Olympic and Paralympic Winter Games Assessment Committee:</p> <p>1. Receive this verbal report for information; and</p> <p>2. Direct that the closed session presentation and discussion remain confidential pursuant to Sections 16, 21, 23, 24, 25 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
		2026 Olympic and Paralympic Winter Games - City Secretariat Update (Verbal), OPC2018- 0977	<p>That with respect to Verbal Report OPC2018-1015, the following be approved:</p> <p>The 2026 Olympic and Paralympic Winter Games Assessment Committee:</p> <p>1. Receive this verbal report for information; and</p> <p>2. Direct that the closed session presentation and discussion remain confidential pursuant to Sections 23, 24, 25 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
2018 August 21	2026 OPWG Assessment Committee	2026 Olympic and Paralympic Winter Games (OPWG) City Secretariat Update, OPC2018-0977	<p>That with respect to Report OPC2018-0977, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee</p> <p>1. Receive this report for information; and</p> <p>2. Keep the closed session presentation and discussions and Attachment 3 confidential pursuant to Sections 23, 24, 25, and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>



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2018 July 30	Combined Meeting of Council	2026 Olympic and Paralympic Winter Games (OPWG) City Secretariat Update, OPC2018-0866	<p>That with respect to Report OPC2018-0866, the following be adopted:</p> <p>That Council approve the Secretariat budget included as Amended Attachment 3 to Report OPC2018-0866 with funds to be transferred from anticipated 2018 Corporate Programs intentional savings to the Budget Savings Account for a one-time budget increase in 2018 and 2019 in Law and Legislative Services provided that the release of any funds required for 2019 remain subject to Council deciding to submit a bid for the 2026 OPWG.</p>
		Olympic BidCo Transparency and Accountability Exploration, C2018-0957	<p>That Notice of Motion C2018-0957 be referred to the Law department to return to Council through the 2026 Olympic and Paralympic Winter Games Committee as soon as possible.</p>
		Vote of the Electors Update, OPC2018-0795	<p>That with respect to Report OPC2018-0795, the following be adopted, <b>after amendment and as amended</b>:</p> <p>That Council:</p> <p>1. a) Approve the following question:</p> <p>“Are you for or are you against Calgary hosting the 2026 Olympic and Paralympic Winter Games?</p> <p>___ I am for Calgary hosting</p> <p>___ I am against Calgary hosting.”; and</p> <p><b>b) Contingent upon Council deciding to proceed with bidding on the 2026 OPWG in 2018 September, approve the vote of electors to be held on Tuesday, November 13, 2018.</b></p> <p><b>c) Set aside time in their schedule on Monday, 2018 August 27 for a potential Special Meeting of Council to be called by The Mayor, at 9:30a.m. in the Council Chamber, if necessary, to discuss the 2026 Olympic and Paralympic Winter Games project.</b></p> <p>2. Direct that the closed meeting discussions and Report OPC2018-0795 remain confidential, with the exception of <b>these Recommendations and</b> the Returning</p>

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			Officer's need to report in preparation for the Vote, pursuant to Sections 24 and 25 of the <i>Freedom of Information and Protection of Privacy Act</i> .
		Legal briefing on the 2026 OPWG Project (Verbal), VR2018-0067	<p>That with respect to Verbal Report VR2018-0067, the following be adopted, <b>as corrected</b>:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Direct the Secretariat to continue to evaluate the draft Government Submission and negotiate proposed terms of a Multi-Party Agreement and report to Council on opportunities, issues and risks on 2018 September 10;</li> <li>4. Except as indicated in Recommendation <b>2</b>, direct that the closed session discussion and presentation be kept confidential pursuant to Sections 24 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</li> </ol> <p>That with respect to Verbal Report VR2018-0067, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>2. Direct Administration to further flesh out the risk register and communicate Council members' concerns with risks associated with this project to the other parties involved in the potential Multi-Party Agreement;</li> <li>3. Direct Administration to develop a list of questions as discussed today that Council requires answers to in September 10th, as Council determines whether or not to proceed; and</li> </ol>
2018 July 24	2026 OPWG Assessment Committee	2026 OPWG City Secretariat Update, OPC2018-0940	<p>That with respect to Report OPC2018-0940, the following be approved, <b>after amendment</b>:</p> <p>The 2026 Olympic and Paralympic Winter Games Assessment Committee:</p> <ol style="list-style-type: none"> <li>1. Receive this report for information;</li> <li>2. Adopt the revisions to the Engagement Advisory Sub-Committee Terms of Reference outlined in Attachment 4; and</li> <li>3. Direct that the closed session discussions and presentations with respect to Report OPC2018-0940 remain confidential pursuant to Sections 23, 24 and 25 of the <b><i>Freedom of Information and Protection of Privacy Act</i></b>.</li> </ol>

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		Reconsideration of Committee's Decision With Respect to Report OPC2018-0866, Recommendation 1 (Verbal) - OPC2018-0948	<p>That with respect to Verbal Report OPC2018-0948, the following be approved:</p> <p>The 2026 Olympic and Paralympic Winter Games Assessment Committee:</p> <ol style="list-style-type: none"> <li>1. Reconsider its decision contained in the minutes of the 2018 July 17 Regular Meeting of the 2026 Olympic and Paralympic Winter Games Assessment Committee with respect to Recommendation 1 to Report OPC2018-0866.</li> <li>2. Recommend that Council approve the Secretariat budget included as <b>Amended</b> Attachment 3 with funds to be transferred from anticipated 2018 Corporate Programs intentional savings to the Budget Savings Account for a one-time budget increase in 2018 and 2019 in Law and Legislative Services provided that the release of any funds required for 2019 remain subject to Council deciding to submit a bid for the 2026 OPWG.</li> </ol>
2018 July 17	2026 OPWG Assessment Committee	2026 OPWG City Secretariat Update, OPC2018-0866	<p>That with respect to report OPC2018-0866, the following be approved <b>after amendment</b>:</p> <p>The 2026 OPWG Assessment Committee recommends:</p> <ol style="list-style-type: none"> <li>1. That Council approve the Secretariat budget included as <b>Revised</b> Attachment 3 to be funded from anticipated 2018 Corporate Programs Savings; and</li> <li>2. That the closed session discussions and presentations regarding OPC2018-0866 be kept confidential pursuant to Sections 24 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</li> </ol> <p><b>Further that Revised Attachment 3 to Report OPC2018-0866 be released as a public document.</b></p>
		Update on the Calgary 2026 CEO Search (Verbal), OPC2018-0907	<p>That with respect to Verbal Report OPC2018-0907, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee direct that the closed meeting discussions with respect to Verbal Report OPC2018-0907 remain confidential pursuant to Section 17, 19, 23, 24 and 25 of the <i>Freedom of Information and Protection of Privacy Act</i></p>
		Vote of the Electors (Plebiscite) Update, OPC2018-0795	<p>That with respect to Report OPC2018-0795, the following be approved:</p> <p>The 2026 Olympic and Paralympic Winter Games Assessment Committee recommends that Council:</p>

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			<p>Approve the recommendations as presented during the Closed Meeting discussions; and</p> <p>Direct that the closed meeting discussions, presentation and Report OPC2018-0795 remain confidential with the exception of the Returning Officer's need to report in preparation for the Vote pursuant to Sections 24 and 25 of the Freedom of Information and Protection of Privacy Act.</p>
2018 June 26	2026 OPWG Assessment Committee	2026 OPWG - Working in Partnership to Advance a Cultural Plan, OPC2018-0783	<p>That with respect to Report OPC2018-0783, the following be approved, after amendment:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee receive Report OPC2018-0783 for information.</p>
		2026 Olympic and Paralympic Winter Games Public Engagement Update (Verbal), OPC2018-0806	<p>That with respect to Verbal Report OPC2018-0806, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee direct that the Closed Meeting discussions with respect to Verbal Report OPC2018-0806 remain confidential pursuant to Sections 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act.</p>
		Deferral - Vote of the Electors (Plebiscite) Report (Verbal), OPC2018-0829	<p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee defer the Vote of Electors (Plebiscite) Report to no later than 2018 July.</p>
		2026 Olympic and Paralympic Winter Games Government Submission Update (Verbal), OPC2018-0836	<p>That with respect to Verbal Report OPC2018-0836, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee direct that the closed meeting discussions with respect to Verbal Report OPC2018-0836 remain confidential pursuant to Section 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act.</p>
2018 June 25	Regular meeting of Council	2026 OPWG Vision Update, OPC2018-0683	<p>That with respect to Report OPC2018-0683, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receive Report OPC2018-0683 for information; and</li> <li>2. Keep Attachment 3 to Report OPC2018-0683 and the closed meeting discussions confidential pursuant to Sections 23, 24 and 25 of the <i>Freedom of Information and Protection of Privacy Act</i></li> </ol>

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		2026 OPWG Bid Book Overview, OPC2018-0738	<p>That with respect to Reports OPC2018-0738 and OPC2018-0784, the following be adopted:</p> <p>That the Committee recommendations contained in Reports OPC2018-0738 and OPC2018-0784 be approved in an omnibus motion.</p>
		2026 OPWG Sustainability, OPC2018-0784	<p>That with respect to Reports OPC2018-0738 and OPC2018-0784, the following be adopted:</p> <p>That the Committee recommendations contained in Reports OPC2018-0738 and OPC2018-0784 be approved in an omnibus motion.</p>
		2026 Olympic and Paralympic Winter Games Draft Concept, OPC2018-0691	<p>That with respect to Report OPC2018-0691, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receive Report OPC2018-0691 for information; and</li> </ol> <p>Keep Report OPC2018-0691, Attachment 1 (Draft Games Concept) and closed session discussions confidential pursuant to Sections 23, 24, and 25 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
		2026 OPWG International Olympic Committee Update (Verbal), C2018-0817	<p>That with respect to Verbal Report C2018-0817, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Approve the recommendations as presented during the Closed Meeting; and</li> <li>2. Direct that the closed meeting discussions with respect to Verbal Report C2018-0817 remain confidential pursuant to Section 17, 19, 23, 24, 25 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</li> </ol>
2018 June 19	2026 OPWG Assessment Committee	Draft Sustainability Framework, OPC2018-0736	<p>That with respect to Report OPC2018-0784, the following be approved, after amendment:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee recommends that Council:</p> <ol style="list-style-type: none"> <li>1. Receive Report OPC2018-0784 for information;</li> </ol>

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			<p>2. Direct that Revised Attachment 3 to Report OPC2018-0784 remain confidential pursuant to Sections 23, 24 and 25 of the <i>Freedom of Information and Protection and Privacy Act</i> until the report is included in the Council Agenda; and</p> <p>3. Endorse in principle and as a foundation “Draft Sustainability Framework”, as illustrated on Page 14 of the PowerPoint Presentation distributed at today’s meeting.</p> <p>Further, that this report be forwarded to the Consent Agenda on the 2018 June 25 Regular Meeting of Council Agenda</p>
		2026 OPWG Public Engagement Update (Verbal), OPC2018-0736	<p>That with respect to Verbal Report OPC2018-0736, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee receive Verbal Report OPC2018-0736 for information.</p>
		Matters Related to the Review of Government Submission (Verbal), VR2018-0050	<p>That with respect to Verbal Report VR2018-0050, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee direct that the closed meeting discussions with respect to Verbal Report VR2018-0050 remain confidential pursuant to Sections 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act.</p>
2018 June 18	Strategic meeting of Council	Calgary 2026 Olympic Update (Verbal), VR2018-0048	<p>That with respect to Verbal Report VR2018-0048, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Approve Recommendations 1 and 2 as discussed during the Closed Meeting and contained in Confidential Attachment 1; and</li> <li>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.</li> </ol>
2018 June 12	2026 OPWG Assessment Committee	2026 OPWG City Secretariat Update, OPC2018-0737	<p>That with respect to Report OPC2018-0737, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee:</p> <ol style="list-style-type: none"> <li>1. Receive this report for information; and</li> <li>2. Approve Attachment 1 to Report OPC2018-0737 and direct that Attachment 1 and the closed meeting discussions remain confidential pursuant to Sections 23, 24 and 25 of the <i>Freedom of Information and Protection of Privacy Act</i>.</li> </ol>
		2026 Olympic and Paralympic Winter Games Bid Book	<p>That with respect to Report OPC2018-0738, the following be approved:</p>

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		Overview, OPC2018-0738	That the 2026 Olympic and Paralympic Winter Games Assessment Committee recommends that Council receive Report OPC2018-0738 for information.
		Confidential Discussion Regarding Directors (Verbal), VR208-0047	That with respect to Verbal Report VR2018-0047, the following be approved: That the 2026 Olympic and Paralympic Winter Games Assessment Committee: 1. Approve Administration Recommendation 1 as discussed during the Closed Meeting; and 2. Direct that the closed meeting discussions with respect to Verbal Report VR2018-0047 remain confidential pursuant to Sections 17, 19, 23, and 24 of the <i>Freedom of Information and Protection of Privacy Act</i> .
2018 June 11	Regular Public Hearing Meeting of Council	Olympic Bid Update (Verbal), C2018-0772	That Council direct that the closed meeting discussions with respect to Verbal Report C2018-0722 remain confidential pursuant to Sections 17, 19, 23, 24 and 25 of the Freedom of Information and the Protection of Privacy Act. (Update on BidCo Chair, short discussion)
2018 June 5	2026 OPWG Assessment Committee	2026 OPWG Draft Games Concept, OPC2018-0691	That with respect to Report OPC2018-0691, the following be approved:  That the 2026 Olympic and Paralympic Winter Games Assessment Committee recommends that Council:  1. Receive Report OPC2018-0691 for information; and 2. Direct that the Report, Attachment, distribution and the closed meeting discussions remain confidential subject to Sections 23, 24 and 25 of the <i>Freedom of Information and Protection of Privacy Act</i> .
2018 May 29	2026 OPWG Assessment Committee	OPWG Financial and Value Proposition Process Overview, OPC2018-0687	That with respect to Report OPC2018-0687, the following be approved:  That the 2026 Olympic and Paralympic Winter Games Assessment Committee:  1. Receive this report for information; and 2. Keep the closed meeting discussions confidential pursuant to Sections 23, 24 and 25 of the <i>Freedom of Information and Protection of Privacy Act</i> .
		Consideration of a Non-Statutory Public Hearing on the 2026 OPWG, OPC2018-657	That with respect to Report OPC2018-0657, the following be approved, after amendment: 1. That the 2026 Olympic and Paralympic Winter Games Assessment Committee does not recommend to Council the holding of a non-statutory public hearing at this time;

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			<p><b>2. Direct Administration to report back on options for the public input to be heard by the 2026 Olympic and Paralympic Assessment Committee.</b></p>
		Discussion on Vote of Electors (Plebiscite), OPC2018-0655	<p>That with respect to Report OPC2018-0655, the following be approved, <b>after amendment</b>:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Council Committee ask the Returning Officer to return to Committee no later than June 2018 with the following:</p> <ul style="list-style-type: none"> <li>• <b>potential questions based on the current proposal on the questions and explanations, after consultation with Committee members and the City Manager;</b></li> <li>• recommendations on a date for the Vote of the Electors, which may include a Saturday; and recommendations for funding.</li> </ul>
		OPC2018-0683 (OPWG Vision Update)	<p>That with respect to Report OPC2018-0683, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Assessment Committee recommends that Council:</p> <p>1. Receive Report OPC2018-0683 for information; and</p> <p>Direct that Attachment 3 to Report OPC2018-0683 and the closed meeting discussions remain confidential pursuant to Sections 23, 24 and 25 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
2018 May 28	Regular meeting of Council	Chair of the 2026 OPWG Assessment Committee Update, (Verbal Report), VR2018-0041	<p>That with respect to Verbal Report VR2018-0041, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Appoint the City Manager to serve as one of directors directly elected by The City on the board of directors of the bid corporation;</li> <li>2. Authorize the City Manager to take such actions and cast his vote as a director of the bid corporation as he deems necessary to ensure the incorporation and establishment of the bid corporation and thereafter exercise his duties and obligations as a director of the bid corporation as he sees fit; and</li> <li>3. Authorize the City Manager and City Clerk to sign such documents and agreements as the City Manager determines are required to incorporate, operate and fund the bid corporation provided that, wherever the City Manager</li> </ol>



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			<p>deems it appropriate, he shall ensure that such documents and agreements are in form satisfactory to the City Solicitor and General Counsel.</p> <p>4. Direct that the closed session presentation, distribution and discussion remain confidential pursuant to Sections 21, 23, 24, 25 and 27 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
2018 May 16	Strategic Meeting of Council	2026 OPWG Project Team Revised Governance, OPC2018-0643	<p>That with respect to Report OPC2018-0643, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Approve the 2026 Olympic and Paralympic Winter Games Project Team organizational structure; and</li> <li>2. Receive the 2026 OPWG Bid Corporation Members Committee for information.</li> </ol>
		Amendments to the 2026 OPWG Council Committee Terms of Reference, OPC2018-0611	<p>That with respect to Report OPC2018-0611, the following be adopted, after amendment:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. That the 2026 Olympic and Paralympic Winter Games Council Committee name be amended to "2026 Olympic and Paralympic Winter Games Assessment Council Committee";</li> <li>2. Adopt the revised updated Terms of Reference for the 2026 Olympic and Paralympic Winter Games Council Committee as provided in Revised Attachment 2;</li> <li>3. Subject to Section 91 (1)(3)(a) and (b), be suspended to allow Council time to Consider Proposed Bylaw 28M2018;</li> <li>4. Give first reading to Proposed Bylaw 28M2018;</li> <li>5. Prior to Second Reading amend all references to the title of the Committee throughout the Bylaw and Attachment by removing the name "2026 Olympic and Paralympic Winter Games Assessment Council Committee" and substitute with "2026 Olympic and Paralympic Winter Games Assessment Committee"; and</li> <li>6. Give second and third reading as amended.</li> </ol> <p>That Bylaw 28M2018 be amended, as follows:</p> <p>All references to the title of the Committee throughout the Bylaw and Attachment by removing the name "2026 Olympic and Paralympic Winter Games Assessment</p>

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			<p>Council Committee” and substitute with “2026 Olympic and Paralympic Winter Games Assessment Committee”;</p> <ul style="list-style-type: none"> <li>◦On page 3 of 6 under section Government i. and ii., first sentence, by adding the words “and adhoc” following the words “Receiving regular”;</li> <li>◦On page 4 of 6 amend title E. to Citizen Engagement and Communication.</li> </ul>
		2026 OPWG Council Committee Work Plan Update, OPC-0644	<p>That with respect to Report OPC2018-0644, the following be approved:</p> <p>That Council receive the work plan for information</p>
		2026 OPWG Council Committee Proposed Meeting Agendas, OPC2018-0642	<p>That with respect to Report OPC2018-0642, the following be adopted:</p> <p>That Council receive the 2026 OPWG Council Committee proposed meeting agendas (Revised Attachment 1) for information</p>
		Update on BidCo Chair Recruitment (Verbal), OPC2018-0646	<p>That with respect to Verbal Report OPC2018-0646, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Adopt the Recommendation, Update on BidCo Chair Recruitment, as discussed at today’s closed meeting; and</li> <li>2. Keep the closed meeting discussions with respect to Verbal Report OPC2018-0646 remain confidential pursuant to Sections 17, 19 and 24 of the <i>Freedom of Information and Protection of Privacy Act</i>.</li> </ol>
		Update on Engagement and Advisory Sub-Committee Membership, OPC2018-0645	<p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that:</p> <ol style="list-style-type: none"> <li>1. Council approve Administration recommendation 1 contained in Report OPC2018-0645;</li> <li>2. Forward Report OPC2018-0645 to the 2018 May 16 Strategic Meeting of Council as an item of Confidential Urgent Business; and</li> <li>3. Direct that the closed meeting discussions and distribution with respect to Verbal Report OPC2018-0645 remain confidential pursuant to Sections 17, 19 and 24 of the <i>Freedom of Information and Protection of Privacy Act</i>.</li> </ol>
2018 May 15	2026 OPWG Assessment Committee	Amendments to the 2026 OPWG Council Committee Terms of	<p>That with respect to Report OPC2018-0611, the following be approved, <b>as amended and after amendment</b>:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommends that Council:</p>

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	Reference, OPC2018-0611	<p>1. Rescind the 2026 Olympic and Paralympic Winter Games Council Committee Terms of Reference Terms as provided in Attachment 1;</p> <p><b>2. Amend the Committee name "2026 Olympic and Paralympic Winter Games Council Committee" to "2026 Olympic and Paralympic Winter Games Assessment Council Committee";</b></p> <p><b>3. Amend Attachment 2 to Report OPC2018-0611 be amended to reflect the new Committee name "2026 Olympic and Paralympic Winter Games Assessment Council Committee" wherever it occurs in Attachment 2 to Report OPC2018-0611; and</b></p> <p>4. Adopt the proposed updated Terms of Reference for the 2026 Olympic and Paralympic Winter Games <b>Assessment</b> Council Committee as provided in Attachment 2.</p> <p><b>And further, that Report OPC2018-0611 be forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.</b></p> <p>That with respect to Report OPC2018-0611, the following Motion Arising be approved:</p> <p>Direct Law to bring forward a bylaw incorporating the Committee's Terms of Reference as discussed at the 2018 May 15 Committee meeting to return to the 2018 May 16 Strategic Meeting of Council.</p>
	2026 OPWG Council Committee Proposed Meeting Agendas, OPC2018-0642	<p>That with respect to Report OPC2018-0642, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that Council receive the 2026 OPWG Council Committee proposed meeting agendas <b>(and Revised Attachment 1)</b> for information.</p> <p>And further, that Report OPC2018-0642 be forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.</p>
	2026 OPWG Project Team Revised Governance, OPC2018-0643	<p>That with respect to Report OPC2018-0643, the following be approved, after amendment:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that Council:</p>

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			<p>1. Approve the 2026 Olympic and Paralympic Winter Games Project Team organizational structure;</p> <p>2. Receive the 2026 OPWG Bid Corporation Members Committee for information; and</p> <p>3. Direct that the closed meeting discussions with respect to Report OPC2018-0643 remain confidential pursuant to Sections 17, 19 and 24 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p> <p>And further that Report OPC2018-0643 be forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.</p>
		2026 OPWG Committee Work Plan Update, OPC-20180644	<p>That with respect to Report OPC2018-0644, the following be approved, <b>after amendment</b>:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that Council:</p> <p>1. Receive the work plan for information; and</p> <p>2. <b>Direct that the closed meeting discussions with respect to Report OPC2018-0644 remain confidential pursuant to Sections 17, 19 and 24 of the <i>Freedom of Information and Protection of Privacy Act</i>.</b></p> <p>And further that Report OPC2018-0644 be forwarded to the 2018 May 16 Strategic Meeting of Council as an item of Urgent Business.</p>
		Update on Engagement and Advisory Sub-Committee Membership, OPC2018-0645	<p>That with respect to Report OPC2018-0644, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that:</p> <p>1. Council approve Administration recommendation 1 contained in Report OPC2018-0645;</p> <p>2. Forward Report OPC2018-0645 to the 2018 May 16 Strategic Meeting of Council as an item of Confidential Urgent Business; and</p>

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			<p>3. Direct that the closed meeting discussions and distribution with respect to Verbal Report OPC2018-0645 remain confidential pursuant to Sections 17, 19 and 24 of the <i>Freedom of Information and Protection of Privacy Act</i>.</p>
		Update on BidCo Chair Recruitment (Verbal), OPC2018-0646	<p>That with respect to Report OPC2018-0646, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee recommend that Council:</p> <ol style="list-style-type: none"> <li>1. Approve the Recommendation as discussed during the Closed Meeting;</li> <li>2. Forward Verbal Report OPC2018-0646 to the 2018 May 16 Strategic Meeting of Council as an item of Confidential Urgent Business; and</li> <li>3. Direct that the closed meeting discussions with respect to Verbal Report OPC2018-0646 remain confidential pursuant to Sections 17, 19 and 24 of the <i>Freedom of Information and Protection of Privacy Act</i></li> </ol>
2018 May 7	Regular Public Hearing Meeting of Council	Review of the 2026 Olympic and Paralympic Winter Games Council Committee Terms of Reference (Verbal), OPC2018-0582	<p>That with respect to Verbal Report OPC2018-0582, the following be adopted:</p> <p>That Council amend the 2026 Olympic and Paralympic Winter Games Council Committee Terms of Reference as follows:</p> <ul style="list-style-type: none"> <li>◦in Section 4. Quorum, by deleting the words “3 members” following the words “50%, that is,” and substituting with the words “4 members”; and</li> <li>◦in Section 7, by deleting the words "monthly and reports" following the words “The Committee reports”.</li> </ul>
2018 May 1	2026 OPWG Assessment Committee	Review of the 2026 Olympic and Paralympic Winter Games Council	<p>That the 2026 Olympic and Paralympic Winter Games Council Committee:</p> <ol style="list-style-type: none"> <li>1. Recommend that Council amend the 2026 Olympic and Paralympic Winter Games Council Committee Terms of Reference as follows:</li> </ol>

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		Committee Terms of Reference (Verbal), OPC2018-0582	<ul style="list-style-type: none"> <li>◦in Section 4. Quorum, by deleting the words “3 members” following the words “50%, that is,” and substituting with the words “4 members”.</li> <li>◦in Section 7, by deleting the words "monthly and reports" following the words “The Committee reports”</li> </ul> <ol style="list-style-type: none"> <li>2. Forward Verbal Report OPC2018-0582 as an item of Urgent Business to the 2018 May 07 Regular Public Hearing Meeting of Council; and</li> <li>3. Direct Administration to solicit Committee Members' views on updated Terms of Reference to return no later than 2018 May 15.</li> </ol>
		Timeline Overview (Verbal), OPC2018-0578	<p>That with respect to Verbal Report OPC2018-0578, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee receive the updated timeline (as of May 1, 2018) for information.</p>
		Work Stream Review (Verbal), OPC2018-0579	<p>That with respect to Verbal Report OPC2018-0579, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games (OPWG) Council Committee direct Administration to bring regular work stream updates to the OPWG Council Committee.</p>
		Discussion on the Non-statutory Public Hearing of Council on the Olympics (Verbal), OPC2018-0583	<p>That the 2026 Olympic and Paralympic Winter Games Council Committee postpone Verbal Report OPC2018-0583 to the 2018 May 15 Regular Meeting of the 2026 Olympic and Paralympic Winter Games Council Committee.</p>
		Update on BidCo Chair and Director Selection (Verbal), OPC2018-0580	<p>That with respect to Verbal Report OPC2018-0580, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee:</p> <ol style="list-style-type: none"> <li>1. Approve the direction discussed in Closed Meeting; and</li> <li>2. Direct that the closed meeting discussions with respect to Verbal Report OPC2018-0580 remain confidential pursuant to Sections 17, 19 and 24 of the Freedom of Information and Protection of Privacy Act.</li> </ol>
		Engagement Advisory Sub-Committee Membership (Verbal), OPC2018-0581	<p>That with respect to Verbal Report OPC2018-0581, the following be approved:</p> <p>That the 2026 Olympic and Paralympic Winter Games Council Committee:</p> <ol style="list-style-type: none"> <li>1. Direct Administration to discuss the opportunity with the 6 short-listed candidates as discussed in the closed meeting;</li> </ol>

## PREVIOUS COUNCIL DIRECTION

			<ol style="list-style-type: none"> <li>2. That Administration report back with recommendations to the 2026 Olympic and Paralympic Winter Games Council Committee no later than 2018 May 15; and</li> <li>3. Further direct that the closed meeting discussions remain confidential pursuant to Sections 17, 19 and 24 of the Freedom of Information and Protection of Privacy Act.</li> </ol>
2018 April 25	Strategic Meeting of Council	Reconsideration of Council's Decision with Respect to Recommendation 2 to Report C2018-0533 (Verbal), VR2018-0030	<p>That with respect to Verbal Report, VR2018-0030, the following be adopted: That Council reconsider Council's decision as contained in the Minutes of the Regular Meeting of the 2018 April 23 Meeting, with respect to Recommendation 2 as contained in Report C2018-0533, as follows</p> <p>“2. Appoint: Councillor Colley-Urquhart Councillor Woolley Councillor Jones Councillor Demong to serve as members of the 2026 Olympic and Paralympic Winter Games Council Committee with the Mayor, the term of such appointments to expire at the 2018 Organizational Meeting of Council.”</p> <p>That with respect to Verbal Report, VR2018-0030, Recommendation 1 be adopted, as follows: That Council:</p> <ol style="list-style-type: none"> <li>1. Amend the Terms of Reference by increasing the Membership from 5 to 7 on the 2026 Olympic and Paralympic Winter Games Council Committee.</li> </ol> <p>That with respect to Verbal Report, VR2018-0030, Recommendation 2 be adopted, as follows:</p> <ol style="list-style-type: none"> <li>2. Appoint: Councillor Colley-Urquhart Councillor Demong Councillor Farrell Councillor Jones Councillor Magliocca Councillor Woolley Mayor Nenshi</li> </ol>

## PREVIOUS COUNCIL DIRECTION

			to serve as members of the 2026 Olympic and Paralympic Winter Games Council Committee with the Mayor, the term of such appointments to expire at the 2018 Organizational Meeting of Council.
2018 April 23	Regular Meeting of Council	Updated Olympic Bid Proposed Public Engagement Approach Status Update, C2018-0505	<p>That with respect to Report C2018-0505, Recommendation 1 be adopted as follows:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Approve the updated Public Engagement Approach (Attachment 1).</li> <li>2. Receive for information the Terms of Reference (Attachment 2) for the Engagement Advisory sub-committee;</li> <li>3. Direct Administration to refer all public engagement updates to newly-established 2026 Olympic and Paralympic Winter Games Council Committee;</li> <li>4. File Committee Recommendations 2, a and b, as contained in Item 8.2, Report PFC2018-0366, and the Recommendation contained in Item 8.3, Report PFC2018-0373; and</li> <li>5. <b>Direct that the 2026 Olympic and Paralympic Winter Games Council Committee consider holding a non-statutory public hearing of Council on the Olympics.</b></li> <li>6. Endorse in principle a vote of the electors (plebiscite) on this issue, and direct Administration to commence work on the plebiscite and return to Council through the 2026 Olympic and Paralympic Winter Games Council Committee with details on the question, timing, and funding of the plebiscite no later than June 2018.</li> </ol>
		Establishment of an Olympic and Paralympic Winter Games Council Committee, C2018-0533	<p>That with respect to Report C2018-0533, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Adopt the Proposed Terms of Reference for the 2026 Olympic and Paralympic Winter Games Council Committee as provided in Attachment 1;</li> <li>2. Appoint: Councillor Colley-Urquhart Councillor Woolley Councillor Jones Councillor Demong</li> </ol> <p>to serve as members of the 2026 Olympic and Paralympic Winter Games Council Committee with the Mayor, the term of such appointments to expire at the 2018 Organizational Meeting of Council; and</p> <ol style="list-style-type: none"> <li>3. Direct that Attachment 2 remain confidential pursuant to Sections 17 and 19 of the <i>Freedom of Information and Protection of Privacy Act</i>.</li> </ol>



## PREVIOUS COUNCIL DIRECTION

		Appointments to the Engagement Advisory Sub Committee (Verbal), VR2018-0027	That Council refer the appointment of the Engagement Advisory sub-committee to the 2026 Olympic and Paralympic Winter Games Council Committee.
2018 April 16	Regular Public Hearing Meeting of Council	Olympic Bid Proposed Public Engagement Approach, PFC2018-0366	<p>That with respect to Report PFC2018-0366, the following be adopted:</p> <p>1. Resolve that Council reaffirm its support for the investigation of a bid by Calgary for the 2026 Olympic and Paralympic Winter Games.</p> <p>That with respect to Report PFC2018-0366, the following be adopted, as amended:</p> <p>2. And further resolve, that Council strike a subcommittee, consisting of four Councillors plus the Mayor, to oversee the Olympic process. Further, that Administration be directed to draft the terms of reference for this committee and that the City Clerk's Office be directed to solicit Councillor interest in serving on the committee, returning directly to Council on 2018 April 23.</p> <p>That Council postpone Reports PFC2018-0366 and PFC2018-0373 to the 2018 April 23 Regular Meeting of Council.</p>
		Vote of the Electors (Plebiscite), PFC2018-0373	That Council postpone Reports PFC2018-0366 and PFC2018-0373 to the 2018 April 23 Regular Meeting of Council.
2018 April 10	Priorities and Finance Committee	Olympic Bid Proposed Public Engagement Approach, PFC2018-0366	<p>That with respect to Report PFC2018-0366, the following be approved, <b>as amended and after amendment</b>:</p> <p>That the Priorities and Finance Committee (PFC) recommends that Council:</p> <p>2.Contingent upon the reaffirmation of support by Council with respect to Recommendation 1:</p> <p>a) Postpone the Public Engagement Approach (Attachment 1), dependent on the outcome of Recommendation 1, until further direction is provided by Council;</p> <p><b>b) Direct Administration to draft a new Terms of Reference (encompassing the Guiding Principles) for the Engagement Advisory Panel, in consultation with Members of Council, and report back directly to Council no later than</b></p>

## PREVIOUS COUNCIL DIRECTION

			<p><b>June 2018, and further direct Administration to incorporate comments received through PFC and Council; and</b></p> <p><b>c) Hold a non-statutory public hearing.</b></p> <p>And further, that this report be forwarded as an item of urgent business to the 2018 April 16 Public Hearing Meeting of Council.</p>
		Vote of the Electors (Plebiscite), PFC2018-0373	<p>That with respect to Report PFC2018-0373, the following be approved, <b>after amendment:</b></p> <p>That Priorities and Finance Committee recommend that Council receive this report for information.</p> <p><b>And further, that this Report be forwarded as an Item of Urgent Business to the 2018 April 16 Public Hearing Meeting of Council.</b></p>
2018 March 21	Strategic Meeting of Council	Motion Arising with Respect to Olympic Bid Dialogue Stage Update, C2018-0266	<p>That with respect to Report C2018-0266, Council refer the following proposed Motion Arising to the 2018 April 10 Regular Meeting of the Priorities and Finance Committee, to be considered following the Olympic Public Engagement Report and the Returning Officer's report on Vote of Electors:</p> <p>That with respect to Report C2018-0266, the following Motion Arising be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Direct Administration to inquire into the feasibility of the International Olympic Committee providing a bid deadline extension of six (6) months;</li> <li>2. Direct Administration to conduct a city wide 'Vote of the Electors' on whether electors are in favour of their Council submitting this bid; and</li> <li>3. Postpone its decision to bid on the 2026 Olympic and Paralympic Winter Games until after the City Clerk reports back with the outcome of the 'Vote of the Electors'."</li> </ol>

## PREVIOUS COUNCIL DIRECTION

		Olympic Bid Dialogue Stage Update, C2018-0266	Matter was dealt with at the 2018 March 19-20 Combined Meeting of Council
2018 March 19-20	Combined Meeting of Council	Olympic Bid Dialogue Stage Update, C2018-0266	<p>That with respect to Report C2018-0266, the following be adopted, <b>after amendment:</b></p> <p>That to allow Administration to continue its work, Council approve in principle the recommendations outlined below and, upon Administration advising Council in writing that it has secured financial commitments from the Government of Alberta and the Government of Canada, <b>for continuing to fund the Olympic bid exploration process:</b></p> <ol style="list-style-type: none"> <li>1. Authorize The City of Calgary to become a member of, elect directors, and incorporate a Bid Corporation (BidCo) to continue the exploration of a bid for the 2026 Olympic and Paralympic Winter Games (OPWG);</li> <li>2. Approve the Deputy City Manager as having the authority to exercise all the powers and voting rights associated with The City's membership interest in BidCo, subject to the Deputy City Manager first seeking Council direction regarding matters that materially affect the legal, business or financial risk for The City;</li> <li>3. Authorize the Mayor to execute on behalf of The City all BidCo resolutions and related documents required to establish the appropriate membership and governance structure of BidCo substantially in the form described in the report, such documents to be satisfactory in content and form to the Deputy City Manager and the City Solicitor and General Counsel respectively.</li> <li>4. Release an additional \$1 million (of the \$2 million) of Fiscal Stability Reserve funds that Council approved on 2017 November 20 (C2017-1181);</li> <li>5. Approve a one-time increase in 2018 to operating budget program #426 of \$2.5 million from the Fiscal Stability Reserve, to complete The City's required \$9.5 million total funding commitment to the BidCo;</li> <li>6. Return to Council through PFC at its April 10 meeting with an update, including a robust public engagement plan and a proposed reporting structure from BidCo to Council.</li> </ol>

## PREVIOUS COUNCIL DIRECTION

			<p><b>7. Direct that the Closed Meeting discussions remain confidential subject to Sections 21 and 23 of the Freedom of Information and Protection of Privacy Act.</b></p> <p>That Councillor Chu's proposed Motion Arising, with respect to Olympic Bid Dialogue Stage Update, Report C2018-0266, be postponed to the 2018 March 21 Strategic Meeting of Council.</p>
2018 January 29	Regular Meeting of Council	Olympic Bid Update (Verbal), C2018-0114	<p>That with respect to Report C2018-0114, the following be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receive Verbal Report C2018-0114 for information;</li> <li>2. Direct Administration to return to Council with an update on the financial commitment towards a Bid Corporation by the other orders of government and a debrief regarding the PyeongChang Observer Program no later than 2018 March.</li> </ol>
2017 November 20	Combined Meeting of Council	OLYMPIC BID UPDATE, C2017- 1181	<p>That with respect to Report C2017-1181, Administration Recommendations 1,2,4 and 5 <b>as amended</b>, be adopted:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Approves a one-time increase in 2018 to operating budget program #426 of up to \$2.0 million from the Fiscal Stability Reserve (FSR) to accomplish project deliverables until either key deliverables related to preparing the Bid Book have transitioned to a BidCo or the International Olympic Committee (IOC) release of the Host City Contract (scheduled for 2018 Q3) or Council decides to no longer pursue a 2026 Olympic Paralympic Winter Games (OPWG) Bid. And further that Council authorize the release of no more than \$1 million until financial commitments to the BidCo are secured from the provincial and federal governments;</li> <li>2. Directs Administration to move beyond the Calgary Bid Exploration Committee (CBEC) mandate to specifically explore venues outside of Calgary as part of an updated Master Facilities Plan (MFP) in order to reduce the costs of hosting the 2026 OPW; and</li> </ol>

## PREVIOUS COUNCIL DIRECTION

			<p><b>4. Directs administration to continue to seek financial participation from the other orders of government in the BidCo. If this is not achieved by January 2018, to return to Council with an update no later than 2018 February.</b></p> <p>5. Directs that Attachments 3 and 5 remain confidential pursuant to Section 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act (FOIP) until such time as Council decides not to proceed with a bid or the International Olympic Committee (IOC) has awarded the 2026 and 2030 Olympic and Paralympic Games (OWPG) to another Host City.</p> <p>That with respect to Report C2017-1181, Administration Recommendation 3 <b>as amended</b>, be adopted:</p> <p>That Council:</p> <p><b>3. Direct administration to incorporate the work on the five principles into the BidCo work where possible and seek any commensurate cost savings.</b></p>
2017 November 13	Regular Meeting of Council	Olympic Update Report, C2017-1162	<p>That the Administration Recommendations contained in Report C2017-1162 be amended by adding Recommendation #3, as follows:</p> <p>"3. Direct Administration to seek confirmation from the other orders of government to ascertain their funding commitment on the bid."</p> <p>That Administration Recommendation #1 contained in Report C2017-1162 be adopted in part, as follows:</p> <p>That Council:</p> <p>1. Receive this report for information</p> <p>That Administration Recommendation #2 contained in Report C2017-1162 be adopted in part, as follows:</p> <p>That Council:</p> <p>2. Direct Administration to report back to Council 2017 November 20, with a formal funding request to deliver on the additional work required for the Dialogue Stage.</p> <p>That Administration Recommendation #3 contained in Report C2017-1162, <b>as amended</b>, be adopted in part, as follows:</p>

## PREVIOUS COUNCIL DIRECTION

			<p>That Council:</p> <p><b>3. Direct Administration to seek confirmation from the other orders of government to ascertain their funding commitment on the bid.</b></p>
2017 July 31	Combined meeting of Council	Olympic Bid Exploration, C2017-0616	<p>That the Administration Recommendations 1 and 2 contained in Report C2017-0616, be adopted, as follows:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Thank the Calgary Bid Exploration Committee for their commitment to meeting their mandate.</li> <li>2. Receive for information The City's Evaluation Summary, Attachment 1.</li> <li>3. Adopt the Option 2 recommendations, as outlined in Attachment 3 which would see The City of Calgary not moving forward with a bid for the 2026 Olympic and Paralympic Winter Games unless certain conditions can be satisfied.</li> </ol>
2017 July 24	Regular Meeting of Council	Olympic Bid Exploration, C2017-0599	<p>That the Administration Recommendations contained in Report C2017-0599 be adopted, as follows:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receive the Calgary Bid Exploration Committee's Recommendation for information.</li> <li>2. Direct Administration to report back to Council on 2017 July 31 with: <ol style="list-style-type: none"> <li>a) a summary of Administration's review and analysis of Calgary Bid Exploration Committee's Report and Recommendation; and</li> <li>b) Administration's recommendations regarding next steps for a 2026 Winter Olympic and Paralympic Bid Exploration.</li> </ol> </li> </ol>

## PREVIOUS COUNCIL DIRECTION

2017 June 19	Strategic Meeting of Council	OLYMPIC BID EXPLORATION UPDATE, C2017-0541	<p>That the Administration Recommendation contained in Report C2017-0541, be adopted, as follows:</p> <p>That Council receive this report for information.</p>
2017 January 23	Regular Meeting of Council	2026 Winter Olympic and Paralympic Bid Exploration Update, C2017-0097	<p>That the Administration Recommendations 1 and 2 contained in Report C2017-0097 be adopted, as follows:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Endorse Administration's Feasibility Assessment (Attachment 4), and provide Administration's Co-Executive Sponsors, the General Manager of Community Services and the Deputy City Manager with the authority to make content changes, unless they are material in nature, in which case changes will be brought back to Council.</li> <li>2. Receive for information Administration's project governance structure (Attachment 1) and Calgary Bid Exploration Committee's (CBEC) updates (Attachment 5).</li> <li>3. (a) Direct that Attachment 4 remain confidential pursuant to Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25 (1)(c) of the <i>Freedom of Information and Protection of Privacy Act</i> until such time as the International Olympic Committee (IOC) has awarded an Olympic and Paralympic Winter Games (OWPG) to Calgary or until such time as the attachment is no longer relevant to the City's interest in hosting an OWPG or similar event, whichever is later.</li> <li>(b) Direct that Attachment 7 to the report remain confidential pursuant to Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 25 (1)(c) of the <i>Freedom of Information and Protection of Privacy Act</i> until such time as the International Olympic Committee (IOC) has awarded the Olympic and Paralympic Winter Games (OWPG) for the year 2026 to a host city or until such time as Council makes a decision not to proceed with a bid for the 2026 OWPG, whichever is sooner.</li> </ol>

## PREVIOUS COUNCIL DIRECTION

2016 October 3	Combined Meeting of Council	In-camera Olympic Bid Exploration Update C2016-0810	<p>That the Administration Recommendation contained in Report C2016-0810 be adopted, after amendment, as follows:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Adopt Administration's recommendation that The City of Calgary assume a controlling interest in Calgary Bid Exploration Committee company (CBEC), with The City holding a 75 per cent shareholder interest and Tourism Calgary holding a 25 per cent shareholder interest;</li> <li>2. Authorize the General Manager (GM), Community Services to exercise all the powers and voting rights of The City as a shareholder of CBEC when such action is required subject to the GM, Community Services first seeking Council direction in regard to matters that materially affect legal, business or financial risk for The City;</li> <li>3. Authorize the Mayor to execute on behalf of The City all company resolutions and related documents, including a unanimous members' agreement, required to establish the appropriate shareholder and governance structure of CBEC, such documents to be satisfactory in content and form to the GM, Community Services and the City Solicitor respectively; and</li> </ol> <p>4(a) Direct that the Report and Attachment 2 <b>are now public documents</b>; and</p> <p>4(b) Direct that <b>Attachment 1</b> and Attachment 3 to the Report remain confidential pursuant to Sections 23(1)(b), 24(1)(a), 24(1)(g), 25(1)(b) and 27(1) of the <i>Freedom of Information and Protection of Privacy Act</i> until such time as CBEC is wound up.</p>
2016 September 26	Regular Meeting of Council	Olympic Bid Exploration Update, C2016-0738	<p>That with respect to Report C2016-0738, the following be adopted:</p> <p>That Council File Recommendations 1 and 2 contained in Report C2016-0738, and;</p> <ol style="list-style-type: none"> <li>1. Reconsider its 2016 June 20 decision with respect to portions of Attachment 6, of Report C2016-0537, the fundamental terms and conditions of a funding agreement between The City of Calgary and BIDEXCO, in order to allow for the adoption of the following new Recommendations to Report C2016-0738:</li> </ol> <p>2. Adopt new Recommendation 1, as follows:</p>



## PREVIOUS COUNCIL DIRECTION

			<p><b>“1. Adopt the amended deliverables, milestones and timelines outlined in Attachment 1 to this report and authorize the General Manager, Community Services to make such further amendments to the deliverables, milestones and timelines as he deems required once the same have been discussed with the Board of Directors for the Calgary Bid Exploration Committee;”</b></p> <p>3. Refer the new Recommendations 2 and 3, as follows, to Administration for further consideration in regard to:</p> <ul style="list-style-type: none"> <li>• the rationale for the currently proposed governance structure;</li> <li>• given Calgarians' interest in this matter, a review of potential alternative structures that would secure a controlling interest for The City of Calgary in any organization that might be established to conduct the bid exploration work; and</li> <li>• deliverables that will result from the bid exploration work</li> </ul> <p>2. Authorize the General Manager, Community Services to exercise all the powers and voting rights of The City as a member of Calgary Bid Exploration Committee when such action is required subject to the General Manager, Community Services first seeking Council direction in regard to the same if he believes that motions or documents materially affect legal, business or financial risk for The City; and</p> <p>3. Authorize the Mayor to execute on behalf of The City of Calgary all documents required to establish and govern Calgary Bid Exploration Committee, such documents to be satisfactory in content and form to the General Manager, Community Services and the City Solicitor respectively.”</p> <p><b>4. Direct Administration to report back to Council in regard to the matters outlined in Recommendation 3 (the referral motion) to no later than the 2016 October 03 Combined Meeting of Council.</b></p> <p><b>And further, that the In Camera discussions remain confidential pursuant to Sections 24(1)(a), 24(1)(a)(i) and 27(1) of the <i>Freedom of Information and Protection of Privacy Act</i>.</b></p>
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## PREVIOUS COUNCIL DIRECTION

2016 June 20	Regular Meeting of Council	CSTA Update, C2016-0537	<p>That the Administration Recommendations contained in Report C2016-0537 be adopted, after amendment, as follows:</p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Adopt the Calgary Sport Tourism Authority's (CSTA) recommendation that The City of Calgary endorse a Bid Exploration (see Attachment 1) and request that the Mayor send a letter to the Canadian Olympic Committee (COC) expressing Calgary's interest in hosting the 2026 Olympic and Paralympic Winter Games (OPWG);</li> <li>2. Approve a one-time increase in 2016 to operating budget program # 426 of up to \$5.0 million (\$4.7 million – BIDEXCO work, \$0.3 million – Administration support) from the Fiscal Sustainability Reserve (FSR);</li> <li>3. Subject to BIDEXCO signing a funding agreement with The City of Calgary that:               <ol style="list-style-type: none"> <li>(a) contains the fundamental terms and conditions outlined in Attachment 6;</li> <li>(b) includes such other terms and conditions as may be deemed required by the General Manager, Community Services; and</li> <li>(c) is in content and form satisfactory to the General Manager, Community Services and City Solicitor, respectively;</li> </ol> <p>Approve funding in an amount of up to \$5 million to BIDEXCO for the purpose of carrying out the Bid Exploration.</p> </li> <li>4. Authorize the General Manager, Community Services to negotiate and the General Manager, Community Services and City Clerk to execute the agreement referred to in recommendation 3;</li> <li>5. Direct the General Manager of Community Services, to advise Council when the Funding Agreement is executed and to report to Council on the status of this initiative on a quarterly basis commencing 2016 September which includes progress of the Bid Exploration no later than Q1 2017 and, with a recommendation regarding the notice of intent to bid for 2026 OPWG by 2017 April (stage gates to be outlined in a Funding Agreement);</li> <li>6. Direct that the Report, Attachment 1, Attachment 2 and Attachment 3 <b>are now public documents.</b></li> </ol>
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## PREVIOUS COUNCIL DIRECTION

			<p>7. Direct that Attachment 4 and Attachment 5 remain confidential pursuant to Section 16(1) of the Freedom of Information and Protection of Privacy Act until such time as the International Olympic Committee (IOC) has awarded an Olympic and Paralympic Winter Games (OWPG) to Calgary.</p> <p>8. Direct that Attachment 6 remains confidential pursuant to Section (23)(1)(b), 24(1)(a), 24(1)(g) and 25(1)(b) of the <i>Freedom of Information and Protection of Privacy Act</i> until such time as a Funding Agreement between The City and BIDEXCO is signed.</p> <p><b>And further, that the In Camera discussions remain confidential pursuant to Sections 27(1)(a) of the Freedom of Information and Protection of Privacy Act.</b></p>
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# Economic Impact of WinSport on the Calgary Economy

March 2017

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# Executive Summary

## Purpose:

This report was conducted on behalf of WinSport with the support of Calgary Economic Development. Though WinSport provided data for this study neither WinSport nor CED had any input into the following analysis.

This report analyzes the economic impact of WinSport's Canada Olympic Park ("WinSport"), located on the western edge of Calgary to the local economy. Employment and GDP impacts to the local economy are measured.

Economic Impact Analysis is normally performed when someone is deciding whether or not to construct a new facility. The standard analysis methods consider construction costs as a major contributor to the local economy. In this case we consider the economic impact of a currently going concern, the WinSport facility in Calgary, Alberta. As such the analysis we employ focuses more on the contribution of the ongoing operations to the Calgary economy rather than the one-time construction contribution that is normally considered in such analysis.

## Findings:

Using data for a sample 12 month period in or around the calendar 2016 year, we estimated the employment and financial impacts of the WinSport facility on the Calgary economy. Please note that 2016 was a recessionary year and as such the numbers presented in this report may be considered a conservative estimate of what WinSport contributes in a more typical year.

Direct and indirect economic impacts because of the WinSport facility result in 1,200 full time equivalent jobs in Calgary (596 of which work at the WinSport facility) and boost the local economy by \$120 million annually.



# 1. Introduction

This report seeks to enumerate and describe the economic and social impacts of the operations of the WinSport facility within the borders of the city of Calgary.

The limitations of this are not trivial. It is common for this type of analysis to be used in determining whether or not a new sports stadium should be constructed. In analyzing such circumstances it is often noted that players, coaches and owners typically do not reside in the city where the facility is located during the off season. As such salaries, profits, dividends and bonuses paid are considered a negative cash outflow from the local city, an ongoing drag with negative economic multiplier effects on the local economy. This often makes the economic analysis of a new stadium show very little benefit to a local economy <sup>1,2</sup>. The WinSport facility is significantly different. First, it is already built. Second, there is no “off season” to the WinSport facility. It operates as a not-for-profit organization with most of its coaches and employees residing in Calgary. The majority of WinSport facility users including athletes that train at WinSport reside in Calgary and the athletes typically do not receive the large salaries common among athletes playing in professional sport franchises.

## Research Methodology:

Tim Chapin<sup>3</sup> at Florida State University suggests a framework for analyzing the impacts of sports facilities. Aside from the Economic impacts, which are typically measured using multiplier analysis from Input/Output models, Chapin implores researchers to go beyond typical Economic analysis to include non pecuniary, or difficult to measure, impacts which go beyond the typical range of economic analysis. He suggests a list of items to consider and notes that in some cases each item will be a net cost and in other cases any item on the list may show up as a net benefit.

With these significant differences we modify the list provided by Chapin (2002) to analyze the impact of WinSport on Calgary. In particular we are not concerned with construction or land acquisition costs – these monies were spent in the past and our concern for this study is the current annual impact of WinSport on the Calgary economy. That said, the suggested list of topics to be considered are presented below followed by a short description of each item and its application to WinSport. The rest of this report will analyze each member of the WinSport family’s contribution to the total impact of the WinSport facility on Calgary.

Typically a Cost	Typically a Benefit
O&M costs	Tax revenues (sales, property, personell...)
Infrastructure improvement	Facility revenues that flow to the public sector
Business relocation costs	Total economic activity (dollars and Jobs)
Property tax losses	Spin-off businesses
Public service cost of events (police)	District (re-)development
Opportunity cost for funds	New money, new jobs
Opportunity cost for land	Re-use opportunities for old facility (if applicable)
Encumbrance of bonding capacity	Impact on area of old facility (if applicable)
Demolition and site work for old facility	Community identity
	Civic pride
	Consumption benefits
	Political Capital
	Support of Development Logic
	Project planning capacity building

## 2. Initial Analysis

### 2.1 O&M costs

The ongoing maintenance of a facility should be offset from the revenue generated from the facility. This should go without saying except that we must recognize that these monies are spent in Calgary and provide jobs to Calgarians. The multiplier effect of these expenditures shows up as a benefit in the analysis, but the primary effect of maintenance expenditures is not included as a benefit.

### 2.2 Tax Revenues (Sales, Property, Personal...)

Tax revenues generated as a result of sales and operations represent a contribution to the public accounts and as such are a benefit to society. As the City of Calgary does not charge a sales tax (most U.S. cities do) this is not included in the analysis. Payroll taxes also accrue to higher orders of government in Canada and surprisingly little of that money collected in Calgary is returned to Calgary through government programs or expenditures so these are excluded from the analysis. As WinSport is a not-for-profit entity it is exempt from local property taxes.

### 2.3 Facility Revenues that Flow to the Public Sector

The WinSport facility operates as a not-for-profit organization. No level of government takes a direct role in any WinSport activity, there are no sales of publicly provided goods or services, and no revenue sharing arrangements as part of any partnership activities. No revenues flow to the public sector from operations at WinSport.

### 2.4 Total Economic Activity (Dollars and Jobs)

Under this heading comes the typical Input/Output analysis showing the direct and indirect impacts of a facility in a local market. In this analysis we will be utilizing our in-house developed Input/Output model specific to the Calgary economy. To our knowledge, it is the only city of Calgary specific Input/Output model in existence, though there are other generic models available like the Province of Alberta I/O model or the Conference Board of Canada's Tourism Economic Assessment Model (TEAM).

Data was collected from WinSport and from the partner organizations that operate out of the WinSport facility;

- Luge Canada
- Alpine Canada
- International Hockey Academy
- National Sports School
- Own the Podium
- Canada's Sports Hall of Fame
- Canadian Sport Institute
- Calgary Gymnastic Centre
- Hockey Canada
- Bobsleigh Canada Skeleton

Data on expenditures and employees collected from the partner organizations was utilized in this study. We opted for the expenditure approach to preserve confidentiality in the identity of individual financial contributions from these partner organizations. As such we report aggregate numbers only. In total these organizations

employ 370 Calgarians and have a total payroll expenditure of \$23.2 million supporting about 800 local program participants. The WinSport facility itself provides employment to hundreds and has an annual payroll of approximately \$18 million. The direct impact of employment at the WinSport facility sums to \$41.2 million positive contribution to the Calgary economy. In addition, 234 athletes receive monthly financial assistance from these organizations to a total of \$3.4 million.

These earnings are spent in Calgary on goods and services, which generates economic activity and further employment. Called the “indirect employment” we utilize our in-house Input/Output model to determine the total direct and indirect employment effects in Calgary from the annual operations of the WinSport facility.

Employment Direct Contribution:	\$41.2 million
Employment Indirect Contribution:	\$21.2 million
Athlete Support Direct Contribution:	\$3.4 million
Athlete Support Indirect Contribution:	\$1.7 million
<b>Total Employment Contribution to Calgary Economy:</b>	<b>\$67.5 million</b>

At an average hourly wage in 2016 in Alberta of \$27.00 this translates to a total 1,200 Full Time Equivalent jobs in Calgary.

WinSport itself was also analyzed based upon revenues from the various activities available on-site. Ordinarily only revenues received from people outside the local area would be included in such analysis but in this case, we have to recognize the unique nature of the WinSport facility and the close proximity of similar facilities outside Calgary. In this case we include only moneys spent in Calgary which otherwise would likely not be spent here if WinSport did not exist. Considerations raised in the remainder of this report were employed in the analysis, for example, revenues from food and beverage sales were not included in the analysis but revenues from licensed sales are included. Also not included are Mountain Bike activity revenues and various event revenues (concerts, private functions).

In reviewing WinSport’s financial statements we discovered two significant anomalies which have not been considered in the academic literature; volunteers and endowments. It is both shocking and trite to say that WinSport could not operate without them and so they need to be included in the analysis.

## Volunteers

Calgary’s volunteer spirit is legendary. It is perhaps one of the defining characteristics of what it is to be a Calgarian. Indeed, during the 2013 flood event that hit Calgary volunteering to help people whose property was drenched was commonplace. That spirit of volunteerism was not a one-off event. Six hundred and seventy volunteers contribute 28,645 hours of service per year at WinSport. If WinSport had to pay for that labour it would incur an additional \$0.5 million in expenses. It therefore has a direct impact upon the prices WinSport must charge and as a result represents a net benefit enjoyed by all users of the WinSport facility. To include the direct and indirect impact of volunteerism at WinSport on the community we include an additional \$0.8 million as a source of revenue in the economic impact analysis.

## Endowments

In 1987 the Government of Canada entrusted endowments to WinSport. Approximately \$71 million was entrusted to help fund operational costs at WinSport and the Olympic Oval at the University of Calgary. This

money was invested in accordance with the trust terms, creating a continuing legacy. Markets have gone up and down since 1987 but through prudent management the original endowments have now grown to about \$111.2 million net of investment profit distributions as of December 31, 2016. During each year, some of these investment profits are distributed to the University of Calgary to help cover the operating costs of the Olympic Oval (Oval operations are not part of this study), and to WinSport to help cover operating costs at the WinSport facility. This represents a clear benefit to WinSport and everyone who uses the facility. As such we include this revenue in the analysis. It represents money spent or that could be spent in Calgary which would not exist but for the WinSport facility. The endowment funds themselves, \$111.2 million, is money invested in various accounts which does not enhance the economic activity in Calgary. As such, the endowment funds do not enter into our analysis.

After accounting for these two anomalies we sum revenues from all activities which would not be spent in Calgary but for the WinSport facility. Those revenues come from a host of activities including for example:

- Partner Organizations (see 2.4 Total Economic Activity)
- Ski Hill Tickets
- Ski lessons
- Equipment rentals
- Food and beverage (licensed sales only)
- XC Ski activity (discontinued in the 2016/17 season)
- Public use of the Bobsleigh / Luge track (winter and summer)
- Service Fees from the Calgary Public School operated on site
- Zipline
- Adventure Camps / Active Lives summer day camps
- Revenues from Ice facilities (including curling, skating)
- Active Lives skate revenues
- Fees for tournament use of Bobsleigh / Luge track
- Sky Line Luge
- Fees and revenues from other tournament events

Specifically not included, as these represent money that likely would be spent elsewhere in Calgary if WinSport were not in operation, are for example:

- Public skate / shinny
- Mini Golf
- Mountain Biking
- Outdoor Corporate Programs including Challenge Course
- Sales of food and beverages
- Performance Training Centre
- Medical Clinic
- Rentals to some commercial tenants

These revenues, which are moneys that would not be spent in Calgary but for the existence of the WinSport facility, sum to \$30.8 million, comprised of \$13.7 million from endowment contributions and \$17.1 million from WinSport operations. These revenues are, in turn, spent by WinSport on operating expenses. The money then re-enters the Calgary economy and causes spin-off effects through two mechanisms, through wages and salaries and through purchase of goods and services. The indirect impact of wages and salaries on the Calgary economy of all monies spent by WinSport was already accounted for at the start of section 2.4, so we subtract the secondary labour market impact of WinSport expenditures in Calgary to avoid double counting indirect effects. This

yields an indirect impact on the Calgary economy of \$14.9 million. Summing together yields an annual impact on the Calgary economy from WinSport revenues and Endowment funds of \$45.7 million.

## 2.5 Spin-off Businesses

One of the impacts of a sports oriented facility is that it supports demand for complimentary goods and services. The ability to participate in activities like skiing enhances the demand for skis and ski wear which may be purchased at local outlets that are not affiliated directly with WinSport. These impacts are extremely difficult to quantify but they should at least be acknowledged.

One spin-off business that can be quantified is the impact on the hospitality industry. As a result of sporting events, corporate conferences, meetings and events held at WinSport an astonishing 67,000 visitors to Calgary seek hotel accommodations here. Note that this is an underestimate as this does not include people who visit WinSport while in Calgary on other business. Assuming double occupancy for these visits the local hotel industry benefits by \$3.7 million per year. Further spin-off activity in the local economy as a result of these hotel stays sums to an additional \$2.7 million benefit to the Calgary economy.

## 2.6 District (Re-)Development

When a new facility is built there is an enhancement to property values in the immediate vicinity. There has been significant work in the literature as to whether or not such uplift to property values in the vicinity of a sports facility are a catalyst for development or redevelopment in the local district. The consensus opinion is no, sports facilities do not entice further local development. They do, however add to the list of amenities in close proximity to certain properties which makes them more desirable properties and increases their value.

Studies have suggested that the area affected with increased property values could be an entire city, but realistically a statistically significant property value uplift is only measurable within a couple of miles of a facility.<sup>4</sup> Feng and Humphreys (2008) did a study on the property value uplift within 1 mile of two facilities in Columbus Ohio. They found residential property values were uplifted, on average, by 3% as a result of close proximity to those stadiums. We lack the resources and time to do a detailed analysis of this for Calgary but if we can extrapolate the Ohio analysis to the WinSport area then some back of the envelope calculations give a rough property value uplift to about 7400 residential properties within 2 km of around \$120 million<sup>5</sup> which would also give an annual uplift to municipal property taxes of around \$1.2 million and about another \$1.2 million in Provincial School property taxes. These numbers are approximate and would require significant effort to estimate with any degree of confidence and are therefore not listed as a direct or indirect benefit from the WinSport facility.

## 2.7 Infrastructure Improvements

When a new sports facility is constructed there are often upgrades necessary to local roads, water, sewer and electric infrastructure to support operations of the facility. Those costs are typically the responsibility of the local municipality and hence form a cost to society for constructing the new facility.

In the current study the WinSport facility is not expanding and there are currently no public infrastructure enhancements necessary to support activities there. Public infrastructure; roads, water, and sewer in the vicinity of WinSport are currently being upgraded, but the primary purpose of those upgrades is to support new community development that is currently happening to the east of the WinSport facility.

## 2.8 New Money, New Jobs

One of the most difficult things to get a handle on in this type of analysis is the notion that the only benefits to



having a facility is in what new or additional economic activity does it engender that would not have happened but for that facility being in place. Traditionally this is used as a rationale for discounting or outright ignoring the revenues received by sports or recreation facilities in economic impact analysis. As one author put it,

Expenditures by those who reside in the community do not represent the circulation of new money. Rather, they represent only a recycling of money that already existed there. It is probable that if local residents had not spent this money on the sports event, then they would have disposed of it either now or later by purchasing other goods and services in the community. Thus, their expenditure associated with the sports events is merely likely to be switched spending, which offers no net economic stimulus to the community, and it should not be counted as economic impact.<sup>6</sup>

Congruent with this it is necessary to dive into WinSport's activities to determine which services provided there would seem to match this description. To do this we ask a simple question, "if this service was not available at WinSport what would customers most likely do instead?"

## **2.9 Skiing, Tube Park, Outdoor Adventure and Ski Lessons**

The most likely alternative for ski activities provided at WinSport would be for customers to spend money outside Calgary at one of the nearby mountain ski resorts. As such, revenues from ski operations should be included in the analysis even though they mostly come from local residents because this is money that would likely otherwise be spent outside Calgary.

## **2.10 Zipline / Public Bobsled**

The most likely alternative would be for customers to spend money outside Calgary at the next best available high adrenaline activity, like skydiving. As such, we believe these revenues should also be included.

## **2.11 Concert or Reception Revenues**

If concert events were not conducted at WinSport they could be conducted at various locations inside Calgary such as at the Max Bell Arena. Expenditures at WinSport under these categories likely represent relocating customers with Calgary and as such these revenues should not be included in the impact analysis. If the WinSport facility was the largest facility in the City and events would not come to Calgary but for the WinSport facility, then customer revenues on those events should be included in an economic impact assessment.

## **2.12 Arenas**

WinSport is a special facility that houses 1 international sized hockey arena and 3 North American sized ice arenas in close proximity. This unique facility makes it ideal for multiple activities like figure skating, public skating, and public hockey shinny which can all occur at the same time. It is also an ideal location for semi-professional events like the Team Canada World Juniors Showcase games, where participants can practice at one arena then walk over to their scheduled game in the stadium arena. It is a unique facility that has drawn the attention of Hockey Canada which has moved to the WinSport facility. Although there are other arenas in Calgary that could offer similar experiences none offer the combination of convenience this one offers and at present there is no excess ice capacity in the City. As such, we submit arena activities should be included in the economic impact analysis. That said, ordinary admissions for things like shinny could be accommodated elsewhere in Calgary and as such those revenues should not be included in the analysis.

## **2.13 Office Tower**

The WinSport facility has a five storey office tower, three stories of which are rented to commercial tenants. Rents from those tenants should not be included in the analysis. If they were not located at WinSport it is likely they would choose to rent elsewhere in Calgary.

## 2.14 Concession Revenues

This includes food, beverage and equipment rental activities. Though not absolutely necessary for the operation of a sports facility it is difficult to imagine one operating efficiently without these amenities. Even so, with the test being ‘what would customers spend money on if this weren’t done?’ the clear answer is they would bring their own which they likely would buy elsewhere in Calgary. As such, these revenues do not pass the test and should not be included in the analysis.

Licensed sales do, however, pass the test as they can not legally be brought into the facility if purchased elsewhere.

## 2.15 Active Lives

WinSport operates summer camps for sports and adventure, mountain biking, hockey and ringette for ages 4 to 14 where students learn athleticism and fundamental movement skills doing a variety of activities. The WinSport facility is uniquely equipped to offer a diverse range of summer activities to challenge children like biking, rope challenges, luge, ball hockey, lacrosse, and even the new sport of quidditch (muggle quidditch). It should also be noted that WinSport is the only major outdoor summer camp supplier in Calgary, with the vast majority of what WinSport provides being focused on the outdoor environment. Though there are facilities that offer summer camps to children in Calgary none offer the diversity of physical and outdoor experience provided by WinSport.

These camps are extremely popular but we must ask, ‘if money wasn’t spent on these where would customers spend it alternatively?’ The answer is possibly other sports camps, but the only comparables within Calgary offer indoor activities (swimming, etc.), soccer and football. Given this we assert that if the WinSport facility did not offer day camps the majority of customers would either go to camps outside Calgary for a similar experience or would opt to spend more money on their summer vacation outside Calgary. As such we believe the Active Lives summer camps should be included in the impact analysis as monies which would not otherwise be spent in Calgary.

## 2.16 Other Affiliates

WinSport is home to other affiliated organizations including Hockey Canada, Luge Canada, Bobsleigh Canada Skeleton, Alpine Canada, the Canadian Sport Institute and Canada’s Sports Hall of Fame. It is trite to say that none of these operations would exist in Calgary but for the facilities at WinSport. There is also a school operated by the Calgary Board of Education supporting the education of young people who are engaged in advanced sport training at the WinSport facility. If the WinSport facility was not there it is possible that these students would train, live and receive their education outside Calgary so we believe the impacts from the academic aspects associated with WinSport represent monies that would otherwise not be spent in Calgary and should be included in the analysis.

## 2.17 Business Relocation Costs

When a new facility is built there are typically costs associated with relocating operations from the old facility

to a new one. As no construction is currently ongoing at WinSport this does not apply in this case.

## **2.18 Re-use Opportunities for Old Facility (If Applicable)**

If a new facility is built, the old facility may not be demolished if it is still in usable condition. The reuse opportunities for the old facility should be included in the impact analysis as this represents new opportunities for economic activity in the local municipality. As no new construction is occurring at WinSport, this is not applicable to the current study.

## **2.19 Property Tax Losses**

If a new facility is constructed it is possible that the next alternative use of the land would have been something that would have generated greater property tax revenue to the local municipality. A new stadium could displace a residential development. Careful analysis needs to be done to determine whether a new facility represents a net property tax change to the local municipality. As there is no new construction occurring at the WinSport facility we may dispense with this item.

## **2.20 Impact on Area of Old Facility (If Applicable)**

When a new arena is built it is possible that relocation of major sporting events to that arena could have a negative impact upon the district where the old arena is. It could lead to lower property values and a change in the nature of the community. Impacts to the old community as a result of the change of use of the old facility must be considered in any impact analysis. As there is no new construction occurring at WinSport we may dispense with this item.

## **2.21 Public Service Cost of Events (Police)**

Some public events, particularly those where consumption of legal and illegal drugs is common, require extraordinary public safety presence. Police, EMS, hospitals and incarceration become necessary for some public events. Those costs are borne by society and those who benefit from such events where such costs are likely to occur should bear those costs.

## **2.22 Opportunity Cost for Funds or Land**

The underlying idea here is that society as a whole only benefits when each resource is put to the best use possible at any given time. The opportunity cost is the cost of forgoing the next best use of resources. Fund managers constantly evaluate what is the next best use of money under their watch. If a new investment suddenly appears to have greater return potential they sell investments that have lower potential to increase their return. From the perspective of developing a new stadium the issue is: is a new stadium a better use of the land than say an office building? Once a facility is already built the opportunity costs tend to be much reduced. In order to have a next best use the facility itself would typically need to be demolished and those demolition costs are typically sufficient to outweigh the benefits possible from an alternative use. That said, as cities grow land tends to increase in value. Eventually the value of the land far exceeds the costs of demolition and alternative uses may become more profitable. WinSport today is not in this situation, but we note it as a cautionary tale that time marches on and one day someone will propose a use for the site that may have greater benefits to society.

## **2.23 Encumbrance of Bonding Capacity**

Some municipalities support the construction of local arenas by providing grants. Those grants are funded by debt typically and that limits the amount of future debt the municipality will be allowed to take on. This can



limit the ability of the local municipality to fund future infrastructure improvements like building new roads, providing fire services and providing safe drinking water. These represent a future burden to the citizens of a municipality and must be included as a public financing cost of a project if public monies are provided to build a new facility. Again, there are no construction activities currently ongoing at WinSport so this is not applicable to the current analysis.

## 2.24 Demolition and Site Work for Old Facility

If a new facility is constructed then the costs for remediating or reconditioning the site of an older stadium should be included in the calculations. These costs will be borne by someone, whether the old owner or if they abandon the property society in general. In the case of WinSport there are no construction activities ongoing so this is not a concern.

## 2.25 Non-Pecuniary Items

Some items simply cannot be valued in terms of dollars. These items must, nevertheless, be included in the calculation of the impacts of any facility when an analysis is done. Frequently the numeric analysis on a project or program indicates minimal benefits to the local economy<sup>7</sup>. Indeed, it is well settled in the economic literature that sports teams and facilities do not stimulate economic growth. In this environment it is often the non-pecuniary items that tip the scale to whether or not a proposal is a good idea for the community.

### Community Identity

There is a term in French that is of particular interest here. “Notre equipe” usually translates to English as “our team” but the French term *equipe* has subtle meanings. It connotes an idea that everyone is part of the same community, maybe even dressed the same, and there is a small sub-group of that community that is representing the whole community in an event. The “C of Red” at home Calgary Flames games is a prime example. The more people that identify themselves as being a fan or a patron of a local event the more it helps to create a sense that ‘we’re all in this together’ that is the hallmark of a community. Of course, one significant detractor from creating this sense of community occurs when the team members don’t actually make the host city their permanent home. This detraction does not exist at WinSport where athletes who represent Calgary and Canada make their home in Calgary.

Of course other teams from around the world also train at WinSport but the welcome they are given is another aspect of the local community identity; western hospitality.

### Civic Pride

Sports teams in particular can entice people to a certain level of pride to belong to a community. This can also go the other way, particularly if the local team has a record of not performing well. This does not haunt the WinSport facility. More Olympic medals have been won by Canadian winter athletes that train and/or compete at WinSport than any other facility or venue in Canada. The head office of Hockey Canada, who manage the national hockey teams; Women’s, Men’s and Juniors, to such success that Canadians have grown to believe that a silver medal in any Hockey event is just not good enough, calls the WinSport facility home. Indeed, all professional sport teams in Calgary take at least an occasional break from their own training facilities to get the personal and unique attention that is only available locally at WinSport. If there is a downside to the civic pride that WinSport engenders it is a public relations issue where all the great works done at WinSport are just not known well enough by the community.

Few locations in the world can host as many types of winter sport World Cup events as WinSport.

### Community Visibility

Raising the visibility of a community on the international stage is essentially a mandatory prerequisite for any jurisdiction in attracting investment, innovation, workers, artists and all the myriad of experiences and opportu-

nities that make a dynamic and vibrant thriving community. Enhancements or detractions from the communities external image as a result of any proposed project or ongoing activity should be mentioned in the analysis.

Calgary's second<sup>8</sup> big push onto the international stage was when it hosted the 1988 Olympic games. It was perhaps one of the greatest Olympic events of all time not for the medals but for the incredible show of community participation, volunteerism, and stories of underdogs. The planet's heart stopped when the Jamaican bobsled team crashed and it soared with Eddie the Eagle, both of which events occurred at the WinSport facility.

## 2.26 Consumption Benefits

Commonly referred to as Externalities these can be both positive and negative. Impact analysis should include these items particularly where they occur where there is no market to mitigate them. Matters involving public health, pollution, noise, or traffic are typically of concern, for example the creation of a new stadium could result in traffic congestion near the new site which would be a negative impact on local residents and businesses.

The WinSport facility has its own private driveway and is located on the outskirts of the city along a major highway. Incremental noise and traffic from activities at the facility appear to be minimal.

The majority of activity at the WinSport facility involves children receiving both indoor and outdoor physical education and healthy exercise. Much has been written about the personal and social benefits of a physically active population<sup>9</sup> with current Canadian Physical Activity Guidelines calling for Children to receive 60 minutes of vigorous physical activity daily while adults are encouraged to get at least 150 minutes of moderate to vigorous aerobic physical activity per week.<sup>10</sup> This level of activity is notoriously difficult to achieve in a Canadian winter when just walking proves difficult and potentially dangerous. WinSport is uniquely positioned to offer a variety of activities that can help people meet these objectives. Further, education offered at WinSport in outdoor activities like skiing, snowboarding and skating helps people enjoy the outdoors during Canadian winters their whole lives. Health benefits arising to Calgarians from use of the WinSport facility are impossible to measure but must nevertheless be recognized.

## 2.27 Political Capital

Frequently businesses ask politicians to support their latest proposal. If all goes well then both business and the politicians who supported it may be viewed in a positive light. If the venture does not perform as planned and there is a public outcry the politicians who supported it could face bad publicity which could, if severe enough, result in their removal from office. It may not be necessary to outright state the political risks and rewards from supporting a project in an analysis but any proposer should give this serious thought before putting pen to paper.

## 2.28 Support of Development Logic

The layout of cities is planned. Businesses want to be easily accessed by customers and residents do not want to be unduly bothered by noise, pollution or congestion. Local planning authorities do their best to accommodate everyone while recognizing that every natural environment has a best use. Indeed, the WinSport facility exists where it does because the Paskapoo slopes are high enough, steep enough and face north.

One objective of local planners may be to put facilities that complement each other in close proximity to enhance the experience of users while perhaps also co-locating sufficient competing facilities so that monopoly

situations and monopoly pricing practices do not arise. Another objective may be to have a certain unique character of building design in certain communities and business districts. Supporting the natural physical location and development objectives can be seen as a benefit to the community. Radically changing the physical environment or requiring meetings and presentations to have development objectives changed to match a proposal impose costs on society.

WinSport has in the past presented proposals to the local development authority to further develop the Paskapoo slopes only to be met with opposition because the proposals did not match what the development authority believed would be an appropriate and best use for the area. There are currently no proposals for development at WinSport before any development authority and we proceed with this analysis under the assumption that none are forthcoming any time soon.

## 2.29 Project Planning Capacity Building

Sometimes there simply is no net benefit for doing a particular project. There may even be costs. Still some of them are done just to gain the experience in how to do them, to become more efficient at them, which leads to becoming profitable on the next job.

## 3. Economic Impact Assessment

Data was collected from WinSport as well as the partner organizations that call WinSport home. Those organizations include:

- Luge Canada
- Alpine Canada
- International Hockey Academy
- National Sports School
- Own The Podium
- Canada's Sports Hall of Fame
- Canadian Sport Institute
- Calgary Gymnastics Centre
- Hockey Canada
- Bobsleigh Canada Skeleton

Analysis revealing the economic impact of WinSport and its partner organizations has been included throughout this report. Here is a summary of the findings:

<b>Total Employment impact:</b>	<b>1,200 Full Time Equivalent Jobs across Calgary</b>
<b>Direct Economic Impact:</b>	<b>\$77.6 million</b>
<b>Indirect Economic Impact:</b>	<b>\$42 million</b>
<b>Total Economic Impact:</b>	<b>\$119.6 million per year</b>

## Endnotes

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# CITY SECRETARIAT RISK REGISTER (PUBLIC)

## Risk Profile

<b>Low</b>	Willing to accept and monitor these risks since they have low likelihood of occurrence however with minor consequences.
<b>Medium</b>	Recognizes these risks will probably occur and will have moderate consequences. Management will monitor and manage risks by implementing contingency plans to reduce the likelihood and impact of their occurrence.
<b>High</b>	Recognizes these risks are top priorities of critical importance to the organization. Management is spending more effort to manage and monitor these risks by implementing risk mitigation strategies to reduce the likelihood and impact of their occurrence.

Risk Category	#	Potential Risk Identified	Risk Rating	Mitigation	Risk Rating
			2/10/2018		9/10/2018
<b>Financial</b>	1	Ability of the City Secretariat to validate and assess costs in the Draft Hosting Plan Concept.	<b>Low</b>	<ul style="list-style-type: none"> <li>The City Secretariat and an independent third-party have reviewed the capital and operating expenditures and projected revenue included in the Draft Housing Plan Concept.</li> <li>Financial information has been compared with: (a) CBEC report (b) City of Vancouver, Vancouver 2010 reports, and (c) other Olympic host cities.</li> </ul>	<b>Low</b>
	2	Draft Hosting Plan Concept is still being finalized.	<b>Low</b>	<ul style="list-style-type: none"> <li>The Draft Hosting Plan Concept has been finalized except for one sport venue (e.g. curling) however costing for the curling venue has been included in the plan.</li> </ul>	<b>Low</b>
	3	Impact of any potential City investment for the Olympic and Paralympic Winter Games (OPWG) on The City's debt capacity.	<b>Medium</b>	<ul style="list-style-type: none"> <li>Analysis of debt impact is underway.</li> <li>Other orders of governments' contributions are under negotiation.</li> </ul>	<b>Medium</b>
	4	Alignment of the Draft Hosting Plan Concept with The City's capital investments and operating budget priorities.	<b>Low</b>	<ul style="list-style-type: none"> <li>The City Secretariat is working to ensure alignment with The City's Investment Plans, including sport infrastructure and affordable housing.</li> </ul>	<b>Low</b>
	5	Alignment of Draft Hosting Plan Concept with sport, recreation and event hosting priorities of the City's Recreation Investment plan (e.g. field house and mid-size arena).	<b>Low</b>	<ul style="list-style-type: none"> <li>A review has been completed to ensure alignment with The City of Calgary's long-term capital investment priorities.</li> </ul>	<b>Low</b>

# CITY SECRETARIAT RISK REGISTER (PUBLIC)

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<b>Financial</b>	6	Clarifying the timing of GoA and GoC approvals for cost sharing arrangements.	<b>High</b>	<ul style="list-style-type: none"> <li>The Government of Alberta (GOA) has committed to release information on the provincial cost share contribution a minimum of 30 days prior to the plebiscite.</li> <li>The Government of Canada (GOC) is working to determine whether approval of the GoC cost share contribution can be secured a minimum of 30 days prior to the plebiscite.</li> </ul>	<b>High</b>
	7	Provision of comprehensive economic analysis of Draft Hosting Plan Concept.	<b>Low</b>	<ul style="list-style-type: none"> <li>Independent cost benefit analysis is underway.</li> </ul>	<b>Low</b>
	8	Ability to reach final agreement on cost sharing and other key issues between all parties within appropriate timelines.	<b>High</b>	<ul style="list-style-type: none"> <li>Negotiations continue between the City, the GoA and the GoC.</li> </ul>	<b>High</b>
	9	Confidence that The City's essential services amounts are adequate.	<b>Low</b>	<ul style="list-style-type: none"> <li>Subject matter experts were engaged across the corporation to build City Essential Services' budgets.</li> <li>Contingencies and escalation have been included in totals.</li> </ul>	<b>Low</b>



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			2/10/2018		9/10/2018
<b>Reputational</b>	10	Alignment of communications with other orders of government and Calgary 2026.	<b>Low</b>	• Overarching communication strategy has been developed for all partners.	<b>Low</b>
	11	November 13, 2018 has been established by Council as the date for the vote of the electors.	<b>Low</b>	• A Draft Hosting Plan Concept has been received from Calgary 2026 which outlines relevant information related to the Games. • A communication roll-out strategy has been developed with all partners and specifically for The City to ensure the public engagement program has comprehensive information to provide Calgarians.	<b>Low</b>
	12	Meeting the GoA's requirement and the commitment to Calgarians to provide information at least 30 days prior to the November 13, 2018 vote of the electors.?	<b>Medium</b>	• The City of Calgary, under the leadership of the Engagement Advisory Sub-committee, has developed a fact-based, neutral engagement program for all citizens. Beginning in October Calgarians will be provided with multiple channels to provide feedback on the issues, opportunities and challenges.	<b>High</b>
	13	Adequate return on investment (ROI) for Calgarians including economic, social and environmental return.	<b>Medium</b>	• The City of Calgary has engaged a financial consultant to conduct a cost benefit analysis of the Draft Hosting Plan Concept.	<b>Medium</b>

# CITY SECRETARIAT RISK REGISTER (PUBLIC)

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	14	Ability of The City's public engagement program to meet the expectations of Calgarians and Council to provide them with the information they need to feel informed prior to the vote of the electors.	<ul style="list-style-type: none"> <li>• The public engagement program is intended to inform and educate the public about the bid process, seek public input into whether or not Calgary should submit a bid and identify issues, concerns and opportunities of a potential bid and respond to questions.</li> <li>• The engagement is independent of and separate from Calgary 2026's communications and engagement program and any communications released by the Returning Officer in regard to the vote of the electors.</li> <li>• Concluding a cost-sharing agreement with the Governments of Canada and Alberta is required to be able to advise Calgarians of The City's anticipated share of Calgary 2026's Draft Hosting Plan Costs.</li> </ul>	High
	15	Ensuring that information that is deemed and directed to be confidential and not in The City's interest to share at this time is kept confidential.	<ul style="list-style-type: none"> <li>• The City Secretariat reviews all reports, attachments and presentations and makes recommendations to the Assessment Committee and Council as to whether the documents should be kept confidential under the <u>Freedom of Information and Protection of Privacy Act</u>. The Committee and/or Council make decisions as to what is to be kept confidential.</li> </ul>	High

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Risk Category	#	Potential Risk Identified	Risk Rating 2/10/2018	Mitigation	Risk Rating 9/10/2018
<b>Operational</b>	16	Conducting a thorough and comprehensive due diligence review of the Draft Hosting Plan Concept within tight timeframes.	<b>Low</b>	<ul style="list-style-type: none"> <li>A thorough review and analysis was completed on all aspects of the Draft Hosting Plan Concept.</li> <li>Calgary 2026 officially released a Draft Hosting Plan Concept to the public on September 11, 2018.</li> </ul>	<b>Low</b>
	17	Ensuring alignment with The City of Calgary's Vision and Quality of Life Results, long-range plans (e.g. MDP/CTP, Affordable Housing, Climate Resilience, Cultural Plan) and policies.	<b>Low</b>	<ul style="list-style-type: none"> <li>The Draft Hosting Plan Concept has been reviewed and assessed for alignment with The City's vision, long-range plans, strategies, and policies. Confirmation has been received that the Draft Hosting Plan Concept is well aligned.</li> </ul>	<b>Low</b>
<b>Legal</b>	18	The City of Calgary, Law and Legal Services Department has completed a preliminary review of the currently anticipated legal risks to The City of Calgary arising from bidding for and, if awarded by the IOC, hosting the 2026 OPWG. Bidding for the 2026 OPWG means agreeing to provide certain Guarantees (legally binding commitments) to the IOC and, if The City of Calgary's bid is successful, signing the IOC's Host City Contract. Unless mitigating measures are put into place, significant legal risks arise from signing the current version of the Host City Contract and providing the current versions of the required Guarantees.	<b>High</b>	<p>The Law and Legal Services Department and Finance is continuing to conduct due diligence and identify measures to mitigate the risk to The City posed by the Host City Contract and Guarantees, including:</p> <ul style="list-style-type: none"> <li>negotiating a Multi-party Agreement and potentially other agreements with other key stakeholders to address risk;</li> <li>ensuring appropriate contingencies and project management measures are in place re: construction and capital projects;</li> <li>carefully considering the terms of the IOC Guarantees to be submitted by The City;</li> <li>seeking to amend or establish applicable legislation, policies, bylaws and protocols; and</li> <li>investigating the availability and scope of insurance</li> </ul>	<b>High</b>

Note: Specific legal and financial risk are not included in the public register as the bid process is competitive in nature and the City Secretariat is engaged in negotiations.